

Terminal Evaluation of Cambodia Climate Change Alliance – Phase 3 (CCCA3)

UNDP Cambodia



June 2024

CAMBODIA CLIMATE CHANGE ALLIANCE

Implemented by:



Funded by:



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Empowered lives.
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Acknowledgements

The Terminal Evaluation team would like to acknowledge the support provided during all phases of the evaluation, including staff of the UNDP Country Office and the Project Management Unit team. The logistic support provided made it possible to visit a range of project sites and stakeholders in provinces where the CCCA3 project was implemented. We also acknowledge the comprehensive review and feedback provided on drafts of the evaluation report to assist the TE team in its preparation of the final report.

We would also like to acknowledge the numerous stakeholders and beneficiaries who gave freely of their time to share their knowledge and experience of the CCCA3 project, thereby enriching the lessons learned and recommendations that we have been able to document in the terminal evaluation report.

Project Summary Table

| | | | |
|------------------------------|--|---|--------------------------------|
| Programme Title | Cambodia Climate Change Alliance – Phase 3 (CCCA3) | | |
| Programme #: | 000118895 | National Priority | Climate Change |
| Country: | Cambodia | Region: | Asia Pacific |
| Cambodia's SDG Goal | CSDG 13 | Project Start Date (ProDoc Signature): | 27 th June 2019 |
| UNDP/CPD outcome | By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks. | Planned closing date: | 30 th June 2024 |
| | | Midterm Review completion date: | 1 st September 2022 |
| | | Terminal Evaluation completion date | 30 th June 2024 |
| Funding Sources | EU, Sida, UK, UNDP | | |
| Implementing Partner: | Implementing Partner was the National Council for Sustainable Development (NCS), 21 Responsible Parties ¹ received funding to implement CCCA3 project activities | | |
| Project Budget | UNDP \$500,000.00 EU \$6,715,200.00 Sida \$3,730,740.16 UK \$67,006.18 Funding Gap \$855,948.99 Total USD \$11,868,895 (as per the Project Document) | | |

| Evaluation Information | | |
|--|--|--|
| Evaluation Type (project/outcome/thematic/country programme, etc.) | Project Evaluation | |
| Final/midterm review/other | Final | |
| Period under evaluation | Start | End |
| | June 2019 | June 2024 |
| Evaluators | Nimul Chun National Evaluation Consultant | Brent Tegler International Evaluation Consultant / Team Leader |
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| Evaluation dates | Start | Completion |
| | 01 Feb 2024 | 30 June 2024 |

¹ 1.EnergyLab; 2.Swiss Church Aid (HEKS/EPER); 3.Institute of Technology of Cambodia (ITC); 4.People In Need Cambodia (PIN); 5.Prek Leap National Institute of Agriculture (NIA); 6.The Regional Community Forestry Training Center for Asia and the Pacific (RECOFTC); 7.Teuk Saat 1001 (TS1001); 8.Preah Sihanouk Province Coastal Development and Management Committee (CDMC); 9.Facilitation Association of Economy for Cooperatives (FAEC); 10.International Development Enterprise (iDE); 11.Cambodia Ministry of Industry, Science, Technology and Innovation (MISTI); 12.Department Rural Water Supply (DRWS) of Ministry of Rural Development (MRD); 13.University of Battambang, (NUBB); 14.Royal University of Phnom Penh (RUPP); 15.Ministry of Environment (MOE); 16.Ministry of Economy and Finance (MEF); 17.Ministry of Public Works and Transport (MPWT); 18.Ministry of Mines and Energy (MME); 19.Ministry of Rural Development (MRD); 20.Ministry of Education, Youth and Sports (MoEYS); and 21.National Committee for Sub-National Democratic Development Secretariat (NCCDS).

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Acronyms and Abbreviations

| | |
|-------|--|
| AC | Agricultural Cooperatives |
| ADB | Asian Development Bank |
| APR | Annual Progress Report |
| ASEAN | Association of Southeast Asian Nation |
| BSP | Budget Strategic Plan |
| CA | Convention Agriculture |
| CARDI | Cambodian Agriculture and Research Development Institute |
| CCAPs | Climate Change Action Plans |
| CCCA3 | Cambodia Climate Change Alliance-Phase 3 |
| CCCSP | Cambodia Climate Change Strategic Plan |
| CCTWG | Climate Change Technical Working Group |
| CDB | Commune Database |
| CDC | Council for the Development of Cambodia |
| CDMC | Coastal Development and Management Committee |
| CF | Community Forestry |
| CPA | Community Protected Area |
| CPER | Climate Public Expenditure Review |
| CSOs | Civil Society Organizations |
| CTA | Chief Technical Advisor |
| DALRM | Department of Agricultural Land Resources Management |
| DCC | Department of Climate Change |
| DEM | Digital Elevation Model |
| DPs | Development Partners |
| EFR | Environmental Fiscal Reforms |
| EIB | European Investment Bank |
| EoP | End of Project |
| ERG | Evaluation Reference Group |
| EU | European Union |
| FAEC | Facilitation Association of Economy for Cooperatives |
| FAO | Food and Agriculture Organization of the United Nations |
| FMIS | Financial and Management Information System |
| FS | Farmer Field School |
| GCF | Green Climate Fund |
| GDA | General Directorate of Agriculture |
| GDP | Gross Domestic Product |
| GDPS | General Directorate of Policy and Strategy |
| GGGI | Global Green Growth Institute |
| GHGs | Greenhouse Gases |
| GMS | General Management Services |
| GSSD | General Secretariat of the NCSD |
| HH | Households |
| iDE | International Development Enterprise |
| IFAD | International Fund for Agricultural Development |
| IGE | Inclusive Green Economy |
| IOs | International Organizations |
| IRD | Institute for Research and Development |
| ITC | Institute of Technology of Cambodia |

| | |
|---------|--|
| KAP | Knowledge, Attitudes, and Practices |
| KU | Kyoto University |
| LoA | Letter of Agreement |
| LTS4CN | Long Term Strategy for Carbon Neutrality in Cambodia |
| M&E | Monitoring and Evaluation |
| MAFF | Ministry of Agriculture, Forestry and Fisheries |
| M&E | Monitoring and Evaluation |
| MEF | Ministry of Economy and Finance |
| MFMA | Marine Fisheries Management Area |
| MIS/MRD | Management Information System/Ministry of Rural Development |
| MISTI | Ministry of Industry, Science, Technology and Innovation |
| MME | Ministry of Mines and Energy |
| MoE | Ministry of Environment |
| MoEYS | Ministry of Education, Youth and Sport |
| MOI | Ministry of Interior |
| MoWA | Ministry of Women Affairs |
| MPWT | Ministry of Public Works and Transport |
| MRD | Ministry of Rural Development |
| MRV | Measurement, Reporting and Verification |
| MTR | Mid-term Review |
| NCCD | National Committee for the sub-national Democratic Development |
| NCSD | National Council for Sustainable Development |
| NDCs | Nationally Determined Contributions |
| NGOs | Non-Governmental Organizations |
| NUS | National University of Singapore |
| ODA | Official Development Assistance |
| PAGE | Partnership for Action on Global Economy |
| PCDM | Provincial Committee for Disaster Management |
| PDRD | Provincial Department of Rural Development |
| PEB | Programme Executive Board |
| PID | Project Implementation Database |
| PNIA | Prekleap National Institute of Agriculture |
| PMU | CCCA3 Project Management Unit |
| PRM | Public Finance Management |
| RECOFTC | The Regional Community Forestry Training Center for Asia and the Pacific |
| ROM | Results Orientated Monitoring |
| RF | Results Framework |
| RUA | Royal University of Agriculture |
| RUPP | Royal University of Phnom Penh |
| SDG | Sustainable Development Goal |
| SESP | Social and Environmental Screening Process |
| SFM | Sustainable Forest Management |
| SIDA | Swedish International Cooperation Agency |
| SMART | Spatial Monitoring and Reporting Tool |
| SME | Small and Medium Enterprise |
| sPD | Sub-National Project Database (sPD) |
| ToC | Theory of Change |
| ToR | Terms of Reference |

| | |
|---------|---|
| TS-1001 | Teuk Saat 1001 |
| UBB | University of Battambang |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNICEF | United Nations Children's Fund |
| VI | Vulnerability Index |
| VRA | Vulnerability Risk Assessment |

1 Executive Summary

Brief Description of the Project

Cambodia is a Least Developed Country and one of the most vulnerable countries in the world to climate change due to its relatively high reliance on agriculture, forestry and fisheries (22.8% of GDP in 2021) and low adaptive capacity resulting from the shortage of technically skilled human resources, institutional capacities and adaptation financing. Over 61% of the population live in rural areas and are exposed to increasing and more unpredictable floods and prolonged droughts. Unsustainable exploitation of natural resources and limited water management systems further compromise the coping strategies of rural communities and increase food security concerns.

A study in 2018 led by the Ministry of Economy and Finance (MEF) and the National Council for Sustainable Development (NCSD) indicated that without additional actions, Cambodia's Gross Domestic Product (GDP) could be almost 10% lower than planned by 2050, due to the impacts of climate change. Although Cambodia's contribution to global greenhouse gas (GHG) emissions are small (163,882.35 Gg of CO_{2-eq} in 2016 or 0.02% of the global greenhouse gas emission), it is committed to the reduction of the GHG by 41.7% in 2030 and to be GHG neutral by 2050 regardless of the country's development needs in the context of rapid economic growth (7% per annum pre COVID-19) and industrialization.

The CCCA3 project has the following Objective and three Outcomes:

*Cambodia's development path is increasingly climate-resilient and low carbon.
Specific objective: Cambodian response to climate change in strategic sectors is scaled-up*

Outcome 1. Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs

Outcome 2. Tools are developed and implemented for the effective mainstreaming of climate change into policy/ regulatory frameworks, programmes and budgets of priority sectors

Outcome 3. National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened

Evaluation Objectives and Intended Audience

The Terminal Evaluation (TE) covers the entire duration of the CCCA3 project, from the start date of 27th June 2019 to project closure in June 2024. The TE assessed progress towards the achievement of Outcome and Output targets as specified in the Project Document (ProDoc). The TE has also analyzed how the CCCA3 project addressed gender equality and women's empowerment as well as cross cutting issues of human rights, marginalized groups and climate change.

The TE was conducted by an evaluation team, consisting of; one national evaluator and one international evaluation consultant, as the Team Leader. A TE Inception Report was prepared outlining a detailed evaluation methodology and Evaluation Question Matrix (**Annex 2**) was submitted for review and approval prior to commencing the field mission.

The TE scope includes an assessment of CCCA3 project activities at the national and sub-national levels, which covered 20 of the 25 provinces in Cambodia. Stakeholders from Government, NGOs, educational and research institutions and private sector were included in the TE.

The TE methodology has used the Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) Evaluation Criteria of

relevance/coherence, effectiveness, efficiency and sustainability to develop questions used to evaluate the CCCA3 project (**Figure 4**). In addition, the TE assessed how CCCA3 has addressed the cross-cutting issues of human rights, gender equality and women's empowerment and the inclusion of marginalised groups.

The TE Team included a national evaluator and international evaluation consultant (Team Leader) working collaboratively on the following key steps:

1. **Inception Report** – the TE methodology, including desk review, field mission, data validation, data analysis, report writing and draft and final report review were outlined following guidance provided in the Terms of Reference (ToR).
2. **Field Mission** – Following the outline developed in the Inception Report a 16 day field mission was conducted from February 26th to March 12th, 2024. The TE team worked independently to interview government, private sector, university, research and NGO stakeholders in Phnom Penh and in the provinces where project activities were conducted. A total of 94 (27 women, 67 men) individual stakeholders were interviewed. At the conclusion of the field mission a debriefing and validation workshop was held with UNDP, the Project Management Unit (PMU) staff and government stakeholders to review preliminary analysis of results and to outline next steps.
3. **Data Analysis and Triangulation** – The TE team conducted in depth analysis of the available project documents, triangulating information gathered from interviews to assess the CCCA3 project against the criteria and questions in the evaluation matrix.
4. **Draft and Final Evaluation Report Preparation** – the TE team prepared a first draft of the evaluation report based on the outline provided in the Inception Report which was reviewed by UNDP leading to the preparation of a second draft report. The second draft report underwent a wider review with UNDP, the PMU and government stakeholders. A draft final report addressing all comments received was then prepared for final review.

The TE is intended to provide recommend areas of improvement that could inform the current programme regarding sustainability and could be used to inform new UNDP programming. The target audiences of the TE are UNDP management, the National Council for Sustainable Development/Ministry of Environment, and the donors.

Summary of Terminal Evaluation Main Findings

The table below provides a summary of TE ratings based on analysis provided in the associated sections on relevance, effectiveness, efficiency, sustainability and cross cutting issues detailed in report **Section 5**.

Table 6. Summary of Terminal Evaluation Findings

| | |
|---|----------------|
| 1. Relevance | <i>rating*</i> |
| Relevance | S |
| 2. Effectiveness | <i>rating*</i> |
| Effectiveness | S |
| Overall quality of Monitoring and Evaluation | S |
| Overall quality of Implementation / Execution | S |
| 3. Efficiency | <i>rating*</i> |
| Project Finance | S |
| Project Efficiency | S |
| 4. Sustainability | <i>rating*</i> |
| Financial resources | ML |
| Socio-political | S |
| Institutional framework and governance | S |
| Environmental | S |
| Overall likelihood of sustainability | ML |
| 5. Cross Cutting Issues | <i>rating*</i> |
| Overall quality of gender and rights-based approach | S |

* See **Annex 7** for a complete description of rating scales used

Of the many outputs achieved by CCCA3 during the five year implementation period, the following five achievements are particularly relevant to note as they represent a significant step forward for Cambodia in aligning with the requirements of the Paris Agreement and effective gender responsive actions to climate change. They are:

- The updated Nationally Determined Contributions (NDC) report (2020) that was recognized for incorporating a gender lens to mainstreaming gender into climate change action;
- The Long Term Strategy for Carbon Neutrality in Cambodia (LTS4CN) (2021) which included an assessment of the role and contribution of women in achieving carbon neutrality, ensuring the implementation of the LTS4CN will engage women;
- The Cambodia Climate Change Strategic Plan (CCCSP 2024-2033);
- The annual Climate Public Expenditure Review (CPER) report that includes qualitative and quantitative assessment of gender integration into CC programmes, as well as gender case studies of specific programmes; and
- The setting up of the NDC/LTS4CN tracking system which completed three rounds (the third round is currently underway) of data collection involving up to 18 line Ministries, indicating a proactive approach towards improved data collection and analysis capacity, and greater accountability and transparency.

The CCCA3 project contribution to the development of these policies has required substantial effort in terms of capacity, effort, and collaboration with stakeholders. The long-term impact of these outputs brings considerable added value to the overall achievement of the CCCA3 project.

A more detailed summary of CCCA3's main achievements is outlined below:

1. CCCA3 has further developed the ability of Cambodia's government to develop policies, strategies and actions at national and sub-national levels to implement its National CC Strategic Plan to address the needs of climate change across five target sector ministries; MoE, MME, MoEYS, MPWT and MRD. These ministries were supported through LoA that built capacity to collect and deliver CC data for NDC reporting and grants supporting pilot projects that built practical technical experience and capacity at the national and subnational level to address priority sector needs.
2. At the national level working with the NCSO, CCTWG, MoE and MEF the CCCA3 project continued to build on previous project phases by engaging top decision makers to support and advocate for the Cambodian government to mainstream CC actions. CCCA3 supported Cambodia's participation in international events such as the UNFCCC, enhanced NDC, annual Climate Public Expenditure Review (CPEER) reporting that more thoroughly assess gender issues, national strategies such as Long Term Strategy for Carbon Neutrality in Cambodia (LTS4CN), MPWT's National Strategic Plan for Climate Change Adaptation and Greenhouse Gas Mitigation in Transport Sector and an updated National CC Strategic Plan (2024-2033).
3. CCCA3 prioritized five sector ministries (MoE, MRD, MPWT, MoEYS, and MME) to work with using an LoA approach to complete specific tasks contributing to project outputs. With technical support from the PMU this results-based approach proved effective in improving the capacity of sector ministries to design, implement and report on activities. In addition, CCCA3 could specify requirements for a gender responsive approach and M&E to track financial and activity progress.
4. CCCA3 has demonstrated the potential of integrating CC into target sector government activity design and budgets. There remains a need to develop mainstreaming tools that ensure CC impacts are fully understood and costed, and responsive adaptation and mitigation strategies included in all government sector strategies, plans and budgets. In addition, the MEF can play an important role by requiring mandatory compliance of CC budget tagging in all government sector AWP submitted for approval, that will in turn help to leverage climate financing.
5. CCCA3 has demonstrated there are financial benefits to climate-smart socio-economic development of the country. CCCA3 has also demonstrated, when the impacts of CC are not addressed, there are negative financial, social and environmental impacts that detract from socio-economic development and environmental protection of the country. Thus, there is a need to balance the Cambodia's focus on the socio-economic development with adequate consideration of and action on the impacts of CC.
6. CCCA3 has enhanced the frameworks needed to address CC (policies, strategies, tools, data collection and sharing, and budget tracking) and has tested and built capacity of government, NGOs, research institutions and the private sector to address CC through grants that supported CC innovation and research.
7. In summary CCCA3 has supported national and sub-national approaches to mainstream CC, that are informed by priority needs on the ground through monitoring and research, and implemented through national and sector-based strategies that address CC priorities, ensuring gender responsive approaches are used, with budgets sufficient to address the need for resilient adaptation which are supported by climate financing.
8. Having demonstrated an approach to mainstreaming CC, there remain needs related to the inclusion of all sector governments at the national and subnational levels and the

support of MEF in leveraging the climate financing required to address gender responsive, priority CC resilience, adaptation and mitigation needs. This must also be supported by strengthening of government capacity to mobilize, coordinate and track public and private climate change resources.

9. The CCCA3 project consistently demonstrated leadership of gender responsive development at national and subnational levels, with government, NGO, research institutions and the private sector through mandatory required to conduct gender analysis, collect gender disaggregated data and report on how CCCA3 grant funds impacted women. CCCA3 raised the profile of women in national reporting of NDCs and the annual CPER reports which incorporated a gender lens which mainstreams gender into CC action. CCCA3 KAP study methodologies and reporting were also reviewed to enhance their collection and analysis of data related to gender and social inclusion.

Conclusions

1. The CCCA3 project relevance has been demonstrated through the engagement of government, NGO and private sector stakeholders in activities that address existing and emerging needs in responding to climate change impacts. CCCA3 has initiated the integration of CC mitigation and adaptation into planning and budgeting processes that has the capacity for upscaling and which is relevant to accessing new funding mechanisms which target CC. The next phase for the CCCA programme should, therefore, prioritize activities that focus on establishing sustainable climate financing.
2. The CCCA3 project's engagement methods, particularly results-based LoA and grants, effectively built capacity to identify needs, develop results frameworks with time-bound targets and work with partners (government, NGO, private sector) to successfully achieve results. The continuation and expansion of a results based management approach with stakeholders, including increased engagement of the private sector, can continue to effectively achieve results to address CC.
3. The technical and financial support provided by CCCA3 was efficient given the substantial in-kind support, both direct (funds) and indirect (staff, infrastructure, experience) provided by participating stakeholders. The CCCA can continue to efficiently utilize the in-kind support of stakeholders in programs to address CC.
4. CCCA3 took a gender responsive approach, building capacity in stakeholders. ensuring national reports, policies and strategies addressed gender and tailoring activities to ensure address the specific vulnerabilities faced by women were considered and women were empowered to participate in climate-related issues.

Terminal Evaluation Recommendations

The table of recommendation is in two sections with the first two recommendations directed at CCCA3 activities intended for implementation prior to project closure. The second set of recommendations are intended to provide direction for a next phase of the CCCA program currently under development.

| Category | Recommendations | Lead | Timeframe |
|-------------------------------------|--|----------------------------|------------------|
| Area of Focus in the Remaining Time | 1. The exit strategy currently under development, should highlight the prioritized sectors and the support needed to develop mechanisms to achieve sustainable climate financing through innovative approaches, such as initiatives that are self-sustaining and financially viable through self-implementation, and engagement with private sector. As this recommendation is intended to address funding gaps identified by stakeholders it will be important to work collaboratively with stakeholders to seek solutions. | PMU | December 2024 |
| | 2. Documentation of lessons learned and achievements should be completed and ready to showcase in the process of sectoral strategic plan development in the 7 th mandate of the government. This recommendation addresses both the need for continued transparency and advocacy of actions that address CC. | All Executing Institutions | December 2024 |
| Project Next Phase Design | 3. Public Financial Management: A shift to a public financial management model, whereby MEF, working with MoE, to develop the tools required to mainstream CC into all government budget planning with a legal requirement to ensure that CC is being included in AWP's demonstrating sector actions that address CC resilience, adaptation and mitigation needs, for example a CC budget tagging method should be introduced with a greater role given to MEF in leading the financial allocation for CC actions. This recommendation which builds on CCCA3 is directed at mainstreaming climate change into all government planning and budgeting. | PMU | December 2024 |

| Category | Recommendations | Lead | Timeframe |
|----------|--|--------------|---------------|
| | <p>4. Building Capacity within Government: Continue to utilize a project implementation approach whereby government staff take on a large role in the planning, implementation, monitoring, analyzing and reporting on CC activity outputs. This approach should be supported by direct coaching and mentoring from the CCCA technical assistants as needed. The approach is intended to continue to build within government - effective, results-based project management, ownership, and sustainability of CC project activity outputs. Careful consideration and management should also be given to the transparency and accountability of project financial management.</p> | UNDP | December 2024 |
| | <p>5. Grant Components: CCCA3 demonstrated the use of small-grants and LoAs is an effective implementation strategy to engage government, NGOs, research organizations and the private sector in targeted, gender responsive, results-based CC activities that were innovative, built capacity within participating stakeholders and leveraged significant in-kind co-financing. To address issues of sustainability the implementation approach could benefit from the inclusion of technical support and requirements for the development of viable sustainability strategies that ensure outputs are sustained and plans (including financial plans) are in place to support replication and/or scale-up of successful outcomes. The continuation of a grant program should be considered an integral component of the next phases provided financial sustainability is embedded in the project strategies.</p> | PMU | December 2024 |
| | <p>6. Private Sector: CCCA3 demonstrated there are opportunities for the private sector to be engaged in CC resilience, adaptation and mitigation activities. There is a need to significantly expand private sector engagement by identifying and facilitating for profit CC activities where an engaged private sector brings innovation, expertise and co-financing to work with government, NGOs and the public to address CC.</p> | PMU and UNDP | December 2024 |

Terminal Evaluation Key Lessons Learned

The successes and challenges of CCCA3 implementation provide the following lessons learned:

1. Public Private Partnerships can be beneficial when government is able to offer both financial and technical incentives which leverage co-financing (cash, in-kind) from the participating private sector partner. The example of SME waste management supported by CCCA3 demonstrated how the outcome can be positive for government (waste management regulations enforced), private sector (a bad smelling waste water management problem was resolved) and the environment (waste water is treated before release to aquatic systems).
2. An inter-ministerial platform is a critical mechanism in driving changes: The formation of NCSD/MoE has encouraged the engagement of different entities in a platform creating a collaborative environment for the dialogue, discussion, sharing knowledge, and presenting achievement. The platform is acting as more than just coordination mechanism, it is providing a responsibility and integrity showcase platform for each responsible institution where their contributions are applauded (or shown to be underachieving). CCCA3 supported institutions have shown the some of the best contributions through the activities completed to support the project goal.
3. The implementation of a successful CC response practices (i.e. resilience, adaptation, mitigation actions) supported by policies within respective government sectors can make an important contribution to mainstreaming CC initiatives in government. For example, the innovative grants, supported by CCCA3, successfully demonstrated activities with the potential to be a driver of change within the government institutions where they were tested. Despite many of initiatives being known and proven approaches (i.e. not truly “innovative”), CCCA3’s financial and technical support and in some cases collaboration with NGOs and/or private sector, transformed a known CC practice into a core strategic plan for the government sector, thereby mainstreaming CC.
4. Advance technical knowledge brings in a more attractive and recognition for policy development: The initiative which could gain more support and influence policy change when they cover advanced knowledge and evidence-based, for example the prediction on impact of climate change in national economic growth and the study on the impact of heat stress on efficiency of the workers which found to be influential.

2 Introduction

The Terminal Evaluation (TE) exercise has prepared a report that provides an independent assessment based on OECD criteria of relevance, effectiveness, efficiency, cross-cutting issues and sustainability of project results per the TE Terms of Reference (ToR). The TE has also assessed project design, project implementation, stakeholder engagement, gender equality and women's empowerment and cross-cutting human rights and climate change issues. The TE reports on progress towards achievement of the project objective and expected outcomes, it provides recommendations to complete and sustain project outputs, and it captures lessons learned to inform future CCCA programming.

The objectives of the TE were:

- To review and assess the overall achievements at 3 levels of development results (outputs, outcomes and impacts) of CCCA3 Programme (including grant projects) to date, as well as to identify opportunities and challenges related to design, implementation and management of CCCA3, to identify lessons learnt (including unsuccessful practices) and impacts from the CCCA3 programme (including grant projects), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication;
- To assess the relevance and strategic positioning of the programme to respond to the needs and challenges faced by Cambodia in tackling climate change issues, to assess how the CCCA3 programme is related to or complements other climate change activities; and to assess the extent to which the programme contributed to the national priorities and UNDP Country Programme 2019-2023;
- To assess the overall development progress (outputs, outcomes, and impacts against the targets, and related indicators), with specific focus on:
 - Key policies and regulations supported by the programme, whether and how they are implemented, and achieved any results by the key ministries. Provide reasons for non-implementation or achievement of results.
 - 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);
 - Assess whether and how the programme enhanced the application of a rights-based approach, gender equality and women's empowerment, and participation of other group such as youth group, private sector in addressing climate issues;
- Provide recommendation to be considered in the design of a potential fourth phase of the CCCA Programme.

The TE has utilized Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria of Relevance/Coherence, Effectiveness, Efficiency, and Sustainability, as well as the cross-cutting issues of human rights, gender and leave no one behind.

3 Project Description

3.1 Development Context

Cambodia is a Least Developed Country and one of the most vulnerable countries in the world to climate change due to its relatively high reliance on agriculture, forestry and fisheries (22.8% of GDP in 2021²) and low adaptive capacity resulting from the shortage of technically skilled human resources, institutional capacities and adaptation financing. Over 61% of the population live in rural areas³ and are exposed to increasing and more unpredictable floods and prolonged droughts. Unsustainable exploitation of natural resources and limited water management systems further compromise the coping strategies of rural communities and increase food security concerns.

A study in 2018 led by the Ministry of Economy and Finance (MEF) and the National Council for Sustainable Development (NCSA) indicated that without additional action, Cambodia's Gross Domestic Product (GDP) could be almost 10% lower than planned by 2050, due to the impacts of climate change. Although Cambodia's contribution to global greenhouse gas (GHG) emissions are small (163,882.35 Gg of CO₂-eq in 2016 or 0.02% of the global greenhouse gas emission), it is committed to the reduction of the GHG by 41.7% in 2030 and to be GHG neutral by 2050 regardless of the country's development needs in the context of rapid economic growth (7% per annum pre COVID-19) and industrialization. The CCCA3 project builds on previous phases of CCCA project implementation. **Figure 1** sets out the goals and expected results of the three phases of the CCCA programme. CCCA3 was designed based on the significant progress made in previous phases. For example,

- Innovation and Sustainability, which forms one of the four pillars of the new Rectangular Strategy for 2019-2023;
- Cambodia has submitted its first Nationally Determined Contribution (NDC, 2015) to the United Nations Framework Convention on Climate Change (UNFCCC);
- Cambodia ratified the Paris Agreement in January 2017;
- Cambodia is implementing a Cambodia Climate Change Strategic Plan (CCCSP, 2014-2023), to addresses adaptation priorities and explore options for de-carbonisation in key sectors and enhance carbon sinks; and
- Implementing CCCSP is proceeding through Climate Change Action Plans (CCAP) that identify adaptation priorities developed and adopted by 14 key ministries.

CCCA3 builds on previous phases having identified priority actions that require support. For example, it was recognized that a 92% financing gap for CCAP, meant government ministries are unable to implement their adaptation priorities. There remain also significant capacity challenges at the national and sub-national level that affect the ability of ministries and local authorities to integrate adequate climate change response measures into their programming and policies. There was also recognition of a lack of measures to promote climate-smart investments which has limited the potential contribution of the private sector to Cambodia's response to climate change. Overall, it was evident that climate change was not yet mainstreamed into government ministries' core systems and procedures, including budgeting practices, and in order to achieve results at scale, capacity development support on climate planning, budgeting and implementation was required. The sub-national level is particularly unique, given that it plays a more prominent role in service delivery of the climate change responses required. At the sub-national level, the lack of capacity for effective climate change action mainstreaming was particularly significant.

² World Bank Data Source (March 2018) <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS>

³ General Population Census of the Kingdom of Cambodia 2019. National Institute of Statistics, Ministry of Planning, Cambodia: <http://nis.gov.kh/nis/Census2019/Final%20General%20Population%20Census%202019-English.pdf>

Cambodia Climate Change Alliance Project

| | Phase 1 2010 – 2014 | Phase II 2014 – 2019 | Phase II 2019 - 2024 |
|-----------------|--|--|--|
| Goal | 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. | To 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 | The Cambodia's development path is increasingly climate-resilient and low carbon and Cambodian response to climate change in strategic sectors is scaled-up. |
| Result 1 | Establishment of Coordination and Climate Change Policy Development | Governance and accountability framework | Capacity to produce, use, manage and disseminate CC Information and knowledge gaps |
| Result 2 | CC Knowledge Management | CC finance | Capacity to produce, use, manage and disseminate CC Information and knowledge gaps |
| Result 3 | Capacity within the NCCC | Human and technological capacities | Policy and financing tools for CC response |
| Result 4 | Resilience of coastal communities and ecosystems to CC | | |
| Result 5 | Capacity in RGC agencies and civil society organisations | | |

Figure 1. Progression of CCCA through Phases I, II and III

3.2 Problems the project sought to address

The ProDoc identified the following major challenges that remain for Cambodia to implement an effective climate change response:

- Policy-makers, planners and technicians at the sectoral and sub-national levels often lack the information and knowledge they need on how climate change impacts their work and what innovative solutions are available. This is due largely to a low capacity to generate, manage and disseminate useful climate information in appropriate formats and priority being given to climate related issues. Academic institutions have limited financing for research and limited research capacities on climate-related issues, and more effective systems for policy dialogue between academia, think tanks, private sector and government need to be established;
- The policy framework for incentivizing climate-smart investments and practices from the private and public sectors is largely undeveloped. Evidence-based policy studies that could inform such a framework are missing; and
- Most sectors and a significant number of sub-national authorities have implemented a first generation of climate change projects. The overall institutional capacity indicators have improved and several ministries have started to introduce climate-change in their budgeting practices. However, climate change is not yet fully mainstreamed in their core systems and procedures. The achievement of results at scale will require deeper capacity development support in priority institutions, in connection with their core planning, budget and implementation procedures. At sub-national level, major changes are expected, giving the districts a prominent role in service delivery and potentially in the climate change response. A significant capacity gap currently exists at this level for effective climate change mainstreaming.

3.3 CCCA3 Project Overview

At impact level, the CCCA3 project has the following objective:

Cambodia's development path is increasingly climate-resilient and low carbon. Specific objective: Cambodian response to climate change in strategic sectors is scaled-up

The CCCA3 project objective was to achieve measured reduction of GHG emissions and engagement of government, non-government and private sector beneficiaries in the implementation of innovative adaptation measures supported by the programme. More specifically, the programme aimed to contribute to a scaled-up response to climate change, with a focus on coordinating institutions (National Council for Sustainable Development, Ministry of Economy and Finance), and five strategic sector ministries.

The programme is structured around 3 Outcomes and 14 related Outputs (**Table 1**). Outputs are achieved through a range of activities specified in the workplan.

Table 1. CCCA3 project Outcomes and Outputs

| CCCA3 Outcomes | CCCA3 Outputs |
|---|---|
| <p>OUTCOME 1 Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs</p> | <p>Output 1.1: Climate Change data portal enhanced, enabling greater access of stakeholders to key climate data in support of effective climate action</p> <p>Output 1.2: Tailored data, information and knowledge products are available, targeting the needs of public institutions, private sector and CSOs, in priority sectors</p> <p>Output 1.3: Reliable and timely data generated to enable monitoring and evaluation of climate change response</p> <p>Output 1.4: Strengthened knowledge sharing mechanisms in place for researchers, policy-makers and practitioners</p> |
| <p>OUTCOME 2 Tools are developed and implemented for the effective mainstreaming of climate change into policy/regulatory frameworks, programmes and budgets of priority sectors</p> | <p>Output 2.1: Decision-makers, practitioners, private sector actors and communities in priority sectors are sensitized and engaged in climate responses</p> <p>Output 2.2: Programming / budgeting procedures and processes in priority sectors amended to incorporate climate change</p> <p>Output 2.3: New or updated policies / standards in priority sectors incentivizing climate-smart investments (public or private)</p> <p>Output 2.4: Top-up financing provided for selected public investments which have gone through a climate screening process</p> <p>Output 2.5: The climate response is coordinated across sectors and actors, under NCSD leadership</p> <p>Output 2.6: An NDC implementation plan is developed, including required sectoral actions and governance arrangements.</p> <p>Output 2.7: Model for delivery of climate change response at district and provincial level is developed and tested, in line with decentralization reforms.</p> |
| <p>OUTCOME 3 National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened</p> | <p>Output 3.1: Climate-related expenditures are regularly tracked and their efficiency and effectiveness is analyzed</p> <p>Output 3.2: MEF receives technical support to increase its capacities to conduct policy research on fiscal and economic policy issues related to climate change and develop the corresponding policy instruments</p> <p>Output 3.3: Innovative adaptation and mitigation approaches from the public and private sector receive seed funding and have access to scaling- up opportunities</p> |

In addition to addressing climate change as a cross-cutting issue, the CCCA3 project also addresses the following additional cross-cutting issues:

Gender Equality and Women's Empowerment: Gender considerations were integrated into all project activities, ensuring that the needs and voices of women and other vulnerable groups were considered. The project design included the collection gender-disaggregated data and collaboration with the Ministry of Women's Affairs to ensure gender sensitivity in policy initiatives.

Human Rights-Based Approach: The CCCA3 project aimed to further the realization of human rights by upholding relevant international and national laws and standards. Potential adverse impacts on human rights were rigorously identified and assessed, with appropriate mitigation and management measures incorporated into the project design. This included the completion of a Social Environmental Screening Process as part of project design (see **Section 5.1.6**).

Engagement with Marginalized Populations: The CCCA3 project actively engaged marginalized and excluded populations in the design and implementation process. Their views, rights, and constraints are analyzed and incorporated into the project's theory of change to address underlying causes of exclusion and discrimination.

The CCCA3 project is a multi-donor project with the ProDoc outlining funds to be provided by UNDP (\$500,000.00), the European Union (EU) (\$6,715,200.00), Swiss international development assistance (Sida) (\$3,730,740.16), and the United Kingdom (UK) (\$67,006.18). The ProDoc total project budget of \$11,868,895.33 meant the CCCA3 project started with a funding gap of \$855,948.99, for which additional support was to be secured. Key Stakeholders

The National Council for Sustainable Development (NCSD)/Ministry of Environment is the designated implementing partner for CCCA3. The Secretary of State of the Ministry of Environment and Second Vice Chair of the NCSD (former Secretary General of the NCSD) acts as the Programme Director and is responsible to the Programme Executive Board (PEB) for overall management of the programme.

Day-to-day Programme management is the responsibility of the director of the Department of Climate Change (DCC), supported by a deputy programme manager (senior official from DCC). A chief technical adviser (CTA) and a climate change policy specialist (hired by UNDP) provide advisory support to the programme. UNDP provides programme oversight.

CCCA3 operates under the guidance and ultimate oversight of a Programme Executive Board (PEB) chaired by the Minister of Environment / Chair of the National Council for Sustainable Development/Ministry of Environment. Board members include representatives of the Ministry of Economy and Finance, Ministry of Rural Development, Ministry of Public Works and Transport, Ministry of Mines and Energy, Ministry of Education, Youth and Sports, Ministry of Environment (all at Secretary of State or Under-Secretary of State level) and CCCA donors. **Figure 2** provides an overview of the institutional structure for CCCA3.

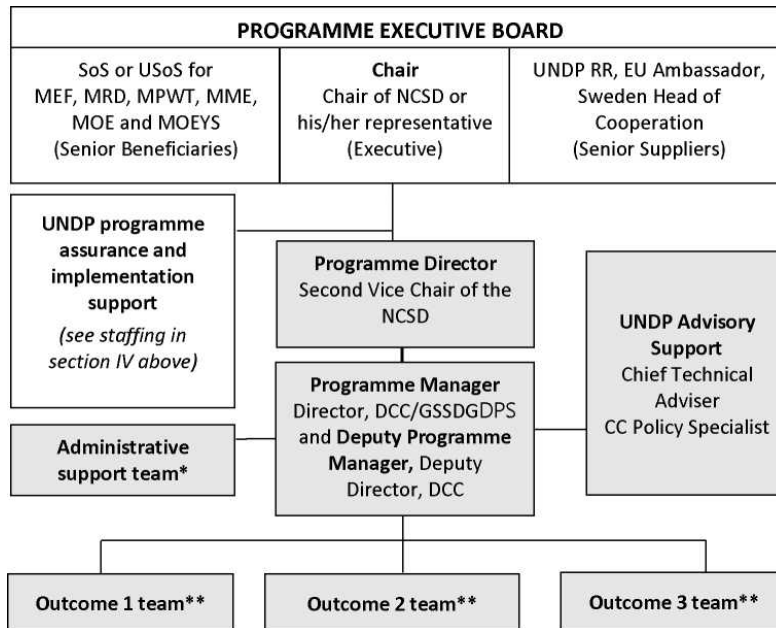


Figure 2: Overview of Institutional structure for CCCA3 (Source: Project Document; Grey background shows project staff based in NCSD)

* Operations officer, administrative officer, secretary, clerk, drivers and cleaners, plus Government counterparts assigned by NCSD;

** Adaptation and mitigation officers, M&E officer, coordination /climate finance officer, financial management officer for grants, knowledge management officer and communications assistant plus government counterparts. As part of the PMU these teams are responsible for managing activities under each of the CCCA3 project outcomes. Outcome teams were created based on the experiences in CCCA2 where it was found there is a need for additional staff to manage and monitor activities and consolidate reporting.

There was a wide range of government and non-government stakeholders engaged in the CCCA3 project. There was a focus on the following five key sector ministries targeted for participation in CCCA3:

- Ministry of Rural Development (MRD): lead the integration of climate resilience actions in rural roads, irrigation, water and sanitation, and rural livelihoods.
- Ministry of Mines and Energy (MME): promote energy efficiency and consumption through policy and regulatory developments
- Ministry of Environment (MoE): leads REDD+ and climate-related activities in protected areas.
- Ministry of Education, Youth and Sport (MoEYS): integrate climate change in academic curricula, promoting climate change related research.
- Ministry of Public Works and Transport (MPWT): lead the developments of policy and regulatory in national roads and urban infrastructure.

Beside the five key sectoral ministries, Ministry of Economy and Finance is engaged in overseeing financial aspects where each policy and regulatory may cause to the changes in terms of financial landscape of the country.

There was also a large number of stakeholders engaged through innovation grants and letters of agreement established by CCCA3, these included national and provincial government sectors, Non-Government Organizations (NGOs), research and education institutions and private sector stakeholders.

Table 2 provides a summary of key stakeholder roles and activities which they have been involved with in the CCCA3 project.

Table 2. Key stakeholders their type of engagement and total allocated funding under the CCCA3 project

| Categories | Institutions | Engagement Type | Total Allocation (USD) |
|-------------------------------|---|--------------------------------|------------------------|
| Prioritized Sector | Ministry of Environment (MoE) | Grant Implementation Guideline | 184,999 |
| | | Result-based LoA | 13,500 |
| | Ministry of Economy and Finance (MEF) | Result-based LoA | 96,000 |
| | Ministry of Public Works and Transport (MPWT) | Letter of Agreement | 250,000 |
| | | Result-based LoA | 51,500 |
| | Ministry of Mines and Energy (MME) | Letter of Agreement | 249,865 |
| | | Result-based LoA | 21,604 |
| | Ministry of Education, Youth and Sport (MoEYS) | Letter of Agreement | 250,000 |
| | | Result-based LoA | 22,500 |
| | Ministry of Rural Development (MRD) | Letter of Agreement | 250,000 |
| Result-based LoA | | 105,705 | |
| Innovation Grant 2 | | 99,987 | |
| Other Government Institutions | National Committee for Sub-National Democratic Development (NCCDDS) | Letter of Agreement | 94,967 |
| | | Result-based LoA | 41,000 |
| | Ministry of Industry, Science, Technology and Innovation | Innovation Grant 2 | 100,000 |
| | Cambodia Development Council (CDC/CRDB) | Result-based LoA | 40,126 |
| | Preah Sihanouk Province Coastal Development and Management Committee (CDMC) | Innovation Grant 2 | 100,000 |

| Categories | Institutions | Engagement Type | Total Allocation (USD) |
|---|---|---|------------------------|
| Academic and Research Institutions | Royal University of Phnom Penh | Partnership Grant | 149,975 |
| | Institute of Technology of Cambodia | Partnership Grant 1 | 149,995 |
| | | Partnership Grant 2 | 149,975 |
| | | Innovation Grant 1 | 99,884 |
| | University of Battambang | Partnership Grant | 149,990 |
| Prek Leap National Institute of Agriculture (NIA) | Innovation Grant 1 | 99,987 | |
| Non-Governmental Organizations | Teuk Saat 1001 | Innovation Grant 1 | 112,879 |
| | Recoftc | Innovation Grant 1 | 99,977 |
| | People in Need | Innovation Grant 1 | 100,000 |
| | Facilitation Association of Economy for Cooperatives (FAEC) | Innovation Grant 2 | 100,000 |
| | Energy Lab | Innovation Grant 1 | 100,000 |
| | Swiss Church Aid (HEKS/EPER) | Innovation Grant 1 | 100,000 |
| | International Development Enterprise (IDE) Cambodia | Innovation Grant 2 | 98,960 |
| Private Companies | Husk | Being a partner with FAEC under Innovation Grant 2 | |
| | SmartAgro | Being a partner with HEKS/EPER under Innovation Grant 1 | |
| | Sevea | Being a partner with ITC under Innovation Grant on energy efficiency | |
| | MSME | A number of water entrepreneurs being engaged under TS1001 for bottled-water and some manufacturers being engaged under waste-treatment system of MISTI | |

For more information on project stakeholders see report **Sections 5.2.2** for a discussion of planned stakeholder participation and actual stakeholder participation.

3.4 Theory of Change

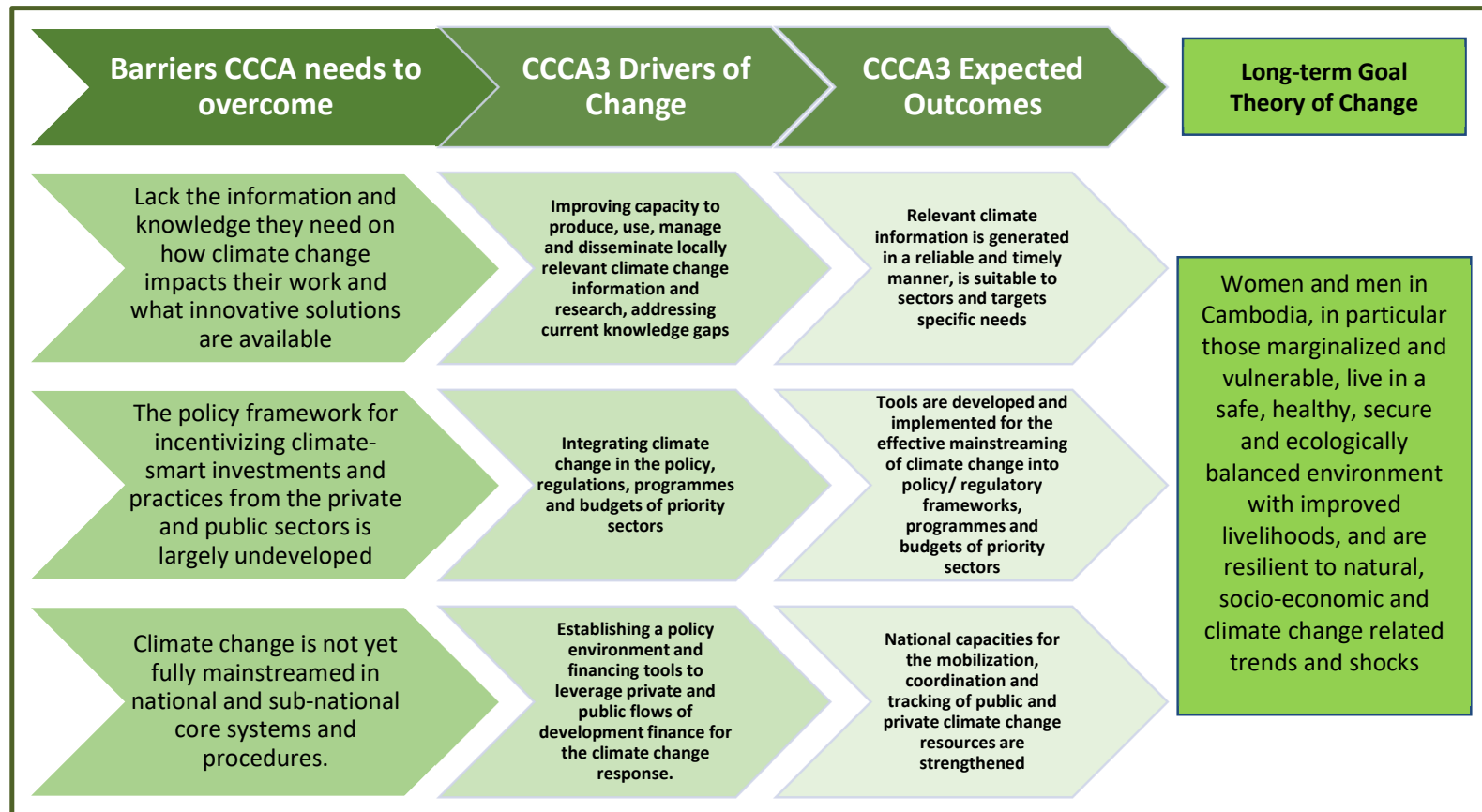
The Theory of Change (ToC) shown is **Figure 3** is based on information provided in the CCCA3 ProDoc. The ToC identifies three barriers for Cambodia to improving Cambodia's mitigation and adaptation to CC. The associated drivers to overcome these barriers and to identify CCCA3 project activities. And the expected outcomes that will be achieved through implementation of CCCA3 activities that will result in specific outputs as defined and measured in the CCCA3 Results Framework (RF).

The first barrier is related to the need to acquire, maintain, communicate and utilize a shared understanding of how CC impacts all sectors of government, the private sector and individuals in both rural and urban communities, and the actions that can be taken to mitigate and where necessary adapt to the changing climate. The second barrier acknowledges the need for supportive government structures (policies, regulations, programmes, budgets) that address CC mitigation and adaptation needs and which incentivize the changes needed at all levels. The third barrier recognizes the need for all

national and subnational government sectors to mainstream CC mitigation and adaptation into day to day working practices and to create financial management systems that attract and document spending on CC related activities.

The ToC is translated into the CCCA3 three Outcomes, 14 Outputs as outlined above in **Section 3.3** above, as well as the RF with its 28 indicators (see **Annex 11**).

Figure 3. Visualization of CCCA3 Theory of Change



4 Evaluation Scope and Objectives

4.1 Objectives

The TE has provided an independent assessment of the CCCA3 project using the criterion of relevance, effectiveness, efficiency, and sustainability. The TE also provides an assessment of project progress based on the RF indicators, with conclusions, recommendations and key lessons learned to inform future CC related activities in Cambodia. The TE has also assessed how CCCA3 has addressed gender equality and women empowerment and other cross cutting issues of human rights and environmental impact.

The objectives of the TE as provided in the Terms of Reference (ToR) (**Annex 1**) are:

- To review and assess the overall achievements at 3 levels of development results (outputs, outcomes and impacts) of CCCA3 Programme (including grant projects) to date, as well as to identify opportunities and challenges related to design, implementation and management of CCCA3, to identify lessons learnt (including unsuccessful practices) and impacts from the CCCA3 programme (including grant projects), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication;
- To assess the relevance and strategic positioning of the programme to respond to the needs and challenges faced by Cambodia in tackling climate change issues, to assess how the CCCA3 programme is related to or complements other climate change activities; and to assess the extent to which the programme contributed to the national priorities and UNDP Country Programme 2019-2023;
- To assess the overall development progress (outputs, outcomes, and impacts against the targets, and related indicators), with specific focus on:
 - Key policies and regulations supported by the programme, whether and how they are implemented, and achieved any results by the key ministries. Provide reasons for non-implementation or achievement of results.
 - 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);
 - Assess whether and how the programme enhanced the application of a rights-based approach, gender equality and women's empowerment, and participation of other group such as youth group, private sector in addressing climate issues;
- Provide recommendation to be considered in the design of the fourth phase of the CCCA Programme.

The direct target audiences of the TE include, UNDP management, the National Council for Sustainable Development, and the donors (EU, Sida and UK). The TE report has also been shared with relevant stakeholders including, the MoE through the PMU, MoEF, MRD, MPWT, MME and MEYS. The TE report will also be accessible to the public once finalized via the link: [Evaluation Unit Cambodia](#).

4.2 Scope

The TE covers the entire duration of the CCCA3 project, from the start date of 27th June 2019 to project closure on 30th June 2024. The TE has assessed progress towards the achievement of Outcome and Output targets as specified in the Project Document. The TE has also analyzed how the CCCA3 project addressed gender equality and women's empowerment as well as cross cutting issues of human rights, marginalized groups and climate change.

The TE scope includes an assessment of CCCA3 project activities at the national and sub-national levels, which cover 20 of the 25 provinces in Cambodia. Stakeholders from Government, NGOs, educational and research institutions and private sector were included in TE interviews.

The TE is intended to provide recommend areas of improvement that could inform the current programme regarding sustainability and could be used to inform new UNDP programming. The target audiences of the TE are UNDP management, the National Council for Sustainable Development/Ministry of Environment, and the donors.

4.3 Evaluation Criteria and Questions

The evaluation focused on five criteria, relevance, effectiveness, efficiency, sustainability and cross cutting issues (**Figure 4**). Key questions for each criterion are outlined below with detailed questions provided in **Annex 2**.

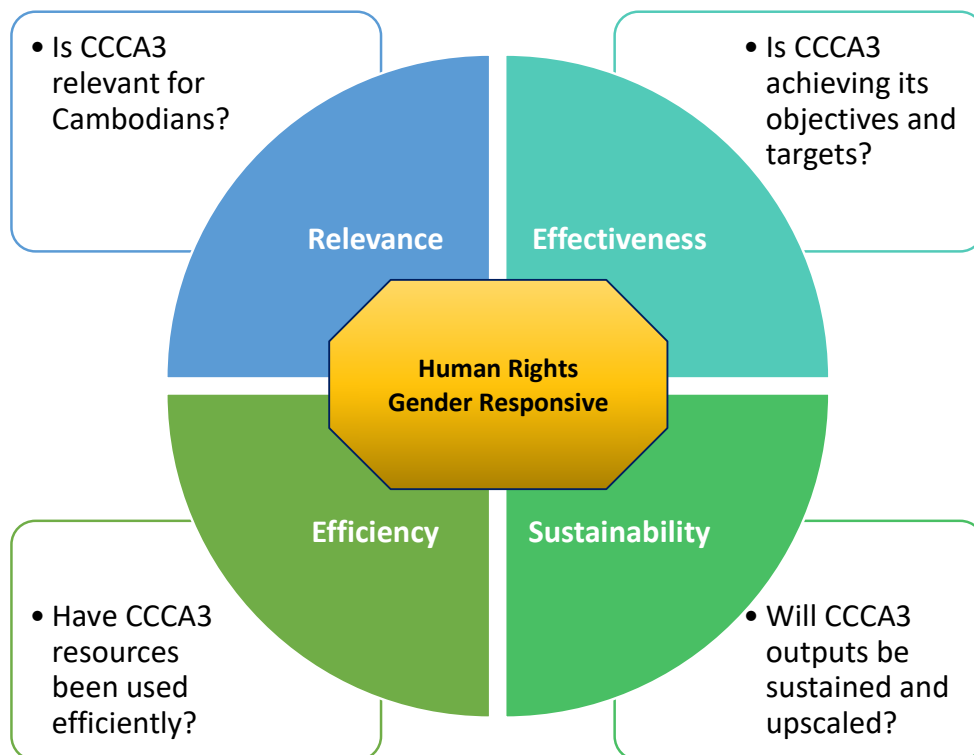


Figure 4. Key questions targeting OECD DAC evaluation criteria and cross-cutting issues. The key questions associated with each of the OECD DAC criteria are outlined below, with a complete set of questions provided in the TE Evaluation Matrix provided in **Annex 2**.

Relevance/Coherence: Was the project relevant to Cambodia's national and sub-national priorities for a climate change response? Was CCCA3 relevant to needs of beneficiaries participating in project activities.

Effectiveness: How effective was the CCA3 project in achieving the project's objectives, Outcomes and Outputs? Did the CCCA3 project achieve end of project targets defined in the Results Framework? How effective was the CCCA3 project implementation strategy?

Efficiency: Were project resources used efficiently to generate results? Did the CCCA3 project leverage co-financing? Will project outputs have long term cost benefits?

Sustainability: Will national and sub-national Cambodian government partners have the capacity to implement and sustain a response to climate change developed in the CCCA3 project? Do stakeholders demonstrate long term support to the goals of the CCCA3 project? Are CCCA3 project activities environmentally sustainable?

Human Rights, Gender Equality, and Leaving No One: Has the CCCA3 project demonstrated the inclusion of disadvantaged and marginalized groups in project activities? Has the CCCA3 project been gender responsive in project design, implementation, M&E and communication? Has CCCA3 contributed to women's empowerment

4.4 Methodology

The TE has been conducted by an evaluation team, consisting of; one national evaluator, Nimul Chun and one international evaluation consultant, Brent Tegler the Evaluation Team Leader. A TE Inception Report was prepared and submitted for review and approval, providing a detailed methodology and Evaluation Matrix (**Annex 2**) which has been followed during the TE.

The TE process included the following key steps, some key components of each step are discussed in more detail below:

1. **Inception Report** – based on an overview of the available information the TE methodology, including desk review, field mission, data validation, data analysis and report writing and draft and final report review were outlined following guidance provided in the Terms of Reference (ToR). Key elements of the Inception Report include the selection of stakeholders for interviews undertaken in consultation with UNDP and the PMU, development of an evaluation questions matrix (**Annex 2**), outline of a field mission schedule including the selection of sites and dates for conducting the field mission and the structure of the evaluation report.
2. **Field Mission** – Following the outline developed in the Inception Report a 16 day field mission was conducted from February 26th to March 12th, 2024. During the field mission the TE team travelled independently to interview government, private sector, university, research and NGO stakeholders in Phnom Penh and in the provinces where project activities were conducted. At the conclusion of the field mission debriefing and validation workshops were held with UNDP and with the PMU and government stakeholders to review preliminary analysis of results and to outline next steps.
3. **Data Analysis and Triangulation** – The TE team conducted an in depth analysis of the available project documents, triangulating information gathered from interviews to assess the CCCA3 project against the criteria and questions in the evaluation matrix. The identification of information gaps led to following questions for UNDP, the PMU and some stakeholders to complete data analysis.

4. **Draft and Final Evaluation Report Preparation** – the TE team prepared a first draft of the evaluation report based on the outline provided in the Inception Report which was reviewed by UNDP leading to the preparation of a second draft report. The second draft report underwent a wider review with UNDP, the PMU and government stakeholders. A draft final report addressing all comments received was then prepared for final review.

Desk Review

The TE reviewed and analyzed a wide range of relevant documentation provided via a shared drive folder with information uploaded by UNDP and the Project Management Unit (PMU). A list of all documents reviewed is provided in **Annex 3**.

At the outset of the evaluation, a rapid review of documents was completed to develop an understanding of project activities, project stakeholders and beneficiaries, implementing partners, and project sectors and sites. This information is reviewed with UNDP and the PMU to develop the methodology detailed in the Inception Report. This includes an approach to selecting stakeholders and sites to be interviewed/visited during the field mission. The rapid review also identifies any missing or additional documents that are required for review by the evaluation team.

An in-depth review and analysis of the CCCA3 Project Document (ProDoc) was completed to assess the initial development and design of the project, including the level of stakeholder engagement in project design, the catalytic effect of project design, the gender responsiveness of project design, the appropriate risks were assessed, including the Social and Environmental Screening Process (SESP), a logical results framework with Specific, Measurable, Achievable, Relevant and Timely (SMART) indicators was created and a suitable framework and budget for project implementation was provided.

Documents such as, Project Executive Board Meeting Minutes and Annual Progress Reports (APR) were reviewed to assess the quality of project implementation and the extent of adaptive management undertaken in response to the project's Monitoring and Evaluation (M&E) Framework. Reports such as Annual Work Plans, APR and the Gender Action Plan provide key data that is triangulated with data collected during the field mission to support the TE report findings.

The Mid-Term Review (MTR) report and CCCA3's management response to MTR recommendations were reviewed to ensure the project adequately addressed all recommendations.

The TE also reviewed financial data, to assess proposed against actual expenditures, project management costs, and any significant budget revisions. The Financial Audit Report (2022) was also reviewed to assess the quality of financial management.

Field Mission

The TE team conducted a 12-day field mission that included Key Informant Interviews (KII) and Focus Group Discussions (FGD) with key project stakeholders at the national level in Phnom Penh and in provinces where the project was implemented. Visits to some project sites were also made and meetings were held with beneficiaries. The field mission schedule is provided in **Annex 4** and the list of stakeholders consulted is provided in **Annex 5**.

The method used to select stakeholders was based on a matrix of all sectors (Energy, Agriculture, Water/Air, Sustainable Land Management, Waste Management, CC Data Management, CC Planning, CC Finance, Education, and Human Health) and organizations (government, private sector, NGOs, research institutes, universities) engaged in CCCA3 activities to include representation of all organizations within the sectors where they

conducted CCCA3 project activities (**Table 3**). Beneficiaries in the sectors of energy, agriculture, sustainable land management and waste management were also selected.

Table 3. Organizations engaged in CCCA3 grants and letters of agreement (Blue – interview; Yellow – field visit)

| Grant Area of Study/ Work | Organization Type* | | | | | | |
|---------------------------|--------------------------------|----|-----|--------------------------------|------------|----|----------------------------|
| | Not for Profit/ Private Sector | | NGO | Research Institute/ University | Government | | Private-Public-Partnership |
| Energy | 1 | 10 | | 3 | 14 | 17 | |
| Agric | | | 2 | 20 | | | |
| Water/Air | 7 | | | 5 | 13 | 15 | 12 |
| SLM | | | | 6 | 22 | | |
| Waste Management | | | | | 9 | | |
| CC Data Management | | | 4 | | 11 | | |
| CC Planning | | | 8 | | | | |
| CC Finance | | | | 18 | 21 | | |
| Education | | | | | 16 | | |
| Human Health | | | | 19 | | | |

* List of organizations engaged in CCCA3 (Orange – Innovation Grant 1; Yellow – Innovation Grant 2; Blue – LoA with government; Green – LoA with universities)

| | | | |
|----------------|-------------------------|------------|-----------|
| 1 – Energy Lab | 7 – Teuk Saat 1001 | 13 – MRD | 19 – ITC |
| 2 – HEKs | 8 – FAEC/ HUSK | 14 – MPWT | 20 – UBB |
| 3 – ITC | 9 – MISTI | 15 – MOE | 21 – RUPP |
| 4 – PIN | 10 – IDE | 16 – MOEYS | 22 – ITC |
| 5 – NIA | 11 – CDMC | 17 – MME | |
| 6 – RECOFTC | 12 – MRD/Teuk Saat 1001 | 18 – NCDDs | |

Key stakeholders that included the focal points in the five CCCA3 target ministries (MoE, MRD, MME, MoE, MoEYS), the current and former Project Director, PMU staff, and UNDP staff, were all consulted, some multiple times through additional face to face interviews, virtual interviews and/or email. A request to interview donors was made, with the EU responding to be interviewed.

The TE adhered to United Nations Evaluation Group Norms and Standards for Evaluation (2017) and guidance provided by the OECD Development Assistance Committee (DAC) (OECD 2021 Applying Evaluation Criteria Thoughtfully). The TE team followed ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG Ethical Guidelines for Evaluations (**Annex 6**). KII and FGD were conducted independently without UNDP or PMU staff present. Those participating in KII and/or FGD were informed their participation was voluntary, that all information provided would be treated confidentially and that their name(s) would not be associated with information provided in the TE report.

Stakeholder and beneficiary interviews were conducted independently by the TE team. UNDP and PMU staff were not present during interviews and the TE team made it clear that we had no affiliation with UNDP or the project. Interviewees were encouraged to speak freely about their involvement in the project, including any criticism they may have, in the spirit of identifying challenges encountered and recommended approaches to overcoming challenges that may inform future programming.

Interviews generally followed a line of questioning as outlined below, (Note however, these are very general questions and every interview is unique to the interviewee and the issues discussed):

- How long have you been involved with CCCA3 project? (an important question to begin the interview with knowledge of the depth of understanding that might be expected and to gain an understanding of staff turnover)
- What was your role in the CCCA3 project? (to understand how they may have interacted with other project stakeholders and their level of influence on project implementation and sustainability of project results)
- What CCCA3 project activities did you participate in, when did they take place, and were they implemented and completed as planned? (to determine effectiveness and efficiency of project activities)
- How were CCCA3 project activities relevant to your work? (leading to a discussion of CC, its impact and needs to mitigate/adapt to CC)
- How were issues of gender equality, Persons with Disability (PWD), and marginalized and/or distinct cultural groups incorporated in the design, implementation and monitoring of project activities? (to assess both the level of their knowledge of gender and human rights issues and importantly how well these issues were incorporated into the CCCA3 project)
- Is the required capacity (staff, financial resources, tools) available to sustain project activities when the CCCA3 project ends? Have any CCCA3 project activities been replicated and scaled-up without CCCA3 support? (this is to assess financial, social, institutional and environmental sustainability of CCCA3 outputs)

The stakeholder engagement and question approach went beyond simple questioning, and included investigative questioning that promoted self-reflection and action-oriented learning which was intended to enhance stakeholder commitment to sustaining project outcomes. Where appropriate, stakeholder meetings were conducted in the Khmer language to permit stakeholders to express their opinions more fully. The TE national consultant provided translation during interviews conducted in Khmer. Both the national and international consultant kept detailed notes of interviews that were subsequently referred to, to provide information for the evaluation report.

The TE KII of policy level stakeholders from the line ministries assessed contributions to policy development and the support and capacity in place for policy implementation. The perspectives of line ministries in terms of achieving CC mainstreaming in the current and future scenarios was also assessed, particularly in regard to the integration of CC into annual work plans and budgets and considerations of gender and human rights. Innovation grantees were assessed in regard to the achievement and sustainability of outputs and their contribution to knowledge development of scientific-based evidence for policy advocacy and how a gender responsive and human rights process was addressed and achieved.

The line ministries and other stakeholders provided feedback on their achievements, the challenges encountered and how these were overcome, and feedback on the support provided by the PMU and UNDP. The risks identified in the ProDoc directed at government,

including, changes in leadership, staff turnover, changes in the strategic direction of government, lack of commitment to decentralization, invested interests of government sectors that are not CC focused, and financial capacity were discussed to determine if these risks were relevant, how they were managed, and how they might impact future CCCA activities. The TE has provided an updated risk log in **Annex 10**.

The latter discussions with stakeholders made an important contribution to the lessons learned provided in report **Section 6.3**.

A summary of the stakeholder groups consulted in provided in **Table 4**. The gender imbalance, particularly in government, emphasizes the need for greater empowerment of women in these roles.

Table 4. Summary of stakeholder groups consulted during the evaluation

| Stakeholder Groups Consulted | # of Females | # of Males | Total |
|---------------------------------|--------------|------------|-----------|
| Donor | 1 | 1 | 2 |
| UNDP | 2 | 2 | 4 |
| Project Team | 1 | 3 | 4 |
| National Government | 2 | 19 | 21 |
| Provincial Government | 1 | 1 | 2 |
| Local Authorities | 4 | 18 | 22 |
| NGO | 1 | 8 | 9 |
| Private Sector | 1 | 1 | 2 |
| Research/Education Institutions | 2 | 5 | 7 |
| Beneficiaries | 12 | 9 | 21 |
| Totals | 27 | 67 | 94 |

4.5 Data Collection & Analysis

Stakeholder consultations were a core activity of the TE with KII and FGD conducted during the 12-day field mission by the TE Team. There were also some follow-up virtual meetings conducted following completion of the field mission. Site visits to some project sites were also conducted to evaluate project activities such as water supply systems, industrial waste treatment, and rural farm cooperatives. While not every project site was visited, the TE team did interview all stakeholders that received funding from CCCA3, and the results of individual stakeholder activities was thoroughly investigated through a review of stakeholder project activity proposals, activity reports and presentations and photographic documentation of project activities. All project activities were evaluated to consider the level of engagement of women, men and youth, and the benefits Cambodian's derived from the project in the context of the long-term goal of the ToC.

The notes taken during stakeholder meetings provide an extensive source of data that is directly related to the CCCA3 project. Analysis of this data provides vital information and validates many aspects of the evaluation including:

- The level of participation of stakeholders in the design phase of the project, which translates into the relevance of both the implementation approach relevance of project activities and validity of the Theory of Change;
- The effectiveness and efficiency of project implementation, including the support provided by UNDP and the PMU, adaptive management strategies and adjustments that were implemented and the lessons learned from these, and the level of accomplishment of project outputs;
- The level of stakeholder knowledge of the CCCA3 project and their degree of commitment and engagement, are factors which through probing questions, assess

the effectiveness of project implementation, the relevance of CCCA3 project activities to stakeholders and the likelihood of their sustaining project outputs;

- The level of stakeholder understanding of what a gender responsive, human rights-based and leave no one behind approach to development is. Why these concepts are important and the level of knowledge and the demonstrated experience of implementing these approaches during the CCCA3 project; and
- Issues of sustainability, such as the capacity (staff, resources, finances) to sustain project outputs. The magnitude of scaling up which is needed and what strategies (if any) have been developed for scaling up when the CCCA3 project ends and there is no longer technical and financial support available to provide assistance;

The project Theory of Change (ToC) analysis undertaken follows the methods and guidance provided in the Review of Outcomes to Impacts (ROtI) Handbook (2009). The ToC and intervention logic was assessed to determine if it is coherent and realistic. The ToC was also assessed in the context of current and future implementation of project activities within areas of the CCCA.

Analysis of the ToC was undertaken through the identification of Impact Drivers (ID) and Assumptions (A) associated with the project activities intended to achieve the project objective and outcomes as shown in **Annex 8 Table 8.1**. The validity of ID and A were then assessed based on the status of project activities and the Intermediate State (IS) achieved by the project (**Appendix 8 Table 8.2**) which demonstrates achievement towards the long term goal. A four point scale is used to assess the ID and A for the Objective and each Outcome. They may be assessed as: *not achieved*, *poorly achieved*, *partially achieved*, or *fully achieved* (a description of how to apply the four point scale is provided at the end of **Appendix 8 Table 8.2**).

The Results Framework (RF) indicators were assessed to determine how well they achieved SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) criteria. The achievement of RF indicator targets was assessed based on the information available through desk review, particularly the Annual Programme Reports (APR), information gathered from KII and FGD and from observations made by the TE team during in-country site visits.

Evaluation of Risk

The TE evaluated the risk log as originally presented in the ProDoc and reviewed risks outlined in the Social and Environmental Screening Procedure (SESP). The TE followed UNDP Enterprise Risk Management (ERM) 2019 guidelines to provide a combined assessment of “*likelihood*” and “*impact*” to determine a risk rating of High, Substantial, Moderate or Low using the ERM Risk Evaluation Matrix (**Table 5**).

The ERM guidelines provide a five point scale to assess both *likelihood* and *impact* that guided the TE analysis of the risk log. For example, a *likelihood* rating of 1 – *not likely* – has a very low chance of occurring (< 20% or every 5 years or less) and a rating of 5 – *expected* has a high chance of occurring (> 80% or several times in one year). Similarly for *impact*, a rating of 1 – *negligible* has no impact on project results and a rating of 5 – *extreme* would impact > 50% of planned project results.

Following the ERM guidelines, applying the ERM risk matrix identifies the significance of each risk permitting the development of appropriate risk management strategies for project design or implementation to lower or avoid potential risks (**Table 4**).

Table 5. Risk Significance as determined from UNDP ERM Risk Matrix

| UNDP ERM – Risk Matrix | | | | | | |
|------------------------|------------|---|---|---|---|---|
| Impact | 5 | | | | | |
| | 5 | | | | | |
| | 3 | | | | | |
| | 2 | | | | | |
| | 1 | | | | | |
| | | 1 | 2 | 3 | 4 | 5 |
| | Likelihood | | | | | |

| | |
|--|-------------|
| | High |
| | Substantial |
| | Moderate |
| | Low |

The TE risk analysis also provides mitigation measures each risk and considered if new or emerging risks should be added to the risk log. The TE also reviewed financial audit reports to assess risks identified and how the CCCA3 project addressed these risks.

Data Triangulation and Analysis

The TE team verified results by triangulating data that was available in the documents reviewed against information gathered through KII and FGD as well as visits to some project sites. This involves iterative review of multiple project documents, cross-referencing information gathered from multiple stakeholders and in some cases requesting follow-up information from stakeholders to confirm results.

Data analysis worked with existing documents, data gathered from stakeholder interviews and on the ground verification of project outputs to objectively verify indicators outlined in the project’s RF. The level of achievement of indicator end of project targets (as defined in the ProDoc) was used to assess achievement of the CCCA3 project objective and three project outcomes.

The results of data analysis and data triangulation have also been used to complete a narrative evaluation of the project design, project implementation and project results (in the context of relevance, effectiveness, efficiency and sustainability) (see **Section 5 Terminal Evaluation Findings**). The TE also provides ratings (**Annex 7**) for Monitoring and Evaluation, 2. Quality of Implementation (UNDP and Implementing Agency), 3. Assessment of Outcomes, 4. Sustainability and 5. Gender, Human Rights & Social Inclusion.

Detailed analyses supporting the narrative provided in **Section 5** are provided for the ToC (**Annex 8**), SMART review of RF indicators (**Annex 9**), risk analysis (**Annex 10**), and RF indicator analysis (**Annex 11**).

In addition to data triangulation conducted by the TE team, the draft TE report was reviewed by UNDP, the PMU and key stakeholders to further validate the data and results presented in the final evaluation report.

Analysis of Overall Project Performance

Overall project performance has been analyzed using the data gathered, triangulated and verified by the TE team’s desk review, field mission KII and FGD, and site visits, and follow-

up virtual KII. Overall project performance has been assessed against the four key criteria of relevance, effectiveness, efficiency and sustainability. In addition, a fifth cross-cutting criterion, has been assessed in regard to gender, human rights and social inclusion. Included in the evaluation of relevance are detailed assessments of:

- CCCA3 project ToC;
- Relevance in the context of Cambodia's national CC strategies and policies;
- Relevance in the context of CC impacts on the citizens of Cambodia, their livelihoods and well-being; and
- CCCA3 coherence with other development initiatives in Cambodia.

Included in the evaluation of effectiveness are detailed assessments of:

- CCCA3 assessment and management of risks;
- CCCA3 project Monitoring and Evaluation (M&E) design at entry, M&E Plan Implementation, and a rating of Overall Quality of M&E.
- CCCA3 implementation by UNDP and by the project's implementing partners
- CCCA3 stakeholders and Country ownership of the project;
- CCCA3 achievement of the project Objective, Outcomes and Outputs; and
- Key impacts of CCCA3 project Outputs.

Included in the evaluation of efficiency are detailed assessments of:

- Efficient utilization of the project budget to achieve results; and
- The management of project finances.

Included in the evaluation of sustainability are detailed assessments of:

- Financial sustainability
- Socio-political sustainability;
- Institutional and governance sustainability; and
- Environmental sustainability.

A summary table of evaluation ratings is presented in **Section 5 Table 6**.

Analysis of Cross-cutting Issues

The TE team has used gender-responsive methodologies to measure the project's contribution to advancing Gender Equality and Social Inclusion (GESI) results. The TE has considered the extent to which GESI, women's empowerment and human rights have been considered in the delivery of the project and the extent to which it adheres to and further supports human rights principles.

The TE has assessed the ability of the project to achieve social inclusion, including meaningful engagement of Persons with Disability, under-represented cultural groups, youth and elderly. The TE has assessed the CCCA3 project in the context of Cambodia's Sustainable Development Goals (SDG) and poverty alleviation.

In addition, the TE assessed the level of understanding of GESI amongst staff, stakeholders and partners, including their knowledge of the relevance of GESI to project activities and effective measures that ensure GESI methods are implemented.

Climate change is a cross-cutting issue assessed by the TE with consideration of predicted climate change impacts on project interventions, contributions to disaster risk reduction and resilience and the long-term sustainability of project outcomes.

4.6 Ethics

The TE adhered to United Nations Evaluation Group Norms and Standards for Evaluation (2017) and guidance provided by the OECD Development Assistance Committee (DAC) (OECD 2021 Applying Evaluation Criteria Thoughtfully). The TE Team members have

signed a pledge to follow ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG Ethical Guidelines for Evaluations (**Annex 6**). Those participating in KII and/or FGD were informed their participation was voluntary, that all information provided would be treated confidentially and that their name(s) would not be associated with information provided in the TE report.

4.7 Limitations to the evaluation

The TE field mission was comprehensive, meeting with most government stakeholders, implementing partners, and some beneficiaries and project sites. A limitation of the field mission was an ability to meet with the many individuals engaged in training and the numerous beneficiaries of the grant programs. This has been mitigated by the broad range of stakeholders engaged, including representatives from all government sectors participating in CCCA3, all grant recipients from Innovation Grants 1 and 2 and university and research institutes participating in CCCA3.

Each innovation grant recipient, and university and research institute participating, were required to produce a comprehensive report documenting the achievement of outcomes and impact, lessons learned, assessment of sustainability and recommendations going forward. These reports also included annexes detailing field activities, training sessions, communications and photos of project activities. Reports clearly documented gender disaggregated data on the number of individuals participating each project activity. These reports were reviewed and verified by the PMU and provided a level of assurance to the TE team for project sites that were not visited and for the many individuals and beneficiaries whom could not be directly engaged in TE key informant interviews (KII) or focus group discussions (FGD).

5 Terminal Evaluation Findings

Table 6 provides a summary of TE ratings based on analysis provided in the associated sections on relevance, effectiveness, efficiency, sustainability and cross cutting issues detailed in report **Section 5**.

Table 6. Summary of Terminal Evaluation Findings

| | |
|---|----------------|
| 1. Relevance | <i>rating*</i> |
| Relevance | S |
| 2. Effectiveness | <i>rating*</i> |
| Effectiveness | S |
| Overall quality of Monitoring and Evaluation | S |
| Overall quality of Implementation / Execution | S |
| 3. Efficiency | <i>rating*</i> |
| Project Finance | S |
| Project Efficiency | S |
| 4. Sustainability | <i>Rating*</i> |
| Financial resources | ML |
| Socio-political | S |
| Institutional framework and governance | S |
| Environmental | S |
| Overall likelihood of sustainability | ML |
| 5. Cross Cutting Issues | <i>rating*</i> |
| Overall quality of gender and rights-based approach | S |

* See **Annex 7** for a complete description of rating scales used

Of the many outputs achieved by CCCA3 during the five year implementation period, the following five achievements are particularly relevant to note as they represent a significant step forward for Cambodia in aligning with the requirements of the Paris Agreement and effective gender responsive actions to climate change. They are:

- The updated Nationally Determined Contributions (NDC) report (2020) that was recognized for incorporating a gender lens to mainstreaming gender into climate change action;
- The Long Term Strategy for Carbon Neutrality in Cambodia (LTS4CN) (2021) which included an assessment of the role and contribution of women in achieving carbon neutrality, ensuring the implementation of the LTS4CN will engage women;
- The Cambodia Climate Change Strategic Plan (CCCSP 2024-2033);
- The annual Climate Public Expenditure Review (CPEP) report that includes qualitative and quantitative assessment of gender integration into CC programmes, as well as gender case studies of specific programmes; and
- The setting up of the NDC/LTS4CN tracking system which completed three rounds (the third round is currently underway) of data collection involving up to 18 line Ministries, indicating a proactive approach towards improved data collection and analysis capacity, and greater accountability and transparency.

The CCCA3 project contribution to the development of these policies has required substantial effort in terms of capacity, effort, and collaboration with stakeholders. The long-term impact of these outputs brings considerable added value to the overall achievement of the CCCA3 project.

5.1 Relevance / Coherence

Cambodia faces significant impacts associated with CC, and with a predominantly agricultural economy and larger rural population extreme weather events of flooding, drought, and high temperatures, it is highly vulnerable. CCCA3 activities that address specific vulnerabilities and challenges posed by CC are therefore highly relevant.

The CCCA project now in its third phase has been a flagship program building an awareness and understanding of the issues and in CCCA3 developing the capacity of government to provide measured response that address sector specific CC resilience, adaptation and mitigation needs. CCCA3 has worked towards the mainstreaming of CC in government policies and strategies, to mainstream CC into the day-to-day operations of national and sub-national activities.

CCCA3 has provided critical support to the networking and coordination of CC work in Cambodia through the important lead organizations of the NCSO and the CCTWG. These organizations are important drivers of government CC strategies and plans, such as the CC Strategy and Action Plan, LTS4CN, sector ministry CC strategies and plans and the data collection necessary for NDC reporting.

CCCA3 has supported innovation and advocacy in CC at national and sub-national levels across different sectors through grants provided to target government sectors, NGOs, research institutions and the private sector.

The CCCA3 project has undertaken numerous activities that provide direct support to achievement of the Cambodia Climate Change Strategic Plan (CCCSP) (2014-2023) vision, mission and goals. The three goals of the CCCSP are noted below along with CCCA3 activities to validate this support.

- | | |
|--|---|
| <ol style="list-style-type: none">1. Reducing vulnerability of most vulnerable groups and critical (natural and societal) systems to climate change impacts.2. Shifting towards a green development path by promoting low-carbon development and technologies.3. Promoting awareness and participation of the public in climate change response actions. | <ul style="list-style-type: none">• CCCA3 Innovation Grants target women and distinct cultural and vulnerable groups• CCCA3 support to solar initiatives, electric vehicles, electric cooking stoves, waste management• CCCA3 support to NDC and CPER data collection, analysis and reporting |
|--|---|

CCCA3 has supported the National Strategic Development Plan (NSDP) (2019-2023) which promotes development of a green economy and the mainstreaming of climate change into national and sub-national plans. CCCA3 has for example supported the Long-Term Strategy for Carbon Neutrality (LTS4CN), the MRD Climate Change Action Plan for Rural Development Sector 2021-23, the MME Building Energy Management Guidelines, MPWT's National Strategic Plan for Climate Change Adaptation and Greenhouse Gas Mitigation in Transport Sector, and the Cambodia Climate Change Strategic Plan 2024-33.

The work of CCCA3 supported the Innovation and Sustainability pillar of Rectangular Strategy for 2019-2023 and continues to be valid under the new Pentagonal Strategy Phase I which includes institutional strengthening, promoting and intensifying environmental protection efforts, and encouraging participation from private sector.

The CCCA3 project was also directed towards achievement of UNDP Country Program Document Assistance Framework Outcome: *By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and*

climate change related trends and shocks. The CCCA3 project support to government policies and strategies and the many pilot studies supported through innovation and research grants were all directed towards addressing the impacts of climate change in ways that support climate smart development to enhance resilience with particular attention to the needs of women and the most vulnerable. The cross-sectoral work of CCCA3 addressing climate change has resulted in direct contributions to many of Cambodia's Sustainable Development Goals (SDG). Some key examples are as follows:

- SDG 4. Quality Education – support to MoEYS to develop improved curriculum on the issues of climate change in Cambodia for schools;
- SDG 5. Clean Water and Sanitation – grants targeted improved rural water supply systems;
- SDG 7. Affordable and Clean Energy – grants targeted clean cooking stoves, rural solar systems, and adoption of electric vehicles;
- SDG 9. Industry, Innovation and Infrastructure – government support to MME to develop Building Energy Management Guidelines to reduce building energy consumption for cooling and grants to support energy efficiency competitions in urban institutions; and
- SDG 13. Climate Action – supported by all of CCCA3 activities.

5.1.1 Theory of Change

Analysis of the relevance of the CCCA3 ToC as defined in the ProDoc was conducted to assess relevance in the context of the current phase of implementation and potential future phases of CCCA activities (see **Annex 8**).

In the context of the CCCA3 project Objective the ToC impact drivers and assumptions that were based on the engagement of government, non-government and private sector partners in project activities were *fully achieved* as demonstrated by the interest and willingness of project partners to participate in project activities. ToC impact drivers and assumptions assessed for project outcomes were also considered relevant based on the success of pilot initiatives supported by CCCA3. To remain relevant the ToC analysis has highlighted the need to identify impact drivers and assumptions that can achieve full integration of CC mainstreaming in sector planning, budgeting and activity implementation, not only of the government sectors targeted in CCCA3, but in all government sectors.

The ToC analysis of the ability of the CCCA3 project to achieve the expected intermediate state and thereby make a substantial contribution towards achievement of the long-term goal has been substantial. This is summarized in the ToC findings as follows (**Annex 8**):

CCCA3 has demonstrated the potential for select government sectors and MEF to be more engaged in mainstreaming approaches needed to address the wide-ranging impacts of CC. Targeted CC policies have been developed that will be effective if funded and implemented. Tools have been developed and implemented to improve the tracking of climate financing. The select government sectors engaged through CCCA3 grants and LoAs have generated data tracking NDCs and tackled sector specific priority needs resulting in new policies, and successful pilots addressing CC adaptation/mitigation needs. There remains a need for all government sectors to develop frameworks that mainstream CC into all activities they undertake. For example, while MoEYS has piloted appropriate CC curriculum materials for primary and secondary schools, these materials are not part of the core curriculum reaching all

students in Cambodia. MRD, as a sector, has made significant progress in screening all activities to ensure issues of CC impact, adaptation, mitigation and resilience are incorporated into activity design and budgets, but indicated the financing required for annual work plans is insufficient to meet CC needs. In summary there remains a need for all government sectors to mainstream CC and for MEF to require CC screening for approval of AWP budgets of all government sectors. Mainstreaming of CC costs in all government budgets will improve the ability of Cambodia to leverage climate financing.

Lessons Learned: CCCA3 has demonstrated the potential of integrating CC into target sector government activity design and budgets. There remains a need to develop mainstreaming tools that ensure CC impacts are fully understood and costed, and responsive adaptation and mitigation strategies included in all government sector strategies, plans and budgets. In addition, the MEF can play an important role by enforcing mandatory compliance of CC budget tagging in all government sector AWP submitted for approval, that will in turn help to leverage climate financing.

5.1.2 Linkages between project and other interventions within the sector

The relevance of the CCCA-3 project is demonstrated in its ability to create and strengthen linkages with other interventions within the CC sector, ensuring that efforts were complementary and synergistic. Some of the key linkages included:

- **Sectoral and Governmental Coordination:** CCCA-3 was designed to work closely with the members of the NCS, MEF and the five targeted government ministries, MoE, MPWT, MME, MoEYS and MRD. This alignment was to ensure that CC considerations were integrated across government sectors and contributed to the broader national CC objectives.
- **National and International Climate Funds:** CCCA-3 aimed to enhance the capacity of the NCS to serve as a gatekeeper for access to multilateral climate funds. This was intended to help streamline and optimize the allocation and use of resources from global climate finance mechanisms such as the Green Climate Fund (GCF).
- **Local Climate Adaptive Living Facility (LoCAL):** Managed by UNCDF and mainly funded by Sweden, LoCAL aimed to increase climate resilience at the local level through performance-based climate resilience grants. CCCA-3 sought to complement this by ensuring alignment at the provincial and district levels.
- **Asian Development Bank (ADB) Initiatives:** The Strategic Programme for Climate Resilience (SPCR), managed by ADB, involved significant investments in climate-resilient infrastructure and institutional capacity building. CCCA-3 was designed to coordinate with SPCR to avoid overlaps and leverage technical and financial resources.
- **Decentralization and De-concentration Reforms:** The decentralization framework of Cambodia was another critical area of linkage. CCCA-3 was intended to support the integration of CC into sub-national development plans and governance frameworks, aligning with broader governmental reforms.
- **Partnerships with Donors and Development Partners:** Partnerships with entities like the EU and Sweden were crucial and were intended to enhance the governance

of climate finance and support to specific sectors like renewable energy and education within the CC context.

- **REDD+ and Forest Management:** The REDD+ support programme managed by UNDP in Cambodia aimed at reducing emissions from deforestation and forest degradation. CCCA-3 was to ensure that its activities were complementary, particularly in enhancing MRV (Monitoring, Reporting, and Verification) systems and policy frameworks.
- **Innovative Financing Mechanisms:** CCCA-3 was also to focus on innovative financing, including the setup of an Innovation Financing Facility. This facility was designed to fill gaps not covered by larger international climate funds, supporting medium-scale innovation in adaptation and mitigation.

These linkages were strategically planned to maximize the impact of CCCA-3 by ensuring coherence and alignment with other initiatives and leveraging additional resources and expertise for a more robust response to climate change in Cambodia

5.1.3 Country Ownership

The relevance of the CCCA3 project was demonstrated through TE field mission observations of government staff that provided knowledgeable and enthusiastic support for CCCA3 project activities, and expressed a desire to build on work completed in CCCA3 should additional financial resources be allocated.

The TE determined that CCCA3 was relevant to national and sub-national government stakeholders that provided considerable in-kind support to CCCA3 in terms of knowledge, infrastructure and staff time, demonstrating strong country ownership. Sub-national governments indicated they were committed to providing ongoing support and were investigating opportunities to upscale CCCA3 activities, including water supply systems, waste-water management systems, and climate smart agriculture methods.

Relevance is also demonstrated by the country ownership demonstrated through the actions of CCCA3 select target ministries moving towards mainstreaming CC, with MPWT using flood data analysis, thanks to the support of CCCA3, to make road infrastructure more resilient, MRD's integration of climate change action plans into rural development policies and practices, MoEYS is investigating opportunities to include CC curriculum developed in CCCA3 as core curriculum nation-wide, and MME which has developed and is now implementing energy efficiency standards and regulations for buildings and appliances.

There has been some engagement of the private sector by CCCA3 and the private sector stakeholders have indicated CCCA3 activities can be relevant when they are financially profitable while also making important contributions to mitigate and adapt to CC. The research project on "The impacts of heat stress on productivity and the economy of Cambodia", led by ITC is highly relevant to the private sector given this research showed heat exposure impacted work productivity causing an economy-wide loss of US\$2.68M in 2018 and a predicted loss of US\$634M in 2035. Working with SMEs, CCCA3 support to local government resulted in in-kind and financial support from the private sector construct an improved wastewater treatment facility, an example of how the private sector is willing to take ownership and contribute to a better environment.

Private sector engagement in agriculture has enormous potential and is highly relevant to the large rural population of farmers in Cambodia, as demonstrated by private sector "for profit" climate-smart agricultural strategies supported by CCCA3. Two examples are:

- Private sector (Husk Cambodia) production of biochar used to enhance soil carbon resulting in improved yields, reduced need for irrigation and increased soil carbon sequestration;
- Private sector (SmartAgro) production of cover crops for cash crops such as pepper and mango reduce costs (lower weeding costs), reduced use of herbicides or mowers to control weeds (both cause GHG emissions) and improved yields for farmers.

Rating: Satisfactory (S)

5.2 Effectiveness

5.2.1 Assumptions and Risks

Risks Identified in Project Design/Project Document

The ProDoc identified and rated seven risks, in four categories (political, strategic, organizational, financial) and provided risk treatment and management recommendations (**Annex 10**). All risks were rated as *moderate*. The TE has re-evaluated ProDoc risk in **Section 5.2.6**.

The risks identified addressed changes in government focus and capacity (staff, finances) with the potential to limit the ability of CCCA3 to address the needs of CC. The seven risks identified are as follows:

- Risk 1: Changes in leadership in counterpart institutions lead to lower commitment to climate change action
- Risk 2: New directions are taken for the National Strategic Development Plan (2019-2023) and sector-wide policies deviating from green growth
- Risk 3: Decentralization agenda compromised by internal debate within Government stakeholders and disengagement of development partners' support
- Risk 4: Vested interests in specific sectors (e.g. energy, transport) may prevent the enactment of climate-smart policy measures if they are perceived as threats to their business model
- Risk 5: Brain-drain, high staff turnover posing sustainability risks and limited availability of Government staff to engage in or lead proposed activities
- Risk 6: Lack of availability of international support for “means of implementation” for NDCs
- Risk 7: Unfavorable exchange rate variations

The risk treatment and management measures emphasized the importance of CCCA3 engaging stakeholders, advocating the needs of CC and providing opportunities to participate in policy development and the implementation of CC adaptation and mitigation strategies.

Risk Management during Project Implementation

The ProDoc rated seven risks as moderate in four categories, political, strategic, organizational, financial. The APR provided an annual review of the status of risks identified in the ProDoc. Risks 1-6 remained unchanged in the APR over the course of the project. Risk 7 related to the impact of unfavorable exchange rates was reported in 2022 with a recommended adjustment to the project budget submitted to the PEB that prioritized budgets for the most impactful activities of CCCA3.

A new risk (Risk 8) was realized in March 2020 related to COVID-19 restrictions impacting ongoing project activities. The mitigation proposed and implemented was work plan adjustments and the implementation of remote working arrangements whenever possible.

The TE analysis of risks (**Annex 10**) lowered the political risk and one strategic risk to *low*, based on assessment that CC is now generally an accepted reality within Cambodia and that it is unlikely to be ignored in government policies and strategies and CC initiatives are supported by most government, non-government and private sector stakeholders.

The TE increased the rank of two strategic risks, from *moderate* to *substantial*, based on their potential impact on progress towards addressing CC in Cambodia should they occur. This included a potential impact related to *a lack of engagement of sub-national government* which the TE considers vital, given the role of sub-national government partners in the implementation of CC resilience, adaptation and mitigation actions. The TE also considered development strategies that prioritize development actions (economic, food and water security, infrastructure, etc.) without taking into consideration the impact of CC, and which lack communication among participating development stakeholders (government, NGOs, private sector) have the potential to exacerbate CC impacts. Mitigation measures are provided in **Annex 10** to avoid these potential *substantial* risks.

Adaptive management based on risk analysis

CCCA3 made several strategic adjustments in response to the COVID-19 pandemic. These included reducing in-person physical meetings, shifting towards digital platforms, remote work arrangements, canceling international and some national travels, and reallocating funds to activities on the ground that supported both climate change response and COVID-19 mitigation efforts. Such adjustments were crucial for continuing the program's operations while adhering to health and safety guidelines.

The CCCA3 project innovation grants also permitted adaptive management, acting as a flexible tool to address emerging CC issues and challenges. Innovation grants were also awarded to projects that could be adjusted to meet the implementation challenges imposed by the pandemic. In this way CCCA3 was able to continue to make progress on its climate action goals despite the disruptions caused by the pandemic.

In response to the funding gap (see **Section 5.2.3**) and the early completion of Sida funding, the CCCA3 project adapted by modifying its budget allocations. This involved managing the shortened timeframe for spending Sida funds and addressing the challenges posed by exchange rate variations. Financial adaptation maintained CCCA3's momentum and ensured strategic objectives were still met despite reduced financial inputs.

CCCA3 adaptive management was supported through implementation of a robust M&E framework (see **Section 5.2.4**) that tracks progress and identifies areas in need of adjustment and ongoing stakeholder engagement and feedback (see **Section 5.2.2**) to ensure the project remains responsive to the needs and contexts of target groups.

5.2.2 Stakeholder participation

Planned Stakeholder Participation

The planned stakeholder participation in the CCCA-3 project was comprehensive and included a variety of groups to ensure broad engagement across different sectors. The ProDoc identified the following key stakeholders to be involved:

- ***National Council for Sustainable Development(NCSD)/Ministry of Environment:***
As the main government partner, NCSD was central to the coordination and implementation of the program, facilitating engagement across different governmental layers and sectors. The platform is an inter-ministerial committee with

36 ministries and agencies and 25 capital/provincial governors as members.

- **Government Ministries and Agencies:** These include the member institutions and the target ministries namely MEF, MPWT, MME, MRD, and the MoE. These ministries play critical roles in integrating climate change into national policies and development plans.
- **Private Sector:** Businesses and private sector entities were involved, particularly in relation to climate-smart investments and innovations. The program aimed to engage these stakeholders in both financing and implementing climate-responsive strategies.
- **Civil Society Organizations (CSOs) and NGOs:** These groups were crucial for advocating climate policies, raising awareness, and ensuring that community voices and concerns are considered in climate change initiatives.
- **Local Communities:** Particularly those in vulnerable and highly vulnerable areas, were targeted for direct interventions and capacity building to improve resilience and adaptation capabilities.
- **Academic Institutions and Research Centers:** These stakeholders were involved in generating climate change research and data, enhancing local capacity for research and supporting evidence-based policy making.
- **Development Partners and Donors:** Including the European Union and Sweden, who provided financial and technical support to the program. Their involvement was critical for the resource mobilization and strategic guidance of CCCA-3.
- **International Organizations and Regional Networks:** These provided additional technical support and facilitated knowledge sharing and regional cooperation on climate action.

The CCCA3 program was designed to ensure that these stakeholders not only contributed to but also benefited from the program, enhancing their capacity to address climate change effectively and sustainably.

Stakeholder Participation during Project Implementation

The TE field mission engaged a wide range of CCCA3 government, NGO, and private sector stakeholders and beneficiaries, including 26 women and 88 men. Stakeholders demonstrated knowledge of CCCA3's broader objective to address CC adaptation and mitigation and were actively engaged completing activities directly contributing to CCCA3 outputs.

In addition to collaboration at the NCSO, the inter-ministerial coordination platform and the CCTWG, the implementation of the innovation grants reported the mobilization of international expertise through the implementation of the policy influencing research-based projects to enhance the technical knowledge, awareness and effectiveness, and adoption of the results for the country.

The CCCA3 has demonstrated coherence with other projects and programs working on CC. Examples highlighting CCCA3's efforts to align with and enhance synergies among various stakeholders to ensure a cohesive approach to addressing CC in Cambodia include:

- Coordination with the UNDP-GEF project on updating and implementing the Nationally Determined Contributions (NDCs). This collaboration focused on assisting target government sectors to gather and upload data for NDC reporting;

- Collaboration with the Food and Agriculture Organization (FAO) on forestry and agriculture sectors through innovation grants to strengthen resilience and adaptive capacity to climate-related hazards; and
- Partnership with the Global Green Growth Institute (GGGI) aimed at advancing green growth through sustainable infrastructure development, enhancing the capacities of CCCA3 participating sector ministries.

5.2.3 Progress towards the Objective and Expected Outcomes

The TE has assessed progress towards the project objective and the expected outcomes through an analysis of the intermediate state achieved by the project for the objective and for each outcome (**Table 7**) and through analysis of the achievement of all project indicator targets for the objective and the outcomes (**Annex 11 Table 11.1**). The analysis has determined the objective and all outcomes have been satisfactorily achieved supporting the long-term project goal. Analysis of the RF indicators has determined all project indicator targets for the project objective and project outcomes have been achieved. The rating for progress towards the CCCA3 project objective and the expected outcomes is **Satisfactory**.

Rating: Satisfactory (S)

Table 7. Summary of Terminal Evaluation assessment of progress towards the completion of project activities (For a complete assessment refer to **Annex 8** Theory of Change Analysis Tables and **Annex 11** Terminal Evaluation of Results Framework)

| Project Objective and Outcomes | MTR Rating | Intermediate State to be achieved by CCCA3 | Summary of TE Assessment | TE Rating |
|--|------------------|--|---|-----------------|
| <p>Project Objective Cambodian response to climate change in strategic sectors is scaled-up</p> | <p>MS</p> | <p>Government, non-government and private sector actors show greater engagement in CC adaptation and mitigation activities</p> | <ul style="list-style-type: none"> • CCCA3 has demonstrated the potential for select government sectors and MEF to be more engaged in mainstreaming approaches to address the wide-ranging impacts of CC. • Targeted CC policies have been developed that will be effective if funded and implemented. • Tools have been developed and implemented to improve the tracking climate financing. • The select government sectors engaged through CCCA3 grants and LoA have generated data tracking NDCs and tackled sector specific CC priority needs resulting new policies, and successful pilots addressing CC adaptation/mitigation needs. • There remains a need for all government sectors to develop frameworks that mainstream CC into all activities they undertake. For example, while MoEYS has piloted appropriate CC curriculum materials for some primary and secondary schools, these materials are not part of the core curriculum reaching all students in Cambodia. • MRD has made significant progress in screening all activities to ensure issues of CC impact, adaptation, mitigation and resilience are incorporated into the activity designs and budgets of AWP. • Mainstream CC resilience, adaptation and mitigation budgeting requires CC budget tagging at all levels, sub-national sector involvement to identify priority needs and costs, national sectors to assemble coherent sector strategies and MEF to require, review and approve sector budgets that meet CC budget tagging requirements. | <p>S</p> |

| Project Objective and Outcomes | MTR Rating | Intermediate State to be achieved by CCCA3 | Summary of TE Assessment | TE Rating |
|--|-----------------|---|---|-----------------|
| <p>Outcome 1 Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs</p> | <p>S</p> | <p>Priority government sectors are regularly generating relevant and timely climate information</p> | <ul style="list-style-type: none"> • CCCA3 has supported target government sectors preparation of data to assess Nationally Determined Contributions (NDC) and the National Council for Sustainable Development (NCSA)/Ministry of Environment which prepared the updated NDC report in 2020, which included an assessment of gender impacts, commitments related to climate actions and targets for women’s participation in climate-related programs. • Support has been provided for the regular update of NCSA website, CC indexes and CC resources (https://ncsd.moe.gov.kh/dcc/data-portal) • With CCCA3 grant support the Institute of Technology of Cambodia (ITC) has provided a better understanding of the heat stress, human productivity, the economic costs of CC and the need for appropriate adaptation strategies. • RUPP has been involved in the development of loss and damage guidelines for MPWT and MRD based on CC related flooding to inform sustainable and resilient development • Working with NCDS, CCCA3 supported an enhanced sub-national database on climate investment, access to the Commune database and development, testing and data uploading to NCDS of the Vulnerability Risk Assessment Tool used at the Commune level. • Climate Finance Tracking Tool was developed by the Ministry of Environment in collaboration with the CCCA3 project team to enhance transparency and accountability in the management of climate-related financial resources in Cambodia | <p>S</p> |

| Project Objective and Outcomes | MTR Rating | Intermediate State to be achieved by CCCA3 | Summary of TE Assessment | TE Rating |
|---|-----------------|---|---|-----------------|
| <p>Outcome 2 Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and budgets of priority sectors</p> | <p>S</p> | <p>CC is mainstreamed in some policies, regulations, regulations and budgets in targeted priority sectors</p> | <ul style="list-style-type: none"> ● CCCA3 has supported MME in the development of energy efficiency standards and labelling for electrical appliances and policies that encourage energy efficiency in the building sector. ● MoEYS, with support from CCCA3, has developed and implemented curriculum aimed at integrating climate change education into the school system ● With CCCA3 grant support MoE has purchased instrumentation to measure black carbon related to diesel powered vehicles, coal-fired electrical generation and cement production and MoE has developed a sub-decree on Monitoring and Control of Air, Noise and Vibration ● CCCA3 has contributed to several new CC related policies and regulations, including: <ul style="list-style-type: none"> ● Regulatory guidance and options to improve electric motorcycle's battery waste management in Cambodia ● Regulatory guidance and options to improve electric motorcycle's registration in Cambodia ● Policy guidance on electric motorcycle's battery charging and swapping space at public buildings ● Introduction on the reduction of import tax on EV vehicles ● Sub-decree on GHG emission reduction mechanism ● Sub-decree on Monitoring and Control of Air, Noise and Vibration ● Sub-decree on energy efficiency standards & labels ● National Energy Efficiency Policy | <p>S</p> |

| Project Objective and Outcomes | MTR Rating | Intermediate State to be achieved by CCCA3 | Summary of TE Assessment | TE Rating |
|---|-----------------|--|---|-----------------|
| <p>Outcome 3 National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened</p> | <p>S</p> | <p>Policy instruments and financing tools are in place and have successfully leveraged climate financing</p> | <ul style="list-style-type: none"> Supported by CCCA3, MoE lead the coordination and integration of sector data in the NDC Tracking Tool which assesses progress towards climate goals and facilitates reporting to international bodies With support from CCCA3 MEF has become more involved in CC financial tracking and budget tagging of allocations that support NDC-related activities CCCA3 has supported the requirement for CC considerations to be included in the annual budget circular of MEF. This mandates that all sectors to incorporate their climate response actions into their annual budget proposals, including their budgetary needs for CC adaptation and mitigation CCCA3 supported the annual Climate Public Expenditure and Institutional Review (CPIR) that provides an analysis of public expenditures and institutional frameworks related to CC to ensure that climate-related spending aligns with national priorities and to improve the allocation of resources towards climate change mitigation and adaptation efforts. CPIR includes an assessment of whether funds are used effectively to promote gender equality and whether climate change interventions consider the different needs and roles of men and women | <p>S</p> |

(Ratings used: **HS** highly satisfactory; **S** satisfactory; **MS** moderately satisfactory; **U** unsatisfactory **HU** highly unsatisfactory).

5.2.4 Achievement of Results Framework Indicators

The TE field mission observed well-coordinated, successful implementation of all project activities including:

- Achievement of activities supported by grants;
- Achievement of Result-Based LoA with line ministries; and
- Innovation grant recipients (NGOs, private sector, research/university institutions) have completed or are working on their final reports.

The TE team has undertaken a comprehensive analysis of all RF indicators outlined in the ProDoc to assess the likelihood of achieving the project targets (**Annex 11**). The data utilized to analyze indicators includes APR, CCCA3 project outputs, field mission interviews and site visits. Of the 28 RF indicators, 18 are assessed as *fully achieved* and 10 are assessed as *partially achieved*. A summary of the results for the project objective and three outcomes is shown in **Table 8**.

Table 8. Terminal Evaluation assessment of Results Framework indicators.

| Project Component | Fully Achieved | Partially Achieved | Not Achieved |
|-------------------|----------------|--------------------|--------------|
| Objective | 2 | 0 | 0 |
| Outcome 1 | 5 | 3 | 0 |
| Outcome 2 | 4 | 7 | 0 |
| Outcome 3 | 7 | 0 | 0 |
| Totals | 18 | 10 | 0 |

The TE considered the indicators for the project objective do not provide a comprehensive measure that adequately captures the success of CCCA3. Nonetheless, Indicator 1, *number of beneficiaries* shows May 2024 data as 60,714 of which 19,811 are women, (33%) beneficiaries which does highlight the magnitude of success of CCCA3, given the project target was 15,000 beneficiaries, and the enormous potential for mainstreaming CC resilience, adaptation and mitigation in Cambodia. The second objective indicator measuring kilotons (kt) of CO₂ equivalents avoided from all CCCA3 project activities, is difficult to measure, and has been evaluated as *fully achieved*. CCCA3 has made a good effort to determine the extent to which individual CCCA3 activities are reflected in the total CO₂ equivalents avoided. Given that many of CCCA3 activities may be considered as pilot demonstration projects with the potential to be scaled-up country-wide the CO₂ equivalents that could be avoided is potentially significant. It would be useful for pilot projects to complete the latter calculations to demonstrate the potential contribution of innovation grant pilot projects to the LTS4CN.

The eight indicators for Outcome 1 *Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs* have been met in large measure. For those indicators rated as *partially achieved*, the TE has identified challenges in the methods of assessing the indicators. For example, Indicator 3 which is based on Knowledge, Attitudes and Practice (KAP) survey, the KAP survey methodology has changed making it difficult to complete the comparative assessment for this indicator. Indicator 5, also assessed as *partially achieved*, is due to bias of men using the data portal of the 49,687 visitors to the website, 8,699 users downloaded documents, of which 2,504 were women. Whereas the target number of women (1000) has been exceeded, the data reflects a gender imbalance of women using the data portal (see **Annex 11**).

CCCA3 has made good progress on Outcome 2 by demonstrating the potential of mainstreaming CC in government, (Outcome 2 – *Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and*

budgets of priority sectors) and some tools have been developed, fully achieving CC mainstreaming across all sector ministries with oversight and direction by MoE and compliance enforcement by MEF remains to be achieved as reflected in the indicators that have been *partially achieved*.

Under Outcome 3 *National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened*, CCCA3 has made important contributions to the tracking of public CC, and including analysis of gender. CCCA3 has also successfully achieved Indicators 24 and 25, related to CC fiscal and economic policy research and development of policy instruments, however, as many of these achievements were made by external consultants engaged by CCCA3, there remains a need to strengthen government capacity to mobilize, coordinate and track public and private climate change resources.

The implementation approach of CCCA3 was very effective in engaging national and sub-national government stakeholders in CC-related activities. In particular, the LoA annual support to target sector ministries built capacity and experience in the analysis of government activities and the generation of data for NDC reporting. Likewise grants provided to select government ministries, NGOs and private sector partners all developed capacity in “results-based management” implementation which ensures activity tracking, reporting and effective achievement of proposed activities.

5.2.5 Impact of CCCA3 project Outputs

The following are outputs that demonstrate the impact of the CCCA3 project.

National & Sectoral Climate Change Strategies, Plans & Guidelines

- Updated Nationally Determined Contributions (NDC) – with financial and technical support CCCA3 ensured data was generated and uploaded by relevant sector ministries, thereby, CCCA3 contributed to developing capacity, commitment and greater awareness among sector ministries of their role addressing CC issues. Greater awareness translates into increased efforts to integrate CC into sector led activities.
- Long-Term Strategy for Carbon Neutrality (LTS4CN) – CCCA3 provided technical and financial support to prepare this crucial national strategy document that provides a roadmap with priority mitigation actions for each government sector. In addition, many of the activities supported by CCCA3 have made a direct contribution to the achievement of the LTS4CN, for example the work with MME and MPWT, MRD outlined below.
- MRD CC Action Plan for Rural Development Sector 2021-23 was developed with CCCA3 support, with MRD achieving significant advancement mainstreaming CC into all program activities, thereby providing leadership to other sector ministries on mainstreaming of CC.
- CCCA3 financial and technical support to MME production of *Building Energy Management Guidelines* will make an important contribution to reducing building energy consumption for cooling, particularly when increasing temperatures are occurring due to CC and when cooling uses electricity generated from coal. This work also makes an important contribution to the achievement of Cambodia’s LTS4CN.
- CCCA3 conducted a technical review of MPWT’s *National Strategic Plan for Climate Change Adaptation and Greenhouse Gas Mitigation in Transport Sector* to ensure the strategic plan was aligned with their CCAP, thereby ensuring MPWT completed its contribution to the LTS4CN.
- The CCCA3 project provided financial and technical support to ensure the next *Cambodia Climate Change Strategic Plan (CCCSP)* was completed for the ten year

period 2024-2033. The importance of this guiding document is reflected in the first CCCSP (2014-2023) which has been referred to as *providing the vision and goals for Cambodia to develop towards a green low-carbon, climate resilient and equitable, sustainable and knowledge-based economy*.

- With support from CCCA3 MRD was able to prepare a *Guideline on Water Scarcity Mitigation Plan for Rural Drinking Water Facilities* – in response to the water scarcity occurring during dry periods. MRD now has an important guiding document to augment their support to meet the water needs of rural communities when water supplies are limited climate induced drought.
- With support from CCCA3 the MME updated their procurement guidelines on *Public Energy Efficiency Procurement Guideline V0.2* thereby contributing to Cambodia's LTS4CN through procurement practices that target energy efficiency.

Policy & Regulatory Impacts

Over the course of the CCCA3 project staff consulted with stakeholders to provide advice, comment and technical expertise that assisted in the development of the following new policies and guiding documents:

- Regulatory guidance and options to improve electric motorcycle's battery waste management in Cambodia – complementing CCCA3 efforts to encourage adoption of EVs in Cambodia, supporting a regulatory process for battery waste mitigates their potential environmental impact;
- Regulatory guidance and options to improve electric motorcycle's registration in Cambodia - complementing CCCA3 innovation grant efforts to encourage and facilitate the adoption of EVs in Cambodia, reducing barriers for EV registration is intended to enhance uptake;
- Policy guidance on electric motorcycle's battery charging and swapping space at public buildings - complementing CCCA3 efforts to encourage adoption of EVs in Cambodia, providing guidance for the battery charging and swapping infrastructure is an essential for a transition to EVs;
- Introduction on the reduction of import tax on EV vehicles - complementing CCCA3 efforts to encourage adoption of EVs in Cambodia, reduced import taxes will make EVs more affordable to increase uptake;
- Sub-decree on Management of GHG Emissions Reduction mechanisms – this sub-decree directly supports GHG emission reduction actions that are needed to achieve the LTS4CN;
- Sub-decree on Monitoring and Control of Air, Noise and Vibration – complementing support from CCCA3 to monitoring air pollutants , this sub-decree introduces stringent controls to reduce air pollutants concentration in atmosphere;
- Sub-decree on energy efficiency standards & labels – CCCA3 supported development of this sub-decree that will contribute to the LTS4CN by allowing the public to make informed energy reduction choices; and
- National Energy Efficiency Policy (NEEP) - supported by CCCA3, the NEEEP aims to reduce energy consumption and increase the use of renewable resources across key sectors. This policy outlines strategies and goals to enhance energy efficiency measures, promote green technology, and involve significant contributions from the private sector to achieve national energy targets.

Enhanced Climate Change Data Collection and Reporting

- CCCA3 technical and financial support to sector ministries assisted their efforts to collect and analysis data for reporting on NDCs; CCCA3 support provided direct financial support through LoA with select target ministries which enhanced their capacity to collect, analyze and upload sector data for NDC reporting. CCCA3 also supported all the Ministries with commitments in the NDC to improve their tracking capability through individual support, meetings, and technical assistance.
- With technical support from CCCA3 a CC requirement clause has been included in the MEF National Budget Strategic Plan (BSP) circular – the BSP, which is sent to all sector ministers to provide guiding principles and strategies for budgeting, now includes a requirement to address CC thereby mainstreaming CC in government plans.
- CCCA3 provided financial and technical support to formulation of the annual CPER – the annual preparation of the CPER was supported by CCCA3. The CPER, which now assesses gender integration in CC programmes and CC related public expenditure, is an important public document that ensure transparency for climate expenditures by government which allows the public to advocate for greater climate financing.

Climate Change Awareness Raising

- CCCA3 provided support for the preparation and participation of Cambodia in international climate change forums, such as COP28. CCCA3 has therefore contributed to efforts by Cambodian officials to announce Cambodia’s international commitments, such as: keeping global temperatures below 1.5 degrees Celsius; the use of climate financing to reduce GHGs and CC adaptation; and implementation of Article 6 under the Paris Agreement. These international commitments become important drivers of government actions on CC.
- CCCA3 provided ongoing support to CC awareness raising by government for the public, through CCCA3 financial and technical support to improve the NCSD digital platform and many of the data products that are uploaded and now readily available to inform the public on CC issues. CCCA3 supported the following:
 - NCSD Data Portal – the data portal (<https://ncsd.moe.gov.kh/dcc/data-portal>) enhanced with CCCA3 support provides a wide array of publicly available information, much of which includes gender assessment, around topics of vulnerability, women’s resilience, climate hazards, climate finance, KAP study results, GHG emissions, air quality, and environmental management. Statistics for data portal use show over 49,000 persons visited the site in 2023.
 - MOE publications on CC – available on the NCSD website (<https://ncsd.moe.gov.kh/dcc/publication>) are current documents on CC in Cambodia many of which have been produced with support from the CCCA program.
- Integration of CC resilience and adaptation in infrastructure projects of some sector ministries such as MPWT road design resilient to flooding impacts due to climate change or MRD water supply systems storage size based on longer drought periods associated with CC.

5.2.6 UNDP implementation/oversight and Implementing Partner execution

Quality of UNDP Implementation – Implementing Agency

UNDP provided critical support to project design and once CCCA3 was approved, UNDP has provided assurance and support to implementation, to ensure CCCA3 project activities align with the strategic objectives of the CCCA. This oversight has helped maintain the project's focus and the effectiveness of project management.

Technical support was provided to CCCA3 by UNDP CC policy specialists and project management and M&E support was provided by a UNDP programme analyst.

UNDP participated on the PEB, thereby contributing to effective governance and strategic decision-making. Working with other high-level stakeholders, UNDP helped ensure CCCA3 project actions were well-coordinated and supported by relevant stakeholders.

UNDP financial management ensured project funds were disbursed to government and available to support CCCA3 project activities.

Rating: Satisfactory (S)

Quality of Execution – Executing Agency

The PMU, under the leadership of the National Council for Sustainable Development/Ministry of Environment, (NCSD), effectively managed the day-to-day operations of the CCCA3, which included overseeing project activities, ensuring timely delivery of outputs, and providing financial reporting. They successfully managed a complex array of activities ranging from policy development to capacity building and from direct climate action projects to monitoring and evaluation efforts.

The inclusion of a Chief Technical Adviser (CTA), climate change policy specialist, as part of the PMU, played a critical role enhancing the technical capacity of the project and engaging interest and support of high-level government stakeholders. The CTA facilitated the development of key strategic documents and policies, maintaining the project's direction and quality.

There was staff turnover within the PMU and this led to disruptions in the project's operations, as new staff needed time to understand the project's context and get up to speed. This turnover is particularly impactful because the PMU is central to the day-to-day management of the CCCA3 project. As a result staff turnover in the PMU affected continuity and maintenance of expertise and institutional memory, which are crucial both for meeting project targets and the long-term sustainability of the project outputs. Lower staff salaries were a reported cause of staff turnover, whereby new staff develop capacity and experience and then leave the PMU to move into a new, higher paying position. While difficult to quantify the impact of staff turnover, particularly with the delays resulting from COVID-19 restrictions, the MTR and TE note the PMU has successfully managed to address the challenges it faced and achieved satisfactory project completion.

The PMU effectively managed an adaptive management response to the COVID-19 pandemic, making adjustment to project activities to accommodate restrictions while continuing to delivering on the project's objectives

The PMU successfully engaged and coordinated a wide range of project stakeholders. This involved the five target sector ministries contributing data for NDC reporting and involved through innovation grants that involved sub-national counterparts, NGOs and the private sector. The PMU also effectively managed 15 NGOs, universities and research institutions involved in individual projects supported through innovation grants and LoA. The latter

involved review of grant proposals, technical support during implementation, review of M&E and financial reporting, coordination of information sharing and communications materials and review of final grant project reports.

The PMU also built institutional and individual capacities within MEF and the five target ministries, including the development and dissemination of new policies, strategies and tools for enhanced CC resilience, adaptation and mitigation, which are key for long-term sustainability.

Rating: Satisfactory (S)

Overall quality of Implementation / Execution

Table 9: Overall quality of project implementation and execution

| UNDP Implementation/Oversight & Implementing Partner Execution | Rating |
|--|----------|
| Quality of UNDP Implementation/Oversight | S |
| Quality of Implementing Partner Execution | S |
| Overall quality of Implementation/Oversight and Execution | S |

5.2.7 Risk Management and Social and Environmental Standards

The ProDoc rated seven risks as moderate in four categories, political, strategic, organizational, financial. The APR provided an annual review of the status of risks identified in the ProDoc. Risks 1-6 remained unchanged in the APR over the course of the project. Risk 7 related to the impact of unfavorable exchange rates was reported in 2022 with a recommended adjustment to the project budget submitted to the PEB that prioritized budgets for the most impactful activities of CCCA3.

A new risk (Risk 8) was realized in March 2020 related to COVID-19 restrictions impacting ongoing project activities. The mitigation proposed and implemented was work plan adjustments and the implementation of remote working arrangements whenever possible.

The TE analysis of risks (**Annex 10**) lowered the political risk and one strategic risk to *low*, based on assessment that CC is now generally an accepted reality within Cambodia and that it is unlikely to be ignored in government policies and strategies and CC initiatives are supported by most government, non-government and private sector stakeholders.

The TE increased the rank of two strategic risks, from *moderate* to *substantial*, based on their potential impact on progress towards addressing CC in Cambodia should they occur. This included a potential impact related to *a lack of engagement of sub-national government* which the TE considers vital, given the role of sub-national government partners in the implementation of CC resilience, adaptation and mitigation actions. The TE also considered development strategies that prioritize development actions (economic, food and water security, infrastructure, etc.) without taking into consideration the impact of CC, and which lack communication among participating development stakeholders (government, NGOs, private sector) have the potential to exacerbate CC impacts. Mitigation measures are provided in **Annex 10** to avoid these potential *substantial* risks.

The APR did not review or report on the SESP specifically. The APR and TE field mission interviews did note, however, the fact that CCCA3 activities have resulted in positive impacts in regard to gender, human rights and the environment in the following ways:

Women: The programme has notably advanced gender equality by integrating women in all levels of project planning and implementation, ensuring their active participation and leadership in community-based adaptation initiatives.

Indigenous / Cultural Groups: Indigenous groups have been specifically engaged in

the project to ensure that traditional knowledge is incorporated into climate adaptation strategies, enhancing the cultural relevance and effectiveness of these interventions.

Poor or Marginalized Groups: CCCA3 successfully targeted poor and marginalized communities, providing them with access to climate-resilient infrastructure and resources, which has significantly improved their livelihoods and resilience to climate impacts.

Persons with Disability: Efforts were made to ensure inclusivity in all CCCA3 activities, with special attention to accessibility for persons with disabilities, promoting their equal participation in project benefits.

Human Rights: The project has upheld human rights principles by advocating for and protecting the rights of all participants, especially those vulnerable to the adverse effects of climate change, ensuring equitable access to resources and benefits.

Environment: Environmental conservation has been a cornerstone of CCCA3, with initiatives aimed at protecting natural habitats, promoting biodiversity, and employing sustainable practices that contribute to ecological health.

Rating: Satisfactory (S)

5.3 Efficiency

5.3.1 Project Finance

With assistance from UNDP and the PMU key financial aspects of the project have been evaluated. Financial data provided includes the EU funding in regard to planned and actual spending and co-financing, including funds committed and funds realized. The financial analysis has considered the orderly planned year-to-year spending of the budget on project activities and the efficiency of spending in terms of potential financial benefits arising from project activities, such as the increased household income of beneficiaries and the value of ecosystem services from sustainably managed landscapes.

The ProDoc budget for CCCA3 was USD \$11,858,895.33. The actual funding committed by donors was \$11,012,946. A clear picture of the progress of CCCA3 actual project spending (general ledger- green line), against annual approved budget (blue line) and the budget outlined in the ProDoc (black line) is provided in **Figure 7**. Notable points in the figure are:

- CCCA Phase 3 project was scheduled to run from July 1, 2019, to June 30, 2024, making it a five-year program;
- The start of the project was delayed due to extended negotiations for the final approval of the grant, which took significantly longer than expected;
- COVID-19 resulted in project delays and reduced spending particularly in 2021 as in-person meetings were not possible, which impacted collaboration and advocacy efforts. Also many grant projects experienced delays because field work was restricted by travel and meeting limitations;
- Based on CCCA3's approved 2024 budget, (Table 10) 96% of the total funds received will be disbursed by 31st December, 2024.

The CCCA3 project has demonstrated efficiency through its implementation approaches, with considerable co-financing, both direct (cash) and indirect (staff, infrastructure), provided by government, NGO and private sector stakeholders. For example, an innovation grant was provided to the NGO, EnergyLab, which outlined a project proposal working with the private sector with a total project cost of \$422,250. The CCCA3 grant of \$100,000, therefore

leveraged \$322,250 of co-financing or over 300% of amount invested by CCCa3. The Letter of Agreement (LoA) established with government leveraged in-kind support of the participating government staff and enhance government efficiency through the results-based management approach implemented with each LoA.

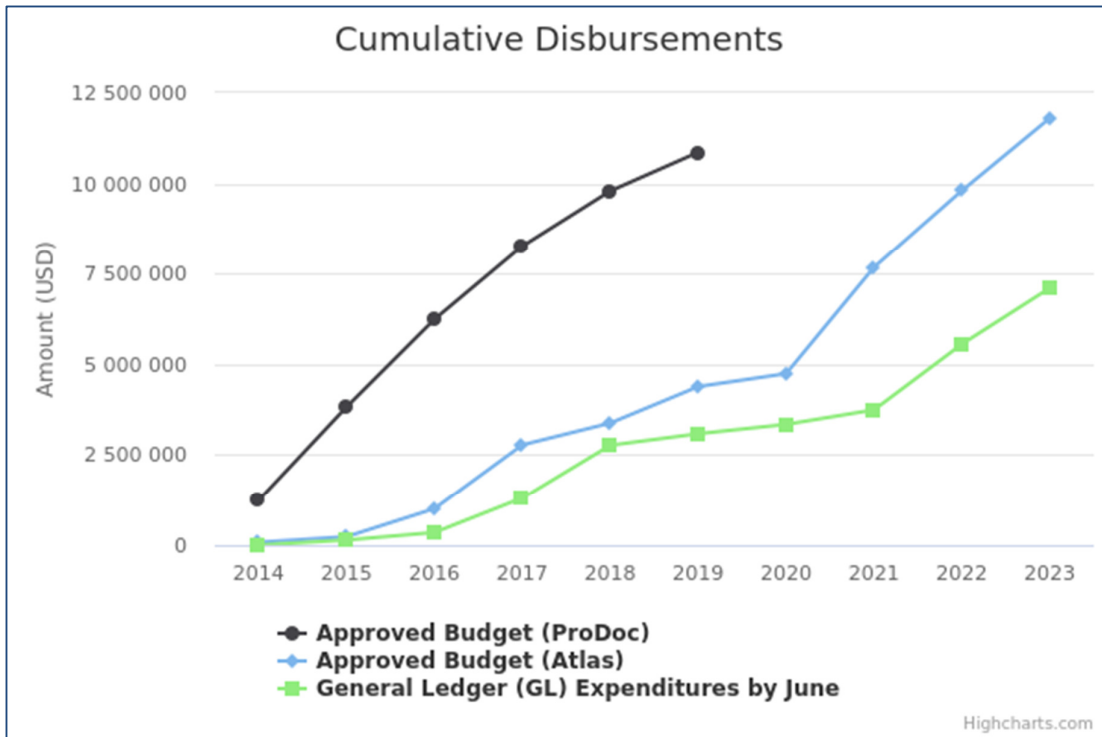


Figure 7. Planned and actual project spending based on ProDoc, approved annual budgets and actual spending recorded in the general ledger up to June 2023 (data provided in draft 2023 PIR).

The ProDoc budget allocation is relatively evenly distributed among the three project outcomes (**Table 10**). The cumulative project expenditure (proposed) to December 31st, 2024 is similar among the project outcomes, with 88 to 91 % of the ProDoc budget utilized. CCCA3 evaluation costs were less than budgeted, with 46% of the ProDoc budget unspent. General Management Services (GMS) funds spent were \$689,326.80, equivalent to 6.5% of total spending, which is in line with the UNDP allowable amount of 7%.

Table 10 shows the approved total budget balance for 31st Dec, 2024 will be \$1,288,879.21. The later amount is, however, based on the original total budget allocation according to the ProDoc (\$11,868,895.33), which included a funding gap of \$855,948.99. **Table 11** shows the funding gap was not reconciled. As such the budget balance for 31st Dec, 2024 based on the actual total of funds received (\$10,580,016.11) as shown in **Table 11**, which would be a budget balance of \$432,930.22 (\$1,288,879.21 - \$855,948.99).

The APR noted some funds initially allocated for CCCA3 project activities that could not be implemented due to the COVID-19 pandemic were re-allocated to support climate-resilient access to water and hygiene in support of the COVID-19 response.

A breakdown of donor funds provided for the ProDoc budget of \$11,868,895 is provided in **Table 11**. Funding commitments from UNDP, EU, Sida and the UK totaled \$11,012,946, leaving a funding gap of \$855,949 that was not filled during implementation of the project (**Table 11**). CCCA3 received 100% of the UNDP, EU, and UK donor funds. CCCA3 received

91% of Sida donor funds, with \$351,338 of Sida funds returned unspent by CCCA3 in 2021 upon reaching the deadline set for spending (30 June 2021). After June 2021 Sida funds were withdrawn from Cambodia, a decision influenced by concerns regarding democratic development in the country.

Table 10. CCCA3 Project Approved Budget Cumulative Expenditures Comparison against ProDoc Budget Allocation (all figures in USD)

| Outcome | Budget Allocation per ProDoc | Cumulative Expenditure as of 31 December 2023 | Remaining Budget as of 31 December 2023 | 2024 Budget | | | Cumulative Expenditure % (to 31 Dec 2024) | Budget Balance 31 Dec 2024 against ProDoc Allocation |
|---|------------------------------|---|---|-----------------------------------|---|---------------------------------------|---|--|
| | | | | Approved budget 01 Jan to 30 June | Approved Budget to extend until 31 Dec 2024 | Approved Budget 01 Jan to 31 Dec 2024 | | |
| Outcome 1 | 3,894,500.00 | 2,830,705.84 | 1,063,794.16 | 467,903.84 | 118,208.27 | 586,112.10 | 88% | 477,682.06 |
| Outcome 2 | 3,871,000.00 | 3,051,544.32 | 819,455.68 | 340,090.51 | 101,932.76 | 442,023.27 | 90% | 377,432.41 |
| Outcome 3 | 3,209,500.00 | 2,641,334.51 | 568,165.49 | 215,525.61 | 63,439.39 | 278,965.01 | 91% | 289,200.48 |
| Evaluation (MTR, TE, contribution to CPD) | 110,000.00 | 27,304.27 | 82,695.73 | 32,700.00 | | 32,700.00 | 54% | 49,995.73 |
| Indirect Eligible Cost (GMS) | 783,895.33 | 601,211.48 | 182,683.85 | 71,835.40 | 16,279.92 | 88,115.32 | 88% | 94,568.53 |
| Totals | 11,868,895.33 | 9,152,100.42 | 2,716,794.91 | 1,128,055.36 | 299,860.34 | 1,427,915.70 | 89% | 1,288,879.21¹ |

1. Note the Total Budget Allocation per ProDoc of \$11,868,895.33 included a \$855,948.99 funding gap (see Table 11). As such the Budget Balance for 31 Dec, 2024 against the Total Funds Received of \$10,580,016.11 (Table 11) is \$432,930.22 with cumulative expenditure of 96%.

Table 11. Donor contributions to CCCA3 Project (all figures in USD)

| Donors | Funds Committed | Funds Received | Funds to Be Received | Total Funds Received |
|---------------------------|----------------------|----------------------|----------------------|----------------------|
| UNDP | 500,000.00 | 500,000.00 | | 500,000.00 |
| EU ^{1,2,3} | 6,715,200.00 | 6,626,328.45 | 88,871.55 | 6,715,200.00 |
| SIDA | 3,730,740.16 | 3,386,681.48 | | 3,386,681.48 |
| UK | 67,006.18 | 67,006.18 | | 67,006.18 |
| Funding Gaps ⁴ | 855,948.99 | | | |
| Totals | 11,868,895.33 | 10,580,016.11 | 88,871.55 | 10,580,016.11 |

1. The final-prefinancing is US\$ 696,061 (Based on agreement sign)

2. Actual fund receive for the final-prefinancing is US\$ 607,189.45 (10 June 2024)

3. Exchange lost = US\$ 88,871.55 (the lost amount will not be received)

4. Based on BRV-G05 budget reduced to 10,553,539.88 (no funding gaps at this revision)

5.3.2 Monitoring & Evaluation

Monitoring and Evaluation Design

The monitoring and evaluation (M&E) framework for the CCCA-3 project was designed to ensure comprehensive tracking of the project's progress and impact, focusing on effectiveness, efficiency, and sustainability of the interventions.

The primary objectives of the M&E framework included:

- **Ensuring Accountability:** To stakeholders, including the government, donors, and the communities.
- **Improving Performance:** By identifying areas for improvement and implementing course corrections.
- **Evidence-Based Decision Making:** Using data and information gathered to guide policy and programmatic adjustments.
- **Learning and Knowledge Sharing:** Capturing lessons learned and disseminating knowledge gained throughout the project.

Key Components of the M&E Framework include the following:

1. Performance Indicators:
 - **Outcome and Output Indicators:** Specific indicators were defined for each outcome and output of the project, aligning with the overall objectives and expected results. These indicators measured aspects such as the quality and timeliness of climate information generated, the degree of mainstreaming climate change into policies, and the effectiveness of capacity-building efforts.
 - **Baseline and Target Values:** For each indicator, baseline data and target values were established to provide a clear measure of progress over the project's timeline.
2. Data Collection and Analysis
 - **Data Sources:** Identified multiple data sources, including project reports, climate data portals, policy documents, and feedback from stakeholders.
 - **Regular Assessments:** Data collection was scheduled at regular intervals (e.g., annually, biennially) to ensure timely information was available for decision-making.
 - **Quality Assurance:** Procedures to ensure data reliability and validity, including cross-verification of data sources and use of standardized data collection tools.
3. Reporting
 - **Annual and Mid-Term Reports:** Scheduled reporting to stakeholders to provide updates on project progress, challenges, and successes.
 - **Final Evaluation:** At the end of the project to assess overall impact, relevance, efficiency, and sustainability of the interventions.
4. Reviews and Audits
 - **Internal Reviews:** Regular internal reviews of project activities to ensure alignment with objectives and compliance with environmental and social safeguards.
 - **External Audits:** Conducted by independent auditors to assess financial management and adherence to donor and UNDP guidelines.
5. Stakeholder Engagement
 - **Feedback Mechanisms:** Incorporated stakeholder feedback through various channels, ensuring their perspectives were considered in the evaluation process.
 - **Participatory Evaluations:** Involvement of local communities and stakeholders in the evaluation process to gain ground-level insights into project impacts.

6. Adaptive Management
 - Feedback Loops: Established mechanisms to feed evaluation findings back into the project management cycle for timely adjustments to strategies and activities.
 - Policy Adjustments: Recommendations from M&E activities were used to influence policy adjustments and scaling up of successful practices.
7. Capacity Building
 - Training: Provided training to project staff and stakeholders on M&E principles, tools, and techniques to enhance their capacity to participate effectively in M&E processes.
8. Risk Monitoring
 - Risk Logs: Maintained and regularly updated to record potential risks and the measures taken to mitigate them.
9. Integration with Broader Frameworks
 - The M&E framework was aligned with broader national and international monitoring frameworks, such as those related to the Sustainable Development Goals (SDGs), the UN Development Assistance Framework (UNDAF), and sector-specific policies, to ensure coherence and support the aggregation of data for broader impact analysis.

This comprehensive M&E framework enabled CCCA-3 to track its progress effectively, make informed adaptive management decisions, and demonstrate accountability and transparency to all stakeholders.

Rating: Satisfactory (S)

Monitoring and Evaluation Implementation

The Annual Progress Reports (2019 to 2023) prepared by CCCA3 achieved the primary objectives M&E framework by systematically tracking progress and providing detailed information based on the following:

1. Progress Against Planned Targets and Activities:
 - Comprehensive Tracking: Each APR provided a detailed account of activities undertaken within the reporting period, comparing planned activities to those actually completed.
 - Outcome and Output Tracking: Updates on key deliverables, such as policy development, capacity building efforts, and infrastructural projects, are aligned with specific project outcomes and outputs outlined in the project's Results Framework.
2. Assessment of Impact and Effectiveness:
 - Qualitative and Quantitative Data: The APR utilized both quantitative metrics, such as the number of beneficiaries reached or hectares of land under improved management, and qualitative assessments, such as stakeholder feedback and case studies, to measure the impact.
 - Sectoral and Cross-Sectoral Evaluations: The APR assessed the effectiveness of interventions within specific sectors (e.g., energy, agriculture) and their interlinkages, highlighting areas of strength and those needing improvement.
3. Identification of Challenges and Remedial Actions:
 - Challenges: Each APR identified key challenges faced during implementation, such as delays due to external factors or logistical issues.
 - Adaptive Responses: The APR detailed how the project adapted to these challenges, showcasing the flexibility and responsiveness of the management team.
4. Financial Accountability:
 - Budget Utilization: APR included detailed financial statements showing budget

- allocations, expenditures, and variance analyses, ensuring financial transparency.
 - **Funding Sources and Expenditure Tracking:** The APR tracked the sources of funding and expenditures against each, demonstrating accountability and prudent financial management.
5. **Stakeholder Engagement and Partnerships:**
- **Stakeholder Involvement:** The APR provide detailed lists and descriptions of stakeholder engagements and highlight how different groups contribute to and benefit from the project.
 - **Partnership Outcomes:** The APR also provide evaluations of partnerships' effectiveness with local and international organizations, government entities, and the private sector are included to demonstrate collaborative success.
6. **Learning and Knowledge Sharing:**
- **Lessons Learned:** The APR document key learnings from project implementation, providing insights for future projects and ongoing adaptation strategies.
 - **Dissemination of Findings:** The APR outline how information and results are shared with broader communities, stakeholders, and policymakers, to foster wider knowledge dissemination and uptake.

The Programme Executive Board (PEB) provided effective monitoring, evaluation and oversight of the CCCA3 project as demonstrated by:

- **Regular Meetings and Reviews:** The PEB held five annual meetings (2020 to 2024) to review project progress, discuss challenges, and make decisions on the future direction of CCCA3. These meetings provided a platform for various stakeholders, including government officials, donors, and implementing partners, to share insights and feedback on the implementation of CCCA3 activities.
- **Strategic Guidance and Decision Making:** The PEB was actively involved in providing strategic guidance for CCCA3. This included approval of AWP and budgets, which ensured that the program remained aligned with its long-term goals and responsive to emerging challenges.
- **Adaptive Management Practices:** The PEB supported adaptive management practices within the program, which were critical in responding to unexpected challenges such as the COVID-19 pandemic. By endorsing adjustments to project strategies and budgets, the board enabled CCCA3 to continue operating effectively under altered circumstances.
- **Feedback and Recommendations:** The PEB also played a key role in providing feedback and recommending improvements for enhancing the CCCA3 project's implementation strategies and outcomes. For example, the PEB discussed how to better integrate climate action into national policies and strategies, a testament to its active engagement and oversight in shaping CCCA3's effectiveness and relevance.
- **Endorsement of Innovations and Best Practices:** The PEB endorsed the use of innovative approaches and best practices within the program. This included the support for innovation grants and the implementation of new technological solutions to enhance climate action and sustainable solutions within CCCA3.

Rating: Satisfactory (S)

5.3.3 Project Efficiency

The CCCA3 programme structure efficiently utilized the project's financial resources to engage stakeholders (government, NGO, research institutions, private sector) to focus their capacity (staff, technical knowledge, infrastructure) on activities that contributed to CCCA3

project outcomes. The government LoA and innovation grant models were highly efficient, ensuring the utilization of a fixed budget to achieve specified outcomes.

While not measured by the project, the TE team noted considerable in-kind contributions were made by all stakeholders receiving CCCA3 financial support. In-kind contributions included staff time committed to working on CCCA3 activities, and the utilization of stakeholder resources such as offices, vehicles, field equipment, etc.

The TE team review of financial data has concluded CCCA3 was managed efficiently despite challenges associated with a start-up delay and COVID-19 restrictions. CCCA3 project spending on the three project Outcomes, M&E and project management closely followed the proposed budgets outlined.

The TE noted considered effort was required to manage government LoA and the 22 innovation grants. PMU support was required in developing proposals, reviewing applications, providing technical support when needed, reviewing regular (quarterly) financial and progress reports, coordinating knowledge sharing and communication material development and reviewing final reports. Nonetheless, it was through the considerable support provided by the PMU that stakeholders were effectively engaged and collaborated to gain knowledge and experience while generating many of CCCA3's outputs.

Rating: Satisfactory (S)

5.4 Sustainability

This section evaluates the extent to which the positive effects from this project will continue or are likely to continue after the CCCA3 project closes in June, 2024, and the potential for scale-up and/or replication of project activities. The evaluation covers four main areas of sustainability, namely, financial sustainability; socio-political sustainability; institutional framework and governance sustainability; and environmental sustainability.

A separate Sustainability and Exit Strategy is currently under development to provide recommended actions to enhance the sustainability of project outcomes, including upscaling and replication

5.4.1 Financial Sustainability

As demonstrated by CCCA3 financial support to target sector governments through LoA and support provided through innovation and research grants, there are substantial costs associated with dealing with CC.

CCCA3 has provided financial support to develop a better understanding of CC impacts and to develop and implement methods that enhance CC resilience, and implement CC adaptation and resilience strategies in response to those impacts.

CCCA3 has also provided financial support improved data collection tools, analysis and dissemination to inform decision makers. With good information financial support was also provided for the development of responsive policies, strategies, regulations, and guidelines. The later requiring financial support for implementation.

The innovation grants provided by CCCA3 successfully piloted a variety of CC actions (e.g., water supply systems, SME waste-water treatment systems, resilient farming methods, electric motorcycles, early warning systems, etc.). In some cases the pilots showed some no-cost replication (e.g., use of biochar is being adopted by new farmers, annual Cambodia Energy Efficiency Competition ongoing, switch to use of electric cook stoves). Most pilots, however require financial support for replication and up-scaling.

TE discussion with government stakeholders found ongoing technical and financial support was also required for CCCA3 government supported activities such as:

- Annual Climate Public Expenditure Review (CPER);
- ODA Climate Change Thematic Marker training workshops;
- Sectoral National Determined Contributions (NDC) reporting; and
- Engagement in international Climate Change forums.

CCCA3 has initiated CC mainstreaming in target government sector budgets and through improved tracking by MEF of CC spending nationally. These initiatives have the potential to leverage the climate financing necessary to sustainably support (replicate, upscale) the kinds of successful CC actions of CCCA3.

In summary the TE concludes there is financial sustainability, albeit at a slower pace. With broad acknowledge and awareness of CC impacts on socio-economic development, Cambodia is beginning to mainstream CC into action plans along with the required financial allocations, mainly through multilateral funds from various project implementation activities, but also using national budget allocations. CCCA3 has seen a shift toward the introduction of climate resilient infrastructure development within sector development plans and these approaches are likely to continue at a pace based on the financial strength of the country.

Rating: Moderately Likely (ML)

5.4.2 Socio-political Sustainability

The KAP4 survey shows 90% of Cambodians acknowledge CC will impact their future, and 85% report they are already taking actions in response to CC. The KAP also showed 74% of respondents support collective community actions to resolve environmental concerns, suggesting support government actions on CC resilience, adaptation and mitigation.

Political support for CC initiatives is demonstrated through national and sector strategies, plans and guidelines, such as:

- Cambodia's *Long-Term Strategy for Carbon Neutrality*;
- MRD's *Climate Change Action Plan for Rural Development Sector 2021-23*;
- MME's *Building Energy Management Guidelines*;
- MPWT's *National Strategic Plan for Climate Change Adaptation and Greenhouse Gas Mitigation in Transport Sector*; and
- development of new *Cambodia Climate Change Strategic Plan 2024-33*.

Rating: Likely (L)

5.4.3 Institutional framework and governance sustainability

Institutional sustainability in the context of "institutional memory" of the implementation strategies for CC activities supported by CCCA3 is *likely*. For example, the activities of MRD and its sub-national counterparts on developing resilient community water supply systems provided capacity development and experience the participating government stakeholders can use (pending available financing) for replication and scaling-up. MRD acknowledged they have the technical capacity to address the need for water supply systems and they have data that identify where water supply systems are required in Cambodia. MRD did not, however, have a costed plan or strategy in place to scale up community water supply systems that would meet the needs of all Cambodians within a specified period of time. Should MRD develop a costed, country-wide strategy it would provide useful CC budget

tagged information that could be used to leverage climate financing. Current MRD budgets were said not to be insufficient to scale-up the water supply system efforts successfully demonstrated with CCCA3 support. This situation is similar for other target sector ministries (MME, MoE, MoEYS, MPWT) and the CCCA3 supported activities which they implemented.

CCCA3 is currently undertaking a capacity assessment to identify the level of institutional capacity and the institutional capacity development needs.

Rating: Likely (L)

5.4.4 Environmental Sustainability

Activities supported by CCCA3 demonstrate the positive contribution CC actions make towards environmental sustainability. Actions such as enhancing soil carbon for agriculture, treating waste water from SME, regulatory guidance and options to improve electric motorcycle's registration in Cambodia, sub-decree on monitoring and control of air, noise and vibration for air quality improvement, guidelines for building efficiency, etc.

While there are potential negative environmental impacts associated with some CCCA3 activities, some of these can be mitigated as demonstrated. One example is the introduction of electric vehicles (motorcycles and cars) for which there is a need to address the potential negative impact of battery disposal. This environmental impact was mitigated for motorcycles through CCCA3 project support to the production of *regulatory guidance and options to improve electric motorcycle's battery waste management in Cambodia*. While electric vehicles are often considered to have a positive impact (because they do not emit GHG), there is a need to consider the method by which the electricity used for charging electric vehicles is generated. In Cambodia, about 44% of electricity production is from hydropower which has an impact on people and the environment around hydro dams; about 39% of electricity production is from coal and about 7% from diesel/fuel oil both of which emit GHGs. To be environmentally sustainable the introduction of electric vehicles needs to be paired with a strategy that shifts electricity production to renewable sources such as wind and solar. CCCA3 advocacy with decision-makers contributed to a "no new coal" policy announcement in 2021.

Rating: Likely (L)

While most CCCA3 sustainability factors are *likely*, the insecurity of financial sustainability without greater evidence of Cambodia leveraging climate financing results in a overall TE sustainability rating of *moderately likely*.

Overall Sustainability Rating: Moderately Likely (ML)

5.5 Cross Cutting Issues

5.5.1 Gender, Human Rights & Social Inclusion

Gender responsiveness of project design

The design of the CCCA3 project incorporated several elements to ensure it was gender-responsive, addressing gender equality and women's empowerment comprehensively. Here are key aspects that highlight the gender-responsive nature of CCCA-3's project design:

- **Gender Marker:** CCCA-3 was classified with a Gender Marker of Gen2, indicating that **gender equality was a significant objective of the project**. A Gen2 marker is intended to guide the integration of gender considerations throughout the implementation of project activities and their outcomes.
- **Gender-Sensitive Approach:** The program aimed to ensure that all activities and outputs considered the different impacts of CC on women and men. This included tailoring interventions to address specific vulnerabilities faced by women and enhancing the capacity of women to deal with climate-related issues.
- **Inclusion of Gender Data:** The project focused on filling critical gaps in data, particularly gender-disaggregated data, which is essential for understanding and addressing the unique impacts of CC on different genders. This effort was intended to support more targeted and effective policy-making and programming.
- **Capacity Building:** Specific training and capacity-building efforts were geared towards enhancing women's leadership and participation in CC decision-making processes. This empowerment aimed to ensure that women had equal opportunities to contribute to and benefit from climate action.
- **Participation of Women in Climate Governance:** Women's participation was to be actively encouraged in all governance and decision-making bodies related to CCCA-3, including the PEB and CCTWG.
- **Gender-Targeted Financial Support:** The CCCA3 project was designed to include mechanisms such as the Innovation Financing Facility, which would prioritize projects that explicitly targeted gender equality and women's empowerment within the broader framework of climate action.
- **Gender Action Plan:** A specific action plan on gender was to be developed to be presented to the PEB. The Gender Action Plan was to outline both operational and programmatic measures to ensure that a gender lens was adequately incorporated into the design and implementation of all interventions.
- **Engagement with Women's Organizations:** CCCA-3 planned to engage more actively with gender-focused NGOs and CSOs. This involvement was to ensure that gender considerations were integrated into advocacy work with the government and helped to elevate the role of women in shaping climate policies.
- **Monitoring and Evaluation:** The program's monitoring and evaluation framework included gender-specific indicators to track progress on gender equality outcomes and ensure accountability for gender-related commitments.

Overall, CCCA-3 was designed to ensure that gender equality and women's empowerment were central to Cambodia's climate response, reflecting an understanding that effective climate action requires addressing the needs and harnessing the capabilities of all members of society, particularly women.

Gender Responsiveness during project Implementation

As directed by the ProDoc a Gender Action Plan (2019) was prepared early in the project cycle and it identified key activities, indicators, timeframe, targets and estimated costs for implementation. The PMU has followed the Gender Action Plan and reported on indicator target progress.

Evidence of CCCA3's contribution to gender equality, human rights and social inclusion are largely related to the incorporation of gender responsive and human rights approaches into climate change strategies, policies, data collection, data analysis, and reporting. The latter efforts are important, because they ensure these issues are recognized providing greater assurance, they will be addressed thereby providing direct benefits. Examples of important CCCA3 outputs are as follows:

- It was mandatory for all CCCA3 innovation grant proposals to include results frameworks that provided gender disaggregated data and conducted gender analysis of results. In this way the level of involvement of women in project activities could be assessed, direct benefits to women documented and analysis of the way in which women were impacted by innovation grant projects, both positive and negative, information that can be used to inform scaling up;
- The preparation of the NDC data and the NDC report, supported by CCCA3, incorporated a gender lens which led to Cambodia's NDC report being recognized for mainstreaming gender into climate change action. These actions build capacity within sector ministries to be gender responsive when reviewing their activities and increases the advocacy for gender integration into Cambodia's response to CC at a national level;
- The annual CPER report prepared with support from CCCA3 includes qualitative and quantitative assessment of gender integration into CC programmes, as well as gender case studies of specific programmes. The CPER ensures the voices and needs of women in relation to CC are heard, increasing the likelihood of gender responsive budgeting of CC annual work plans;
- CCCA3 supported cost benefit analysis of socioeconomic benefits of Cambodia's LTS4CN include gender assessment. By including a gender assessment the role and contribution of women in achieving carbon neutrality is acknowledged, ensuring implementation of the LTS4CN will engage women.
- The KAP3 and KAP4 studies conducted by CCCA3 have incorporated and enhanced the collection and analysis of data related to gender and social inclusion. The gender disaggregated data of KAP studies can show gender inequalities in regard to different vulnerabilities and exposure to the risks of CC, information that is essential to designing gender responsive responses for CC adaptation. The KAP4 study has made a recommendation to Implement mandatory inclusion of women in environmental decision-making forums and leadership positions within climate-related government agencies. for Outcome: Strengthened gender equality and increased effectiveness of climate action plans.
- CCCA3 supported a development of a report assessing the barriers and opportunities for gender engagement in climate action in Cambodia, that will in part, inform the new CCCSP 2024-2033.

Direct benefits for women were achieved through some of the innovation grants, including the following examples of CCCA3 innovation grants:

- A grant to iDE accelerated the uptake of efficient electric cooking appliances. With 268 HH participating there were 561 women and girls who benefited from a reduction in the use of wood and LPG for cooking, resulting in reduced exposure to hazardous

air pollutants and increased contribution to climate change mitigation;

- A grant to Misti worked with SMEs to improve wastewater management. Of the 220 HH representing staff working with the SMEs, 93 were female headed HH. The grant has therefore empowered women to better understand climate change impacts and to participate in actions that reduce GHG emissions contributing to climate change mitigation;
- A grant to FAEC worked with farmer cooperatives to enhance productivity, increase farm resilience and increase soil carbon sequestration. The project worked with 100 farmers in 10 agricultural cooperatives. This included 50 women, 10 women identified as vulnerable members of the community. In addition, four women were selected as model farmers and provided with biochar soil supplement.
- MRD working with TS1001 were provided a grant for resilient rural water supply systems targeting women and youth to reduce the time spent fetching water, to reducing reliance on wood to boil water and to provide access to safe and affordable water.

5.5.2 Social and Environmental Safeguards

Social and Environmental Safeguards Identified in Project Design

The ProDoc Annex 2, Social and Environmental Screening Process (SESP), identified *activities and outputs that support upstream planning processes that potentially pose environmental and social Impacts or are vulnerable to environmental and social change*. In particular national and sub-national strategies, policies, plans and programmes with potential environmental and social impacts. In addition, the SESP noted the CCCA3 project was likely to significantly impact gender equality and women's empowerment.

The ProDoc SESP outcome was assessed as: *Category 2. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess*. The Category 2 rating was based on potential impacts to gender equality and women's empowerment, with the SESP addressing this impact through the following:

- CCCA3 seeks to promote gender equality and women's empowerment;
- gender considerations will be mainstreamed in programme implementation, based on experience from the Phase 1 and 2;
- CCCA3 funded initiatives will be required to take in consideration the voices and needs of women and other vulnerable groups
- gender-disaggregated data will be collected for key indicators; and
- advisory support will be thought from Ministry of Women's Affairs (MoWA), through their participation in CCTWG and their advice will be sought on how to mobilize the required external support.

The SESP emphasizes the CCCA3 project is designed to promote gender equality and that it has provisions to ensure gender considerations are mainstreamed into programme implementation. This includes requiring CCCA3 project initiatives consider the voices and needs of women and other vulnerable groups are included in project activities and that monitoring and evaluation collect gender-disaggregated data for key indicators.

The SESP also recommends the involvement of the Ministry of Women's Affairs (MoWA) to ensure gender sensitivity in key policy initiatives and procedures are addressed. The SESP notes MoWA has incorporated climate change as a key pillar of their new multi-year

strategy, which highlights the importance of integrating gender considerations in climate change responses and development planning.

While potential impacts of CCCA3 project activities were identified, as noted above, no social or environmental risks associated with CCCA3 project implementation were identified in the SESP.

In summary, the SESP confirms social and environmental safeguards are included in the CCCA3 project design, which aims to generate positive environmental impacts that contribute to sustainable development in response to climate change, while also focusing on promoting social equity, particularly through enhancing the empowerment of women and other vulnerable groups.

CCCA3 provided an innovation grant to Swiss church aid (HEKS/EPER) to support climate smart farming (CSA) in four ethnic minority communities. Working with 91 women and 53 men engaged in cashew and pepper farming, the endline assessment showed in areas where cover crops were introduced, crops yields were higher and production costs reduced resulting in higher income for farmers. Cover crops provided better weed management, soil fertilization, and less labor. In the long term CSA improves soil health and soil microbial activity which contributes to increased carbon sequestration and crop resilience to climate variability.

Social and Environmental Safeguards Management during Project Implementation

The APR did not review or report on the SESP specifically. The APR and TE field mission interviews did note, however, the fact that CCCA3 activities have resulted in positive impacts in regard to gender, human rights and the environment in the following ways:

Women: The programme has notably advanced gender equality by integrating women in all levels of project planning and implementation, ensuring their active participation and leadership in community-based adaptation initiatives.

Indigenous / Cultural Groups: Indigenous groups have been specifically engaged in the project to ensure that traditional knowledge is incorporated into climate adaptation strategies, enhancing the cultural relevance and effectiveness of these interventions.

Poor or Marginalized Groups: CCCA3 successfully targeted poor and marginalized communities, providing them with access to climate-resilient infrastructure and resources, which has significantly improved their livelihoods and resilience to climate impacts (see text box for an example).

Persons with Disability: Efforts were made to ensure inclusivity in all CCCA3 activities, with special attention to accessibility for persons with disabilities, promoting their equal participation in project benefits.

Human Rights: The project has upheld human rights principles by advocating for and protecting the rights of all participants, especially those vulnerable to the adverse effects of climate change, ensuring equitable access to resources and benefits.

Environment: Environmental conservation has been a cornerstone of CCCA3, with initiatives aimed at protecting natural habitats, promoting biodiversity, and employing sustainable practices that contribute to ecological health.

Rating: Satisfactory (S)

6 Conclusions, Recommendations & Lessons Learned

6.1 Main Findings and Conclusions

Main Findings

1. CCCA3 has further developed the ability of Cambodia's government to develop policies, strategies and actions at national and sub-national levels to implement its National CC Strategic Plan to address the needs of climate change across five target sector ministries; MoE, MME, MoEYS, MPWT and MRD. These ministries were supported through LoA that built capacity to collect and deliver CC data for NDC reporting and grants supporting pilot projects that built practical technical experience and capacity at the national and subnational level to address priority sector needs.
2. At the national level working with the NCSD, CCTWG, MoE and MEF the CCCA3 project continued to build on previous project phases by engaging top decision makers to support and advocate for the Cambodian government to mainstream CC actions. CCCA3 supported Cambodia's participation in international events such as the UNFCCC, enhanced NDC, annual CPER reporting that more thoroughly assess gender issues, national strategies such as LTS4CN, MPWT's National Strategic Plan for Climate Change Adaptation and Greenhouse Gas Mitigation in Transport Sector and an updated National CC Strategic Plan (2024-2033).
3. CCCA3 prioritized five sector ministries (MoE, MRD, MPWT, MoEYS, and MME) to work with using an LoA approach to complete specific tasks contributing to project outputs. With technical support from the PMU this results-based approach proved effective in improving the capacity of sector ministries to design, implement and report on activities. In addition, CCCA3 could specify requirements for a gender responsive approach and M&E to track financial and activity progress.
4. CCCA3 has demonstrated the potential of integrating CC into target sector government activity design and budgets. There remains a need to develop mainstreaming tools that ensure CC impacts are fully understood and costed, and responsive adaptation and mitigation strategies included in all government sector strategies, plans and budgets. In addition, the MEF can play an important role by requiring mandatory compliance of CC budget tagging in all government sector AWP submitted for approval, that will in turn help to leverage climate financing.
5. CCCA3 has demonstrated there are financial benefits to climate-smart socio-economic development of the country. CCCA3 has also demonstrated, when the impacts of CC are not addressed, there are negative financial, social and environmental impacts that detract from socio-economic development and environmental protection of the country. Thus, there is a need to balance the Cambodia's focus on the socio-economic development with adequate consideration of and action on the impacts of CC.
6. CCCA3 has enhanced the frameworks needed to address CC (policies, strategies, tools, data collection and sharing, and budget tracking) and has tested and built capacity of government, NGOs, research institutions and the private sector to address CC through grants that supported CC innovation and research.
7. In summary CCCA3 has supported national and sub-national approaches to mainstream CC, that are informed by priority needs on the ground through monitoring and research, and implemented through national and sector-based strategies that address CC priorities, ensuring gender responsive approaches are used, with budgets sufficient to address the need for resilient adaptation which are supported by climate financing.
8. Having demonstrated an approach to mainstreaming CC, there remain needs related to the inclusion of all sector governments at the national and subnational levels and the support of MEF in leveraging the climate financing required to address gender

responsive, priority CC resilience, adaptation and mitigation needs. This must also be supported by strengthening of government capacity to mobilize, coordinate and track public and private climate change resources.

9. The CCCA3 project consistently demonstrated leadership of gender responsive development at national and subnational levels, with government, NGO, research institutions and the private sector through mandatory required to conduct gender analysis, collect gender disaggregated data and report on how CCCA3 grant funds impacted women. CCCA3 raised the profile of women in national reporting of NDCs and the annual CPER reports which incorporated a gender lens which mainstreams gender into CC action. CCCA3 KAP study methodologies and reporting were also reviewed to enhance their collection and analysis of data related to gender and social inclusion.

Conclusions

1. The CCCA3 project relevance has been demonstrated through the engagement of government, NGO and private sector stakeholders in activities that address existing and emerging needs in responding to climate change impacts. CCCA3 has initiated the integration of CC mitigation and adaptation into planning and budgeting processes that has the capacity for upscaling and which is relevant to accessing new funding mechanisms which target CC. The next phase for the CCCA programme should, therefore, prioritize activities that focus on establishing sustainable climate financing.
2. The CCCA3 project's engagement methods, particularly results-based LoA and grants, effectively built capacity to identify needs, develop results frameworks with time-bound targets and work with partners (government, NGO, private sector) to successfully achieve results. The continuation and expansion of a results based management approach with stakeholders, including increased engagement of the private sector, can continue to effectively achieve results to address CC.
3. The technical and financial support provided by CCCA3 was efficient given the substantial in-kind support, both direct (funds) and indirect (staff, infrastructure, experience) provided by participating stakeholders. The CCCA can continue to efficiently utilize the in-kind support of stakeholders in programs to address CC.
4. CCCA3 took a gender responsive approach, building capacity in stakeholders. ensuring national reports, policies and strategies addressed gender and tailoring activities to ensure address the specific vulnerabilities faced by women were considered and women were empowered to participate in climate-related issues.

The main findings and conclusions highlight the successful engagement and implementation model of CCCA3 working with government, NGOs and the private sector to facilitate innovative actions that address Cambodia's needs in response to a changing climate. The recommendations are therefore structured to build on the successes of CCCA3 noting the need for greater engagement of the private sector.

The conclusions also note the need to fully integrate climate change into all government sectors and with initiatives directed at climate change mitigation, adaptation and resilience clearly tagged in budget planning processes. Transparent climate planning and budgeting will contribute to access the climate financing needed to complete activities and achieve goals as articulated in national government commitments such as the LTS4CN and CCCSP. Recommendations are therefore provided to continue the work started by CCCA3 to mainstream climate change in government planning and budgeting leading to increased access to climate financing.

6.2 Recommendations

The table of recommendation is in two sections with the first two recommendations directed at CCCA3 activities intended for implementation prior to project closure. The second set of recommendations are intended to provide direction for a next phase of the CCCA program currently under development.

| Category | Recommendations | Lead | Timeframe |
|-------------------------------------|--|----------------------------|---------------|
| Area of Focus in the Remaining Time | 1. The exit strategy currently under development, should highlight the prioritized sectors and the support needed to develop mechanisms to achieve sustainable climate financing through innovative approaches, such as initiatives that are self-sustaining and financially viable through self-implementation, and engagement with private sector. As this recommendation is intended to address funding gaps identified by stakeholders it will be important to work collaboratively with stakeholders to seek solutions. | PMU | December 2024 |
| | 2. Documentation of lessons learned and achievements should be completed and ready to showcase in the process of sectoral strategic plan development in the 7 th mandate of the government. This recommendation addresses both the need for continued transparency and advocacy of actions that address CC. | All Executing Institutions | December 2024 |
| Project Next Phase Design | 3. Public Financial Management: A shift to a public financial management model, whereby MEF, working with MoE, to develop the tools required to mainstream CC into all government budget planning with a legal requirement to ensure that CC is being included in AWP's demonstrating sector actions that address CC resilience, adaptation and mitigation needs, for example a CC budget tagging method should be introduced with a greater role given to MEF in leading the financial allocation for CC actions. This recommendation which builds on CCCA3 is directed at mainstreaming climate change into all government planning and budgeting. | PMU | December 2024 |

| Category | Recommendations | Lead | Timeframe |
|---------------------------|--|--------------|---------------|
| Project Next Phase Design | <p>4. Building Capacity within Government: Continue to utilize a project implementation approach whereby government staff take on a large role in the planning, implementation, monitoring, analyzing and reporting on CC activity outputs. This approach should be supported by direct coaching and mentoring from the CCCA technical assistants as needed. The approach is intended to continue to build within government - effective, results-based project management, ownership, and sustainability of CC project activity outputs. Careful consideration and management should also be given to the transparency and accountability of project financial management.</p> | UNDP | December 2024 |
| | <p>5. Grant Components: CCCA3 demonstrated the use of small-grants and LoAs is an effective implementation strategy to engage government, NGOs, research organizations and the private sector in targeted, gender responsive, results-based CC activities that were innovative, built capacity within participating stakeholders and leveraged significant in-kind co-financing. To address issues of sustainability the implementation approach could benefit from the inclusion of technical support and requirements for the development of viable sustainability strategies that ensure outputs are sustained and plans (including financial plans) are in place to support replication and/or scale-up of successful outcomes. The continuation of a grant program should be considered an integral component of the next phases provided financial sustainability is embedded in the project strategies.</p> | PMU | December 2024 |
| | <p>6. Private Sector: CCCA3 demonstrated there are opportunities for the private sector to be engaged in CC resilience, adaptation and mitigation activities. There is a need to significantly expand private sector engagement by identifying and facilitating for profit CC activities where an engaged private sector brings innovation, expertise and co-financing to work with government, NGOs and the public to address CC.</p> | PMU and UNDP | December 2024 |

6.3 Lessons Learned

The successes and challenges of CCCA3 implementation provide the following lessons learned:

1. Public Private Partnerships can be beneficial when government is able to offer both financial and technical incentives which leverage co-financing (cash, in-kind) from the participating private sector partner. The example of SME waste management supported by CCCA3 demonstrated how the outcome can be positive for government (waste management regulations enforced), private sector (a bad smelling waste water management problem was resolved) and the environment (waste water is treated before release to aquatic systems).
2. An inter-ministerial platform is a critical mechanism in driving changes: The formation of NCSD/MoE has encouraged the engagement of different entities in a platform creating a collaborative environment for the dialogue, discussion, sharing knowledge, and presenting achievement. The platform is acting as more than just coordination mechanism, it is providing a responsibility and integrity showcase platform for each responsible institution where their contributions are applauded (or shown to be underachieving). CCCA3 supported institutions have shown the some of the best contributions through the activities completed to support the project goal.
3. The implementation of a successful CC response practices (i.e. resilience, adaptation, mitigation actions) supported by policies within respective government sectors can make an important contribution to mainstreaming CC initiatives in government. For example, the innovative grants, supported by CCCA3, successfully demonstrated activities with the potential to be a driver of change within the government institutions where they were tested. Despite many of initiatives being known and proven approaches (i.e. not truly “innovative”), CCCA3’s financial and technical support and in some cases collaboration with NGOs and/or private sector, transformed a known CC practice into a core strategic plan for the government sector, thereby mainstreaming CC.
4. Advance technical knowledge brings in a more attractive and recognition for policy development: The initiative which could gain more support and influence policy change when they cover advanced knowledge and evidence-based, for example the prediction on impact of climate change in national economic growth and the study on the impact of heat stress on efficiency of the workers which found to be influential.

Annex 1. Terminal Evaluation Terms of Reference

TERMS OF REFERENCE Individual Contractor

Assignment Information

| | |
|----------------------------------|---|
| Assignment Title: | International Consultant to conduct Terminal Evaluation for the Cambodia Climate Change Alliance (CCCA) – Phase 3 Programme |
| Cluster/Project: | Cambodia Climate Change Alliance (CCCA) – Phase 3 |
| Post Level: | Senior Specialist |
| Contract Type: | Individual Contractor (IC) |
| Duty Station: | Home-based, Phnom Penh and field visit to Project Sites |
| Expected Place of Travel: | 15 days in Cambodia - Phnom Penh (8 days) and selected provinces in Cambodia (7 days) |
| Contract Duration: | 30 working days in January – March 2024 |

Background and context

The Cambodia Climate Change Alliance (CCCA) - Phase 3 (CCCA3) is an initiative led by the National Council for Sustainable Development and supported by the European Union, Sweden and UNDP.

At impact level, the programme aims to contribute to a Cambodia’s development path that is increasingly climate-resilient and low carbon, measured by the level of GHG emissions reduced with programme support and the number of beneficiaries of adaptation measures supported by the programme.

More specifically, the programme contributes to a scaled-up response to climate change, with a focus on coordinating institutions (National Council for Sustainable Development, Ministry of Economy and Finance), and five strategic sector ministries (environment, public works and transport, rural development, mines and energy, and education, youth and sports).

The programme is structured around three outcomes:

Outcome 1: Relevant climate information is generated in a reliable and timely manner, suitable to sectors and targeting specific needs.

Outcome 2: Tools are developed and implemented for the effective mainstreaming of climate change into policies, regulatory frameworks, programmes and budgets of priority sectors.

Outcome 3: National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened.

The Programme is scheduled to end in June 2024. UNDP is now looking to hire a qualified and experienced international consultant to conduct an independent final evaluation of the programme.

| Programme Information | |
|------------------------------|---|
| Programme Title | Cambodia Climate Change Alliance (CCCA) – Phase 3 |
| Programme Number | 000118895 |
| National Priority | Climate Change |

| | |
|---|--|
| Cambodia's Sustainable Development Goal | CSDG 13 |
| UNDAF/CPD outcomes | By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks. |
| Country | Cambodia |
| Region | Asia Pacific |
| Date Programme Document was signed | 27 June 2019 |
| Programme Dates | Start: 01 July 2019 End: 30 June 2024 |
| Programme Budget | US\$ 11,868,895 (as per ProDoc) |
| Programme Expenditure | US\$ 8,809,630 (as of 30 September 2023) |
| Funding Sources | EU, Sida, UK, UNDP |
| Implementing Partner | National Council for Sustainable Development (NCSD)/Ministry of Environment 22 sub-grantees (see Annex) |

Evaluation purpose, scope, and objectives

Since the programme is at the final stage of its implementation, the Terminal Evaluation exercise is planned to prepare a report that provides an independent assessment (based on the four criteria namely relevance, effectiveness, efficiency, and sustainability) on the progress and results, key lessons learned, and recommendations *for potential future initiatives*. Specifically, the final evaluation will assess progress towards outputs and outcomes as specified in the Project Document. The exercise will also assess what the programme has done to address gender equality and women empowerment and other cross cutting issues within its scope, its progress to date and (EU, Sida and UK). The report will also be shared with other relevant entities namely the Ministry of Environment through the Project Management Unit (PMU), Ministry of Economy and Finance, Ministry of Rural Development, Ministry of Public Works and Transport, Ministry of Mines and Energy and Ministry of Education, Youth and Sports. The report will also be accessible by the public once finalized via this link: [Evaluation Unit : Cambodia \(undp.org\)](https://undp.org/evaluation-unit/cambodia)

The objectives of the evaluation are:

- To review and assess the overall achievements at 3 levels of development results (outputs, outcomes and impacts) of CCCA3 Programme (including grant projects) to date, as well as to identify opportunities and challenges related to design, implementation and management of CCCA3, to identify lessons learnt (including unsuccessful practices) and impacts from the CCCA3 programme (including grant projects), and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication;
- To assess the relevance and strategic positioning of the programme to respond to the needs and challenges faced by Cambodia in tackling climate change issues, to assess how the CCCA3 programme is related to or complements other climate change activities; and to assess the extent to which the programme contributed to the national priorities and UNDP Country Programme 2019-2023;
- To assess the overall development progress (outputs, outcomes, and impacts against the targets, and related indicators), with specific focus on:

- Key policies and regulations supported by the programme, whether and how they are implemented, and achieved any results by the key ministries. Provide reasons for non-implementation or achievement of results.
 - 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);
 - Assess whether and how the programme enhanced the application of a rights-based approach, gender equality and women's empowerment, and participation of other group such as youth group, private sector in addressing climate issues;
- Provide recommendation to be considered in the design of the fourth phase of the CCCA Programme.

Evaluation criteria and key guiding questions

In addressing the above-mentioned objectives, the evaluation will be conducted to ensure that the key principles of UNDP Evaluation are fully respected and guided by the United Nations Development Evaluation Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Evaluation Development Assistance. The review shall be independent, impartial, transparent, ethical, and credible based on data and evidence. The evaluator is expected to adhere to the following evaluation criterions. The questions will be reviewed/elaborated in the evaluation inception report.

- **Relevance/Coherence:** to assess the relevance of the CCCA3 strategies, design, and implementation arrangements to the needs and priorities of Cambodia.
 1. To what extent were the programme's objectives and interventions in line with the national development priorities of Cambodia and still valid and aligned with national priorities for Climate Change response?
 2. To what extent were the methods, activities, and outputs aligned with the overall objectives and goals of the Programme?
 3. To what extent has the programme contributed to improving the laws, regulations, and policies related to climate change?
 4. To what extent has the programme contributed to improving awareness raising on climate change issues?
 5. Related to activities and capacity level, was the programme timeframe (including each result) reasonable to achieve the outputs and outcomes?
 6. To assess whether the project design, with focus on the RRF, is with quality allowing project to use it to monitor progress, guiding the project to deliver its expected results?
 7. To what extent did the Programme manage to adapt to the impact of the Covid-19 crisis?
 8. To what extent has the CCCA Phase 3 been effective in using lessons learned and achievements from Phase 2?
- **Effectiveness:** to assess how effective was the CCCA3 Programme in achieving the objectives (outputs and outcomes) using the Programme's result framework as a basis.

9. To what extent were the CCCA3 Programme's governance structures, in particular the Programme executive board, effective in facilitating smooth implementation?
 10. To what extent were the objectives achieved /are likely to be achieved by the end of the programme?
 11. To what extent have risk, and lessons learned from what works well and less well been used to improve and adjust Programme implementation?
 12. What were the major factors influencing the achievement or non-achievement of the objectives?
 13. To what extent has the Programme been effective in managing partnerships to enhance optimal results?
 14. To what extent has the Programme's intervention forged new or strengthened partnerships among different stakeholders (government agencies, private sectors, development partners, civil societies, youth group, and other relevant practitioners, etc.)?
 15. In which areas does the Programme have the greatest achievements? Why and what have been the supporting factors? How can the Programme build on or expand these achievements?
 16. To what extent have the Programme target groups been engaged in the Programme implementation?
 17. How were the voices and opinions of the beneficiaries gathered and used during the course of the Programme?
 18. To what extent the grants provided to innovative projects and the technical support provided to the grantees have been effective in enabling the projects to deliver their expected outputs/results and bring impact to their beneficiaries, and the implementers to increase their own capabilities and knowledge?
- **Efficiency:** to the extent possible, the evaluation will compare the benefits of the CCCA3 Programme with the budget to assess the overall efficiency of the Programme. The evaluation will provide practical recommendations regarding how to improve efficiencies.
 19. To what extent was the Programme structure as outlined in the Programme document efficient in generating the expected results?
 20. Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes?
 21. To what extent have resources been used efficiently?
 22. To what extent have CCCA3 Programme's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
 23. To what extent were partnership modalities conducive to the delivery of the Programme's outputs?
 24. To what extent has the Programme implementation strategy and execution and synergy with other Programmes been efficient and cost-effective?
 - **Sustainability:** The evaluation will assess how the CCCA3 Programme achievements contribute to sustainability by engaging appropriate Government, non-Government, and other relevant stakeholders.
 25. To what extent has the CCCA3 Programme contributed to nurturing Government ownership and leadership in implementing Climate Change initiative and sustaining the results of the CCCA3 Programme?
 26. To what extent are the benefits of CCCA3 funded projects likely to continue after its completions?

27. To what extent do the stakeholders support the programme's long-term objectives?
 28. What were the major factors which influenced or hampered the sustainability of results produced by the programme?
 29. Are there any risks that may jeopardize the sustainability of programme's results?
 30. To what extent did the programme establish mechanisms to ensure the sustainability of the results achieved, both at the output and outcome levels?
 31. To what extent do national partners have the institutional capacities and resources, including sustainability strategies, in place to sustain the outcome-level results?
 32. To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?
 33. To what extent will financial and economic resources from both public and private be made available to sustain the benefits achieved by the Programme?
 34. How has the policy and advocacy work contributed to strengthening the long-term impacts of key development results?
 35. To what extent does the change in institutional capacity and policies have the likelihood of promoting positive changes on the lives of women and other disadvantaged groups through the implementation of the policies and other legal framework?
 36. To what extent are the lesson learning and best practices being documented by the programme on a continual basis and shared with appropriate parties who could learn from the Programme?
- **Cross cutting issues: Human Rights, Gender Equality, and Leaving No One Behind**
 37. To what extent have women, youth, and other disadvantaged and marginalized groups benefited from the programme?
 38. To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication?
 39. Is the gender marker assigned to this programme representative of reality?
 40. Were informal groups and other disadvantaged and marginalized groups consulted and meaningfully involved in programme planning, implementation, and monitoring?
 41. To what extent the Covid-19 crisis prevented or enabled Programme interventions to address marginalization, inequalities, discrimination, and gender inequality?
 42. Based on Gender and leaving no one behind (LNOB) principles – how gender and other vulnerable groups were catered for in the Programme and how did the Programme ensure that these groups were not side-lined/the pre-existing vulnerabilities were not exuberated by the Programme implementation?
 43. To what extent were resources dedicated to the most marginalized and vulnerable of the target group, the informal group in terms of gender, age, and social security?

Methodology

The methodology should be participatory, inclusive, and gender responsive. Evaluation should use a combination of qualitative and quantitative evaluation methods and instruments. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks.

The methods shall include:

- **Desk review:** At the beginning of the assignment, the consultant will need to review the key documents namely the Programme document, Programme progress reports, work plans, Programme quality assurance reports, key Programme outputs/ knowledge products, communication products, stories about the Programme, and relevant government policies.

A complete list of documents to be provided will be shared once the consultant is on board.

- **Selection of sample project-site:** The CCCA3 programme covers national level and 20 provinces of Cambodia (where grant projects have been implemented). Thus, the Evaluation Team needs to select sample project-site visits that ensure coverage of key sectors covered under CCCA3, and key areas/climate risks. Both CCCA3 and the grant projects themselves have monitoring records. The Evaluation Team will have to decide on the methodology to include these projects in the evaluation exercise (i.e., balance between interviews, review of existing reports/data, and field visits). The concrete scientific approach to do sampling, factoring the project context, will need to be provided with clear elaboration which consists of, but not limited to, the logic, tools, sample sizes, and how those will allow the generation of primary input information to inform the evaluation exercise.
- **Data collection:** data collection will be done in the form of:
 - Interviews with the Programme teams physically or virtually, interviews with PMU, with UNDP key staff and UNDP management, with DCC/MoE key staff, and interview with key informants from the government agencies, UN Agencies, development partners, CSOs, and private sector partners.
 - Interviews with the Programme board members and other strategic partners.
 - Key informant interviews/consultations with the target groups such as grantees, beneficiaries, women, and others. Focus group may be organized as necessary.
 - Site visits: physical visits to field Programme sites will be organized to the selected project-sites.
- For the above interviews, the consultant will need to design a set of questions aimed for the specific interviewee category.
- For each of the target interviewees categories, the consultant will need to propose the approach/tool, e.g., survey, semi-structured interview, focus group discussion, etc.
- Gender and human rights lens: All evaluation products need to address gender, disability, and human rights issues. Hence, the consultant will need to design the tool allowing the collection of the data to provide the evaluation from those lenses.
- The consultant can propose other approaches and multiple ways of engaging, including target groups disaggregated by gender, age categories, disability, urban and rural.

- The consultant will also need to entail in the inception report the proposed approach/methodology to interpret the qualitative data, and/or the input information received from stakeholders as relevant.

Data Validation: Data and information collected from different sources and through various means will be triangulated to strengthen the validity of findings and conclusions. The consultant should highlight his/her approach to address this in the inception report.

All conclusions, judgments, and opinions must be qualified by evidence and not be based on perceptions.

Once on board, the consultant will propose the methodology in close consultation with UNDP. The final methodological approach including interview schedule, field visits, and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed upon between UNDP and the evaluator.

Post-data collection debriefing: the consultant will have a debriefing with UNDP, NCS, and donors on the preliminary finding after the completion of data collection. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the consultant will enter a full synthesis and drafting phase.

Evaluation Products (Deliverables)

Inception Report (7-10 pages, excluding Annexes): The inception report should be carried out following the desk review and based on preliminary discussions with UNDP. It should detail an understanding, to address the expectation as mentioned in the methodology section above, of what is being evaluated and why, showing how each evaluation question will be answered by way of proposed methods, sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. The inception report must include detailed data collection tools and questions to be asked of the different stakeholders.

The updated Evaluation matrix should be included in the inception report. The evaluation matrix is a tool that evaluator creates as a map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is the sample of the evaluation matrix template.

| Relevant evaluation criteria | Key questions | Specific sub-questions | Data sources | Data collection methods/tools | Indicators/success standards | Methods for data analysis |
|------------------------------|---------------|------------------------|--------------|-------------------------------|------------------------------|---------------------------|
| | | | | | | |
| | | | | | | |

Debrief of preliminary evaluation result: Immediately following the completion of fieldwork and data collection, the Consultant is expected to provide a preliminary debriefing and findings to UNDP and key stakeholders.

Draft evaluation report (30-35 pages) excluding annexes: The content of the report should consist of the following:

- List of Acronyms and Abbreviations (1 page)
- Executive Summary summarizing the key findings with rating scale, and recommendation (1-2 pages)
- Introduction (1-2 page)
- Evaluation Scope and Objective (1-2 pages)
- Evaluation Approach and Methods (1-3 pages)
- Data analysis, finding, and conclusion, including a table of progress against indicators (15-20 pages)
- The report will also reflect human/best practice narrative as per the evidence collected from the field visit.
- Conclusion, recommendations and Lessons Learned (4 pages)
- The report should consist of good flow reflecting clear linkage from data analysis to each finding, its relevant conclusion, and recommendation.
- The recommendation should be focus, specific, and actionable. The recommendation should also reflect consultant’s suggestion on the relevant entities who should take the lead in implementation the follow up actions to address the recommendations, and/or those that the programme will need to engage with to implement the follow up actions. The recommendation should also give indicative timeframe of the completion of the relevant potential actions to address the recommendation provided.
- The lesson learnt should be elaborated based on the reflection from the Programme performance, coupled with the experience from the consultant. The lesson learnt should be able to serve the purpose to inform the current Programme and could be leveraged to inform other future Programme/programming.
- Annexes: ToR of the evaluation, list of persons interviewed and site visited, list of document consulted, evaluation matrix, the Survey/ questionnaire questions and analyses, table providing the consultant assessment on the programme’s progress against the the commitment in RRF (provision of the overall conclusion of the overall status of each relevant areas **Achieved, on-track, not achieved**). Any other as suggested by consultant or as deem necessary per project context.

UNDP will coordinate with key stakeholders to review the draft evaluation report and provide comments to the evaluator within an agreed period (within two weeks after receiving the document), addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.

Final evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be kept in “track changes” by the evaluator to show how they have addressed comments in this Audit Trail Report.

Final Evaluation Report: The Consultant will revise the draft based on inputs provided and submit the final report within two weeks after receiving the comments. The evaluator is expected to develop a brief PowerPoint presentation and present the evaluation results (max two times) to UNDP, Programme board or relevant stakeholders as suggested by the Programme team.

| N | Deliverables/Outputs | Estimated Duration to Complete | Target Due Dates | Review and Approvals Required |
|---|-----------------------|--------------------------------|------------------|-------------------------------|
| 1 | Deliverable 1: | 3 working days | By 12 | UNDP |

| N | Deliverables/Outputs | Estimated Duration to Complete | Target Due Dates | Review and Approvals Required |
|--|--|---------------------------------------|-------------------------|---------------------------------------|
| | Submission of satisfactory evaluation Inception Report covering detailed review methodology, including timelines, etc. | | January 2024 | Evaluation Manager (Head of RBM unit) |
| 2 | Deliverable 2: Completion of field work exercise, and provision of presentation of preliminary findings (Evaluation Debriefing Meeting) to key stakeholders | 15 working days | By 12 February 2024 | |
| 3 | Deliverable 3: Submission of a draft version of the evaluation report. | 8 working days | By 26 February 2024 | |
| 4 | Deliverable 4: Submission of satisfactory final evaluation report produced incorporating comments at the quality required in compliance with the required Evaluation Report Outline, , PowerPoint of evaluation results, and attached with Audit Trail Report. | 4 working days | By 15 March 2024 | |
| Total estimated number of days: | | 30 working days | | |

**Multiple reiterations may be required of the reports until the report is considered approved.*

***Inception and final Report must meet IEO's Quality criteria.*

Evaluation ethics

This Evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting of data.

The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the review process must also be solely used for the review and not for other uses with the express authorization of UNDP and partners.

The evaluator is responsible for ensuring the report is clearly written and factors in aspects of Gender and Leave No One Behind.

Institutional arrangements

Due to the scope and size of the CCCA3 Programme, the Evaluation Team will consist of the following members: 1 (One) International Consultant (Team Leader); and 1 (One) National Consultant (Team member).

The Team will be working under the general guidance of the Resident Representative and overall coordination by the Evaluation Manager (UNDP's Head of Results Based Management Unit) who ensures the evaluation is conducted in accordance with established policies and standards on evaluation. Programme Implementing Partner, donors and relevant stakeholders are consulted

throughout the evaluation process and ensure the quality of evaluation deliverables in line with evaluation policy and standards and agreed terms of reference.

The consultants will work closely with the NCS and UNDP. The immediate supervisor during the assignment for the consultants is the UNDP Evaluation Manager. The National Project Manager and Technical Specialist on Climate Change will be the focal points contact for day-to-day interactions and for liaisons during the assignment. The detailed methodology or inception report and draft evaluation report, including key observations, findings and recommendations will be shared and discussed with the Project Board members who will also be interviewed by the consultants.

UNDP Cambodia reserves the right to maintain regular communication with the consultant and to engage/visit/monitor the implementing activities where needed. The PMU will work closely with the evaluation team to facilitate the process, including providing relevant documents related to the CCCA3 for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visits and resolving any issues arising during the assignment period to the extent possible.

Payment release will be approved upon confirmation of the deliverables by the Evaluation Manager.

Duty Station: the duty station for this assignment is home-based with one time travel to Cambodia for the period of 15 working days, expectedly January-February 2024. The evaluator is expected to virtually and/or physically collect data and conduct interviews with key informants as relevant during his/her presence in Cambodia. The field visit will cover key informant interview in Phnom Penh and selected-target provinces. Once the consultant is on board, the field mission plan will be discussed and agreed between UNDP team and the consultant. The daily stipend and transportation of the consultant during his/her time in Phnom Penh will be organized by the consultant and should be factored in the proposed budget. In the event of travelling to the provinces, the transportation to the provinces will be arranged and the transportation cost to the provinces will be covered by the UNDP.

The selected individual contractor who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the BSAFE training (<https://trip.dss.un.org/dssweb/bsafe.aspx>) prior to travelling.

Duration of the Assignment: This final evaluation shall be carried out between 2 January and March 2024. The consultant is expected to produce deliverables based on the timeframe set in section 6 of this terms of reference (expected outputs and deliverables).

Timeframe for the evaluation process

| ACTIVITY | ESTIMATED # OF DAYS | DATE OF COMPLETION | PLACE | RESPONSIBLE PARTY |
|--|---------------------|--------------------|-------------|-----------------------------|
| Phase One: Desk review and inception report | | | | |
| Kick off meeting with UNDP (organized by Evaluation Manager) | | 4 January 2024 | Remote/zoom | Evaluation Manager |
| Meeting briefing with UNDP (project manager, programme analyst, and project staff as needed) | - | 5 January 2024 | Remote/zoom | Evaluation Manager, and PMU |
| Sharing of the relevant | - | 5 January 2024 | Email | PMU |

| ACTIVITY | ESTIMATED # OF DAYS | DATE OF COMPLETION | PLACE | RESPONSIBLE PARTY |
|--|---------------------|--------------------|-----------------------------------|---|
| documentation with the consultant | | | | |
| Briefing meeting with UNDP management team | | 10 January 2024 | Remote/zoom | Evaluation Manager |
| Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed | 3 days | 12 January 2024 | Home- based | Consultant |
| Submission of the inception report (7-10 pages, Excl Annexes) | - | 12 January 2024 | Email | Consultant |
| Comments and approval of inception report | - | 17 January 2024 | UNDP | Evaluation manager - UNDP |
| Phase Two: Data-collection | | | | |
| Consultations and meetings, in-depth interviews, and focus groups including online or in person surveys for feedback | 15 days | 22 January 2024 | Meeting and traveling in Cambodia | PMU to organize with local project partners, project staff, service providers, beneficiaries. |
| Debriefing to UNDP and key stakeholders | - | 8 February 2024 | UNDP office | Consultant |
| Debriefing to key stakeholders | | 9 February 2024 | TBC | Consultant |
| Phase Three: Drafting and Finalization of the Evaluation report | | | | |
| Preparation of draft evaluation report (45 pages maximum excluding annexes) | 8 days | | Home-based | Consultant |
| Draft report submission | - | 26 February 2024 | | Consultant |
| Consolidated UNDP and stakeholder comments to the draft report | - | 4 March 2024 | UNDP | Evaluation manager and PMU |
| Final Debriefing after receiving comments from UNDP (TBC) | - | | Remote | Evaluation team and consultant |
| Submission of the updated (final) version of the the evaluation report incorporating additions and comments provided by project staff and UNDP country office and Power Point Presentation of key evaluation finding, and Audit Trail report | 4 days | 11 March 2024 | Home- based | Consultant |
| Submission of the final evaluation report, Audit Trail Report, and power point presentation to UNDP country | - | 15 March 2024 | Home- based | Consultant |

| ACTIVITY | ESTIMATED # OF DAYS | DATE OF COMPLETION | PLACE | RESPONSIBLE PARTY |
|---|---------------------|--------------------|-------|-------------------|
| office (45 pages maximum excluding annexes) | | | | |
| Estimated total days | 30 days | | | |

Minimum Qualifications of the Individual Contractor

| | |
|------------------------------|--|
| Education: | <ul style="list-style-type: none"> Minimum of a master's degree or equivalent in climate change, 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 in development projects, including 5 years of experience in conducting monitoring and programme evaluation of development projects in the field of climate change, green economy, rural development or related field; Solid experiences in evaluating UNDP or UN agencies' project/programme, especially for policy level multi-disciplinary programmes/ interventions spanning across socio-economic, environment and governance in Cambodia or Southeast Asia. Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing. Solid knowledge and experiences in applying human right-based approach and gender lens in the evaluation. |
| Competencies: | <ul style="list-style-type: none"> 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 distil critical issues, and to draw practical conclusions Demonstrated ability to work with developing country government agencies and NGOs. Experience leading multi-disciplinary, multi-national teams. Ability to meet short deadlines. Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact. Ability and willingness to travel to provincial areas. Computer literate (MS Office package). |
| Language Requirement: | <ul style="list-style-type: none"> Excellent written and spoken English required Knowledge of Khmer would be an asset |

Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

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 |
|--|---|
| Minimum of a master's degree or equivalent in climate change, natural resource management, environment, development studies or related field demonstrably relevant to the position. | Long-listing criteria (no score provided) |
| At least 10 years of relevant experience in development projects, including 5 years of experience in conducting monitoring and programme evaluation of development projects in the field of climate change, green economy, rural development or related field. | 35 |
| Solid experience in evaluating UNDP or UN agencies' project/programme, especially for policy-level multi-disciplinary programmes/ interventions spanning across socio-economic, environment, and governance in Cambodia or Southeast Asia. | 35 |
| Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, analysis, and evaluation report writing. | 15 |
| Solid knowledge and experience in applying a human right-based approach and gender lens in the evaluation. | 15 |
| Total obtainable score: | 100 |

Payment Milestones

The International Consultant will be paid on a lump sum basis under the following instalments.

| N | Outputs/Deliveries | Payment Schedule | Payment Amount |
|----------|---|-------------------------|-----------------------|
| 1 | Upon satisfactory completion of Deliverable 1 | 12 January 2024 | 20% |
| 2 | Upon submission of Deliverable 2 and 3 | 26 February 2024 | 40% |
| 3 | Upon submission of Deliverable 4 | 15 March 2024 | 40% |

Annex 2. Evaluation Matrix

The table below provides questions that will be provide direction when hosting stakeholder Key Informant Interviews (KSI) and group discussions. Stakeholder consultations will follow ethical guidelines to ensure safe, non-discriminatory, respectful engagement of stakeholders following UNEG 'Ethical Guidelines for Evaluations'. Those who participate in the evaluation will be informed of the purpose of the evaluation, that their participation is voluntary and that all information is confidential. The engagement approach will go beyond simple questioning as it will attempt to include self-reflection and action-oriented learning among participating stakeholders. Evaluation findings will therefore be reinforced among participating stakeholders, contributing to the strengthening and sustainability of project outputs and impacts.

| Evaluation Category and Questions | Data Sources | Methodology |
|--|---|--|
| RELEVANCE/COHERENCE: to assess the relevance of the CCCA3 strategies, design, and implementation arrangements to the needs and priorities of Cambodia. | | |
| 1. To what extent were the programme’s objectives and interventions in line with the national development priorities of Cambodia and still valid and aligned with national priorities for Climate Change response? | <ul style="list-style-type: none"> • Cambodia National Strategic Development Plan (2019-2023) • Cambodia Climate Change Strategic Plan (2014-2023) • Government stakeholders | <ul style="list-style-type: none"> • Document Review • KII |
| 2. To what extent were the methods, activities, and outputs aligned with the overall objectives and goals of the Programme? | <ul style="list-style-type: none"> • ProDoc • Annual Progress Reports • PEB members | <ul style="list-style-type: none"> • Document Review • KII |
| 3. To what extent has the programme contributed to improving the laws, regulations, and policies related to climate change? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • CCCA3 stakeholders | <ul style="list-style-type: none"> • Document Review • KII |
| 4. To what extent has the programme contributed to improving awareness raising on climate change issues? | <ul style="list-style-type: none"> • Annual Progress Reports • CCCA3 beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 5. Related to activities and capacity level, was the programme timeframe (including each result) reasonable to achieve the outputs and outcomes? | <ul style="list-style-type: none"> • ProDoc RRF • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 6. To assess whether the project design, with focus on the Resources and Results Framework (RRF), is with quality allowing project to use it to monitor progress, guiding the project to deliver its expected results? | <ul style="list-style-type: none"> • ProDoc • Project M&E • Annual Progress Reports • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 7. To what extent did the Programme manage to adapt to the impact of the Covid-19 crisis? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |

| Evaluation Category and Questions | Data Sources | Methodology |
|--|--|--|
| 8. To what extent has the CCCA Phase 3 been effective in using lessons learned and achievements from Phase 2? | <ul style="list-style-type: none"> • ProDoc • CCCA Phase 2 Terminal Evaluation • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| EFFECTIVENESS: to assess how effective was the CCCA3 Programme in achieving the objectives (outputs and outcomes) using the Programme's result framework as a basis. | | |
| 9. To what extent were the CCCA3 Programme's governance structures, in particular the Programme Executive Board (PEB), effective in facilitating smooth implementation? | <ul style="list-style-type: none"> • PEB Minutes • PEB members • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| 10. To what extent were the objectives achieved /are likely to be achieved by the end of the programme? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 11. To what extent have risk, and lessons learned from what works well and less well been used to improve and adjust Programme implementation? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 12. What were the major factors influencing the achievement or non-achievement of the objectives? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB Minutes • PEB members • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| 13. To what extent has the Programme been effective in managing partnerships to enhance optimal results? | <ul style="list-style-type: none"> • PEB members • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| 14. To what extent has the Programme's intervention forged new or strengthened partnerships among different stakeholders (government agencies, private sectors, development partners, civil societies, youth group, and other relevant practitioners, etc.)? | <ul style="list-style-type: none"> • PEB members • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| 15. In which areas does the Programme have the greatest achievements? Why and what have been the supporting factors? How can the Programme build on or expand these achievements? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB members • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| 16. To what extent have the Programme target groups been engaged in the Programme implementation? | <ul style="list-style-type: none"> • Implementation partners | <ul style="list-style-type: none"> • KII |

| Evaluation Category and Questions | Data Sources | Methodology |
|---|--|--|
| 17. How were the voices and opinions of the beneficiaries gathered and used during the course of the Programme? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB members • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| 18. To what extent the grants provided to innovative projects and the technical support provided to the grantees have been effective in enabling the projects to deliver their expected outputs/results and bring impact to their beneficiaries, and the implementers to increase their own capabilities and knowledge? | <ul style="list-style-type: none"> • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| EFFICIENCY: to the extent possible, the evaluation will compare the benefits of the CCCA3 Programme with the budget to assess the overall efficiency of the Programme. The evaluation will provide practical recommendations regarding how to improve efficiencies. | | |
| 19. To what extent was the Programme structure as outlined in the Programme document efficient in generating the expected results? | <ul style="list-style-type: none"> • ProDoc • Annual Progress Reports • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 20. Have resources (funds, human resources, times, expertise, etc.) been allocated strategically to achieve outcomes? | <ul style="list-style-type: none"> • Annual Progress Reports • Annual Work Plans • PEB minutes • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 21. To what extent have resources been used efficiently? | <ul style="list-style-type: none"> • Project annual expenditures • Annual Progress Reports | <ul style="list-style-type: none"> • Document Review |
| 22. To what extent have CCCA3 Programme's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • UNDP | <ul style="list-style-type: none"> • Document Review • KII |
| 23. To what extent were partnership modalities conducive to the delivery of the Programme's outputs? | <ul style="list-style-type: none"> • PEB • Implementing partners • Letters of Agreement | <ul style="list-style-type: none"> • Document Review • KII |
| 24. To what extent has the Programme implementation strategy and execution and synergy with other Programmes been efficient and cost-effective? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • UNDP • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| SUSTAINABILITY: The evaluation will assess how the CCCA3 Programme achievements contribute to sustainability by engaging appropriate Government, non-Government, and other relevant stakeholders. | | |
| 25. To what extent has the CCCA3 Programme contributed to nurturing Government ownership and leadership in implementing Climate Change initiative and sustaining the results of the CCCA3 Programme? | <ul style="list-style-type: none"> • PEB • all government stakeholders | <ul style="list-style-type: none"> • Document Review • KII |

| Evaluation Category and Questions | Data Sources | Methodology |
|--|--|--|
| 26. To what extent are the benefits of CCCA3 funded projects likely to continue after its completions? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 27. To what extent do the stakeholders support the programme's long-term objectives? | <ul style="list-style-type: none"> • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 28. What were the major factors which influenced or hampered the sustainability of results produced by the programme? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • UNDP • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 29. Are there any risks that may jeopardize the sustainability of programme's results? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 30. To what extent did the programme establish mechanisms to ensure the sustainability of the results achieved, both at the output and outcome levels? | <ul style="list-style-type: none"> • ProdDoc • Annual Progress Reports • PEB minutes | <ul style="list-style-type: none"> • Document Review |
| 31. To what extent do national partners have the institutional capacities and resources, including sustainability strategies, in place to sustain the outcome-level results? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners | <ul style="list-style-type: none"> • KII |
| 32. To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners | <ul style="list-style-type: none"> • KII |
| 33. To what extent will financial and economic resources from both public and private be made available to sustain the benefits achieved by the Programme? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners | <ul style="list-style-type: none"> • KII |
| 34. How has the policy and advocacy work contributed to strengthening the long-term impacts of key development results? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners | <ul style="list-style-type: none"> • KII |
| 35. To what extent does the change in institutional capacity and policies have the likelihood of promoting positive changes on the lives of women and other disadvantaged groups through the implementation of the policies and other legal framework? | <ul style="list-style-type: none"> • PEB • UNDP • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • KII • GD |

| Evaluation Category and Questions | Data Sources | Methodology |
|---|---|--|
| 36. To what extent are the lesson learning and best practices being documented by the programme on a continual basis and shared with appropriate parties who could learn from the Programme | <ul style="list-style-type: none"> • Annual Progress Reports • CCCA3 communication materials • PEB • Implementation partners | <ul style="list-style-type: none"> • Document Review • KII |
| CROSS-CUTTING ISSUES – HUMAN RIGHTS Gender Equality, And Leaving No One Behind | | |
| 37. To what extent have women, youth, and other disadvantaged and marginalized groups benefited from the programme? | <ul style="list-style-type: none"> • Annual Progress Reports • PEB • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 38. To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication? | <ul style="list-style-type: none"> • ProDoc • Annual Progress Reports • CCCA3 communication materials • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 39. Is the gender marker assigned to this programme representative of reality? | <ul style="list-style-type: none"> • GEN2 marker “<i>significant contribution</i>” • Gender Action Plan • Annual Progress Reports | <ul style="list-style-type: none"> • Document Review |
| 40. Were informal groups and other disadvantaged and marginalized groups consulted and meaningfully involved in programme planning, implementation, and monitoring? | <ul style="list-style-type: none"> • Annual Progress Reports • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 41. To what extent the Covid-19 crisis prevented or enabled Programme interventions to address marginalization, inequalities, discrimination, and gender inequality? | <ul style="list-style-type: none"> • Annual Progress Reports • Implementation partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 42. Based on Gender and leaving no one behind (LNOB) principles – how gender and other vulnerable groups were catered for in the Programme and how did the Programme ensure that these groups were not side-lined/the pre-existing vulnerabilities were not exuberated by the Programme implementation? | <ul style="list-style-type: none"> • Prodoc • PEB minutes • Annual Progress Reports • PEB members • UNDP • Implementing partners • Beneficiaries | <ul style="list-style-type: none"> • Document Review • KII • GD |
| 43. To what extent were resources dedicated to the most marginalized and vulnerable of the target group, the informal group in terms of gender, age, and social security? | <ul style="list-style-type: none"> • ProDoc • Annual Work Plans • Annual Progress Reports • Gender Action Plan | <ul style="list-style-type: none"> • Document Review |

Annex 3. List of Documents Reviewed

- Final UNDP Project Document (ProDoc) with all annexes
- Donor Agreements
- Local Project Appraisal Committee (LPAC) meeting minutes
- UNDP Social and Environmental Screening Procedure (SESP)
- Inception Workshop minutes (if available)
- Annual Work Plans (2020 to 2023)
- Annual Progress Reports (2020, 2021, 2022, 2023)
- Field Mission reports
- Financial Audit Report 2022 UNDP Implementing Partner National Council for Sustainable Development (NCSD)/Ministry of Environment, Cambodia Climate Change Alliance (CCA3) Mid-Term Review report and Management Response Recommendations (2021)
- Minutes of Project Board Meetings
- Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
- Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures
- Project outputs produced, such as, policies, booklets, manuals, technical reports, etc.
- Project communications materials produced
- Other documents identified during the evaluation of the TE and requested for review.

Annex 4 Field Mission Schedule

| Date | Activity | Place/Type | Status |
|--------------------|--|---|-------------------------------------|
| 26 Feb 2024 | | | |
| 08.30-09.30 | Koeuth Samuth , M&E Focal Person | CCCA | Confirmed |
| 09.45-11.00 | Laura Pretto , Climate Change Technical Specialist | UNDP/CCCA | Confirmed |
| 11.00-12.00 | Mr. Dalla Stella , UNDP Environment Policy Specialist | UNDP | Confirmed |
| 01.45-03.00 | MoE project : Strengthening Air and Climate Pollution Management in Cambodia | MoE - Sectoral | Confirmed |
| 03.30-05.00 | MME : Contribution to institutional, policy and changes and Piloting Energy Efficiency and Solar Micro Grids for Cambodia's Clean Energy Future project | MME - Sectoral | Confirmed |
| 27 Feb 2024 | | | |
| 08.30-10.00 | MISTI : Contribution to institutional, policy and changes and Waste Water Treatment Waste Management in Industry and SMEs Sector project | MISTI | • Confirmed |
| 10.30-12.00 | NCDDS : Upgrading the climate investment information database of sub- national government of Cambodia | NCDDS | Confirmed |
| 02.30-04.00 | MPWT : Promotion of electric motorbike adoption for a sustainable transport sector | MPWT | • Confirmed |
| 04.00-05.00 | MPWT : Result-based LoA | MPWT | Confirmed |
| 28 Feb 2024 | | | |
| 08.30-09.30 | ITC & Sevea Consulting : Pushing Energy Efficiency in Cambodia | ITC & Sevea Consulting – Innovation Grant 1 | Confirmed |
| 10.00-11.00 | HEK & Smart Agro : Climate Smart Farming Project | HEKS: Innovation Grant 1 | Requested to move to the week later |
| 11.00-12.00 | CDMC : Strengthening Climate Information and Early Warning System in Cambodia | Online: Innovation Grant 2 | Confirmed |
| 01.30-02.30 | IDE : Scale pilots to accelerate the uptake of efficient electric cooking appliances | IDE | Checking |
| 03.00-04.00 | HE. Sum Thy , CCCA Programme Director | MoE | |
| 04.00-05.00 | H.E. Dr Tin Ponlok , Former Programme Director | MoE | |
| 29 Feb 2024 | | | |
| 08.30-09.30 | PIN : Strengthening Climate Information and Early Warning System in Cambodia to Support Climate Resilient Development and Adaptation to Climate Change | PIN: Innovation Grant 1 | Confirmed |
| 09.45-10.45 | Energy Lab : Building the Electric Mobility Ecosystem in Cambodia | Energy Lab – Innovation Grant 1 | Confirmed |
| 11.00-12.00 | Chhum Sovanny , Program Analyst | UNDP | |
| 01.30-03.00 | EU Delegate/Representative Mr Fornari, Head of Cooperation, Mr Everaert, Deputy Head of Cooperation, Ms Cheavy, Programme manager | EU Delegation | Confirmed |
| 03.15-04.15 | Veng Lim , Grant Management/Finance Officer, | CCCA3/MoE | Confirmed |
| 04.15-05.15 | Norng Ratana , Program Analyst | UNDP | |
| 01 Mar 2024 | | | |
| 08.30-09.30 | HE Choup Paris , Secretary of State, Chairperson of the Climate Change Technical Working Group, | MoE | |
| 09.45-10.45 | MoE : Result-Based LoA | MoE | Confirmed |
| 11.00-12.00 | Sem Savuth , Knowledge Management Officer, CCCA3 | CCC/MoE | Confirmed |
| 12.30-01.30 | Julien Chevillard , Former Chief Technical Adviser | Online or Face-to-Face | Checking |
| 02.00-03.30 | MoEYS : Mainstreaming Climate Change and Increasing Resilience in the Education Sector | MoEYS | Confirmed |
| 03.30-04.30 | MoEYS : Result-Based LoA | MoEYS | Hesitate to confirm |

| Date | Activity | Place/Type | Status |
|-------------------------------------|--|--|-----------|
| 03 Mar 2024 Sunday | | | |
| 2.00 PM | Travel to the Field | | |
| 04 Mar 2024 | | | |
| | MRD: Building Climate Resilience for Rural Water Supply Infrastructures in Cambodia (BCR-WS) | Kg. Thom - Sectoral | Confirmed |
| 08.30-09.30 | Meeting with PDRD | | |
| 10.00-11.00 | Meeting with Local Authorities (Commune Councils & Village Chiefs) | | |
| 11.00-12.00 | Meeting with Community people (FGD) | | |
| | RECOFTC: Sustainable financing for climate action through community forestry in the Prey Land landscape | Kg Thom, Innovation Grant 1 | Confirmed |
| 01.30-02.30 | RECOFTC Team | | |
| 03.00-4.00 | Community Forestry Committee (FGD) | | |
| 04.00-05.00 | Local Authorities (Commune Councils & Village Chiefs) | | |
| 05.00 PM | Travel to Siem Reap | | |
| 05 Mar 2024 | | | |
| | CSO-Public partnership to favor safe water access in rural areas | Banteay Mean Chey or Siem Reap, Innovation Grant 1 | Confirmed |
| 08.30-09.30 | Local Authorities (Commune Councils & Village Chiefs) | | |
| 09.30-10.30 | Community people (FGD) | | |
| 10.30-11.30 | TS1001/MRD project team | | |
| 01.00 PM | Travel to Battambang | | |
| 06 Mar 2024 | | | |
| | Resilience and Adaptation Planning for Ecosystem and Sustainable Development (RAPESD) | Battambang, Innovation Grant 2 | Confirmed |
| 08.00-09.00 | Meeting with ACs under FAEC (FGD) | | |
| 09.00-10.00 | Meeting with Local Authorities | | |
| 10.00-11.00 | Meeting with FAEC team | | |
| 11.00-12.00 | UBB: Investing into Soil Organic Carbon management for resilient upland farming (ISOC) | UBB: Partner Uni. | Confirmed |
| 02.00-03.00 | Visiting PIN Early Warning System and Stakeholders | | Checking |
| 03.00 PM | Travel to PP | | |
| 07 Mar 2024 | | | |
| 08.30-10.00 | MEF: Impact of CCCA3 also on CC mainstreaming, policy support, technical support and National capacities for the mobilization, coordination and tracking of public and private climate change resources | MEF | Confirmed |
| 10.00-11.00 | MEF: Result-Based LoA | CRBD/CDC | Confirmed |
| 11.15-12.15 | Dr. Hak Mao , CCCA Project Manager and DCC Director | MoE | Confirmed |
| 01.45-03.00 | RUPP: Appropriate costing methods of climate change adaptation in infrastructure development: experimental studies for road and related infrastructure projects in Cambodia | RUPP – Partner Uni. | Checking |
| 03.30-05.00 | MRD: <ul style="list-style-type: none"> Building Climate Resilience for Rural Water Supply Infrastructures in Cambodia CSO-Public partnership to favor safe water access in rural areas Result-Based LoA | MRD: Innovation Grant 1 & Sectoral Project | Confirmed |
| 8 Mar 2024 | | | |
| 10.00-12.00 | Debriefing the preliminary findings with UNDP and MoE PMU | | |
| 12 Mar 2024 | | | |
| 10.00-12.00 | Debriefing the preliminary findings with stakeholders | | |

Annex 5 Stakeholders and Beneficiaries Consulted

| Organization | Location | Designation/ Position | Name | Sex |
|--|------------|--|-----------------------|--------|
| EU | | | | |
| EU Delegation | Phnom Penh | Programme Manager | Ms. Cheavy Chuop | Female |
| | | Technical Adviser | Mr. Pich Sereyath | Male |
| UNDP | | | | |
| UNDP - CO | Phnom Penh | Resident Representative | Ms. Alissar Chaker | Female |
| | | Deputy Resident Representative | Mr. Shakeel Ahmad | Male |
| | | Environment Policy Specialist | Mr. Dalla Stella | Male |
| | | Programme Analyst | Mr. Chhum Sovanny | Male |
| | | Program Analyst | Ms. Norng Ratana | Female |
| | | Programme Associate | Ms. Sodaline Mak | Female |
| PMU | | | | |
| Project Management Unit | Phnom Penh | CCCA Project Manager and DCC Director | Dr. Hak Mao | Male |
| | | Climate Change Technical Specialist | Laura Pretto, Ms. | Female |
| | | Former Chief Technical Adviser | Mr. Julien Chevillard | Male |
| | | M&E Coordinator | Koeuth Samuth, Mr. | Male |
| | | Knowledge Management Officer | Mr. Sem Savuth | Male |
| | | Grant Management/ Finance Officer | Mr. Veng Lim | Male |
| | | Climate Mitigation Officer | Mr. Sim Bovisal | Male |
| | | Climate Adaptation Officer | Mr. Kim China | Male |
| NCSD | | | | |
| MoE | | Deputy Secretary General & CCCA Programme Director | HE. Sum Thy | Male |
| MoE | | Former Programme Director | H.E. Dr Tin Ponlok | Male |
| Ministries | | | | |
| MoE | Phnom Penh | Director | Mr. Chea Nara | Male |
| | | Deputy Director | Mr. Him Chandeth | Male |
| | | Project Officer | Mr. Chhay Por ING | Male |
| | | Financial Officer | Ms. Lim Keamean | Female |
| MISTI | Phnom Penh | Secretary of State | H.E Tun Ciny | Male |
| | | Under Secretary of State | H.E Ven Keahak | Male |
| | | Project Coordinator | Mr. Kim Chandajodinal | Male |
| | | Project Officer | Mr. Ung Porsrey | Male |
| Project Management and Support Unit, NCDDS | Phnom Penh | Director | H.E. Chhun Bunnara | Male |
| | | Project Officer | Ms. Sun Symeat | Female |
| MPWT | Phnom Penh | Project Coordinator | Mr. Ban Chhayya | Male |
| | | Project Coordinator | Mr. Lay Nara | Male |
| | | Finance Officer | Ms. Leng Pisey | Female |
| Dept. of Curriculum Development, MoEYS | Phnom Penh | Project Coordinator, Director | Mr. SUN Bunna | Male |

| Organization | Location | Designation/ Position | Name | Sex |
|---|---------------------|---|------------------------|--------|
| Dept. of Policy, MoEYS | Phnom Penh | Director | Mr. Loeung Ponlok | Male |
| Department of Planning Budget and Corporation, MoE | Phnom Penh | Director | Mr. Chin Sothun | Male |
| Multilateral Cooperation Department, MEF | Phnom Penh | Director General | Mr. Sok Bunheng | Male |
| CRBD/CDC | Phnom Penh | Deputy Director Policy Department CRDB/CDC | Mr. Kim Lumangbopata | Male |
| | | Assistant to Senior Minister | Mr. Sambour | Male |
| | | Policy Development Officer | Mr. Kimsear | Male |
| MRD | Phnom Penh | Deputy Director General | Mr. Teang Chhayheang | Male |
| | | Deputy Director | Mr. Touch Siphath | Male |
| MME | Phnom Penh | Director General | H.E. HENG Kunleang | Male |
| | | Deputy Director of Department of Renewable and Other Energy | Mr. Sarasy Chiphong | Male |
| NGOs | | | | |
| HEKS | Phnom Penh | Program Coordinator | Mr. San Sathya | Male |
| People In Need | Phnom Penh | Project Manager | Mr. Bunmanut HENG | Male |
| | | EWM Specialist | Mr. Ngeang Leak | Male |
| Energy Lab | Phnom Penh | Engagement Program Manager | Ms. Out SokPhallkun | Female |
| RECOFTC | Kampong Thom | Provincial Coordinator | Mr. Kan Vutha | Male |
| IDE | Phnom Penh | Senior Design Manager | Mr. Mak Sayphearak | Male |
| | | Design Strategist | Mr. Vandy Moung | Male |
| FAEC | Battambang | Director | Mr. Pen Sony | Male |
| TS1001 | Siem Reap | Regional Coordinator | Mr. Preng Kimhong | Male |
| Academic Institutions | | | | |
| Cambodian Institute of Technology | Phnom Penh | Project Manager | Dr. Chan Sarin | Male |
| | | Project Officer | Dr. Kinnaeth Vongchanh | Female |
| | | Project Accountant | Mr. Heang Latin | Male |
| Department of Environment, RUPP | Phnom Penh | Director | Dr. Seak Sophat | Male |
| | | Deputy Director | Mr. Phat Chandara | Male |
| UBB | Battambang | Dean, Faculty of Agriculture | Dr. Srean Pov | Male |
| Sub-National Institutions | | | | |
| PDRD | Kampong Thom | Director | Mr. Tan Veasna | Male |
| PDRD | Banteay Meanchey | Officer | Mr. Kan Thanarath | Male |
| | | Officer | Mr. San Pisith | Male |
| Kampong Smach Marine Fishery Management Area (MFMA) | Preah Sihanouk Vile | Chief Office of Inter. Relation | Ms. Nay Sally | Female |
| Tatok Commune | Battambang | Deputy Commune Chief | Mr. Im Meat | Male |
| Nipich Commune | Kampong Thom | Deputy Commune Chief | Mr. Rith Rin | Male |
| | | Commune Clerk | Mr. Morm San | Male |
| | | Commune Council | Mr. Seb Lout | Male |

| Organization | Location | Designation/ Position | Name | Sex |
|---------------------------|------------------|--------------------------------|--------------------|---------------------------------------|
| | | Village Chief | Mr. Kong Thach | Male |
| | | Commune Council | Ms. Van Hout | Female |
| Tek Chou Commune | Banteay Meanchey | Commune Council | Mr. Rath Parith | Male |
| | | Commune Chief | Mr. Luch Thor | Male |
| Private Sector | | | | |
| Sevea Consulting | Phnom Penh | CEO | Mrs. Cecile Dahome | Male |
| | | Director and Strategic Advisor | Mr. Frank Vaganay | Female |
| Entrepreneur | Banteay Meanchey | Entrepreneur | Ms. Chak Netra | Female |
| Morn Chantha Meat Ball | Battambang | Owner | Mr. Morn Chantha | Male |
| Community People | | | | |
| Agricultural Cooperative | Battambang | Chief | Mr. Pong Det | Male |
| | | Chief of Monitoring Unit | Mr. Neang Nom | Female |
| | | Vice Chief | Ms. Van Channa | Female |
| | | Member | Ms. Reun Sokny | Female |
| | | Secretary | Ms. Suth Ratha | Female |
| | | Cashier | Ms. Heng Keo | Female |
| | | Member | Ms. Choup Kim | Female |
| Sala Visai Commune | Kampong Thom | Village Chief | Mr. Sok Kheurn | Male |
| | | Village Member | Mr. Sun Hour | Male |
| | | Vice Village Chief | Ms. Hem Seak | Female |
| | | Committee Member | Ms. Eang Sin | Female |
| | | Committee Member | Mr. Net Nol | Male |
| | | Committee Member | Mr. Sim Chea | Male |
| | | Villager | Ms. Sieng Tom | Female |
| | | Village Member | Ms. Sieng Thoy | Female |
| | | Committee Member | Ms. Chea Im | Female |
| Villager | Ms. Prom Soeurn | Female | | |
| Nipich Forestry Community | Kampong Thom | Chief of the CFMC | Mr. Khiev Khoy | Male |
| | | Committee Member | Ms. Van Hout | Female |
| | | Vice Chief of the CFMC | Mr. Thin Nhort | Male |
| | | Secretary | Mr. Siem Earng | Male |
| Totals | | | | F = 27 M = 67 F+M = 94 |

Annex 6. Pledge of Ethical Conduct in Evaluation

Evaluators/Consultants:

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

Interim Evaluation Consultant Agreement Form

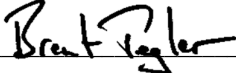
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: **Brent Tegler**

Name of Consultancy Organization (where relevant):

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

Signed at Fergus, Canada (Place) on 12th February, 2024 (Date)

Signature: 

Pledge of Ethical Conduct in Evaluation

Evaluators/Consultants:

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

Evaluation Consultant Agreement Form

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

Name of Consultant: **Nimul Chun**

Name of Consultancy Organization (where relevant):

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

Signed at **Phnom Penh** (Place) on **12th February, 2024** (Date)

Signature: _____  _____

Annex 7. Summary of Rating Scales Used

| Monitoring & Evaluation Ratings Scale | |
|--|--|
| Rating | Description |
| 6 = Highly Satisfactory (HS) | There were no shortcomings; quality of M&E design/implementation exceeded expectations |
| 5 = Satisfactory (S) | There were minor shortcomings; quality of M&E design/implementation met expectations |
| 4 = Moderately Satisfactory (MS) | There were moderate shortcomings; quality of M&E design/implementation more or less met expectations |
| 3 = Moderately Unsatisfactory (MU) | There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected |
| 2 = Unsatisfactory (U) | There were major shortcomings; quality of M&E design/implementation was substantially lower than expected |
| 1 = Highly Unsatisfactory (HU) | There were severe shortcomings in M&E design/implementation |
| Unable to Assess (UA) | The available information does not allow an assessment of the quality of M&E design/implementation. |

| Implementation/Oversight and Execution Ratings Scale | |
|---|---|
| Rating | Description |
| 6 = Highly Satisfactory (HS) | There were no shortcomings; quality of implementation/execution exceeded expectations |
| 5 = Satisfactory (S) | There were no or minor shortcomings; quality of implementation/execution met expectations. |
| 4 = Moderately Satisfactory (MS) | There were some shortcomings; quality of implementation/execution more or less met expectations. |
| 3 = Moderately Unsatisfactory (MU) | There were significant shortcomings; quality of implementation/execution was somewhat lower than expected |
| 2 = Unsatisfactory (U) | There were major shortcomings; quality of implementation/execution was substantially lower than expected |
| 1 = Highly Unsatisfactory (HU) | There were severe shortcomings in quality of implementation/execution |
| Unable to Assess (UA) | The available information does not allow an assessment of the quality of implementation and execution |

| Sustainability Ratings Scale | |
|-------------------------------------|--|
| Ratings | Description |
| 4 = Likely (L) | There are little or no risks to sustainability |
| 3 = Moderately Likely (ML) | There are moderate risks to sustainability |
| 2 = Moderately Unlikely (MU) | There are significant risks to sustainability |
| 1 = Unlikely (U) | There are severe risks to sustainability |
| Unable to Assess (UA) | Unable to assess the expected incidence and magnitude of risks to sustainability |

| Outcome Ratings Scale - Relevance, Effectiveness, Efficiency | |
|---|--|
| Ratings | Description |
| 6 = Highly Satisfactory (HS) | Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings |
| 5 = Satisfactory (S) | Level of outcomes achieved was as expected and/or there were no or minor shortcomings |
| 4 = Moderately Satisfactory (MS) | Level of outcomes achieved more or less as expected and/or there were moderate shortcomings. |
| 3 = Moderately Unsatisfactory (MU) | Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings |
| 2 = Unsatisfactory (U) | Level of outcomes achieved substantially lower than expected and/or there were major shortcomings. |
| 1 = Highly Unsatisfactory (HU) | Only a negligible level of outcomes achieved and/or there were severe shortcomings |
| Unable to Assess (UA) | The available information does not allow an assessment of the level of outcome achievements |

Annex 8. Theory of Change Analysis Tables

Table 8-1. Theory of Change Impact Drivers (ID), Assumptions (A), Intermediate States (IS) and Impact

| Outcomes | Impact Drivers & Assumptions | Intermediate States | Long Term Goal |
|---|---|---|---|
| <p>OBJECTIVE Cambodian response to climate change in strategic sectors is scaled-up</p> | <p>ID: Engagement of government, non-government and private sector stakeholders in the implementation of climate change adaptation measures and climate change mitigation measures</p> | <p>IS: Government, non-government and private sector actors show greater engagement in CC adaptation and mitigation activities</p> | <p>Long Term Goal Cambodia's development path is increasingly climate-resilient and low carbon</p> |
| | <p>A: There is capacity, interest and willingness of government, non-government and private sector stakeholders to participate in the design and implementation of climate change adaptation and mitigation measures</p> | | |
| <p>OUTCOME 1 Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs</p> | <p>ID: Improving capacity to produce, use, manage and disseminate locally relevant climate change information and research, addressing current knowledge gaps</p> | <p>IS: Priority government sectors are regularly generating relevant and timely climate information</p> | |
| | <p>A: Government stakeholders provide the necessary staff resources and budgets to support sustainable generation of relevant climate information</p> | | |
| <p>OUTCOME 2 Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and budgets of priority sectors</p> | <p>ID: Integrating climate change in the policy, regulations, programmes and budgets of priority sectors</p> | <p>IS: CC is mainstreamed in some policies, regulations, programmes and budgets in targeted priority sectors</p> | |
| | <p>A: Priority government sector stakeholders are willing to participate in mainstreaming CC into policy/regulatory frameworks, programmes and sustainable budget</p> | | |
| <p>OUTCOME 3 National capacities for the</p> | <p>ID: Establishing a policy environment and financing tools to leverage private and public flows of development finance for the CC response.</p> | <p>IS: Policy instruments and financing tools are in place and have</p> | |

| Outcomes | Impact Drivers & Assumptions | Intermediate States | Long Term Goal |
|---|---|---|----------------|
| mobilization, coordination and tracking of public and private climate change resources are strengthened | A: The establishment of a policy environment and financing tools will leverage private and public flows of development finance to the CC response needed | <i>successfully leveraged climate financing</i> | |

Table 8-2: Impact Assessment of the Theory of Change

| Theory of Change Component | Qualitative Analysis | Rating ⁴ |
|--|---|---------------------|
| Objective. <i>Cambodian response to climate change in strategic sectors is scaled-up</i> | | |
| ID: Engagement of government, non-government and private sector stakeholders in the implementation of climate change adaptation measures and climate change mitigation measures | <ul style="list-style-type: none"> ● The LoA approach engaged target government sectors in RBM approaches that were effective in the achievement of research, development and implementation of CC adaptation and/or mitigation activities relevant to their sector ● Innovation grants also based on RBM approach, effectively engaged NGOs and the private sector in activities targeting CC adaptation and/or mitigation | 3 |
| A: There is capacity, interest and willingness of government, non-government and private sector stakeholders to participate in the design and implementation of climate change adaptation and mitigation measures | <ul style="list-style-type: none"> ● target government sectors demonstrated an interest and willingness to participate in CC adaptation and mitigation activities, though CCCA3 capacity development supporting these activities was sometimes required ● NGOs and private sector partners demonstrated the capacity, interest and willingness to participate in CC adaptation and mitigation activities, utilizing their knowledge and experience and providing significant co-financing | 2 |
| Outcome 1. <i>Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs</i> | | |

⁴ see description of rating scale provided at the end of **Table 8-2**

Table 8-2: Impact Assessment of the Theory of Change

| Theory of Change Component | Qualitative Analysis | Rating ⁴ |
|---|---|---------------------|
| ID: Improving capacity to produce, use, manage and disseminate locally relevant climate change information and research, addressing current knowledge gaps | <ul style="list-style-type: none"> ● CCCA3 increased the capacity of government, NGOs, private sector and research institutions to generate, use and disseminate relevant CC ● There remains a need to conduct research and generate knowledge to inform the required budget planning for climate financing | 2 |
| A: Government stakeholders provide the necessary staff resources and budgets to support sustainable generation of relevant climate information | <ul style="list-style-type: none"> ● Relevant climate information was generated with CCCA3 support (financial and technical) to target government sectors through LoA and grants ● There is a lack of government financial resources and capacity (largely technical knowledge) to generate the information needed to address the remaining knowledge gap | 1 |
| Outcome 2. Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and budgets of priority sectors | | |
| ID: Integrating climate change in the policy, regulations, programmes and budgets of priority sectors | <ul style="list-style-type: none"> ● CCCA3 has made some notable progress integrating CC in policies regulations and programmes that make sustainable contributions to address CC. More work needs to be done to fully mainstream CC across all government sector budgets and into the MEF | 2 |
| A: Priority government sector stakeholders are willing to participate in mainstreaming CC into policy/regulatory frameworks, programmes and sustainable budget | <ul style="list-style-type: none"> ● The five priority government sectors working with CCCA3 have all shown willingness to participate in mainstreaming CC in policy/regulatory frameworks. Though some sectors have had greater success in their achievements and all acknowledge there is much more work to be done. | 2 |
| Outcome 3. National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened | | |
| ID: Establishing a policy environment and financing tools to leverage private and public flows of development finance for the CC response. | <ul style="list-style-type: none"> ● CCCA3 has made good progress on the coordination and tracking of public and private CC financial information and CCCA3 grants mobilized government and non-government co-funding. Greater work is required to fully develop the capacity of MEF and sector ministries to leverage climate financing | 2 |

Table 8-2: Impact Assessment of the Theory of Change

| Theory of Change Component | Qualitative Analysis | Rating ⁴ |
|--|--|---------------------|
| <p>A: The establishment of a policy environment and financing tools will leverage private and public flows of development finance to the CC response needed</p> | <ul style="list-style-type: none"> • CCCA3 has developed some policies and financing tracking tools that will deliver some CC financing. Policies and financial tools that mainstream CC climate financing have yet to be developed | <p>2</p> |
| <p>Overall project summary findings: CCCA3 has demonstrated the potential for select government sectors and MEF to be more engaged in mainstreaming approaches needed to address the wide-ranging impacts of CC. Targeted CC policies have been developed that will be effective if funded and implemented. Tools have been developed and implemented to improve the tracking climate financing. The select government sectors engaged through CCCA3 grants and LoA have generated data tracking NDCs and tackled sector specific priority needs resulting new policies, successful pilots addressing CC adaptation/mitigation needs. There remains a need for all government sectors to develop frameworks that mainstream CC into all activities they undertake. For example, while MoEYS has piloted appropriate CC curriculum materials for primary and secondary schools, these materials are not part of the core curriculum reaching all students in Cambodia. MRD had made significant progress in screening all activities to ensure issues of CC impact, adaptation, mitigation and resilience are incorporated into the activity designs and budgets of annual work plans. What is needed is for MEF to make CC screening mandatory for approval of AWP of all government sectors.</p> | | <p>2</p> |

ROtl rating scale used in Table

Not achieved (0) - the ToC component was not explicitly or implicitly identified by the project, and/or very little progress has been made towards achieving the interim target of the ToC component, and the conditions for future progress are not in place.

Poorly achieved (1) very little progress has been made towards achieving the interim target of ToC component, but the conditions are in place for future progress should support be provided to complete this component.

Partially achieved (2) the ToC component is explicitly recognized and the mechanisms set out to achieve it are appropriate but insufficient to ensure successful completion and sustainability upon project closure and meaningful progress towards achievement of the long-term goal.

Fully achieved (3) the ToC component is explicitly recognized and appropriate activities are underway with interim targets achieved. Mechanisms are in place that show progress towards achievement of the ToC component and there is assurance of substantial contribution towards achievement of the long-term goal.

Annex 9: SMART Review of Project Indicators

Table 9.1 SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) Review of Project Indicators

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|--|--|-----------|---|---|---|---|---|
| | | S | M | A | R | T | |
| Project Objective: Cambodian response to climate change in strategic sectors is scaled-up | | | | | | | |
| 1. Number of final beneficiaries of adaptation measures [disaggregated by sex / poverty status / sector] | • 15,000 | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria indicator target could benefit from inclusion of gender target |
| 2. GHG emissions reduced or avoided with support from the programme [CCCA3] in kt. of CO ² equivalents | • 300 kt. of CO ² equivalents | | | | | | <ul style="list-style-type: none"> indicator may be difficult to measure and accuracy of data may be low |
| Outcome 1. Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs | | | | | | | |
| 3. Change in social response to climate risk [disaggregated by sex and sector] (units: %/yr) | • 10 % | | | | | | <ul style="list-style-type: none"> indicator based on results of KAP studies for which study methodology has been changing indicator based on the average annual % change of two KAP indicators <ol style="list-style-type: none"> proportion of respondents familiar with the term climate change proportion of respondents living in communities that are responding to climate variability results - familiarity with the term CC <ul style="list-style-type: none"> KAP 1 (2010) – 84% KAP 2 (2015) – 90% KAP 3 (2020) – 72% KAP 4 (2024) – 84% results - responding to climate variability <ul style="list-style-type: none"> KAP 1 (2010) – 55% KAP 2 (2015) – 83% KAP 3 (2020) – 91% (F89%; M93%) KAP 4 (2024) – 97% (F97%; M97%) TE recommends using specific data from KAP studies to assess change (i.e. do not aggregate data from more than one KAP question) |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|---|-----------------------|-----------|---|---|---|---|----------------------------------|
| | | S | M | A | R | T | |
| 4. Level of user satisfaction with data and knowledge products made available with CCCA3 support [disaggregated by sex] | • 80% | | | | | | • indicator meets SMART criteria |
| Output:1.1. Climate Change data portal enhanced, enabling greater access of stakeholders to key climate data in support of effective climate action | | | | | | | |
| 5. Number of users of data products available through the data portal [number of female users] | • 2000 (1000 female) | | | | | | • indicator meets SMART criteria |
| Output:1.2. Tailored data, information and knowledge products are available, targeting the needs of public institutions, private sector and CSOs, in priority sectors | | | | | | | |
| 6. Number of tailored data and knowledge products available through the data portal [with data product directly addressing gender/CC data needs], with support from CCCA3 | • 15 (4) | | | | | | • indicator meets SMART criteria |
| 7. Number of joint climate change research projects established between local universities with other national institutions and with international and regional research centres focusing on CC related research, with support from CCCA3 | • 12 | | | | | | • indicator meets SMART criteria |
| 8. Number of joint climate change research projects involving line ministries, NCSD and national/international academia established with support from CCCA3 | • 6 | | | | | | • indicator meets SMART criteria |
| Output 1.3. Reliable and timely data generated to enable monitoring and evaluation of climate change response | | | | | | | |
| 9. Number of M&E/MRV frameworks with indicators timely updated and accessible through the online data portal | • 8 | | | | | | • indicator meets SMART criteria |
| Output: 1.4. Strengthened knowledge sharing mechanisms in place for researchers, policy-makers and practitioners | | | | | | | |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|---|--|-----------|---|---|---|---|--|
| | | S | M | A | R | T | |
| 10. Number of regular knowledge-sharing events and awareness raising campaigns organized per year with the support from CCCA3 | <ul style="list-style-type: none"> • annual targets <ul style="list-style-type: none"> ○ 2019 – 2 ○ 2020 – 3 ○ 2021 – 4 ○ 2022 – 3 ○ 2023 – 4 ○ 2024 – 1 | | | | | | <ul style="list-style-type: none"> • indicator meets SMART criteria |
| Outcome 2. Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and budgets of priority sectors | | | | | | | |
| 11. Number of ministries/agencies that include climate criteria in planning/screening procedures with support from CCCA3 [with gender aspects explicitly addressed] | <ul style="list-style-type: none"> • 6 [2] | | | | | | <ul style="list-style-type: none"> • indicator meets SMART criteria • gender, as a cross-cutting issue, should be included in all CC planning/screening procedures |
| 12. Number of development plans that explicitly integrate climate change in budget and M&E (national, sectoral, sub-national) with support from CCCA3. | <ul style="list-style-type: none"> • 8 (NSDP – 1; Ministries – 5; Provinces or Districts – 2) | | | | | | <ul style="list-style-type: none"> • indicator meets SMART criteria |
| Output: 2.1 Decision-makers, practitioners, private sector actors and communities in priority sectors are sensitized and engaged in climate responses | | | | | | | |
| 13. Number of advocacy products, including policy briefs targeting high level decision makers, on climate change produced with support from CCCA3 | <ul style="list-style-type: none"> • 10 | | | | | | <ul style="list-style-type: none"> • indicator meets SMART criteria |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|---|-----------------------|-----------|---|---|---|---|----------------------------------|
| | | S | M | A | R | T | |
| Output: 2.2 Programming / budgeting procedures and processes in priority sectors amended to incorporate climate change | | | | | | | |
| 14. Number of sectors having amended procedures and processes to incorporate climate change in programming and/or budgeting with the support of CCCA3 | • 6 | | | | | | • indicator meets SMART criteria |
| Output: 2.3 Number of policy documents, standards or regulations incentivizing climate-smart investments developed with CCCA 3 support | | | | | | | |
| 15. Number of policy documents, standards or regulations incentivizing climate-smart investments developed with CCCA3 support | • 5 | | | | | | • indicator meets SMART criteria |
| Output: 2.4 Top-up financing provided for selected public investments which have gone through a climate screening process | | | | | | | |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|--|---|-----------|---|---|---|---|--|
| | | S | M | A | R | T | |
| 16. Amount, USD value and type of climate-smart public investments in priority sectors topped up with CCCA3 financing | <ul style="list-style-type: none"> annual targets (# sectors / USD amount) <ul style="list-style-type: none"> ○ 2019 – 0 / \$0 ○ 2020 – 1 / \$500,000 ○ 2021 – 2 / \$1 million ○ 2022 – 3 / \$1.5 million ○ 2023 – 4 / \$2 million ○ 2024 – 4 / \$2 million | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| 17. Number of beneficiary households of adaptation and mitigation activities supported by target ministries (and number of beneficiaries disaggregated by sex) | <ul style="list-style-type: none"> 1,000 households (4,000 people, 60% female) | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| Output: 2.5 The climate response is coordinated across sectors and actors, under NCSD leadership | | | | | | | |
| 18. Number of meetings of the climate change technical working group on climate change per year, including number of meetings with development partners | <ul style="list-style-type: none"> target to be met annually is 4 meetings, including 2 meetings with development partners | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|---|--|-----------|---|---|---|---|--|
| | | S | M | A | R | T | |
| 19. Level of engagement of targeted sectors in CCTWG meetings, including meetings for update of national M&E indicators | <ul style="list-style-type: none"> 90% | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria indicator appears to define “level of engagement” based on targeted sector attendance of CCTWG meetings meeting attendance is a poor measure of “level of engagement” |
| Output: 2.6 An NDC implementation plan is developed, including required sectoral actions and governance arrangements | | | | | | | |
| 20. NDC implementation plan developed with required sectoral actions and governance arrangements and with private sector participation and engagement. | <ul style="list-style-type: none"> Yes | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| Output: 2.7 Model for delivery of climate change response at district and provincial level is developed and tested, in line with decentralization reforms | | | | | | | |
| 21. Status of procedures developed and tested in at least one province and one district for climate change mainstreaming in line with their functional responsibilities | <ul style="list-style-type: none"> Yes (tested) | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| Outcome 3: National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened | | | | | | | |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|--|---|-----------|---|---|---|---|--|
| | | S | M | A | R | T | |
| 22. Amount of climate change public expenditure at national, sectoral and sub-national level | <ul style="list-style-type: none"> • annual targets <ul style="list-style-type: none"> ○ 2019 – USD \$78M (2018 data) ○ 2020 – USD \$82M (2019 data) ○ 2021 – USD \$87M (2020 data) ○ 2022 – USD \$93M (2021 data) ○ 2023 – USD \$99.4M (2022 data) ○ 2024 – n/a (2023 data not available before project closure) | | | | | | <ul style="list-style-type: none"> • indicator meets SMART criteria |

| Project Objective/ Outcome Indicators | End of Project target | TE Review | | | | | TE Review Comments |
|--|--|-----------|---|---|---|---|--|
| | | S | M | A | R | T | |
| Output: 3.1. Climate-related expenditures are regularly tracked and their efficiency and effectiveness is analysed | | | | | | | |
| 23. Annual climate public expenditure report is available, including analysis of effectiveness and gender analysis | <ul style="list-style-type: none"> Yes (annual reports based on previous years data as noted in Indicator 22) | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| Output: 3.2. MEF receives technical support to increase its capacities to conduct policy research on fiscal and economic policy issues related to climate change and develop the corresponding policy instruments | | | | | | | |
| 24. Number of policy studies (supported by CCCA3) with MEF staff involvement on economic and fiscal policy issues related to climate change | <ul style="list-style-type: none"> 6 | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria assessment to verify MEF staff involvement, i.e. studies not prepared solely by consultants and/or CCCA3 staff |
| 25. Number of legal and policy instruments introduced with CCCA3 support to promote climate-smart investments and practices | <ul style="list-style-type: none"> 6 | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| Output: 3.3. Innovative adaptation and mitigation approaches from the public and private sector receive seed funding and have access to scaling-up opportunities | | | | | | | |
| 26. Number and type of adaptation and mitigation activities supported by CCCA3 innovation grant facility | <ul style="list-style-type: none"> 10 | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| 27. Number of beneficiary households of adaptation and mitigation activities supported by the CCCA3 innovation grant facility (and number of beneficiaries disaggregated by sex) | <ul style="list-style-type: none"> 1,000 households (4,000 people, 60% female) | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |
| 28. Volume of funds (by type public/private) leveraged through the financing facility | <ul style="list-style-type: none"> USD \$2 million | | | | | | <ul style="list-style-type: none"> indicator meets SMART criteria |

Annex 10. Terminal Evaluation of Risk Ratings

Table 10-1 TE Analysis of Risk Ratings and Risk Treatment and Management Measures from ProDoc (risk rating follows UNDP’s Enterprise Risk Management criteria model)

| Description, impact and probability of risks | Pro-Doc | TE | ProDoc Risk Treatment and Management Measures | Terminal Evaluation Comments |
|--|-----------------|------------|--|--|
| Risk Category: Political | | | | |
| <p>Risk 1: Changes in leadership in counterpart institutions lead to lower commitment to climate change action</p> <p>May affect the capacity of the project to engage on certain policy issues, or to support improvements in planning/budget systems in these institutions</p> <p>P = 2 I = 4</p> | Moderate | Low | <p>Sensitization and engagement of high level decision-makers. Nurturing relationship with technical levels in key institutions (informing choice of focus sectors).</p> | <p>Likelihood - (1) Low Likelihood: Global and national CC impacts events and CCCA Phase 1-3 awareness raising make it much more likely that decision-makers are sensitized and engaged</p> <p>Impact - (1) Minor: Broad actions, including national policies and strategies make the impact of individual high-level decision makers that choose not to acknowledge CC less when the majority support taking action on CC</p> <p>Mitigation Measures: Continued awareness raising of CC, using communication materials based on technical studies that accurately document the financial and human costs of CC impacts</p> |

| Description, impact and probability of risks | Pro-Doc | TE | ProDoc Risk Treatment and Management Measures | Terminal Evaluation Comments |
|---|-----------------|--------------------|---|---|
| Risk Category: Strategic | | | | |
| <p>Risk 2: New directions are taken for the National Strategic Development Plan (2019-2023) and sector-wide policies deviating from green growth</p> <p>May affect the capacity of the project to engage on certain policy issues</p> <p>P= 1 I = 4</p> | Moderate | Low | <p>Engagement in the Mid Term Review of the CCCSP (2014-2023) in 2018. Support key stakeholders in the use of climate mainstreaming tools in key planning documents (applied research, CBA, making the business case).</p> | <p>Likelihood - (1) Low Likelihood: Over the course of CCCA3 Cambodia has further developed green growth strategies, choosing use green growth to position itself uniquely in the region</p> <p>Impact (3): Deviating from a development strategy that does not include a green growth would significantly reduce CC mainstreaming</p> <p>Mitigation Measures: Continued advocacy and awareness raising that clearly communicates the benefits of a green growth strategy and the consequences of not following a green growth strategy</p> |
| <p>Risk 3. Decentralization agenda compromised by internal debate within Government stakeholders and disengagement of development partners' support</p> <p>Affect the capacity of the project to engage sub-national institutions</p> <p>P = 2 I = 3</p> | Moderate | Substantial | <p>A cautious and gradual engagement of sub-national level authorities in climate response. Piloting approaches while NCDD issues conclusions from its study on sub-national institutions' capacities. Undertaking a "needs based assessment" to reinforce climate action at subnational level and envision investments only in the 2nd part of the programme.</p> | <p>Likelihood - (3) Moderately Likely: CCCA3 work with sub-national governments proved very effective implementation of CC-related activities as a result of the local knowledge of provincial and districts governments regarding climate risks and adaptation benefits</p> <p>Impact - (5) Extreme: Implementation of CC adaptation and mitigation activities rely heavily on sub-national government staff. As such, were they not engaged as development support partners it would be very difficult to mainstream CC adaptation and mitigation actions</p> <p>Mitigation Measures: Ensure engagement of sub-national governments in problem definition, project design and implementation and monitoring and evaluation</p> |

| Description, impact and probability of risks | Pro-Doc | TE | ProDoc Risk Treatment and Management Measures | Terminal Evaluation Comments |
|---|-----------------|--------------------|--|--|
| <p>Risk 4. Vested interests in specific sectors (e.g. energy, transport) may prevent the enactment of climate-smart policy measures if they are perceived as threats to their business model</p> <p>Recommended measures may not be approved/applied in concerned sectors</p> <p>P = 2 I = 3</p> | Moderate | Substantial | <p>Engagement of all concerned actors through private sector dialogue.</p> <p>Building the business case of climate-smart and green technology</p> | <p>Likelihood - (3) Moderately Likely: Vested interests within and among sectors is likely threat to the development and implementation of climate-smart policies and actions.</p> <p>Impact - (4) Extensive: When there is a lack of communication and non-climate-smart policies are implemented the impact can be significant</p> <p>Mitigation Measures: Promotion of a CC mainstreaming approach that includes the use of screening tools that ensure all sector policies and activities consider CC and include appropriate CC adaptation, mitigation and resilience budgeted actions</p> |
| Risk Category: Organizational | | | | |
| <p>Risk 5: Brain-drain, high staff turnover posing sustainability risks and limited availability of Government staff to engage in or lead proposed activities</p> <p>Limits the potential for capacity development and transfer of knowledge</p> <p>P = 3 I = 3</p> | Moderate | Moderate | <p>Proposed activities are in line with Government staff mandates (not add-ons), and contribute to the core functions assigned to Government staff (public officials will be assigned to programme activities based on their usual functions). Nurturing relationships with Government managers already engaging with CCCA and offering hands-on mentorship, training and knowledge exchange opportunities to public officials engaged in the programme.</p> | <p>Likelihood - (3) Moderately Likely: High staff turnover and brain-drain is characteristic of government staff positions</p> <p>Impact - (2) Minor: The impact is minor when policies and tools are in place that mainstream CC into all government staff tasks</p> <p>Mitigation Measures: Develop CC policies and tools that ensure CC is mainstreamed for all government staff in all of their tasks</p> |

| Description, impact and probability of risks | Pro-Doc | TE | ProDoc Risk Treatment and Management Measures | Terminal Evaluation Comments |
|--|-----------------|-----------------|--|--|
| Risk Category: Financial | | | | |
| <p>Risk 6: Lack of availability of international support for “means of implementation” for NDCs</p> <p>Limited financing to scale up solutions developed by CCCA</p> <p>P = 2 I = 3</p> | Moderate | Moderate | <p>Tracking the increase of domestic investments to reduce dependence on international support. Use public funds to leverage private investments.</p> <p>Track international climate finance and engage in UNFCCC negotiations to hold donors accountable to existing commitments.</p> | <p>Likelihood - (1) Low Likelihood: With the adoption of climate financing mechanisms there are significant international financial resources available</p> <p>Impact - (2) Extreme: Without international climate financing Cambodia does not have sufficient national budget resources to implement activities supporting NDCs</p> <p>Mitigation Measures: Development of CC mainstreaming policies and tools that ensure climate-smart budgets across all sectors endorsed by MEF to access climate financing</p> |
| <p>Risk 7: Unfavorable exchange rate variations</p> <p>Insufficient budget for planned activities</p> <p>P = 3; I = 2</p> | Moderate | Moderate | <p>Track exchange rates and anticipate any reductions through timely USD budget revisions.</p> | <p>Likelihood (1): The 10 year fluctuation of the Cambodian Riel has been -1.25%, suggesting the likelihood of major exchange rate variations resulting in insufficient budget is low. The CCCA3 MTR reported a 5% (USD\$585,409) loss of funds due to exchange rate fluctuation.</p> <p>Impact (2): A loss of up to 5% of budget due to exchange rate fluctuations is not considered to have a significant impact on planned activities</p> <p>Mitigation Measures: Ongoing tracking of exchange rate variations and assessment of their impact on activity budgets. Follow adaptive management strategies that adjust programming to accommodate changes in activity budgets.</p> |

Annex 11. Terminal Evaluation of Strategic Results Framework Indicator Target Achievement

Table 11.1. Terminal evaluation of Strategic Results Framework Indicator Target Achievement (TE assessment based on APR and field mission data) (Target Achieved, Target Partially Achieved, Target Not Achieved) MTR ratings shown from MTR report (End of Project achieved, MTR target achieved, MTR not achieved but on track to achieved EoP target, MTR target not achieved and not on track to meet EoP)

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|---|----------|--|---|-------------|--------|--|
| Project Objective: Cambodian response to climate change in strategic sectors is scaled-up | | | | | | |
| 1. Number of final beneficiaries of adaptation measures [disaggregated by sex / poverty status / sector] | • 7,600 | • 15,000 | • 60,714 beneficiaries (19,811 or 33% female). | | | <ul style="list-style-type: none"> data updated by PMU May 2024 continued CCCA3 activities in 2024 may increase the current number |
| 2. GHG emissions reduced or avoided with support from the programme [CCCA3] in kt. of CO2 equivalents | • 0 | • 300 kt. of CO ₂ equivalents avoided | • 39.87 kt of CO ₂ equivalents avoided | | | <ul style="list-style-type: none"> CO₂ equivalents avoided from all CCCA3 project activities, is difficult to measure CCCA3 has made an effort to determine the extent to which individual CCCA3 activities are reflected in the total CO₂ equivalents avoided. given that many of CCCA3 activities may be considered as pilot demonstration projects with the potential to be scaled-up country-wide the CO₂ equivalents that could be avoided is potentially significant |
| Outcome 1 Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|--|---|--|--------------------------|--------|--|
| 3. Change in social response to climate risk [disaggregated by sex and sector] (units: %/yr) | <ul style="list-style-type: none"> 4.2% (women 4.6 %) | <ul style="list-style-type: none"> 10% (women 10%) | <ul style="list-style-type: none"> results - <i>familiarity with the term CC</i> <ul style="list-style-type: none"> KAP 1 (2010) – 83.9% KAP 2 (2015) – 989.7% KAP 3 (2020) – 72% KAP 4 (2024) – 84% results - <i>responding to climate variability</i> <ul style="list-style-type: none"> KAP 1 (2010) – 55.2% KAP 2 (2015) – 83.3% KAP 3 (2020) – 91% (F91%; M93%) KAP 4 (2024) – 97% (F97%; M97%) | not possible to measure, | | <ul style="list-style-type: none"> indicator is intended to use aggregate data of <i>familiarity with the term CC</i> and <i>responding to climate variability</i> the TE assessed the indicator as not meeting SMART criteria interpretation of the results is difficult due to a changing KAP study methodology TE recommends using specific data from KAP studies to assess change (i.e. do not aggregate data from more than one KAP question) |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|---|-----------------------|-----------------------|---|-------------|--------|---|
| 4. Level of user satisfaction with data and knowledge products made available with CCCA3 support [disaggregated by sex] | • n/a | • 80% | • 98.5% | | | • user satisfaction generated from feedback gathered on website |
| Output: 1.1 Climate Change data portal enhanced, enabling greater access of stakeholders to key climate data in support of effective climate action | | | | | | |
| 5. Number of users of data products available through the data portal [number of female users] | • 0 (0 women) | • 2000 (1000 women) | <ul style="list-style-type: none"> • 49,687 persons visited the site • 8,699 users downloaded documents, of which 2,504 were women. | | | <ul style="list-style-type: none"> • data for Jan-Dec 2023 • there is a gender bias towards men downloading documents • gender target for women achieved |
| Output: 1.2. Tailored data, information and knowledge products are available, targeting the needs of public institutions, private sector and CSOs, in priority sectors | | | | | | |
| 6. Number of tailored data and knowledge products available through the data portal [with data product directly addressing gender/CC data needs], with support from CCCA3 | • 6 (0 female) (2018) | • 15 (4 women) | • 15 data products (4 have gender-disaggregated data) were developed and deployed on the NCSD's Website. | | | • data products available on NCSD website data-portal (https://ncsd.moe.gov.kh/dcc/data-portal) |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|--|-----------------------|---|-------------|--------|---|
| <p>7. Number of joint climate change research projects established between local universities with other national institutions and with international and regional research centres focusing on CC related research, with support from CCCA3</p> | <ul style="list-style-type: none"> • 6 (2018) | <p>12</p> | <ul style="list-style-type: none"> • 15 (six from the baseline) <ul style="list-style-type: none"> ○ | | | <p>CCCA3 supported 9 new joint CC research projects bringing the total to 15. List of the 15 research projects are:</p> <ol style="list-style-type: none"> 1. Cambodia Resilient Urban Green Infrastructure Economic and Policy Analysis Study (2022) 2. Research on Carbon Finance and Carbon in Rice and Horticulture (2023) 3. Research on potential pathways for Cambodian farmers to be able to access carbon finance opportunities (2023) 4. Case Study on Evaluation of effectiveness of Low Impact Development on Peak Flow of Surface Runoff, in Sihanouk Ville (2023) 5. Case study on Low Impact Development Concept for Urban Flood Management in Kampot, Cambodia (2023) 6. Shoreline Evolution over the past Four Decades in Koh Kong, Cambodia (2023) 7. Case Study: Storm Water Management using Low Impact Development in Khemarak Phumin City, Koh Kong (2023) 8. Research article on Precipitation Projection in Cambodia Using Statistically Downscaled CMIP6 Models (2023) 9. Development of conceptual framework with supporting methods on economic analysis of climate change adaptation of road infrastructure (2023) 10. Four Bachelor theses: The studies on perception of people at the coastal area on low impact development concept and climate change in coastal areas of Cambodia (Koh Kong, Preah Sihanouk, Kep, and Kampot Provinces) (2022) 11. Estimation of Heat Impacts on Labour Productivity in Singapore, Cambodia and Vietnam (2023) 12. Workers' Survey in Cambodia (2023) 13. Descriptive results of the preliminary design approach of the survey on heat stress among primary school students in Cambodia (2023) 14. A multicriteria assessment of early-implemented conservation agriculture cropping systems over farmers plots in northwestern Cambodia (under final draft) 15. Effect of Land Use/Land Cover and management practices on soil organic carbon in Battambang province, Cambodia (under final draft) |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|------------|--|--|-------------|--------|--|
| 8. Number of joint climate change research projects involving line ministries, NCS and national/ international academia established with support from CCCA 3 | • 0 | 6 | • 4 | n/a | | <ul style="list-style-type: none"> four research partnerships supported by NCS/CCCA3: <ol style="list-style-type: none"> heat stress soil carbon management cost of infrastructure adaptation vulnerability assessment in coastal areas |
| Output: 1.3 Reliable and timely data generated to enable monitoring and evaluation of climate change response | | | | | | |
| 9. Number of M&E/MRV frameworks with indicators timely updated and accessible through the online data portal | • 1 (2018) | • 8 | • 9 | | | <ol style="list-style-type: none"> Institutional Readiness Indicator (updated every 2 years), Climate Finance Data Portal (updated annually), Vulnerability Index (updated annually), Families Affected by climate hazards (updated annually), GHG Emission Projects Registry and the GHG Inventory Data (updated in line with BTR submission), KAP 3 Data (2020), NDC/LTS4CN tracking system have been developed and updated annually from 2021, 2022, 2023. Vulnerability assessment (updated annually) Women's resilience index (2023) |
| Output: 1.4 Strengthened knowledge sharing mechanisms in place for researchers, policy-makers and practitioners | | | | | | |
| 10. Number of regular knowledge-sharing events and awareness raising campaigns organized per year with the support from CCCA3 | • 4 | <ul style="list-style-type: none"> annual targets <ul style="list-style-type: none"> 2019 – 2 2020 – 3 2021 – 4 2022 – 3 2023 – 4 2024 – 1 | <ul style="list-style-type: none"> annual targets <ul style="list-style-type: none"> 2019 – 0 2020 – 2 2021 – 0 2022 – 3 2023 – 4 2024 – 4 proposed in AWP | | | <ul style="list-style-type: none"> based on ProDoc annual targets, CCCA3 total events target is 17 if all events proposed for 2024 take place CCCA3 total events is 13 Covid-19 restrictions prevented events being held in 2021 |
| Outcome: 2. Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and budgets of priority sectors | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E Justification for rating |
|---|--|--|--|---|---|
| 11. Number of ministries/agencies that include climate criteria in planning/screening procedures with support from CCCA3 [with gender aspects explicitly addressed] | <ul style="list-style-type: none"> 3 (0 gender aspects explicitly addressed) (2017) | <ul style="list-style-type: none"> 6 (2 with gender aspects explicitly addressed) | <ul style="list-style-type: none"> 6 (1 with gender aspects explicitly addressed) | <div style="background-color: red; width: 100%; height: 100%;"></div> | <p>Data provided by PMU May 2024 as follows:</p> <ol style="list-style-type: none"> CDC's ODA Database (allowing for cross-analysis with gender). MEF's BSP budget circular 2023-25. MPWT: Climate Change Screening Criteria in Cost and Benefits Analysis for public investment (on a pilot basis) MRD: Climate Change Screening Criteria in Cost and Benefits Analysis for public investment (on a pilot basis) NCDD: Mainstreaming the climate investment information in the NCDD's Project Implementation Database (PID) and Sub-National Project Database (sPD) data portal. MME's Climate Change Action Plan (CCAP) (2022) |
| 12. Number of development plans that explicitly integrate climate change in budget and M&E (national, sectoral, sub-national) with support from CCCA3. | <ul style="list-style-type: none"> 3 | <ul style="list-style-type: none"> 8 (NSDP – 1; Ministries – 5; Provinces or Districts – 2) | <ul style="list-style-type: none"> sufficient data for analysis not provided | <div style="background-color: red; width: 100%; height: 100%;"></div> | <ul style="list-style-type: none"> APR 2023 identifies the following as evidence of CCCA3 support for <i>development plans that explicitly integrate CC in budget and M&E</i>: <ol style="list-style-type: none"> MME National Policy on Energy Efficiency Policy MEF Intermodal Transportation Master Plan 2023-2033 The COVID-19 Recovery Strategy of MEF, and Updated NDC LTS4CN Cambodia Climate Change Strategic Plan 2024-2033 (in process 2024) The TE considers the evidence provided does not meet the requirements of the indicator as the indicator specifies the development plans are all to explicitly integrate a CC budget and M&E |
| Output: 2.1 Decision-makers, practitioners, private sector actors and communities in priority sectors are sensitized and engaged in climate responses | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|---|---|--|--|-------------|--------|--|
| 13. Number of advocacy products, including policy briefs targeting high level decision makers, on climate change produced with support from CCCA3 | <ul style="list-style-type: none"> 0 | <ul style="list-style-type: none"> 10 | <ul style="list-style-type: none"> 10 | | | <ul style="list-style-type: none"> Data provided by the PMU May 2024 identifies the following as evidence of CCCA3 support for <i>advocacy products, including policy briefs targeting high level decision makers, on climate change</i>: <ol style="list-style-type: none"> Policy Brief on “Analysis of economic and fiscal impacts of banning imports of second-hand vehicles older than 7 or 10 years” (2022). Policy briefs of key KAP3 findings with infographics (2021). Interviews of high-level policy makers from MoE on The overview of KAP3, link: https://ncsd.moe.gov.kh/resources/video/ep1 In 2022, technical briefs have been produced to support inter-ministerial discussions on <ul style="list-style-type: none"> The Joining the Methane Pledge, The Glasgow Leader’s Declaration on Forests and Land Use Climate Change Handbook for Members of Parliament (2022) Policy advocacy report developed at the end of the first edition of the Cambodia Energy Efficiency Competition (CEE Comp) Guideline for Wastewater Treatment in SMEs Sector, developed during the project Wastewater Treatment in Industrial and SMEs Sectors (2023), link: https://www.youtube.com/watch?v=eELE78d-fUQ Policy Report - The Promotion of Electric Motorcycles for a Sustainable Transport Sector, developed within MPWT project (2022) Prakas on the Establishment of Prek Kampong Smach Marine Fisheries Management Area_ Preah Sihanouk Province (2022) Infographic on KAP4 study titled <i>Understanding Public Perceptions of Climate Change in Cambodia</i> |
| Output: 2.2 Programming / budgeting procedures and processes in priority sectors amended to incorporate climate change | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|---|----------|-----------------------|---------------|-------------|--------|--|
| 14. Number of sectors having amended procedures and processes to incorporate climate change in programming and/or budgeting with the support of CCCA3 | • 3 | • 6 | • 6 | Yellow | Green | <ul style="list-style-type: none"> • CCCA3 supported 3 sectors to incorporate CC in programming/budgeting bringing the total to 6: <ol style="list-style-type: none"> 1. The CCAP of the MME 2. The CCAP of the MRD and 3. The CCAP of the MPWT |
| Output: 2.3 Number of policy documents, standards or regulations incentivizing climate-smart investments developed with CCCA 3 support | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|--|---|--|-------------|--------|--|
| 15. Number of policy documents, standards or regulations incentivizing climate-smart investments developed with CCCA3 support | <ul style="list-style-type: none"> 0 (2017) | <ul style="list-style-type: none"> 5 | <ul style="list-style-type: none"> 15 | | | <ul style="list-style-type: none"> CCCA3 supported 15 policy documents, standards and/or regulations incentivizing climate-smart investment, as follows: <ol style="list-style-type: none"> Sub-decree on the Management of GHG Emissions Reduction Mechanisms Sub-decree on Air Quality, Noise and Vibration Management Cambodia: Potential Fiscal and Economic Impacts of Measures and Regulations on Second-hand Vehicle Import (of more than 10 years of age) (2022) Assessment of potential impacts of fiscal measures to reduce import duties/taxes on electric motorbikes (2022) MME Building Energy Management Guidelines MME Public Energy Efficiency Procurement Guideline V0.2 CCCA3 input to the National Energy Efficiency policy The LTS4CN submitted to UNFCCC 2021, a policy signal to investors CCCA3 technical review of the MPWT's "National Strategic Plan for Climate Change Adaptation and Greenhouse Gas Mitigation in Transport Sector" ensuring alignment with the new CCAP MME operational model for off-grid solar mini-grids, supported by CCCA3 grant. Guideline on Water Scarcity Mitigation Plan for Rural Drinking Water Facilities Roadmap of Prek Kampong Smach Marine Fisheries Management Area (2022) Regulatory guidance and options to improve electric motorcycles battery waste management Regulatory guidance and options to improve electric motorcycles registration Policy guidance on electric motorcycles (Ems) battery charging and swapping space at public buildings |
| Output: 2.4 Top-up financing provided for selected public investments which have gone through a climate screening process | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|---|---|--|-------------|--------|--|
| 16. Amount, USD value and type of climate-smart public investments in priority sectors topped up with CCCA3 financing | <ul style="list-style-type: none"> 0 sectors / 0 USD | <ul style="list-style-type: none"> annual targets (# sectors / USD amount) <ul style="list-style-type: none"> 2019 – 0 / \$0 2020 – 1 / \$500,000 2021 – 2 / \$1 million 2022 – 3 / \$1.5 million 2023 – 4 / \$2 million 2024 – 4 / \$2 million | <ul style="list-style-type: none"> cumulative achievements (# sectors / USD amount) <ul style="list-style-type: none"> 2019 – 0 / \$0 2020 – 3 / \$750,000 2021 – 5 / \$1,250,000 2022 – 5 / \$1,250,000 2023 – 5 / \$1,250,000 2024 – 4 / \$1,250,000 | | | <ul style="list-style-type: none"> APR (2020 to 2023) provides the following: <ul style="list-style-type: none"> 2020 \$750,000 <ul style="list-style-type: none"> MPWT - electric motorbike promotion MRD - climate-proof rural water infrastructure MoE - support improved monitoring/reduction of GHG emissions in industry and support to climate change education and campaign videos. 2021 \$1,250,000 <ul style="list-style-type: none"> MME - energy efficiency and solar micro grid MOEYS - climate-resilient schools # sectors target exceeded; USD total target of \$2M not achieved |
| 17. Number of beneficiary households of adaptation and mitigation activities supported by target ministries (and number of beneficiaries disaggregated by sex) | <ul style="list-style-type: none"> 0 | <ul style="list-style-type: none"> 1,000 households (HH) 4,000 people, 60% female | <ul style="list-style-type: none"> 1,297 HH 6,805 people (49% women) | | | <ul style="list-style-type: none"> Data provided by PMU May 2024 for sectors shows: <ul style="list-style-type: none"> MRD: 1,212 HH; 6,268 people (3,074 female) MME: 85 HH; 537 people (281 female) CCCA3 activities with MoEYS are educational and did not include implementation of adaptation and mitigation activities within individual HH MPWT: 167 electric motor cycles (30 public sector; 137 private sector) through subsidy scheme. CCCA3 activities with MRD, MPWT and MME included implementation of adaptation and mitigation activities reaching 4,050 people of which 50% were women (60% target for women not achieved) MoEYS: 9,188 HH; 21,412 students (9,923 female), 726 teachers (300 female), 106 school principals (39 female) |
| Output: 2.5 The climate response is coordinated across sectors and actors, under NCSD leadership | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|--|--|---|-------------|--------|--|
| 18. Number of meetings of the Climate Change Technical Working Group (CCTWG) on climate change per year, including number of meetings with development partners | <ul style="list-style-type: none"> 4 meetings, including 2 meetings with development partners | <ul style="list-style-type: none"> target to bet met annually is 4 meetings, including 2 meetings with development partners | <ul style="list-style-type: none"> APR data (total meetings/ meetings with DP) <ul style="list-style-type: none"> o 2019 – 0 / 0 o 2020 – 2 / 2 o 2021 – 3 / 3 o 2022 – 4 / 1 o 2023 – 3 / 2 | Yellow | Orange | <ul style="list-style-type: none"> Covid-19 restrictions reduced the number of meetings in 2020 and 2021, nonetheless, the CCTWG could have shifted to online meeting format |
| 19. Level of engagement of targeted sectors in CCTWG meetings, including meetings for update of national M&E indicators | <ul style="list-style-type: none"> 83% | <ul style="list-style-type: none"> 90% | <ul style="list-style-type: none"> 90% | Orange | Orange | <ul style="list-style-type: none"> based on attendance/representation of sectors at CCTWG meetings SMART indicator analysis noted attendance is a poor measure of “level of engagement” |
| Output: 2.6 An NDC implementation plan is developed, including required sectoral actions and governance arrangements | | | | | | |
| 20. NDC implementation plan developed with required sectoral actions and governance arrangements and with private sector participation and engagement. | <ul style="list-style-type: none"> No | <ul style="list-style-type: none"> Yes | <ul style="list-style-type: none"> Yes (in large measure) | Green | Orange | <ul style="list-style-type: none"> NDC Roadmap and Stakeholder Engagement Plan 2019 – 2030 was developed in 2019 The LTS4CN Implementation Plan was also developed in 2022. To measure the implementation progress, the key data for the MRV for NDC/LTS4CN tracking system has been developed, and the data has been collected from the 18 sectoral ministries/institutions, and the focal points for all these ministries/institutions were designated by target ministries and trained. The final private sector engagement plan has been finalized in 2021. |
| Output: 2.7 Model for delivery of climate change response at district and provincial level is developed and tested, in line with decentralization reforms | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|---|--|--|--|-------------|--------|---|
| 21. Status of procedures developed and tested in at least one province and one district for climate change mainstreaming in line with their functional responsibilities | <ul style="list-style-type: none"> No | <ul style="list-style-type: none"> Yes (tested) | <ul style="list-style-type: none"> Yes (tested) | | | <ul style="list-style-type: none"> sub-national level climate investment system developed and approved by line ministries training provided to local technical staff in Prey Veng and Svay Rieng administrations to collect and integrate project information on climate investment in management databases consultation meetings held in Ratanakiri and Siem Reap on integration of climate investment information into IT management system testing of climate investment database system conducted with technical staff of Kampot, Prey Veng and Svay Rieng administrations development and data collection for Vulnerability Index (VI) or Vulnerability Risk Assessment (VRA) report on linkage between information contained in Commune Database (CDB) and VI completed |
| Outcome 3 National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened | | | | | | |
| 22. Amount of climate change public expenditure at national, sectoral and sub-national level (<i>domestic funds only</i>) | <ul style="list-style-type: none"> USD \$71M (2016) | <ul style="list-style-type: none"> annual targets <ul style="list-style-type: none"> 2018 – USD \$78M 2019 – USD \$82M 2020 – USD \$87M 2021– USD \$93M 2022 – USD \$99.4M 2023 – n/a (data n/a) | <ul style="list-style-type: none"> CPER (November 2023) (<i>domestic funds only</i>) <ul style="list-style-type: none"> 2018 – USD \$220.3M 2019 – USD \$234.0M 2020 – USD \$270.0M 2021 – USD \$303.5M 2022 – USD \$236.8M 2023 – n/a | | | <ul style="list-style-type: none"> data from CPER (November 2023) Figure 4. Source of Public Climate Finance (in billions of KHR) conversion rate KHR to USD used is 4:1 |
| Output: 3.1 Climate-related expenditures are regularly tracked and their efficiency and effectiveness is analysed | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|---|---|--|---|-------------|--------|---|
| 23. Annual climate public expenditure report is available, including analysis of effectiveness and gender analysis | <ul style="list-style-type: none"> No(CPER does not include effectiveness or gender) | <ul style="list-style-type: none"> Yes (annual reports based on previous years data as noted in Indicator 22) | <ul style="list-style-type: none"> Yes | | | <ul style="list-style-type: none"> The 2022 CPER has been finalized and sent to MEF for publication in Q1 2024. Gender integration in climate change programmes and gender CC related public expenditure was analyzed. CPER has been developed annually from 2013, with CCCA support |
| Output: 3.2 MEF receives technical support to increase its capacities to conduct policy research on fiscal and economic policy issues related to climate change and develop the corresponding policy instruments | | | | | | |
| 24. Number of policy studies (supported by CCCA3) with MEF staff involvement on economic and fiscal policy issues related to climate change | <ul style="list-style-type: none"> 1 | <ul style="list-style-type: none"> 6 | <ul style="list-style-type: none"> 6 | | | <ul style="list-style-type: none"> CCCA3 supported the following 5 policy studies bringing the total to 6: <ol style="list-style-type: none"> Assessing the Potential Impacts of Fiscal Measures to Reduce Import Duties/Taxes on Electric Motorbikes Climate Public Expenditure Review (Updated annually) Study on intermodal transport master plan completed in 2021. Economic analysis of Green Urban Infrastructure in Phnom Penh (presented to MEF, MLMUPC and PP municipality) Scoping study on carbon pricing options in Cambodia (in cooperation with regional programme of UNDP). Study on imports of second-hand cars to support banning older vehicle imports |
| 25. Number of legal and policy instruments introduced with CCCA3 support to promote climate-smart investments and practices | <ul style="list-style-type: none"> 1 (budget circular) | <ul style="list-style-type: none"> 6 | <ul style="list-style-type: none"> 6 | n/a | | <ul style="list-style-type: none"> CCCA3 supported 5 legal and policy instruments to promote climate-smart investment for a total 6: <ol style="list-style-type: none"> The LTS4CN developed and submitted to the UNFCCC in December 2021. Updated NDC 2020 CCCSP 2024 – 33 (under development) The draft of the Sub-decree on the Management of GHG Emissions Reduction Mechanisms has been submitted to the MEF. Sub-decree on Air Quality, Noise and Vibration Management (draft for now, hopefully approved soon) The indicator specifies <i>with MEF staff involvement on economic and fiscal policy issues related to CC</i> The above studies have not had MEF staff involvement and therefore have failed to build knowledge, experience and capacity within MEF |
| Output: 3.3 Innovative adaptation and mitigation approaches from the public and private sector receive seed funding and have access to scaling-up opportunities | | | | | | |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M T R | T E | Justification for rating |
|--|------------|--|--|-------------|--------|---|
| 26. Number and type of adaptation and mitigation activities supported by CCCA3 innovation grant facility | • 0 | • 10 | • 12 | | | <ul style="list-style-type: none"> • Twelve adaptation and mitigation projects have been supported by the CCCA3 innovation grants <ol style="list-style-type: none"> 1. Building the Electric Mobility Ecosystem in Cambodia 2. Climate Smart Farming Project 3. Pushing Energy Efficiency in Cambodia 4. Strengthening Climate Information and Early Warning System in Cambodia to Support Climate Resilient Development and Adaptation to CC 5. Innovation Facility Demonstration Ram Pump 6. Sustainable financing for climate action through community forestry 7. Ensuring safe and resilient drinking water supply services for 3 communes in times of Covid-19 8. Resilience and Adaptation Planning for Ecosystem and Sustainable Development 9. Waste Water Treatment Waste Management in Industry and SMEs Sector 10. Scale pilots to accelerate the uptake of efficient electric cooking appliances to mitigate climate impacts through avoided deforestation and reduced emissions 11. Enhancing Climate Resiliency through Strengthening MFMA Management Effectiveness in Kampong Prey Nob District 12. CSO-Public partnership to favor safe water access in rural areas |
| 27. Number of beneficiary households of adaptation and mitigation activities supported by the CCCA3 innovation grant facility (and number of beneficiaries disaggregated by sex) | • 0 (2018) | <ul style="list-style-type: none"> • 1,000 HH • 4,000 people, 60% female | <ul style="list-style-type: none"> • 10,569 HH • 2,537 female-headed HH • 1,989 HHs of ID Poor • 46,619 people (38% females) | | | <ul style="list-style-type: none"> • CCCA3 innovation grants reaching HH is as follows (grant holder, #HH, project type): <ol style="list-style-type: none"> 1. TS1001 – 3,879 HH – safe drinking water 2. iDE – 268 HH – electric cooking stoves 3. Recoftc – 745 HH – community forestry 4. PIN – 1,501 HH – early warning systems for CC 5. HEKS – 212 HH – CSA cover crops 6. NIA: 20 HH 7. FAEC – 2,786 HH – CSA biochar for soil carbon 8. MISTI – 220 HH – SME waste water treatment 9. MRD/TS1001 – 1,150 HH – community water supply |

| Project Objective/ Outcome Indicators | Baseline | End of Project target | TE Assessment | M | T | Justification for rating |
|---|----------|-----------------------|--|---|---|---|
| | | | | R | E | |
| 28. Volume of funds (by type public/private) leveraged through the financing facility | • 0 | • USD \$2 million | <ul style="list-style-type: none"> • Total \$702,887 <ul style="list-style-type: none"> ○ public - \$284,619 ○ private - \$418,268 | | | <ul style="list-style-type: none"> • the public and private funds recorded were leveraged as co-financing for CCCA3 supported projects |