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# **Terminal Evaluation of Cambodia Community-Based Adaptation Programme (CCBAP)**

**United Nations Development Programme  
Cambodia**

February 2015

Final Report

*Evaluation team:*

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*Evaluation team*

*31 December 2014*

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## Geographical Map of Cambodia



## Abbreviations

ADB	Asia Development Bank
APR	Annual Progress Report
CBA	Community based Adaptation
CBO	Community based Organisation
CC	Climate Change
CCA	Climate Change Adaptation
CCAP	Climate Change Action Plan
CCBAP	Cambodia Community Based Adaptation Programme
CCCA	Cambodia Climate Change Alliance
CCCSP	Cambodia Climate Change Strategic Plan
CDP	Community Development Plan
CIP	Community Investment Programme
CPAP	Country Programme Action Plan
CO	Country Office
CPD	Country Programme Document
DAC	Development Assistance Committee
EU	European Union
FAO	Food and Agriculture Organisation
FGD	Focus Group Discussion
FWUC	Farmers' Water User Committee
ha.	Hectare
IFAD	International Fund for Agricultural Development
INGO	International Non Government Organisation
IWMI	International Water Management Institute
KII	Key Informant Interview
KM	Killometre
LNGO	Local Non Government Organisation
MAFF	Ministry of Agriculture, Forests and Fisheries
M&E	Monitoring and Evaluation
MOE	Ministry of Environment
MOWRAM	Ministry of Water Resources and Meteorology
MTR	Mid-Term Review
MOU	Memorandum of Understanding
NAPA	National Adaptation Plan of Action
NAPA-FU	NAPA-Follow Up
NCCC	National Climate Change Committee
NCDD	National Committee for sub-national Democratic Development
NSC	National Steering Committee
NSDP	National Strategic Development Plan
OECD	Organisation for Economic Cooperation and Development
PDA	Provincial Department of Agriculture
PDOWRAM	Provincial Department of Water Resources and Meteorology
ProDoc	Project Document
RGC	Royal Government of Cambodia
SIDA	Swedish International Development Agency
SCCSP	Sectoral Climate Change Strategic Plan
SGP	Small Grants Programme

SPCR	Strategic Programme of Climate Resilience
SRI	System Rice Intensification
TOC	Theory of Change
TOR	Terms of Reference
UNCDF	UN Capital Development Fund
UNOPS	UN Office for Project Services
USAID	United States Agency for International Development
US\$	United States Dollar
VfM	Value for Money
VRA	Vulnerability Reduction Assessment

## Executive Summary

### Background:

1. The Cambodia Community Based Adaptation Programme (CCBAP) is one of the initiatives of UNDP which funds local non-government organisations (LNGOs) and community-based organisations (CBOs) to support adaptive capacity of rural communities in areas vulnerable to climate change. The LNGOs/CBOs work closely with local stakeholders and authorities such as the Commune Councils and provincial authorities. The project (2010-2015)<sup>1</sup> which started in 2011 envisaged in the project document a terminal evaluation. This report presents findings and conclusions of the independent evaluation undertaken in December 2014.
2. The terminal evaluation assessed the overall performance (outputs, outcome and impact) of the project as well as lessons that will need to inform future programme. The evaluation used a mixed-method approach to gather and analyse data and used the following specific criteria to draw conclusions and make recommendations: Relevance, Effectiveness, Efficiency, Impact, Sustainability and Coherence/complementarity.

### CCBAP Project Context and Objectives:

3. In 2012, the Royal Government of Cambodia (RGC) developed Cambodia Climate Change Strategic Plan (CCCSP) which addresses climate change impacts on the National Strategic Development Plan (NSDP). In line with the priority interventions outlined in the Cambodian National Adaptation Programme for Actions (NAPA) to climate change, the UNDP supported the Ministry of Agriculture, Forestry and Fisheries (MAFF) since 2009 in piloting climate change-resilient agricultural water management in two provinces through the NAPA follow up (NAPA FU) project. Subsequently CCBAP was launched in 2011.
4. Besides these, since 2010, there have been several major initiatives in climate change adaptation (CCA) targeting rural areas and rural livelihoods, including: (i) UNDP's support (2011-2015) to National Committee for sub-national Democratic Development (NCDD); (ii) Strategic Programme for Climate Resilience (SPCR) financed by Asian Development Bank (ADB); and (iii) USAID-funded 'addressing rural vulnerability' project (2010-2015), amongst others.
5. Directly contributing to country programme outcome 2 of UNDP Cambodia, CCBAP has enabled farmers in the target communities to increase their production and income through irrigation and, in some cases, diversification of livelihoods. The CCBAP project objective was *"To improve community-based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia."*<sup>2</sup> The intended project outputs were the following:<sup>3</sup>

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<sup>1</sup> Initiated in December 2010, but actual implementation started in 2011. Originally the project was to end in 2012, but subsequently received additional no-cost extension and funding which now comes to an end in March 2015.

<sup>2</sup> UNDP Cambodia (2011a). *Project Document – Cambodia Community-Based Adaptation Programme (CCBAP)*

<sup>3</sup> UNDP Cambodia (2011a). *Ibid*



- i. improved necessary capacity within NGOs, CBOs and local communities to implement community adaptation measures;
  - ii. mainstreaming of adaptation to climate change at commune level; and
  - iii. lessons learned and good practices documented and shared to influence changes in policy and programme development.
6. The project<sup>4</sup> received a total funding of US\$ 4.51 million.<sup>5</sup> Since the launch of the project, 50 LNGOs / CBOs (71 grants) have been funded by CCBAP to plan and implement adaptation measures in 428 villages, 113 communes, 59 districts and 21 provinces of Cambodia. As per the Annual Progress Report (APR) for 2013,<sup>6</sup> cumulatively since 2011, CCBAP benefited a total of 15,320 vulnerable households (70,336 people including 37,667 women).<sup>7</sup>

## Key Findings:

### Improved capacity for Climate change adaptation at community level

7. With the facilitation of LNGOs/CBOS, the project has created awareness in communities about climate risks and how peoples' lives and livelihoods are affected by climate change. It has also brought about a collegial relationship between community members and commune councils who now engage in dialogue and discussions on local needs.
8. A major activity that has been supported is rehabilitation of small-scale infrastructures like tertiary canals, small dams, community ponds, water pipelines and repair of roads undertaken at village level through commune councils. Canals were helping farmers to take two crops of rice, and in a few cases, even three.
9. CCBAP has facilitated revival of farmers' water users committees (FWUCs)<sup>8</sup> which are required to undertake collection of user fees for regular maintenance of water structures; however, except a few, most of these seen have not yet acquired the capacity to mobilise enough funds to be able to ensure maintenance of the structures.
10. Evidences showed that although providing access to irrigation and drainage to communities was critical, farmers needed to be encouraged to move from exclusive reliance on rice farming to diversified cropping including high value crops and drought-tolerant species. Secondly, the levees of canals and reservoirs needed to be made stronger through compacting and grassing at the time of construction to ensure that the structures remain functional for at least 5-7 years.
11. Promoting savings groups has been a key intervention. With a few exceptions, site visits showed that groups formed in 2011-12 were no longer functioning; those formed in 2013-14 were functioning. There is need for a systematic study of the savings groups created through CCBAP to assess if these were targeting the most

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<sup>4</sup> Unless otherwise qualified, 'project' refers to CCBAP in this document.

<sup>5</sup> UNDP Cambodia (2014). *CCBAP Quarterly Project Report, Quarter 2, 2014 – 1 April-31 June 2014*.

<sup>6</sup> The latest for which data was available at the time of this evaluation.

<sup>7</sup> UNDP Cambodia (2013). *CCBAP Annual Report, 2013, Final*

<sup>8</sup> In Cambodia, the Water Law of 2007 establishes the legal basis for the FWUCs which are required to be registered with the Provincial Department of Water Resources and Meteorology (PDOWRAM), and operation and maintenance of downstream parts of irrigation systems are left to these committees.

vulnerable, and to understand the factors that contributed to success or failure of these groups.

12. Capacity building of implementing partners has focused on, besides technical knowledge on climate change, Vulnerability Reduction Assessment (VRA) and proposal writing, aspects of contract management and compliance procedures related to reporting, finance and accounting. The ability of LNGOs/CBOs to engage with communities in dialogue on need for changing and adapting cultural practices in farming is limited.

### **3.2 Integrating Community Based Adaptation into commune plans and budgets**

13. At the national level, CCBAP has worked with the NCDD to develop guidelines for climate change mainstreaming at commune level. A core group on climate change mainstreaming has developed draft operational guidelines on mainstreaming climate change in sub-national planning process. This is now awaiting approval by government.
14. Pending finalisation of guidelines by the NCDD, UNDP has started encouraging its implementing partners to work directly with commune councils who were trained in VRA and in developing commune development/investment plans (CDP/CIPs) incorporating CCA considerations at the commune level. So far 87 of the 128 target communes<sup>9</sup> have integrated project activities into CDP/CIPs.

### **3.3 Evidence-based advocacy and policy influence**

15. CCBAP has undertaken several activities and technical interventions in order to engage with external stakeholders: training and technical support on VRA to NGOs and other stakeholders, production and dissemination of video documentaries, case studies uploaded on website. The contribution of these activities toward influencing policy at national or regional level has been mainly in developing climate change mainstreaming guidelines.
16. At present the predominant focus of CCBAP has been on implementing ‘projects’. There is need for CCBAP to engage in learning-focused research and experimentation which it has not done so far. The evaluation noted that although there were several projects within UNDP which address community-based adaptation (CBA), there does not appear to be any significant attempt at drawing and synthesising lessons from all these initiatives.

### **3.4 Partnership and complementarity with other CCA initiatives**

17. There are several other initiatives in the country which support community-based adaptation, some nationwide, and others in selected provinces. At the level of communities, these projects are indistinguishable and deliver very similar activities and outputs, though with different implementation modalities. Amidst these plethora of CBA interventions, it is unclear if CCBAP makes any singular contribution.

## **Conclusions:**

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<sup>9</sup> UNDP Cambodia (2014a). *Quarterly Project Progress Report - Cambodia Community Based Adaptation Programme, (01-07-2014– 30-09-2014)*

**Relevance:**

18. CCBAP contributes to Cambodia's national development strategic plan and UNDP's country programme by enabling capacities of local government, local NGOs / CBOs to integrate CCA into local development and economic planning. The main emphasis of the project so far has been on creating communal irrigation structures which ought to be part of any on-going development work. In this regard, an issue that needs addressing is the distinctive contribution of CCBAP, given that there are various other similar initiatives in the country.
19. The project ensured that women were included as beneficiaries of various activities. Better analysis and planning of activities can enhance the resilience and adaptation aspect of the project which is now weak.

**Effectiveness:**

20. CCBAP has enabled farmers to increase production and income through irrigation and, in some cases, diversification of livelihoods. The short duration of the project assistance (12-18 months), however, has worked against realising full potential of the interventions. In relation to the intended outcome of improved adaptation capacity and resilience at community level, the project has created awareness about CCA and enabled communities and commune councils to engage with provincial authorities.
21. Besides irrigation, interventions supporting other adaptation practices like diversified cropping, adoption of crops with low water requirement (vegetables, pulses/beans), use of mulching method for water conservation have been supported, albeit on a limited scale due to weak technical capacity for programming and quality assurance.
22. The project's ability to influence national debates and policies remain weak due to its preoccupation with implementing a large number of activities, not all of which generate relevant evidence-base for developing convincing policy messages. CCBAP is yet to find its niche and criticality in terms of adaptation solutions.

**Efficiency:**

23. The project uses an efficient delivery mechanism. Monitoring and reporting of project results are predominantly activity and output-focused which stymies the project's ability to track outcomes in relation to adaptation solutions. In order to be able to engage in policy advocacy, CCBAP will need to be able to generate outputs-and outcome-data and analysis in a more scientific and robust manner than is currently being done.

**Impact:**

24. The evaluation highlighted the need for CCBAP to reassess how it positions itself amidst a number of other initiatives on CCA in the country and where it would like to make an impact. CCBAP is currently not designed to make an impact to scale or sector-wide remit, nor has it currently demonstrated a significant capacity for innovation and advocacy.

**Sustainability:**

25. The short duration of the grants (12-18 months) limits the sustainability of CCBAP interventions which are focused on addressing long-term structural and cultural issues. This is further affected by the fact that progress on institutionally linking the commune council plans to provincial plans and resources through sub-national decentralisation remains weak in Cambodia.

**Coherence and complementarity:**

26. Within UNDP, there are several other initiatives on CBA which deliver nearly similar activities and outputs through different implementation modalities. CCBAP has not built strong linkages with various initiatives which could have created synergy and complementarity to make a strong contribution to the project outcome.

**Lessons:**

27. The project needs to develop a more nuanced understanding of adaptation measures and ability to engage with communities in dialogue on need for changing and adapting cultural practices in farming.
28. There is scope for CCBAP to engage in learning-focused research and experimentation in areas where further research and evidence can help in better policy making, for example in: (i) making FWUCs effective; (ii) best practices and framework for village savings groups which can be sustainable; (iii) effect of declining rice prices on small farmers and its implications for adaptation. These will require systematic data to be gathered and analysed to develop clear policy messages.

**Recommendations:**

**Remaining duration of the current project**

- R1: Through discussions with communities and commune councils, work out and implement a plan to reinforce (through compaction and grassing) the levees/side walls of all reservoirs, ponds and canals that have been renovated in the past two years. Once this is done, explore signing a Memorandum of Understanding between the implementing partners and commune councils, handing over all responsibility for maintenance and after-care to communities.
- R2: Undertake an impact study of savings groups that have been created and carry out an audit of working capital that each group holds (should hold) and, working with commune councils, develop a realistic action plan to support these. The lessons from this study should provide valuable inputs for future programming as well as advocacy for developing an institutional framework for these groups which may have potential to mobilise significant savings for community action.
- R3: Undertake a review of all FWUCs and affiliated associations to assess their functioning and effectiveness in terms of collecting user fees for the structures that have been rehabilitated through CCBAP, and draw lessons for future. This could form basis for advocacy with government and donors involved in supporting irrigation infrastructure in the country.

- R4: Working with villagers and commune council members, conduct a survey of actual area of land (and number of farmers) irrigated by the completed structures during wet and dry seasons, production and productivity enhancement due to irrigation, and cost-benefit analysis of the interventions. This would help establish benchmarks based on evidenced data for future interventions, and get the commune councils, implementing partners and provincial authorities away from the current practice of estimating benefits of irrigation based on total land in a catchment area.
- R5: Conduct an internal review within UNDP to examine if there was anything UNDP could have done or do further to move forward on outputs 2 and 3, including establishing stronger linkage with other similar projects on CCA under its execution.
- R6: As the project is currently due to end in March 2015, to allow a reasonable time-frame to carry out the above activities, UNDP needs to request the donor(s) for an extension up to December 2015, with a clear interim plan and budget from April-December, 2015. This would allow for, besides completing the above activities, time to ensure that lessons from the current project are critically analysed and taken on board for future programming.

#### **Future Programme**

- R7: The theory of change needs to be clearly predicated on the theme of innovation and evidence-based advocacy on CBA, and this needs to drive selection of implementing partners and CCBAP staff capacity put in place for managing the initiative.
- R8: Ensure that activities and sub-projects implemented at community level have minimum duration of 3 years to allow for follow-up and capacity development for sustainability.
- R9: Synthesise lessons and evidence that emerge from the recommendations R2-R5 above and develop advocacy messages and training/ exchange programme promoting best practices aimed at implementing partners and commune councils.
- R10: To strengthen current capacity of implementing partners and CCBAP team to bring emerging knowledge on adaptation and best practices to bear on project analysis, planning and implementation, UNDP should recruit a senior technical adviser with strong adaptation background capable of bringing emerging knowledge from different contexts on good practices and with advocacy experience to support the CCBAP project.

## Section 1

# Introduction, Purpose and Methodology of the Evaluation

### 1.1 Background to the Evaluation:

1. The Cambodia Community Based Adaptation Programme (CCBAP) is one of the initiatives of UNDP in line with the National Adaptation Plan of Action (NAPA) which emphasises the need to improve agricultural productivity through climate-resilient measures to reduce the vulnerability of farmers to climatic hazards. The project funds local non-government organisations (LNGOs) and community-based organisations (CBOs) which work to increase adaptive capacity of rural poor communities in areas vulnerable to climate change by providing them access to water to improve agricultural yields, to productive assets (such as irrigation structures, quality seeds and animals), and by improving agricultural techniques through raising awareness of rural communities and local authorities on climate change. At the same time, working with all concerned stakeholders, the programme attempts to facilitate integration of adaptation measures into commune development plans to ensure sustainability. In order to implement CCBAP-funded projects, the LNGOs/CBOs work closely with local stakeholders and authorities such as the Commune Councils, Provincial Department of Water Resources & Meteorology (PDOWRAM), and Provincial Department of Agriculture (PDA).
2. The project (2010-2015)<sup>10</sup> which started in 2011 envisaged in the project document an end-of-project evaluation. This report presents findings and conclusions of the evaluation undertaken in December 2014.

### 1.2 Purpose and Objectives of the Evaluation:

#### 1.2.1 Purpose and scope

3. The purpose of this terminal evaluation was to assess the overall performance (outputs, outcome and impact) of the project as well as lessons which will need to inform future programme. The evaluation examined the progress made and challenges faced in the course of implementation over the last four years of the project with a view to derive lessons for future programming in community-based adaptation (CBA).
4. The CCBAP project contributes to UNDP's Country Programme Action Plan (CPAP) 2011-2015 Outcome 2: "*National and local authorities, communities and*

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<sup>10</sup> Initiated in December 2010, but actual implementation started in 2011. Originally the project was to end in 2012, but subsequently received additional no-cost extension and funding which now comes to an end in March 2015.

*private sector are better able to sustainably manage ecosystem goods and services and respond to climate change” and Output 2.3 “A national strategy, programme, and financing mechanism established for cohesive climate change response at national, sub-national, and community levels”.*

5. The project objective is “*To improve community-based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia.*”<sup>11</sup> The scope of the evaluation covered various activities undertaken since 2011 under the three outputs of the project as listed below:<sup>12</sup>
  - improved necessary capacity within NGOs, CBOs and local communities to implement community adaptation measures;
  - mainstreaming of adaptation to climate change at commune level; and
  - lessons learned and good practices documented and shared to influence changes of policy and programme development.

### 1.2.2 Objectives of the evaluation

6. The evaluation assessed the overall performance against outcome and output indicators in the CCBAP Results and Resources Framework and identified and analysed the external and internal factors that contributed to or hindered project implementation and outcome, and drew lessons from these. Towards this end, as envisaged in the Terms of Reference (TOR, Annex 1),<sup>13</sup> the evaluation had the following specific objectives:
  - To review and assess the overall development progress to date at 3 levels of development results (outputs, outcomes and impacts), as well as to identify opportunities and challenges in related to design, implementation and management of the CCBAP based on the following criteria: relevance, effectiveness, efficiency, impact, sustainability, and coherence.
  - To assess how the programme is related to or complements other climate change, gender sensitivities and equality activities including overall contribution to the UNDP Country Programme Action Plan (CPAP) 2011-2015;
  - To identify lessons and good practices from CCBAP, with potential for replication or inclusion in national policies or programmes; and
  - To synthesise lessons and provide recommendations on the design of the future UNDP’s work on community-based adaptation and engagement with civil society organisations.

### 1.3 Organisation of the Evaluation:

7. The evaluation was commissioned by the UNDP country office (CO) in Cambodia and managed by the CCBAP team. Through an international recruitment process, two independent consultants were selected and tasked to carry out the evaluation. The field visit for the evaluation took place during 1 to 19 December 2014. The

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<sup>11</sup> UNDP Cambodia (2011a). *Project Document – Cambodia Community-Based Adaptation Programme (CCBAP)*

<sup>12</sup> UNDP Cambodia (2011a). *Ibid*

<sup>13</sup> UNDP Cambodia (2014b). *Terms of Reference for Terminal Evaluation of Cambodia Community-Based Adaptation Programme*



CCBAP team provided support in arranging meetings and interviews, field visits and ensured that the evaluation team had access to necessary documents.

**The evaluators and declaration of any bias:**

*Abhijit Bhattacharjee* is an independent evaluation and strategy expert with over thirty years of senior management and consulting experience in international organisations in various parts of the world. With extensive experience in NGOs, the United Nations, Government aid agencies and Red Cross/Red Crescent Movement, he has carried out short-term consulting assignments for UNDP (and other UN agencies) from time to time, but has never sought or occupied any full- or part-time staff position in any of the UN agencies. He had previously (2012) undertaken a short-term consulting work for UNDP Cambodia country office as team leader for evaluation of NAPA follow up project.

*Dr. Sovith Sin* is an independent consultant based in Cambodia, with 26 years work experiences include managing, implementing and consulting for a range of programme activities funded by AusAID, USAID, World Bank, UNESCO, UNDP, UNCDF, WFP, FAO and NGOs in the field of climate change, food security, social protection, agricultural research and extension, community and rural development, humanitarian assistance, strategic planning and management, monitoring and evaluation, impact assessment, and university teaching.

8. Following a series of initial briefings and meetings in Phnom Penh and prior to the commencement of fieldwork, the evaluation team produced an inception report (Annex 2) outlining key elements of the evaluation approach, framework and methodology which were agreed with the CO and relevant stakeholders. In the fieldwork phase, the evaluators travelled to eight provinces (Kampong Speu, Takeo, Kampot, Svay Rieng, Prey Veng, Kampong Cham, Kampong Thom, Kratie, and Ratanakiri Provinces) to gather data from a range of sources, including commune councils, beneficiary communities and implementing partners. A full itinerary of the evaluators is given at Annex 3. At the end of the field visit, an exit debrief was conducted in Phnom Penh with UNDP (and project) staff and management, where the team presented preliminary findings, following which draft reports were circulated for comments and further validation before the report was finalised.

#### 1.4 Methodology:

9. The overall methodology used by the evaluation team is outlined in detail in the inception report. The evaluation used performance indicators in the logframe (results and resources framework) to answer the key questions detailed in the TOR. The specific criteria used by the evaluation are the following ones based on the OECD/DAC criteria<sup>14</sup> for evaluation of development projects:
  - Relevance
  - Effectiveness
  - Efficiency
  - Impact
  - Sustainability
  - Coherence/complementarity
10. Key evaluation questions, sources of data and methods of gathering these are detailed in the inception report (Annex 2) attached with this report.

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<sup>14</sup> OECD/DAC (2002). *DAC Criteria for Evaluating Development Assistance* ([www.oecd.org/dac/evaluation](http://www.oecd.org/dac/evaluation)), 2002.



11. The data collection for this review was mainly done through purposively selected key informant interviews (KIIs), semi-structured discussions, documents research and carefully structured focus group discussions (FGDs) with local authorities and communities in selected provinces (8) which were visited during the evaluation. Full details of all interviews, site visits and activities seen by the evaluation team are provided in Annex 4 attached with this report. The evaluation also used data from documents made available by UNDP and some gleaned through web search by the evaluators. The following table shows the breakdown of primary data sources (key informants, FGDs, semi-structured interviews and site visits) in different locations during the fieldwork:

**Table 1: Details of interviews and site visits conducted by the evaluation team**

	Phnom Penh	Provinces			
		Communes visited	Sites visited	FGDs held	KII held
UNDP staff	8	-	-	-	-
Government	6	-	-	-	-
LNGO/CBO	-	-	-	-	6
Others	2	-	-	-	-
Commune council	-	14	-	4	7
Beneficiaries	-	-	-	7	21
Canal rehab	-	-	6	-	-
Pond/reservoir	-	-	13	-	-
Savings group	-	-	10	2	-
FWUC	-	-	11	4	-

12. A list of key documents consulted is attached as Annex 5.

### Triangulation of data

13. Triangulation is a core principle in mixed-method data collection to ensure that the results are linked up into a coherent and credible evidence base. The selection of sites and partners for field visit was based on the methodology agreed in the inception report. In all, 14 communes where 9 partners were working were visited – this constitutes almost 18% of total number partners assisted through CCBAP which is a good sample size for a mixed method evaluation. The selection was done in consultation with CCBAP team - the partners chosen were those who implemented significant number of activities/projects in areas with high concentration of activities under CCBAP. The activities were randomly chosen in consultation with CCBAP team to give a representative nature of sample for primary data gathering.
14. This evaluation mainly relied on:
- *Source triangulation.* The consultants compared information from different sources, i.e. Government officials, implementing partners, UNDP staff, commune councils and individual beneficiaries.

- *Method triangulation.* The consultants compared information collected by different methods, e.g. interviews, focus group discussion, documents review.
  - *Researcher triangulation.* Comparison and collation of information collected by different team members during the course of their desk research and data gathering.
  - *Oral presentation* of preliminary findings and conclusions to UNDP country office management and key staff of relevant LNGOs/CBOs in the country as part of the validation process.
15. As mentioned above the evaluation used multiple sources of data to triangulate its findings. As far as possible, the evaluators have ensured that their observations were informed by site visits as well as findings from desk reviews and key informant interviews. As a principle, the evaluation ensured that opinions, views and perspectives offered by each interviewee or key informant were tested against information obtained from focus groups and documents. Any perspective or data offered by one source that could not be validated against data obtained from other sources was considered ‘unreliable evidence’ for the evaluation and, hence, rejected in the analysis.

### 1.5 Limitations:

16. The evaluation faced the following challenges in undertaking the evaluation:
- i. The project has a nationwide remit and covers 21 provinces. Given the tight time-frame the evaluators had for field work<sup>15</sup> and submission of the evaluation report, the evaluation relied on secondary data on scale and coverage - number of communities and households assisted – and there was no quantitative survey undertaken at the level of communities.
  - ii. Furthermore, the terminal evaluation methodology was not geared toward carrying out an impact assessment and hence comments made in the evaluation on impact are limited to assessment of immediate results and outcomes and their potential to contribute to intended impact.
  - iii. As mentioned in the inception report, aggregate and gender-disaggregated data on beneficiaries reached by the project are based on self-reported information in Annual Progress Reports (APR). At the time of the evaluation, APR for 2014 was not available and hence this report took into account data available in APRs for 2011-2013 only. Reports and data available with UNDP and partner agencies were mostly input and activity oriented which limited their usefulness evaluating outcomes.

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<sup>15</sup> Time-frame allocated for the evaluation was 20 days for desk review, briefing, interviews, inception report visit, data analysis and drafting of report.

## Section 2

# Introduction to CCBAP - Project Context and Content

## 2.1 The Project Context and Objectives:

### 2.1.1 Overview – poverty and climate change in Cambodia

17. The overall context within which UNDP’s programming takes place in Cambodia is described in the country programme document (CPD)<sup>16</sup> for 2011-2015. The Output 2.2 in the CPD is stated as: “*National Climate Change Committee, key line Ministries and subnational authorities enabled to integrate adaptation into development.*”
18. Cambodia is ranked among the top 10 countries most vulnerable to climate change.<sup>17</sup> With nearly eighty percent of the population living in rural areas and more than 70 percent relying on agriculture that is heavily sensitive to climate change, the risks to peoples’ livelihoods and economy due to climatic factors are enormous. Cambodia has reduced its nation-wide poverty from 47% in 1993 to 19.8 % in 2011.<sup>18</sup> Poverty in Cambodia is overwhelmingly a rural phenomenon, with small-scale farmers practising agriculture at the subsistence level, using traditional methods with low productivity. Rice is the principal crop occupying at least 82% of the cultivated agricultural land, with corn and cassava jointly accounting for a further 8%.<sup>19</sup> Of the total rice crop, 87% (2.2 million hectares) is grown in the wet season. The Food and Agriculture Organisation (FAO) estimated<sup>20</sup> that only about 17% of the rice crop is fully irrigated,<sup>21</sup> with rest relying on rainfall – that means about 83% of the rice crop is entirely or largely dependent on rainfall.
19. The combination of high poverty levels and high dependence on rain-fed agriculture which is based on predominantly a one-crop-farming system renders Cambodia’s rural economy highly vulnerable to seasonality shocks due to climatic factors. Already there is emerging evidence that agriculture-based livelihoods and overall food security in Cambodia are being affected by increasing frequency and severity of floods, dry spells and drought events.<sup>22</sup>

<sup>16</sup> UNDP (2010). *Draft country programme document for Cambodia (2011-2015)*

<sup>17</sup> <http://www.undp.org/content/undp/en/home/blog/2014/9/23/cambodia-turns-climate-change-crisis-into-opportunity/> (visited 16/12/2014, 09:32GMT)

<sup>18</sup> <http://www.kh.undp.org/content/cambodia/en/home/ourwork/povertyreduction/overview.html> (Accessed on 16/12/2014, 10:01GMT)

<sup>19</sup> UNDP Cambodia (2011b). *Climate Resilience Through Water Management Capacity*, Julian Abrams, September 2011

<sup>20</sup> Cited in UNDP Cambodia (2011a). *Op. cit*

<sup>21</sup> MoWRAM estimates a rather larger area under irrigation of about 417,000 ha of dry season rice and about 629,000 ha of wet season rice in 2007; however these figures include recession crops and wet season crops with only partially effective supplementary irrigation.

<sup>22</sup> UNDP Cambodia (2010a). *Inception Report – Promoting Climate-resilient Water Management and Agricultural Practices in Rural Cambodia*. March 2010

20. The government has prioritised the rice subsector, in particular, as the main sector for alleviating poverty, especially rural poverty. This called for an expansion in the proportion of irrigated land (including supplemental irrigation) from 20% to 25%, and the irrigated rice area to increase from 588,687 ha to 650,000 ha.<sup>23</sup>

### 2.1.2 Climate change adaptation (CCA) in Cambodia

21. Cambodia's efforts to fight climate change began in 1995 when the country ratified the United Nations Framework Convention on Climate Change (UNFCCC) and later acceded to the Kyoto protocol in 2002. In 2006, the Cambodia national adaptation programme of action to climate change (NAPA) was developed.
22. Recognising climate change as a challenge to development requiring urgent and joint attention, in late 2013, the government developed Cambodia Climate Change Strategic Plan (CCCSP),<sup>24</sup> covering 2014-2023 which addresses climate change impacts on the National Strategic Development Plan (NSDP). The CCCSP has eight strategic objectives,<sup>25</sup> all of which are of direct import for CCA and mitigation. Nine priority line ministries were identified and have subsequently prepared their Sectoral Climate Change Strategic Plans (SCCSPs). Based on these, sector-specific Climate Change Action Plans (CCAP) are now being prepared for 2014-2018.<sup>26</sup>
23. UNDP has played a key role in supporting the Government and development partners in translating the various commitments and plans of the Royal Government of Cambodia (RGC) into tangible action plans to benefit vulnerable communities in the country. In response to the issues discussed above and in line with the priority interventions outlined in the Cambodian National Adaptation Programme for Actions (NAPA) to climate change, the UNDP supported the Ministry of Agriculture, Forestry and Fisheries (MAFF) since 2009 in piloting climate change-resilient agricultural water management in two provinces through the NAPA follow up (NAPA FU) project.
24. In February 2010, the RGC launched Cambodia Climate Change Alliance (CCCA), led by the MoE and supported by the European Union (EU), the Governments of Denmark, Sweden and UNDP. The CCCA is anchored in the government's National Climate Change Committee (NCCC) which is the

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<sup>23</sup> S. de Silva, R. Johnston, S. Senaratna Sellamuttu, (2014). *Agriculture, irrigation and poverty reduction in Cambodia: Policy narratives and ground realities compared*. CGIAR Research Program on Aquatic Agricultural Systems. Penang, Malaysia. Working Paper: AAS-2014-13.

<sup>24</sup> Royal Government of Cambodia, National Climate Change Committee (2013). *Cambodia Climate Change Strategic Plan (2014-2023)*

<sup>25</sup> 1. Promote climate resilience through improving food, water and energy security; 2. Reduce sectoral, regional, gender vulnerability and health risks to climate change impacts; 3. Ensure climate resilience of critical ecosystems (Tonle Sap Lake, Mekong River, coastal ecosystems, highlands, etc.), biodiversity, protected areas and cultural heritage sites; 4. Promote low-carbon planning and technologies to support sustainable development; 5. Improve capacities, knowledge and awareness for climate change responses; 6. Promote adaptive social protection and participatory approaches in reducing loss and damage due to climate change; 7. Strengthen institutions and coordination frameworks for national climate change responses; and 8. Strengthen collaboration and active participation in regional and global climate change processes.

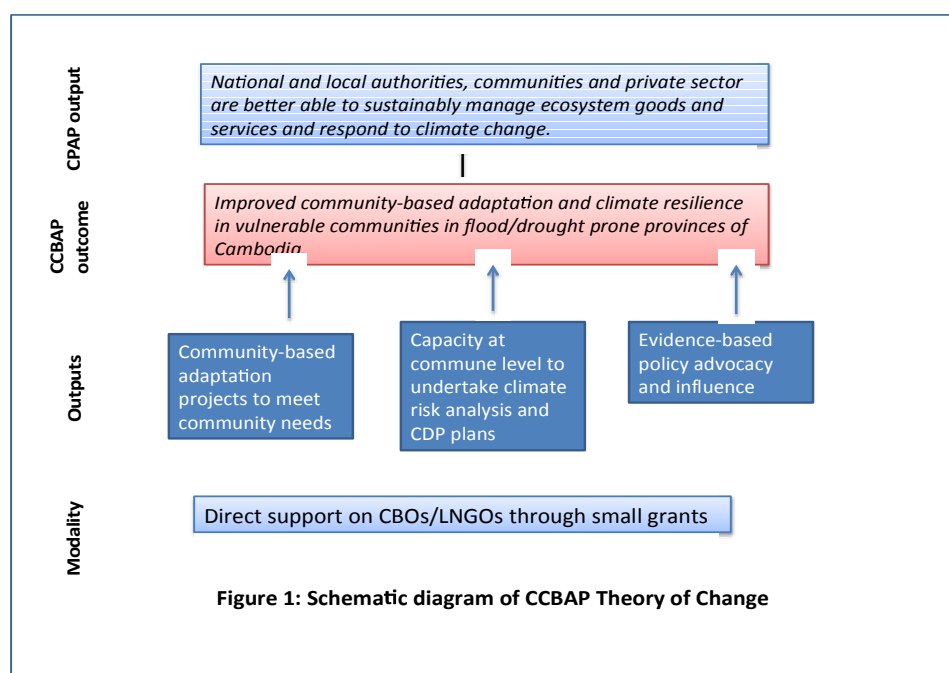
<sup>26</sup> Cambodia Climate Change Alliance (2014). *Climate Change Practice Note – The factors of change*. January 2014

mandated government focal point for coordinating and policy support on all aspects of climate change.<sup>27</sup> The initiative strengthens coordination and capacity in national, local government agencies and civil society organisations and provides a grant facility to pilot adaptation measures.

25. Besides these, since 2010, there have been several major initiatives in CCA targeting rural areas and rural livelihoods, including: (i) UNDP's support (2011-2015) to National Committee for sub-national Democratic Development (NCDD); (ii) Strategic Programme for Climate Resilience (SPCR) financed by Asian Development Bank (ADB); and (iii) USAID funded 'addressing rural vulnerability' project (2010-2015), amongst others.

### 2.1.3 Key elements of CCBAP

26. The theory of change underpinning the CCBAP project as articulated in the project document is presented below (Figure 1).



27. CCBAP funds LNGOs and CBOs which work to increase adaptive capacity of rural poor communities in areas vulnerable to climate change by providing them access to water to improve agricultural yields, to productive assets (such as rural infrastructure, finance, quality seeds, and animals), and by improving agricultural techniques through raising awareness of rural communities and local authorities on climate change. At the same time, working with all concerned stakeholders, the programme attempts to facilitate integration of adaptation measures into commune development plans to ensure sustainability. In order to implement CCBAP-funded projects, the LNGOs/CBOs work closely with local stakeholders and authorities such as the Commune Councils, PDOWRAM and PDA.

<sup>27</sup> Cambodia Climate Change Alliance (2014). *Op. cit*

28. Since the launch of the programme, 50 LNGOs / CBOs have been funded by CCBAP to plan and implement adaptation measures in 428 villages, 113 communes, 59 districts and 21 provinces of Cambodia. As per the Annual Progress Report (APR) for 2013, cumulatively since 2010, CCBAP funded a total of benefited a total of 15,320 vulnerable households (70,336 people including 37,667 women).<sup>28</sup>
29. The various outputs and activities envisaged under the project are as below (Table 2).<sup>29</sup> These outputs and indicators provided the basis for analysis of findings in section 3 that follows.

**Table 2: Outputs, activities and indicators under CCBAP project**

Intended output	Activities
Output 1: Improved capacity of vulnerable communities to undertake climate change adaptation in flood/drought prone areas of Cambodia under the Small Grants Programme (SGP)	<p>1.1 60 LNGOs and CBOs able to design CBA project by taking into consideration gender balance.</p> <p>1.2 Target communities increase their rice yield by 70% through use of agricultural resilience techniques.</p> <p>1.3 Communities diversify livelihoods using an integrated approach such as home gardens, animal/fish raising, savings groups and other small businesses.</p> <p>1.4 Small scale infrastructures rehabilitated to enhance resilience of the communities to climate change risks and hazards.</p> <p>1.5 Improved access to water for household consumption and agricultural activities.</p>
Output 2: Communities integrate/apply climate-related information and vulnerability assessment into commune development plans and commune investment plans (CDP/CIP)	<p>2.1 Revised sub-national planning guidelines integrate climate change and vulnerability reduction assessment (VRA) which are used by communes in their development and invest programme.</p> <p>2.2 60% of targeted communities integrate and apply climatic information</p>
Output 3: Lessons learned and good	<p>3.1 Case studies and best practices from CCBAP documented.</p> <p>3.2 A knowledge platform for sharing knowledge and experiences</p>

<sup>28</sup> UNDP Cambodia (2013). *Op. cit*

<sup>29</sup> The Project Documents referred to here are drawn from two versions (2011 and 2013). In both the documents, outputs, activities and indicators are sometimes expressed in overlapping languages, especially with regard to activities and indicators. For the sake of simplification, the evaluation team has therefore merged the planned activities and indicators.

practices documented and shared to influence changes in policy and programme development.	among the project partners established and functioning, with evidence of other programmes incorporating lessons from CCBAP.  3.3 Knowledge sharing work organised with UNCDF, NAPA-Follow up, and Scale Up Climate Change into Sub-National Planning and budgeting process (SNC Scale Up project) on the results of mainstreaming climate change adaptation into CDP/CIP.
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(Source: Compiled by evaluation team from 'UNDP Cambodia. 2011/2013. *CCBAP Project Document Result and Resource Framework*, versions 2011 and 2013')

## 2.2 Implementation Modality and Management:

30. The project is implemented through UNDP's direct implementation modality (DIM). The execution of the project is done through the established mechanism for small grants programme (SGP) which has been in operation in the country since 2005. Under a global arrangement, the SGP is managed by UN Operations and Project Services (UNOPS) which is assisted by a small team of UNDP staff dedicated to the CCBAP project. A national steering committee (NSC) comprising 13 members from various organisations (MAFF 3; MoE 2; MOWRAM 1; NGOs 6; and UNDP 1) provides oversight and quality assurance. The NSC's mandate covers all grants managed through the SGP mechanism and meets 6-8 times a year.
31. The CCBAP project team comprises a manager, an Assistant and two M&E Officers, working closely with the SGP national coordinator.

## 2.3 Resources:

32. As of September 30, 2014, the project received US\$ 4.49 million<sup>30</sup> from the following sources (Table 3):

**Table 3: Resources mobilised for CCBAP**

Donor	Funds received (US\$)
Aus Aid	250,000
SIDA	4,206,377
UNDP	35,424
Total	4,491,801

33. The expenditure statement (as of 30 September 2014) of the project (Table 4 below) shows that since 2010, the project has spent over three-quarters (79 per cent) on output 1, 1 per cent on output 2, 3 per cent on output 3, and the rest (17 per cent) going on administration, management and M&E.

**Table 4: Cumulative expenditure (US\$) as of 30-09-2014**

<sup>30</sup> UNDP Cambodia (2014). *Quarterly Project Report, Quarter 2, 2014 – 1 April-31 June 2014*. CCBAP

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Donor	Activity	APPROVED BUDGET	Dec 2010 Expenditure	2011 Expenditure	2012 Expenditure	2013 Expenditure	2014, up to 30 Sep Expenditure	Total Expenditure	BALANCE	DELIVERY (%)
Aus Aid	<b>Activity 1:</b> CCA and resilience built in vulnerable communities	250,000	35,524	81,058	98,274	19,345	0	234,201	15,799	94%
	<b>Total AusAid</b>	<b>250,000</b>	<b>35,524</b>	<b>81,058</b>	<b>98,274</b>	<b>19,345</b>	<b>0</b>	<b>234,201</b>	<b>15,799</b>	<b>94%</b>
Sweden	<b>Activity 1:</b> CCA and resilience built in 450 vulnerable communities in flood/drought prone areas in Tonle Sap region, southern part, north east region of Cambodia under the Small Grant Programme.	3,100,260.48	0.00	991,494.96	1,049,215.75	530,299.72	343,933.27	2,914,943.70	185,316.78	94%
	<b>Activity 2:</b> 60% of targeted communes mainstreaming climatic information, vulnerability assessment into Commune Development plan.	97,025.14	0.00	22,055.67	3,354.47	2,423.13	1,835.59	29,668.86	67,356.28	31%
	<b>Activity 3:</b> Lessons learned and good practices documented and shared to influence changes of policy and programme development.	202,398.15	0.00	17,417.15	49,701.00	34,868.11	22,540.66	124,526.92	77,871.23	62%
	<b>Activity 4:</b> Programme Management and Monitoring and Evaluation	531,536.98	0.00	108,128.60	155,997.08	104,389.39	66,914.32	435,429.39	96,107.59	82%
	Facilities & Administration 7% (GMS)	275,156.66	0.00	79,736.76	87,699.10	47,038.62	30,465.67	244,940.15	30,216.51	89%
	<b>Total Sweden Fund</b>	<b>4,206,377.41</b>	<b>0.00</b>	<b>1,218,833.14</b>	<b>1,345,967.40</b>	<b>719,018.97</b>	<b>465,689.51</b>	<b>3,749,509.02</b>	<b>456,868.39</b>	<b>89%</b>
TRAC	<b>Activity 3:</b> Lessons learned and good practices documented and shared to influence changes of policy and programme development.	30,000.00	0.00	0.00	0.00	0.00	692.72	692.72	29,307.28	2%
	<b>Activity 4:</b> Programme Management and Monitoring and Evaluation	5,424.20	0.00	5,424.20	0.00	0.00	0.00	5,424.20	0.00	100%
	<b>Total TRAC Fund</b>	<b>35,424.20</b>	<b>0.00</b>	<b>5,424.20</b>	<b>0.00</b>	<b>0.00</b>	<b>692.72</b>	<b>6,116.92</b>	<b>29,307.28</b>	<b>17%</b>
	<b>Grand Total</b>	<b>4,491,801.61</b>	<b>35,524.00</b>	<b>1,305,315.34</b>	<b>1,444,241.40</b>	<b>738,363.97</b>	<b>466,382.23</b>	<b>3,989,826.94</b>	<b>501,974.67</b>	<b>89%</b>



## Section 3

### Evaluation Findings – Key Outputs and Results

#### 3.1 Improved capacity for Climate change adaptation at community level (output 1):

34. Climate change adaptation is about enhancing the resilience of people towards different kinds of changes in their environment and this relates to the vulnerability of people and their livelihoods.<sup>31</sup> This has been the focus of CCBAP interventions through community-based actions leading to access to water, agricultural development and providing alternative livelihoods that enhance vulnerable peoples' resilience. As shown in Table 4 above, interventions related to this has received 79 per cent of investments made so far through the project.

##### 3.1.1 Rehabilitation of infrastructure and access to water

35. A major activity that has been supported is rehabilitation of small-scale infrastructures like tertiary canals, small dams, community ponds, water pipelines and repair of roads undertaken at village level through commune councils. As per the latest annual progress report (2013),<sup>32</sup> the cumulative output on these activities has been as follows:
- Number of structures rehabilitated/constructed: 29 canals (62.66 Kms length), 7 dams, 58 community ponds, 130 family ponds, 3 water pipelines (24.98 Kms), 14 Water gates, and 2 Spillways;
  - Number of families benefitted: 15,320 families
36. The canals rehabilitated under this project are mostly secondary and tertiary canals linking an existing water source (reservoirs or rivers) managed by the MOWRAM. These earthen canals date back to the Khmer Rouge regime and have been dysfunctional for over twenty-five years due to either structural defects or lack of maintenance and repairs. At the request of communes and their councils, these were dredged so as to convey water to farmers' fields. Besides this, in a number of villages, ponds and small water reservoirs were also repaired or constructed.
37. The evaluation team visited 6 sites where canals were rehabilitated during 2011-2014. In several villages (Box 1), canals were helping farmers take two crops of rice, and in a few cases, even three,<sup>33</sup> reportedly increasing family's food supply

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<sup>31</sup> Paula Nuorteva, Marko Keskinen and Olli Varis (2010). *Water, livelihoods and climate change adaptation in the Tonle Sap Lake area, Cambodia: learning from the past to understand the future*. Journal of Water and Climate Change, 2010.

<sup>32</sup> Subsequently quarterly reports for various quarters of 2014 were produced, but these do not give a consistent picture of cumulative status. In fact, the quarterly report for July-September 2014 puts the number of structures less than that reported in APR 2013.

<sup>33</sup> Vong Makara (2014). *Back to Office Report*, 6-9 October 2014. This staff monitoring report also confirmed this. Only a small number of farmers can take 3 crops because there is not enough water for everyone in the 3<sup>rd</sup> season.

and income. The wet season rice is mostly rain-fed, except that if there are long spells of dry periods during critical stages in the growing season, access to even limited irrigation works as an insurance against crop failure. The second crop is usually of a short duration variety of rice (85 days) and is partially rain fed, but generally requires supplementary irrigation which reduces risk of crop loss and increases practise of double cropping.<sup>34</sup> The canals also serve as drainage during excessive rains when flooding occurs in farmers' fields.

**Box 1: Canal irrigation – site visits to rehabilitated canals under CCBAP**

1. *Rovieng Village, Thlok Commune, Trang district (Takeo province), 270 households in the village:* rice-growing area, previously totally dependent on rain-fed farming. Canal repaired in 2013. As this is an earthen canal, the sidewalls needed compacting and grassing, but neither was done, making the sides vulnerable to gradual collapse in heavy rains. Farmers claim now they take 2 crops, some even 3. Commune chief reported that the canal irrigates over 300 ha. in the catchment area. A water users committee collects water fees, but the amount of fee collected was not enough for full operation and maintenance, according to commune chief. Met 2 beneficiaries – both having 3 hectares (ha) of land which is reportedly the largest category of holding; average land size is less than 1 ha. The two farmers claim that they now grow 3 crops while previously they grew 2 crops. About 1 km downstream visited another village (Chin) of the same commune, much poorer. Canal water reaches only a few farmers as the village is sited at a higher level. They mostly grow one crop of rice during the wet season – some times prolonged dry spells during the growing season affects production. Farmers and commune council (Sambuo) complained that rice prices in the area which borders Vietnam have fallen in the past couple of years as the Government has banned Vietnamese traders who were traditionally the main buyers to come to the villages to buy grains. Many farmers resort to seasonal migration to Thailand and Phnom Penh to make ends meet.

2. *Svay Tayean commune, Kampong Ror district, Svay Rieng province:* Canal rehabilitation carried out in 2013; catchment area about 195 ha, but field which are far (over 150-200 metres) from the canal do not get water. Canal walls are not compacted, hence erosion/gully formation visible. FGD (10 men, 4 women) revealed that the canal may irrigate up to 20 ha in dry periods and benefited 30 households (HH) out of more than 240 HHs in the village. There was no water user committee to manage the scheme and no budget for operations and maintenance of the canal. The commune council has no plans to allocate commune development funds to the O&M of the scheme. FGD indicated that rains are delayed these last few years and this delays planting of rice. Many farmers have now switched to growing short duration rice. In the past 2-3 years, farmers have switched from transplanted paddy to broadcasting method due to labour shortage. Most women migrate to work in garment factories in Phnom Penh and Vietnam. Migration has improved peoples' livelihoods. One reason for migration is that the yield and price (profit) of rice has been steadily declining and many families struggle to survive on their land. Met one random farmer who has all his children working as migrant labourers in Phnom Penh and Vietnam. He does some farming, but main income is remittances from children. Savings groups were created in 2013 but many are not functioning as members resigned.

3. *Chong Ampil commune, Kanchreach district, Prey Veng province:* Canal done April-May 2014, but it is not yet connected to any feeder canal or water source. Currently it is fed by rain water only which last for a few days. An important purpose served by the canal is to drain excess water during heavy rains when the area gets water-logged, and dredging the canal also helped in raising the level of the road. Commune council says that CCBAP project will connect the canal to water source in the next few months, which was confirmed by the implementing partner. FGD held with the first and second deputy commune chiefs, and 3 commune council members who stated that the benefit of this canal was not only irrigation, but a major rural road to connect between villages. In addition, natural fish population has been increased in the canal. However, FGD with commune council members revealed that the commune council has no plan to allocate commune development funds to support the operation and maintenance of the canal, but the commune council will look for other fundraising opportunities to support the repairs of the canal if needed.<sup>35</sup> Also visited a water reservoir done in commune of Kdoeung Rea in 2011. The

<sup>34</sup> International Water Management Institute (2013). *Agricultural Water Management Planning in Cambodia*

<sup>35</sup> However, in comments on the penultimate draft of the report, CCBAP team stated that this observation by the evaluators was not true and the former claims to have evidence to suggest that the commune council has

structure is in good shape and village chief claims that farmers use it for irrigation as well as fish rearing. There is a tree plantation adjoining the reservoir. However, during 2013-14, the government has built a new main irrigation canal using loans from China near by the reservoir and the review team is sceptical about the future use of the reservoir as the catchment area in well served by the canal.

4. *Sean Kvean commune, Prey Veng province*: A canal done in 2011. FGD (3 women and 8 men) indicated that about 200 farmers use water from this canal and most of them take two crops, some even three. Villagers claim that after the canal was done, migration to garment factories have declined – the evaluation team could not verify this claim. If this was true, it would be an exception as in all other areas visited by the evaluation team, migration has increased. However, even in this village, farmers practise broadcasting method, indicating that labour may still be scarce.

5. *Msa Krong commune, Kampong Thom province*: Canal completed in June 2014, but not directly connected to any feeder source – farmers have to pump water from a river into the canal and then draw it from the canals into their fields. In the wet season there is rainwater. Villagers have now requested commune council to connect it directly to the river. Some farmers are now growing dry season rice using the rain water in the canal, but as the volume of water is very low, only a few farmers can do this. One farmer says he does occasional fishing in the canal, but no irrigation as not enough water; another says he gets no water and so this year he grew watermelon which requires no irrigation; a women said the canal has not provided any benefit as there is not enough water. Like in other villages, the story about migration and labour shortage is the same – people have switched to broadcasting method. The side walls of the canal already shows visible signs of erosion and gully formation and appears weak to withstand heavy rains.

(Source: Evaluation team field visit notes)

38. It was beyond the scope of the evaluation methodology to attempt to quantify the increase in area or number of farmers growing second crop of rice due to the irrigation facility provided by the canals. Despite some FGDs claiming that ‘most’ farmers grew dry-season rice, the site visits and KIIs indicated (Box 1 above) that the number was lower than claimed. In several KIIs, farmers whose land was about 150-200 metres or above from the canal stated that they did not get any water from the canal even in the wet season. In Dangtung District in Kampot Province, for example, visited by the team where a dam was built, the project was designed for a catchment area 100ha., but in reality it irrigates only 10ha, according to the commune chief. One staff monitoring report<sup>36</sup> from Takeo province noted that in the catchment area of a canal rehabilitated through CCBAP, only about 10% of farmers could grow 2 crops as they were closer to the canal; those who were about 300 metres from the canal were still vulnerable to drought. In this connection, this evaluation echoes the observation made by the mid-term evaluation<sup>37</sup> that reported beneficiary numbers (APRs) may be exaggerated as these are based on commune records<sup>38</sup> of all households in a catchment area.

39. A study by International Water Management Institute (IWMI, 2013) in Cambodia observed that wet season rice crop is the main component of Cambodia’s food supply, and accounted for 77% of total rice production. The study further noted

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established a reserve fund for O&M of the canal. CCBAP team reported that the villagers in this area had received water filters and has set up revolving funds. According to CCBAP, FWUC has used this revolving fund to maintain the canal; by now FWUC used 6 million riels (750\$); in 2015 each village has to reserve 1 million riel (250\$)

<sup>36</sup> Vong Makara (2014). *Back to Office Report*, 6-9 October 2014

<sup>37</sup> John Carter and Vong Sok (2013). *Cambodia Community Based Adaptation Programme (CCBAP) Review*, Final Report, pp17

<sup>38</sup> CCBAP informed the evaluation team that they obtain data from implementing partners who obtain these from communes.

that wet season irrigation had very little impact on rice yields<sup>39</sup> which came mainly from improved varieties and fertilizer usage, and irrigation of wet season rice was mainly used to reduce the risk of crop loss, providing very low marginal returns.

40. High cost of inputs (seeds, fertilizers, water pumping and labour) came up in the interviews and FGDs a number of times. A recent staff monitoring report also noted that with input costs and water pumping costs high, those who are a bit farther from the canal do not grow rice as low price of rice makes it unprofitable, and farmers who are within 100-200 metres of the canals obtain disproportionate benefits from the canals (Vong, 2014). The observations made by the evaluation team during site visits also confirm this – most of the farmers who claimed to have benefitted from the canals had better resources /assets and were closer to the canal.
41. In some communes, CCBAP has undertaken renovation of ponds or small water reservoirs, some of which were used for drinking water purposes (Kraing Serey community, Phnom Srough district in Kampong Speu province, and several communes in the northeast visited by the evaluation team), some for irrigating home gardens, vegetable crops and fish rearing. In Kraing Serey, a reservoir was completed in 2013 and it now provides piped drinking water to all the 67 houses in the village throughout the year. A farmers' water users association<sup>40</sup> collects user-fees based on metred water consumption by each household. A random FGD (1 women and 4 men) indicated that farmers do not use the reservoir water for irrigating rice, but mostly use it for irrigating vegetable crops which they now grow during dry and wet seasons. Before the reservoir was constructed, they did not grow vegetables. Similar examples were seen in Kampot and Kratie provinces where construction/rehabilitation of small water pond and installation of water pipeline has provided households with access to drinking water and water for home gardening.
42. It needs to be noted here that canals and ponds, both communal and privately owned, have been traditionally used in Cambodia to harvest and conserve surface water in rainy season for use in home gardens or for drinking purposes in dry seasons. Although ponds are not good source for drinking water, they are ideally suited for growing seasonal vegetables during dry seasons, and thus helping farmers to cope with climate stress.<sup>41</sup> All of these structures need regular maintenance and desilting which the farmers' water user committees (FWUCs)<sup>42</sup> are required to undertake through user fees collected by them. CCBAP implementing partners have attempted to activate FWUCs in all the villages where water structures were renovated/built, but only in 2 (Kraing Serey, Phum Phsa village; Sre Chhea Khang Chheung commune in Kampot) of the 11 FWUCs met, these committees were functioning well and systematically collecting user fees. In other villages, collection of fees is not regular and the amount collected is too small to cover maintenance costs – in some villages, the fee is a flat rate of Riels 10,000

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<sup>39</sup> Another study made a similar observation: Cambodia Development Resource Institute (2011). *Irrigation Water Productivity in Cambodia's Rice Systems*. CDRI working paper series No. 51, June 2011 (pp1)

<sup>40</sup> These are structures at village level and are linked to FWUCs which function at commune level.

<sup>41</sup> Abhijit Bhattacharjee, Nimul Chun (2012). *Mid-Term Review of National Adaptation Programme For Action (NAPA) Follow Up Project In Cambodia*

<sup>42</sup> In Cambodia, the Water Law of 2007 establishes the legal basis for the FWUCs which are required to be registered with the PDOWRAM, and operation and maintenance of downstream parts of irrigation systems are left to these committees.

(US\$ 2.5) per hectare for one season. Several staff monitoring reports have also noted weak functioning of the FWUCs in the past.<sup>43</sup>

43. The evaluation noted that the water structures that have been renovated (Box 1) remain weak due to lack of compaction of levees. Operation and maintenance (O & M) of earthen structures remains an intractable problem in Cambodia as recovery of user fees/costs is low<sup>44</sup> due to the fact that, on the one hand, during the wet season not many farmers use irrigation, and on the other hand, during the dry season, large majority of smallholders find the cost of pumping water and other inputs for rice production too high to be profitable, given the low market price of rice. The IWMI study (IWMI, 2013) found that mostly farmers with larger holding undertake dry season rice production, and production is getting increasingly mechanised.<sup>45</sup> Access to market and low price of rice came up in in FGDs in several provinces.
44. These evidences point to the fact that although providing access to irrigation and drainage to communities is critical, farmers need to be encouraged to move from exclusive reliance on rice farming to diversified cropping including high value crops and drought-tolerant species. This would also require support for marketing especially for small producers. The examples seen in Phum Phsa (vegetable growing), watermelon cultivation in Kampong Thom (see Box 1), and use of ponds and small reservoirs for water harvesting in Kampot and Kratie are good examples of adaptation in this regard, but still rare. Unless productivity of land is increased through diversification and improved cultural practices, farmers' inclination to pay for water-use may remain low. Secondly, as maintenance of the structures will remain a problem, the levees of canals and reservoirs need to be made stronger through compacting and grassing at the time of construction so as to ensure that the structures remain functional for at least about 5-7 years.

### 3.1.2 Adoption of resilient techniques

45. In close collaboration with the PDA, CCBAP implementing partners have provided several rounds of training courses to farmers in the target villages. Since 2011, 308 training courses on agriculture resilience techniques including System of Rice Intensification (SRI), Integrated Pest Management (IPM), home gardening, fish raising, chicken and pig rearing were provided to 11,314 participants (5,257 women).<sup>46</sup> Besides training in agricultural practices, improved and resilient rice seed varieties (shorter duration) recommended by MAFF were distributed to farmers.
46. The evaluation team has met a number of farmers (men and women) and commune council members in each of the villages visited by it and most of them have undergone training in Vulnerability Reduction Assessment (VRA) and SRI (a

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<sup>43</sup> UNDP Cambodia (2014a). *UNDP SGP/CCBAP Monitoring and Evaluation Report*, 24-28 June 2014 (This report noted that in Pursat province, FWUCs in Aphivath Neary Khmer Organisation (ANKO) were still weak and not organised.) Another report (Vong Makara. *Back to Office Report*, 6-9 October 2014) noted that in Takeo province, FWUCs were not yet functional and the groups had not yet established ground rules.

<sup>44</sup> Cambodia Development Resource Institute (2011). *Irrigation Water Productivity in Cambodia's Rice Systems*. CDRI working paper series No. 51, June 2011 (pp1)

<sup>45</sup> International Water Management Institute (2013). *Op. cit*

<sup>46</sup> UNDP Cambodia (2013). *Op cit*



technique applied in growing transplanted paddy). While village heads and commune council members reported VRA training to be been useful to them, the evaluation did not come across any farmer who made use of SRI technique as almost everywhere – except for a few communes in northeastern provinces visited by the evaluation team - farmers have switched from transplanted rice to (see Box 1) broadcasting method due to labour shortage caused by increasing trend of migration (Box 1). To this extent the relevance and appropriateness of SRI training needs to be reviewed. In some communes, CCBAP has also attempted to encourage farmers to use drum seeder which can (i) reduce quantity of seeds needed (compared to broadcasting), and (ii) help maintain appropriate spacing between plants.

47. All projects funded by CCBAP have focused on four themes of adaptation strategy: access to water, resilient agriculture technique, livelihood improvement, and CCA awareness raising. In some villages, CCBAP has assisted farmers in using drip irrigation methods for vegetable farming, a highly appropriate adaptation measure. However, such measures and other adaptation practices like diversified cropping, adoptions of crops with low water requirement (vegetables, pulses/beans), use of mulching method for water conservation, among others received relatively low attention as overwhelming emphasis of the project was laid on renovation of canals and reservoirs for irrigating rice crop.

### 3.1.3 Diversification of livelihoods

48. In all the canals that have been rehabilitated, fishing has become very common and many resort to this for either domestic consumption or to supplement their livelihoods. CCBAP has assisted some villages in fish rearing using existing ponds which were renovated for the purpose, although the evaluation did not come across any village where this is being done on a scale that would make any significant contribution to the livelihoods of vulnerable people. Besides fish rearing, other livelihoods diversification activities like raising chicken, pigs and cattle were also supported.
49. An important intervention has been in promoting savings groups (334 groups supported up to September 2014, benefitting 5,811 members).<sup>47</sup> The project provided training on group management, financial management, and record keeping to saving group managers. The evaluation met at least 10 savings groups formed through CCBAP interventions (Table 1). With few exceptions (see Box 2), groups which were formed in 2011-12 and seen during the evaluation team visit were no longer functioning; those formed in 2013-14 were still functioning. In some of the functioning savings groups, individual members contribute Riel 5,000 (US\$ 1.25) toward savings every month which helped increase the initial capital from about US\$ 350-400 to over US\$800.
50. Data in the APRs and quarterly reports for 2014 present a confusing picture of the total number of groups created and revolving capital now held by these groups. As shown in Table 5 which is based on the CCBAP reports, the total number of savings groups has declined from 349 in December 2013 to 334 at the end of September 2014, although according to the quarterly progress reports in 2014, 92 new groups

<sup>47</sup> UNDP Cambodia (2014a). *Op. cit*

have been formed during January to September 2014. Data on total capital held by the groups are not presented consistently in all the reports. However, the picture that emerges, taking into account the cumulative total reported at the end of 2012 (Table 6) and subsequent new investments during 2013 and 2014, indicate that cumulatively the groups ought to have a revolving capital of about US\$150,000 among themselves.

**Table 5: Savings group supported through CCBAP (cumulative total)**

Year	No. of savings groups (cumulative)	Total no. of members	Per cent women	Initial capital provided (US\$)	Total revolving capital (US\$)
2014 <sup>48</sup>	334	5,811	60	NA	NA
2013	349 <sup>49</sup>	6,362	65	NA	NA
2012	310	5411	67	81,919	108,553
2011	294	NA	NA	NA	NA

(Source: Compiled by evaluation team from CCBAP APRs for 2011, 2013, 2013; CCBAP Quarterly Reports for Q1, Q2 & Q3 for 2014)

**Table 6: Estimate (E) of capital held by the savings groups<sup>50</sup>**

Year (source)	Total no. of savings groups reported	Fresh capital injected during the period (US\$)	Cumulative total of funds held <sup>51</sup> (US\$)
2012 (APR)	310	-	108,553
2013 (APR)	349	10,450	119,003 E
2014 (Q1 report)	12 new	5,200	124,203 E
2014 (Q2 report)	40 new	16,687	140,890 E
2014 (Q3 report)	24 new <sup>52</sup>	10,900	151,790 E

(Source: Compiled by evaluation team from sources cited in the Table)

51. FGDs with commune councils revealed that savings groups are typical NGO interventions in many of the villages where various NGOs have assisted in their setting up in the past 10-12 years. Many of them stopped functioning after a while either because the group leaders ran away with the money or people lost interest after the NGO project stopped working in the village. KIIs with three implementing partners confirmed this phenomenon as well as highlighted the fact once the project stops, there was no follow up as the implementing partners did not have staff capacity to continue follow up support. The inconsistency in data may be attributed to this, indicating lack of systematic recording and monitoring of the activities of the groups.

**Box 2: Savings groups**

<sup>48</sup> As of September 30, 2014.

<sup>49</sup> UNDP Cambodia (2013). *Op. cit.* Data in APR is unclear. On a consolidated table on page 11, the number is stated to be 322, benefitting 1,595 families; in the text on page 7, the data presented is 349 and 6,362 for number of groups created and number of members respectively.

<sup>50</sup> Postscript 'E' following a number denotes 'Estimated', as opposed to actual data reported in the CCBAP progress reports

<sup>51</sup> Funds held by a group would include the initial capital, members' savings and interests.

<sup>52</sup> In a personal communication to the evaluation team, CCBAP reports that this number is 40, thus bringing the total supported in the first three quarters of 2014 to 92 groups.

1. *Kraing Serey savings group, Phnom Srouch district, Kampong Speu province:* The village has 4 savings groups formed under the CCBAP, each group has 10-15 members, with nearly 60% women. The group received a seed money of US\$ 367 from CCBAP which is used as revolving capital by members who can borrow Riels 200,000-400,000 @ 3% interest per month, to be repaid within 6 months. Some women have borrowed money for growing vegetables which they now grow 2-3 times a year. KII with 2 random farmers (one women, one men) indicated that they find vegetable growing more profitable and less risky than rice cultivation as the latter needs more water and is affected by prolonged dry spells during growing season.
2. *Tassang village, Kampong Chamlong commune, Svey Chrum district, Svey Rieng province:* 8 savings groups were formed in 2012, each with 16-25 members. The groups stopped functioning in 2013 after the project came to an end as people were not regular in repayment. This was confirmed by the partner-LNGO which implemented CCBAP activities in the commune. As the project came to an end, staff had to be laid off and hence the organisation does not know how many savings groups are now functioning.
3. *Lvear village (CRID), Prey Veng province:* A FGD (3 women, 8 men) indicated that a savings group was formed in 2011, still functioning, with 18 members and a total capital of Riel 3.7 million (US\$900). Previously there was another saving group which was set up by another NGO, but that folded up when the NGO stopped the project. This village also has a rice seed bank (1,400 kg of seeds) from which members can borrow upto 25 kg of seeds every season.
4. *Msar Krang commune (COWS), Kampong Thom province:* Met 2 savings groups (out of 11 in this commune), each with 14 members. Initial capital provided by CCBAP US\$367 in January 2014. Each member can borrow about Riels 200,00-300,000 @ 3% per month, to be repaid in 6 months. Most members borrow for buying fishing nets, equipment and fertilizers.
5. *Thmei commune, Chetborey district, Kratie province:* 5 savings groups, with 16 members each; initial capital US\$ 400/group. Members have used the loan to buy agriculture inputs and business. Each member can borrow up to Riels 500,000 (US\$125). Some groups were established in 2011 and still functioning and have increased their capital to Riels 10 million (US\$ 2,500).

(Source: Evaluation team field visit notes)

52. Individual beneficiaries of various livelihoods activities (family fish ponds, chicken rearing) who were randomly selected for interviews appeared to be from relatively better-off sections of the villages. The evaluation team met several saving groups which were led by either village chiefs or deputy chiefs, indicating that the non-poor may be obtaining a disproportionate amount of benefits from activities of the project. KIIs suggested that the poorest benefit indirectly from activities like fishing in the canals and other communal ponds. There has been no systematic study of the savings groups created through CCBAP to assess if these were targeting the most vulnerable, or to understand the factors that contribute to success of these groups.
53. CCBAP has used self-help group (SHG) model which follows a savings-first and empowerment-focused approach, requiring greater responsibility and effort on part of the members. The SHG system allows for user defined terms of service, thus having a greater scope of being member-sensitive and member-oriented. The SHG system offers greater flexibility and opportunities for the clients as decisions on size of savings and loan, repayment terms and responsibility for recovery rests with the group.<sup>53</sup> Such programmes' specific contributions are: (i) to use collective savings both as a credit resource to help reduce households' vulnerability, (ii) to mobilise poor communities, especially women, to reclaim their latent ability to take responsibility for their own development, and (iii) to create viable grassroots

<sup>53</sup> Geert van der Linden (2005). *Towards sustainable finance for the poor in Asia and the Pacific*, Global Future – Fourth Quarter, 2005



institutions that can help to deliver and utilise outside development resources more effectively.<sup>54</sup> But this requires greater effort on part of the NGO facilitating it, as group formation, consolidation and setting up group norms for savings and lending takes time. In case of CCBAP, the short time-frame within which these were formed and then left to fend for themselves after a year or so left these vulnerable and their sustainability uncertain. The groups are ‘informal’ in nature without any institutional framework to guide, support and/or regulate them.

### 3.1.4 Capacity building for CBA

54. The project’s capacity building activities have focused on farmers, commune council members and implementing partner-LNGO/CBOs. Through awareness training on climate change and VRA training, awareness has been created in communities of climate risks and how peoples’ lives and livelihoods are affected by climate change. This may be said to be a significant contribution of the CCBAP project as farmers (both men and women interviewed) are now aware of climate change issues and the need for adaptive actions. FGDs with commune councils pointed to the fact that besides use of VRA which they found useful in developing commune development plans (CDP), communes are now better able to engage with provincial authorities like PDA and PDOWRAM for support in implementation of commune development plans. Besides, observations in the villages visited during the evaluation showed that the project appears to have brought about a collegial relationship between community members and commune councils who now engage in dialogue and discussions on local needs.
55. KIIs and FGD with communities and commune councils showed that a prevailing perception about adaptation was that reviving and creating more of the irrigation structures and water resources that existed before was central to their adaptation. These would provide them enough water to irrigate rice and vegetables, and rear fish which were critical for their livelihood. The fundamental premise of adaptation that it is not business as usual appears to be, by and large, lost when it comes to delivery of various activities.
56. KIIs with implementing partners indicated that capacity building of implementing partners has focused on, besides technical knowledge on climate change, proposal writing and VRA training, mostly on aspects of contract management and compliance procedures related to reporting, finance and accounting<sup>55</sup> through annual reflection, project management, financial management, coaching, training, and workshops. All project partners also have a budget line for capacity building. It was observed during field visits by the evaluation team that implementation of several activities could have integrated better measures for CBA – for example, compacting of side walls/levees of canals; choice of appropriate species for plantation along the canals;<sup>56</sup> educating farmers about diversified cropping pattern, etc. However, these would require the LNGOs/CBOs to have a degree of technical capacity<sup>57</sup> and a more nuanced understanding of adaptation measures and ability to engage with communities on the need for changing and adapting cultural practices

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<sup>54</sup> Geert van der Linden (2005). *Ibid*

<sup>55</sup> A similar observation was also made in the mid-term review report.

<sup>56</sup> A number of renovated canals had eucalyptus plantations along the sides where fruit trees or other eco-friendly species would have been more beneficial in the long run.

<sup>57</sup> The approach of CCBAP project is to work with provincial technical departments with which it has MoUs.

in farming. In the absence of this, for planning of activities, the implementing partners go by what the communities and commune councils propose to undertake. While this bottom-up planning is critical for success of CBA, implementing partners and CCBAP team need to be able to bring emerging knowledge on adaptation and best practices which can enable communities to test and validate their current knowledge and practices. Some work in this regard, according to CCBAP key informants, are already being undertaken through drum seeder, Green Village, and small solar pumping for vegetable growing in Battambang province.

57. Several NGOs and CBO staff interviewed by the evaluation team have noted that they needed their own capacity to be developed before engaging with the communities.

### 3.2 Integrating CBA into commune plans and budgets (output 2):

58. At the national level, CCBAP has worked with NCDD and other climate change adaptation initiatives (CCCA, UNCDF) to develop guidelines for climate change mainstreaming at commune level planning and budgeting. CCBAP has worked with NCDD and NAPA FU to develop training manual for Training of Trainers for community people. The VRA tool has been accepted as a key tool that can help communes in bottom-up planning of CCA initiatives, and a core group on climate change mainstreaming has been formed which has developed operational guidelines on mainstreaming climate change in sub-national planning process. The guidelines are waiting for Government approval and finalisation.
59. Pending the finalisation and roll out of detailed guidelines by NCDD, UNDP has started encouraging its implementing partners to work directly with commune councils who were trained in VRA and in developing CDP/CIPs incorporating CCA considerations at the commune level.<sup>58</sup> Towards this, CCBAP has introduced a top-up grant to existing grant partners to pilot the mainstreaming process without waiting for the official guideline to be in place. So far 87 of the 128 target communes<sup>59</sup> had integrated project activities into CDP/CIPs.
60. A similar approach has been taken by CCCA also which reports<sup>60</sup> that local commune council members were integrating climate change into their development plans and CIPs in Tonle Sap area where CCCA funded work for community management of natural resources. CCCA and UNCDF is also providing support to strengthen decentralisation through NCDD and has played a strong role by supporting local authorities in Takeo and Battambang province to integrate climate change actions in planning of development programmes. Commune Councils now incorporate climate change in their CDP/CIPs. In areas where CCCA projects were implemented, the integration and mainstreaming of climate change practices as well as disaster risk reduction practices were prioritised, according to CCCA report.<sup>61</sup>

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<sup>58</sup> UNDP Cambodia (2014d). *Cambodia Community-Based Adaptation Programme (CCBAP) Approach Paper on “Top-up Grants” to pilot mainstreaming Climate Change Adaptation into sub-national planning process*

<sup>59</sup> UNDP Cambodia (2014). *Quarterly Project Progress Report – Op. cit*

<sup>60</sup> Cambodia Climate Change Alliance. (2014a). *Climate Change Practice Note – Stakeholder participation*, January 2014

<sup>61</sup> Cambodia Climate Change Alliance. (2014a). *Op. cit*

61. Discussions with commune councils in all locations visited by the evaluation team indicated that while commune councils are now working closely with the LNGOs/CBOs and have made attempts to include village level activities that address vulnerability to climate change in their CDPs, when the plans are sent to provincial authorities where these are consolidated, the latter generally prioritise large infrastructures like rural roads, canals and bridges. According to commune councilors interviewed, provincial authorities either do not yet understand what CCA at community level entailed or were still entrenched in old ways of doing things.
62. In this regard, the evaluation notes that UNDP's NAPA FU aims at developing the capacity of provincial authorities to respond to needs to CCA. However, as NAPA FU is focused on only two provinces and CCBAP is implemented in 21 provinces, the potential for establishing linkage and synergy between the two initiatives is currently limited, unless the two projects (CCBAP and NAPA FU) are redesigned to leverage this synergy and complementarity.

### 3.3 Evidence-based advocacy and policy influence (output 3):

63. CCBAP has undertaken several activities in order to engage with external stakeholders: training and technical support on VRA to NGOs, NCDD and UNCDF, production and dissemination of video documentaries, case studies uploaded on website. VRA tool is now being integrated into new CDP/CIP policy. These interventions have been at technical level, with operational and technical people in various organisations being the key interlocutors. The potential of these activities, however, to influence policy at national or regional level has been limited, except for CCBAP's contribution to modifying the CDP/CIP guideline.
64. According to several senior Government officials and NSC members interviewed for this evaluation, while CCBAP may be organising training and workshops from time to time to which some of the Government officials are invited, it has not engaged on policy issues for which it needs to bring to the table evidence-based policy recommendations.
65. At present the predominant focus of CCBAP has been on implementing 'projects'. It needs to be noted that many successful micro-projects do not by themselves lead the Government or policy makers to move in one direction or other. In broad terms, there are five key elements that are pre-requisites for public policy message targeted at policy makers:
  - Evidence-based: that a particular measure has been tested and scientifically validated and proven its value;
  - Centrality: that a particular measure will directly contribute to Government's core political/economic priorities and national agenda;
  - Alliances: that a particular measure has already attracted key allies and support-base;
  - Clarity: clarity of the message and recommendation; and
  - Risk: assessment of any political, environmental and economic risk.
66. This evaluation has not found any evidence that CCBAP has worked on any of the above five elements yet. This would require CCBAP to engage in learning- focused

research and experimentation which it has not done so far. Based on some of the activities seen, this evaluation can list at least a few areas where further research and evidence can help in better policy making in future:

- i) FWUC: what makes these committees and collection of user fees successful in some areas, not in others? in the past, O & M of canals and reservoirs were a serious problem; what needs to be put in place to ensure positive change?
- ii) Savings groups: have past investments in areas where number of Agencies including CCBAP have injected funds been successful and sustainable, and if so, what makes these successful? If successful, does the Government need to put in place any framework so that poor people's savings are protected?
- iii) Emphasis on rice farming: Government policy has been geared toward intensification of rice farming in the country for export; how does increasing water use for rice affect overall sustainability and vulnerability, or how are poor farmers affected by increasing input costs and migration factors – the project has potential to encourage evidence-based research into several of these issues which can feed into policy input.

67. From the documents and KIIs, the evaluation noted that although there are several projects within UNDP which address CBA, there does not appear to be systematic attempt at drawing and synthesising lessons from all these initiatives.

### 3.4 Partnership and complementarity with other CCA initiatives:

68. As mentioned in section 2.1.2, there are several other initiatives in the country which support community-based adaptation, some nationwide and others in selected provinces. The main ones which were listed in a Royal Government of Cambodia (RGC) document<sup>62</sup> are presented below (Table 7):

**Table 7: Major ongoing CBA projects in Cambodia**

Project	Duration	Executing Agency	Total budget (US\$)	Remarks
CCCA phase I	2010-Jun 2014	MoE	10.8 million	This included making grants to NGOs as well.
CCCA phase II	Jul 2014-2019	MoE	12.8 million	Focus is on policy and national institutional framework
NAPA FU phase I	2009-2013	MAFF/UNDP	3.10 million	Similar activities to CCBAP at community level, implemented through provincial departments
NAPA FU phase II	2013-2015	MAFF/UNDP	2.18 million	
Scaling up CC into sub-national planning/budgeting	2011-2015	NCDD/UNDP	3.2 million	

<sup>62</sup> Sum Thy, Ministry of Environment (2014). 15<sup>th</sup> Meeting of NCCC, 20 November, 2014. Ppt presentation

SPCR	Sep 2013-Sep 2018	MoE	10.4 million	
Resilient livelihoods	2015-	MoE	4.57 million	To be implemented from 2015
Addressing rural vulnerabilities	2010-2015	Fintrac/USAID	16.15 million	
CCA through microwaterhsed	2010-2014	FAO	5.0 million	
Climate proofing and rice commercialisation	Jun 2013-Sep 2019	MAFF & MEF	64 million	

(Source: Sum Thy, Ministry of Environment (2014). 15<sup>th</sup> Meeting of NCCC, 20 November, 2014. Ppt presentation)

69. The CCCA operates a Trust Fund which awards grants between US\$150,000 and \$300,000 per cycle of 15-22 months and are delivered by various line ministries at the national and sub-national levels as well as by LNGOs and INGOs.<sup>63</sup> These included a mix of community-based infrastructure projects, such as irrigation channels aimed at improving water management as well as intensification and diversification of agricultural production such as home and commercial vegetable gardening, rice farming, livestock raising, aquaculture, and post-harvest processing. National and sub-national policy initiatives also form part of the work. Besides these, there are a number of INGO-supported projects on CBA which are implemented in the provinces visited by the evaluation team. Within UNDP-managed or facilitated projects, there are at least three other major initiatives which support CBA: NAPA FU, scaling up sub-national planning process and SGP (non-GEF component). At the level of communities, these projects are indistinguishable and deliver very similar activities and outputs, though with different implementation modalities.
70. Another major initiative focusing on smallholder farmers is the ‘The Tonle Sap Poverty Reduction and Smallholder Development Project (TSSD)’, funded by ADB, Government of Finland and International Fund for Agricultural Development (IFAD). The Project which is being implemented since 2010 aims to increase agricultural productivity and improved access to markets in 196 communes in five provinces (Kampong Cham, Siem Reap, Banteay Mean Chey, Kampong Thom, and Tbaung Khmum) in the Tonle Sap basin. The key outputs targeted are: (i) improved rural infrastructure to support agricultural productivity, market access and the quality of life in rural communities; (ii) improved capacity of smallholder farmers to increase agricultural productivity; (iii) improved agricultural policy environment, (iv) improved availability and access to quality seeds; and (v) increased access to agricultural information and market data. The IFAD-supported project works directly with commune councils and supports their capacity development for planning, implementation and monitoring of activities at village/commune level. In Msarkrang commune of Kampong Thom province where CCBAP has also supported various activities, IFAD has assisted the commune with two full-time local staff for supporting commune council in administration and agricultural extension.

<sup>63</sup> Cambodia Climate Change Alliance (2014). *Op. cit*

71. Amidst these plethora of CBA interventions by various Agencies/projects, it is unclear if CCBAP makes any singular contribution. It may however be argued that given the scale of need in the country, multiple projects doing similar things help to deliver to scale, thus collectively making a significant contribution in the adaptation landscape in the country. The MTR had observed that CCBAP needed better engagement with other similar initiatives in the country focusing on improving climate resilience in agricultural sector so as to avoid duplication. This evaluation noted that the project has established several MOUs and interacted with different organisations and programmes at technical level. However, these interactions were yet to lead to any strategic contribution programmatically.

## Section 4

### Conclusions –

## Assessment Against Evaluation Criteria

### 4.1 Relevance:

#### 4.1.1 National framework and priorities

72. The NSDP (2014-2018) provides the roadmap for all development activities in the country. The MOE, through NCCC, leads on aspects to do with environment and climate change issues under the current NSDP with emphasis on:
- a. sustainable management of natural resources;
  - b. intensifying efforts to reduce the impact of climate change by strengthening the adaptation capacity and resilience to climate change, particularly by implementing the Cambodia Climate Change Strategic Plan 2014-2023, National Policy on Green Development and the National Strategic Plan on Green Development 2013- 2030;
  - c. continuing to strengthen technical and institutional capacity to promote the mainstreaming of climate change responses into policies, laws and plans at national and sub-national levels; and
  - d. improvement in productivity, diversification and commercialisation of agriculture sector.
73. The main emphasis of the project so far has been on creating communal irrigation structures which are needed in the country anyway, and ought to be part of any on-going development work. Design, maintenance and utilisation issues which dogged irrigation structures in the country in the past remain to be addressed. Many of the activities under the project are extensions of NGO/CBO activities which were ongoing for many years. KIIs with implementing partners and FGDs with commune councils indicated that VRA is one intervention that is new to them, but they have been carrying out most other activities with support of INGOs and donors for over one or two decades. As discussed in section 3.4, there are multiple initiatives on CCA and CBA in the country. This raises the question as to what ought to be the distinctive contribution of CCBAP.

#### 4.1.2 Addressing vulnerability and local needs

74. As discussed in section 3.1.4, all CCBAP activities were demand-driven and were planned through bottom-up process involving commune councils, beneficiaries and LINGO/CBOs. CCBAP has provided support to 113 communes through 50 LINGO/CBOs till December 2013. Of this, at least 71 communes (63 %) were located in five provinces in close proximity of Phnom Penh. As was noted in the MTR, this regional bias may be due to the fact that LINGO/CBOs have relatively



better capacity in these provinces, though vulnerability to climate change factors are more pronounced in northern and north-eastern parts of the country. It was however noted during this evaluation that CCBAP has now extended its work to provinces like Ratnakiri and Kratie in the northeast, based on recommendations of the MTR.

75. VRA was main tool for planning during the design of the project in which all women, men, village head and commune chiefs were involved. It is difficult for the evaluation to state clearly if CCBAP targeted the poorest, but many of the beneficiaries interviewed during the evaluation were some of the better-off sections of the villages. Documents seen by the evaluation team indicate that the implementing partners try to include the poor in targeting, using government's criteria. In the RGC's classification of poor, the categories IDPoor 1 and 2 are generally landless and have fewer resources, and by and large, these sections of people benefit very little from the irrigation and agricultural activities under the project. The evaluation has observed through site visits and KIIs (section 3.1.3) that non-poor control and derive significant benefits from the CCBAP project. KII with at least three implementing partners confirmed that they tend to select farmers with adequate resources who, with some additional support from the project, can demonstrate success of livelihoods diversification activities.
76. The 2013 APR reported that CCBAP has developed a dedicated gender action plan which has 3 main goals, namely:
  - (i) Women are able to apply practical skills and knowledge to adapt to climate change to enhance their livelihoods
  - (ii) Women are empowered to participate in decision making and are built with confidence and trust among the communities
  - (iii) Grantees are able to mainstream gender in CCBAP projects
77. Review of APRs for 2011, 2012 and 2013 showed that while these state the numbers and percentage of women participants in training and beneficiaries of microcredit, seed banks, livelihoods diversification activities, etc., very little is said about how the project was addressing gender issues (for example, their role in decision making, as stated above). KIIs with implementing partners also indicated that addressing gender issues gets limited to ensuring that women were included as beneficiaries of various activities. In FGDs with beneficiaries and commune councils, it was apparent that women had very little role as spokespersons or decision makers in these groups which were controlled by men, although the evaluation acknowledges that since the visit coincided with harvesting period, many women would have been busy in their farms, rather than participate in FGDs.

#### 4.1.3 Alignment of CCBAP's activities with CPAP and its objectives

78. CCBAP outcomes address the Outcome 2 of UNDP Cambodia Country Programme (2011-2015), which states: "*by 2015, national and local authorities, community and private sector are better able to sustainably manage ecosystem goods and services and response to climate change*".<sup>64</sup> This is aligned with the United Nations Development Assistance Framework (UNDAF) 2011-2015

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<sup>64</sup> UNDP Cambodia (2010). *Country Programme Document for Cambodia* (2011-2015)



outcome: “By 2015, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth” and the UNDP Strategic Plan (SP) 2014-2017 outcome 1 “growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded”. CCBAP contributes to these by enabling capacities of local government, local NGOs / CBOs to integrate climate change adaptation in local development and economic planning.

79. Output 2.3 of CPAP aims to deliver “A national strategy, programme and financing mechanism established for cohesive climate change response at national, sub-national and community levels”. CCBAP has worked at community level and, as described in section 4.2 below, it has worked toward putting in place guidelines for commune plans to integrate CCA needs. CCBAP’s contribution to developing a national strategy and financing mechanism at national and sub-national level does not extend beyond this limited intervention.
80. As discussed in section 3.1.4, better analysis and planning of activities can enhance the resilience and adaptation aspect of the project which is now weak. Some small beginning has been made in introducing adaptive practices (like short duration rice varieties, drip irrigation), but greater emphasis is needed in this area. Systematic evidence gathering (paragraph 66, section 3.3) and community-level research can provide valuable data to inform policy and practices. By focusing on innovation and change that need to be at the heart of adaptation, the project can educate communities about the limitations of their current practices and help make informed decisions on their livelihood strategies and practices.

## 4.2 Effectiveness

### 4.2.1 Implementation logic

81. The theory of change underpinning the CCBAP project is presented in section 2.1.3. An important feature of the project has been that it attempts to address CCA issues directly at the community level, while there are other initiatives within UNDP which target CC interventions at provincial (NAPA FU) and national (CCCCA) levels. An important assumption has been that the three initiatives working in tandem would complement each other and bring about systemic change in the adaptation landscape in the country at all levels. In this regard, CCBAP’s activities and intended outputs have a clear logic, although as discussed previously (sections 3.4 and 4.1.1), at the level of delivery, CCBAP is yet to find its niche and criticality in terms of adaptation solutions.
82. The project has made some progress in relation to output 2 (CCA mainstreaming in CDP/CIP) through direct engagement with commune councils. However, progress in relation to outputs 3 has remained tardy (section 3.3). CCBAP has not built strong linkage with various initiatives which could have created synergy and complementarity to make a strong contribution to the project outcome. This has also meant that the project’s contribution to CPAP output 2.3 has been limited.

## 4.2.2 Achievement of outcome

83. CCBAP has enabled farmers in the target communities to increase their production and income through irrigation and, in some cases, diversification of livelihoods (section 3.1.1). The short duration of the project assistance (12-18 months) to communities, however, has sometimes worked against realising full potential of the interventions – limitations of operation and maintenance of canals, savings groups, FWUCs discussed earlier. In relation to intended outcome of improved adaptation capacity and resilience at community level, the project has created an awareness about CCA and enabled communities and commune councils to engage with provincial authorities which is a critical factor in local governance<sup>65</sup> for meaningful CCA. The Results Framework<sup>66</sup> set targets (by end of project in March 2015) in relation to the overall outcome and outputs – the evaluation has been unable to assess cumulative progress made by the project against targets as these were not reported consistently in the APRs and the APR for 2014 was not available at the time of the evaluation.
84. While laying emphasis on irrigation facility for irrigating rice crop, the project has also supported other adaptation practices like diversified cropping, adoption of crops with low water requirement (vegetables, pulses/beans), use of mulching for water conservation (section 3.1.1). However, such interventions have been limited due to weak technical capacity for programming and quality assurance (water structures, choice of species for plantations).<sup>67</sup> These weaknesses, besides limited progress in relation to output 3, need to be addressed in future in order for the project to realise the intended outcome. The project's ability to influence national debates and policies remain weak due to its preoccupation with implementing a large number of activities, not all of which generate relevant evidence-base for developing convincing policy messages.
85. In this regard, this evaluation echoes the observations made in an evaluation of NAPA FU<sup>68</sup> that when it came to practical solutions for adaptation, communities and local authorities do not distinguish between the former and what constitutes conventional development (irrigation, agriculture, livelihoods) interventions due to the fact that low productivity and lack of adequate investment in rural infrastructure in the past has made people highly vulnerable to the slightest environmental shock. To this extent, a *no-regrets* approach to interventions as adopted by CCBAP is perfectly valid; however, it will be a missed opportunity if these interventions failed to integrate emerging good practices which can reinforce adaptation and resilience for communities. That is where the project needs to move in future.
86. While assured irrigation is one of the elements of CC adaptation, besides structures, an integrated approach involving efficient soil and water management,

<sup>65</sup> Governance and institutional mechanism is one of the five core thematic areas under the Hyogo Framework for Action

<sup>66</sup> UNDP Cambodia (2011a). *Project Document – Cambodia Community-Based Adaptation Programme (CCBAP), Amendment 1*; Annex 4: CCBAP Revised Results Framework for additional fund from Sweden.

<sup>67</sup> CCBAP has worked with provincial technical department such as PDA, PDOWRAM (MoU); moreover, NSC members composed of NGOs and technical ministries (MAFF, MOWRAM, MOE). For project approval, all technical design for canal or water structure had to be approved by PDOWRAM first; during rehabilitation, PDOWRAM staff played a key role in follow up the work. For agricultural technique, the implementing partners had MoU with PDA, so PDA staff trained farmers and played a quality assurance role.

<sup>68</sup> Abhijit Bhattacharjee, Nimul Chun (2012). *Op. cit*

adjusting/diversifying cropping patterns and farming practices in response to climate changes are necessary to increase the resilience of farmers. As discussed in section 3.1.4, the project needs to develop a more nuanced understanding of adaptation measures and ability to engage with communities in dialogue on need for changing and adapting cultural practices in farming, besides measures to ensure sustainability through collective efforts (operation and maintenance of structures, access to finance through mobilising savings, etc). Current capacity of implementing partners and CCBAP team to bring emerging knowledge on adaptation and best practices to bear on project analysis, planning and implementation will need to be strengthened, if the project is to attain its full potential. In this regard, this evaluation endorses the recommendations of the MTR about the need for a technical adviser<sup>69</sup> with strong adaptation background to support the CCBAP project.

### 4.2.3 Influencing national policy

87. Very little has been done in this area to draw evidence-based lessons and engage systematically with key stakeholders on policy and practice issues. As discussed in section 3.3, there is scope for CCBAP to engage in learning-focused research and experimentation in areas where further research and evidence can help in better policy making, for example in: (i) making FWUCs effective; (ii) best practices and framework for village savings groups which can be sustainable.

## 4.3 Efficiency:

### 4.3.1 Programme resources, timeliness and cost-effectiveness

88. Of the total expenditure of US\$ 3.99 million, the project has allocated US\$ 3.15 million (79%) toward grants which have gone directly into implementing activities delivering needs of communities. That the project has been able to benefit over 15,000 households has been made possible by the fact that the activities have been delivered through LINGO/CBOs which have low overhead cost. The evaluation has not analysed actual expenditure on various activities (canal/water reservoir; savings groups; training; livelihoods diversification; etc) under each grant as such detailed data against each grant is not maintained by CCBAP.

### 4.3.2 Grant making process and oversight

89. The administration of the project which is done through existing mechanism (SGP) and NSC (section 2.2) helps keep overheads costs down. The NSC which meets 4-6 times a year depending on need undertakes appraisal of the projects for award of grants and assists CCBAP team in oversight of implementation and monitoring through periodic visits to projects. CCBAP staff comprise a project manager, two project assistants and two Monitoring and Evaluation (M&E) officers. The SGP National Coordinator provides guidance and oversight on CCBAP. Overall this mechanism works well for administering the grants mechanism. The NSC in particular, being voluntary and representing different stakeholder groups (NGOs and RGC) is a good way of getting multi-disciplinary inputs into project appraisal and implementation process.

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<sup>69</sup> This recommendation of MTR was however was not accepted by CCBAP management earlier.

90. The grant making process goes through several levels of screening, starting with first call for concept note starting with initial appraisal, training for full proposal writing, to submission and appraisal of full proposal, and finally to award of grant through Memorandum of Understanding (MOU). Roughly, it takes about 6-7 months from initial announcement for concept note to signing of the MOU.

#### 4.3.3 Monitoring and evaluation

91. The project uses Results & Resources framework for tracking progress and reporting on the project. The M&E staff and project manager visit each project awarded a grant an average of two times during the duration of the project. Detailed monitoring reports are submitted following each visit which dwell on operational issues. Individual grantees submit quarterly progress reports which focus on output level tracking. The emphasis of annual reporting is also on outputs like length of canal constructed, number of families reached, number of training workshops conducted, etc. Anecdotal data on increased farm productivity/income are often cited without valid evidence. This sometimes may have exaggerated beneficiary numbers (irrigation, for instance – section 3.1.1).<sup>70</sup>
92. It needs to be noted that for CCBAP to be able to generate data and analysis which would help it in policy advocacy, it would need to be more systematic in tracking outputs and outcome. Inconsistency and inaccuracy in data (section 3.1.3) does not provide a good base for building credible evidence.

#### 4.4 Impact:

93. CCBAP's main contribution has been in enabling LNGOs/CBOs to work closely with commune councils, thus developing a bottom-up approach to local planning and budgeting. The policy guidance on mainstreaming climate change into commune development planning is not yet in place, but once approved and rolled out, this will institutionalise integrating climate change adaptation measures into CDPs and CIPs.
94. It is understood that an impact assessment of the CCBAP project is currently being conducted, results of which have not come out yet. As mentioned in section 1.5, this was not an impact evaluation; further, many of the activities have only recently been implemented or are ongoing and will require a period of time to elapse before their impact can be evaluated. However, one area where the project has made a difference is in creating awareness in communities and at the level of commune councils about the importance of climate change adaptation.
95. The evaluation highlighted the need for CCBAP to reassess how it positions itself amidst a number of other initiatives on CCA in the country and where it would like to make an impact. In broad terms, most development programme designs use one or other (and sometimes a mixture, depending on the level of maturity) of the following three strategies to make an impact:
- i) operating to scale;

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<sup>70</sup> CCBAP team stated that they have evidence and are now undertaking an impact assessment, data from which was not made available to the evaluation team.

- ii) creating models for replication/scaling up; and
- iii) sector-wide approach.

96. CCBAP is currently not designed for scale and sector-wide strategies and, although it is not clearly articulated in current project documents, its intended attempt is to position itself as an innovator in the area of community based adaptation. If so, this needs to drive the design and capacity of the CCBAP project in future which is not reflected in the current project.

#### 4.5 Sustainability:

97. The mainstreaming of asset creation activities such as canal, ponds, wells, water reservoirs, and saving groups into local government plan such as CIP and CDP is yet to be realised. The project's focus on developing capacity of commune councils through output 2 should, when realised, contribute to making CBA measures sustainable through commune planning process.

98. The current exit strategy is based on the presumption that the committees or groups that have been created (savings groups, water committees) will carry forward the activities at the end of the project duration. As the findings in section 3.1 on various activities under output 1 show, several of the outputs and results were already showing signs that these would not be sustained, except for a few interventions like piped drinking water systems in villages where user committees were functioning, and diversified livelihoods strategies using vegetable growing/fishing, etc., in some villages. Lack of regular maintenance of assets created is likely to lead to their deterioration over time, leading to a reduction in the benefits and eventually these becoming dysfunctional. This should be no surprise - this is what can be expected in any programme trying to address long-term structural and cultural issues through a short-term project of 12-18 months duration.

#### 4.6 Coherence and complementarity:

99. Findings presented in section 3.4 point to the fact that there are several major initiatives currently ongoing on CCA and some of these relate to CBA as well, including making small grants to NGOs and local authorities. Within UNDP, there are at least three other initiatives on CBA (NAPA FU, scaling up sub-national planning process and SGP) which deliver nearly similar activities and outputs through different implementation modalities. An integrated approach to implementing and managing these initiatives within UNDP could help strengthen synergy.

100. As discussed in section 2, CCBAP contributes to the CCCSP which provides a structured and coherent approach to integrate climate change into national development processes.<sup>71</sup> The CCBAP objectives are also aligned with Cambodia MDG objectives 1 and 7 (eradicating extreme poverty and hunger; ensuring environmental sustainability).

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<sup>71</sup> Royal Government of Cambodia, National Climate Change Committee (2013). *Op.cit*

## Section 5

# Overall Conclusions, Lessons and Recommendations

### Overall Conclusions:

101. Directly contributing to country programme outcome 2 of UNDP Cambodia, CCBAP has enabled farmers in the target communities to increase their production and income through irrigation and, in some cases, diversification of livelihoods. The main emphasis of the project so far has been on creating communal irrigation structures which are needed in the country anyway, and ought to be part of any on-going development work. In this regard, an issue that needs addressing is the distinctive contribution of CCBAP, given that there are various other similar initiatives in the country.
102. The short duration of the project assistance (12-18 months) to communities has sometimes worked against realising full potential of the interventions. The project's ability to influence national debates and policies remain weak due to its preoccupation with implementing a large number of activities, not all of which generate relevant evidence-base for developing convincing policy messages. CCBAP has worked at community level toward putting in place guidelines for commune plans to integrate CCA needs and to this extent it has made a limited contribution to CPAP output 2.3.
103. In order to be able to engage in policy advocacy, CCBAP will need to be able to generate outputs and outcome data and analysis in a more scientific and robust manner than is currently being done.

### Lessons:

104. A *no-regrets* approach to interventions as adopted by CCBAP may be justified to an extent; however, it will be a missed opportunity if these interventions failed to integrate emerging good practices which can reinforce adaptation and resilience for communities. The project needs to develop a more nuanced understanding of adaptation measures and ability to engage with communities in dialogue on need for changing and adapting cultural practices in farming.
105. There is scope for CCBAP to engage in learning-focused research and experimentation in areas where further research and evidence can help in better policy making, for example in: (i) making FWUCs effective; (ii) best practices and framework for village savings groups which can be sustainable; (iii) effect of declining rice prices on small farmers and its implications for adaptation. But these will require systematic data to be gathered and analysed to develop clear policy messages.



## Recommendations:

### Remaining duration of the current project

- R1: Through discussions with communities and commune councils, work out and implement a plan to reinforce (through compaction and grassing) the levees/side walls of all reservoirs, ponds and canals that have been renovated in the past two years. Once this is done, explore signing a Memorandum of Understanding between the implementing partners and commune councils, handing over all responsibility for maintenance and after-care to communities.
- R2: Undertake an impact study of savings groups that have been created and carry out an audit of working capital that each group holds (should hold) and, working with commune councils, develop a realistic action plan to support these. The lessons from this study should provide valuable inputs for future programming as well as advocacy for developing an institutional framework<sup>72</sup> for these groups which may have potential to mobilise significant savings for community action.
- R3: Undertake a review of all FWUCs and affiliated associations to assess their functioning and effectiveness in terms of collecting user fees for the structures that have been rehabilitated through CCBAP, and draw lessons for future. This could form basis for advocacy with government and donors involved in supporting irrigation infrastructure in the country.
- R4: Working with villagers and commune council members, conduct a survey of actual area of land (and number of farmers) irrigated by the completed structures during wet and dry seasons, production and productivity enhancement due to irrigation, and cost-benefit analysis of the interventions. This would help establish benchmarks based on evidenced data for future interventions, and get the commune councils, implementing partners and provincial authorities away from the current practice of estimating benefits of irrigation based on total land in a catchment area.
- R5: Conduct an internal review within UNDP to examine if there was anything UNDP could have done or do further to move forward on outputs 2 and 3, including establishing stronger linkage with other similar projects on CCA under its execution.
- R6: As the project is currently due to end in March 2015, to allow a reasonable time-frame to carry out the above activities, UNDP needs to request the donor(s) for an extension up to December 2015, with a clear interim plan and budget from April-December, 2015. This would allow for, besides completing the above activities, time to ensure that lessons from the current project are critically analysed and taken on board for future programming.

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<sup>72</sup> The central purpose is to provide these groups a coherent structure which promotes best practices; protects members against embezzlement or attempts by vested interests to 'hijack' the group's agenda; and helps them mobilise and leverage resources collectively. This can take various forms - in some countries, these function as autonomous Federations/Associations of village savings groups; in some, these function as cooperatives or local NGOs; in some these are also regulated by Government since they deal with public money.



### **Future Programme**

- R7: The theory of change needs to be clearly predicated on the theme of innovation and evidence-based advocacy on CBA, and this needs to drive selection of implementing partners and CCBAP staff capacity put in place for managing the initiative.
- R8: Ensure that activities and sub-projects implemented at community level have minimum duration of 3 years to allow for follow-up and capacity development for sustainability.
- R9: Synthesise lessons and evidence that emerge from the recommendations R2-R5 above and develop advocacy messages and training/ exchange programme promoting best practices aimed at implementing partners and commune councils.
- R10: To strengthen current capacity of implementing partners and CCBAP team to bring emerging knowledge on adaptation and best practices to bear on project analysis, planning and implementation, UNDP should recruit a senior technical adviser with strong adaptation background capable of bringing emerging knowledge from different contexts on good practices and with advocacy experience to support the CCBAP project.

### Terms of Reference

<b>Post title</b>	<b>International Consultant for Terminal Programme Evaluation</b>
<b>Project title</b>	<b>Cambodia Community Based Adaptation Programme (CCBAP)</b>
<b>Project no</b>	<b>00077094</b>
<b>Post Level</b>	<b>Specialist</b>
<b>Duty station</b>	<b>Phnom Penh, with traveling to project sites</b>
<b>Duration</b>	<b>Maximum 20 working days</b>

## 1. Introduction

The Cambodia Community Based Adaptation Programme (CCBAP), funded by Sweden has an overall objective of improving community based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia. The CCBAP started on 10 December 2010 and will end on 31 March 2015 with a total budget of US\$ 4,774,228.8. The CCBAP has three main outputs: (1) improved necessary capacity within NGOs, CBOs and local communities to implement community adaptation measures; (2) mainstreaming of adaptation to climate change at commune level; and (3) lessons learned and good practices documented and shared to influence changes of policy and programme development. The CCBAP is being implemented under the existing established UNDP/GEF/SGP implementation infrastructure.

Since the launch of the programme in January 2011, 71 LNGOs / CBOs have been funded by CCBAP to plan and implement adaptation measures in 428 villages, 113 communes, 59 districts and 21 provinces of Cambodia. The projects of LNGOs / CBOs aimed to increase adaptive capacity of rural poor communities in locations in question by providing them access to water to improve agricultural yields, to productive assets such as finance, quality seeds, and animals, by improving agricultural techniques of rural communities, by raising awareness of rural communities and local authorities on climate change, its impacts, and adaptation measures, and by working with all concerned stakeholders to integrate adaptation measures into commune development plans to ensure sustainability.

In order to implement CCBAP-funded projects, LNGOs/CBOs have been working closely with local stakeholders and authorities such as the Commune Councils, Provincial department of water resources (PDOWRAM), and Provincial Department of Agriculture (PDA).

CCBAP is now looking to hire a qualified and experienced evaluation team to conduct the CCBAP terminal project evaluation.

## 2. Overall Objective:

The objectives of this evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this programme, and aid in the overall enhancement of UNDP programming.

The overall objectives of the CCBAP terminal evaluation are as follows:

- To review and assess the overall development progress to date at 3 levels of development results (outputs, outcomes and impacts), as well as to identify opportunities and challenges in related to design, implementation and management of the CCBAP based on the following criteria: relevance, effectiveness, efficiency, impact and sustainability,
- To assess how the programme is related to or complements other climate change and gender sensitivities and equality activities including overall contribution to the UNDP Country Programme Action Plan (CPAP) 2011-2015;

- To identify lessons and good practices from CCBAP, with potential for replication or inclusion in national policies or programmes; and
- To synthesize lessons and provide recommendations on the design of the future UNDP's work on community-based adaptation and engagement with civil society organisations.

### **3. Specific Objectives of the Evaluation**

The CCBAP terminal programme evaluation has three (3) main objectives as follows:

#### **a. Progress in implementing**

- To overview and assess the overall development progress to date in the implementation of CCBAP for each results, in-particularly:
  - Building capacity of LNGOs/CBOs and building the adaptive capacity of local community to adapt to climate change impacts, what are lessons-learned in terms of what have been most successful and why,
  - Number (gender disaggregated) of direct and indirect beneficiaries;
  - Integration of adaptation activities into-local development planning through using decentralization reform,
  - Analyse how the lessons learnt from CCBAP can provide input into the centralization reform, both regarding the planning guidelines at sub-national level and the integration of climate change in the Commune Investment Plans,
  - Lessons learned and good practices demanded and shared influence policy and project development.
- Review the extent to which the planned programme activities and lead to programme outputs/outcomes by end of May 2015;
- Review the risk and risk management (at output level) in the risk log have been taken action and recommendation for alternative mitigation; if any
- Review and assess the budget expenditure and provide recommendation going forward;
- Identify the key challenges the programme faced to date and assess progress in addressing these;
- To provide feedbacks and identify lessons learned, and good practice which can be used and links/aligns to the prioritize national policy and programme development;
- To identify the critical/prioritized areas and opportunities and improvement that CCBAP should focus on during the next round of funding beyond March 2015.

#### **b. Management :**

- Overall performance of the National Steering Committee (NSC) in providing support to LNGOs/CBOs;
- Assess and recommend on the effectiveness, and efficiency of the support provided by UNDP/SGP team to the LNGOs/CBOs partners;
- Review and recommend on relationship between GEF and Sweden funding and how manage funding to LNGOs/CBOs partners.

#### **C. System and procedure**

Review and assess the management process uses to implement against all three intended results of the CCBAP (planning, financial, implementation and M&E system).

### **4. Scope of the Evaluation**

The evaluation team will be undertaken and focused on the scope of work as follows:

**Geographic areas and timeframe:**

- **Geographical areas:** 59 districts of 21 provinces of Cambodia
- **Timeframe of the evaluation:** Maximum 20 working days during the period of December 2014 – 31 January 2015

**Scope of Evaluation:** The evaluator is expected to frame this evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP.

- **Relevance:** to evaluate the relevance of the CCBAP's strategy, design and implementation arrangements in today's development context while also considering future challenges. This includes overall relevance of the CCBAP in the national and local context.
  - To what extent does the CCBAP intervention meets the needs of communities;
  - To what extent are the objectives of CCBAP still valid in the current Cambodia's development context or align with a prioritized country strategy of climate change adaptation;
  - Are the activities and outputs of CCBAP's partners consistent with the overall objectives and goal CCBAP;
  - Related to activities and capacity level, was the programme timeframe (including each result) reasonable to achieve the outputs and outcomes;
- **Effectiveness:** to evaluate how effective CCBAP is in achieving its objectives using CCBAP logical framework as a basis for programme evaluation of the four years implementation. The evaluation team will also look at how the project identify, manage and mitigate risks and provide practical recommendations concerning the improvement of future project effectiveness.
  - To what extent were the programme objectives achieved / are likely to be achieved by end of May 2015;
  - What were the major factors influencing the achievement or non-achievement of the objectives;
  - To what extend the National Steering Committee (NSC) or Small Grant Programme (SGM) team have been effectiveness support the LNGOs/CBOs partners;
- **Results:** assessment of intended results elaborated in the CCBAP Results Resource Framework (RRF) shall be conducted to measure to what extent CCBAP has achieved the stated results in the RRF. There are two levels of CCBAP results in the RRF: outputs and outcomes.

Outputs:

  - ✓ to assess to what extent CCBAP has achieved tangible results as stated in the RRF benefiting local communities and how those tangible results contribute to CCBAP outcomes
  - ✓ to define what the main factors are that have affected the achievement of CCBAP outputs
  - ✓ To identify lessons learnt / strategies which improve cooperation among NGO partners and concerned stakeholders

Outcomes:

  - ✓ to assess to what extent that CCBAP's outcomes contribute to UNDP's Country Programme Action Plan (CPAP)'s outcome 2

- ✓ to define what the main factors are that have affected or will affect the achievement of CCBAP outcomes
  - ✓ To identify the lessons learned of good practices and recommendations which can be used and shared to influence other national policy and programme development, and brought for designing the most relevant new project/programme.
- **Efficiency:** To the extent possible, the Evaluation Team will compare the benefits (adaptation/resilience capacity related to community level) from the CCBAP with the budget to assess how efficient the programme is. The evaluation team will provide practical recommendations regarding how to improve the efficiency, as required.
    - ✓ Were activities cost-efficient?
    - ✓ Were outputs achieved on time?
  - **Impacts:** The objective of the Cambodia Community Based Adaptation Programme is to improve community based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia. It should be noted that it takes significant time to improve or build adaptive capacity; therefore, the team should analyse both how adaptive capacity has been developed and how project achievements contribute to future strengthening of adaptive capacities.
    - ✓ What were the changes resulting from CCBAP intervention in the way in which Cambodia is addressing climate change issues;
    - ✓ What were the impacts of the CCBAP Programme (including CCCA funded projects) on adaptive capacities of target beneficiaries;
    - ✓ What were the changes in the livelihood/behaviour of the local communities contributing to better adaptive capacity at the ground level;
    - ✓ How many people (gender disaggregated) have benefitted from the impacts by aggregated sex and groups;
  - **Sustainability:** The Evaluation Team will assess how the programme achievements contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.
    - ✓ To what extent are the benefits of CCBAP funded projects likely to continue after its completions;
    - ✓ What were the major factors which influenced the achievement or non-achievement of sustainability;
  - **Coherence/Complementarity:**
    - ✓ Does the CCBAP intervention complement other Climate Change Initiatives implemented in mainstreamed adaptation to climate change at commune level;

## 5. Products expected from the Evaluation

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

Deliverable	Estimated Duration to Complete	Target Due dates	Review and Approvals Required
<b>Deliverable 1:</b> A programme evaluation methodology prior to the assignment to discuss with UNDP/SGP	3 working days	First week of December 2014	UNDP SGP team, and E&E senior management

<b>Deliverable 2:</b> Preliminary findings presented to CCBAP's project partners and other stakeholders for comments	8 working days	Second week of December 2014	UNDP SGP team, and E&E senior management
<b>Deliverable 3:</b> A draft version of findings/lessons learnt/approaches which are important and can be used as inputs for other national policies or programme development	3 working days	Third week January 2015	UNDP SGP team, and E&E senior management
<b>Deliverable 4:</b> Draft version of the evaluation report circulated for comments to the NSC or project partners within 7 days after the end of the field mission. Donor will have 15 days for review comments prior to the evaluation official reports submit to the UNDP SGP	3	Third week of January 2015	UNDP SGP team, and E&E senior management
<b>Deliverable 5:</b> The final project evaluation report submitted to UNDP / SGP by addressing in a systematic and analytic way consolidated finding and recommendations and lessons learnt (use the quality standard template of UNDP evaluation report.	3	Fourth week January 2015	UNDP SGP team, and E&E senior management
<b>Total number of working days:</b>	20 days		

## 6. Time frame for evaluation

During the course of work, the evaluation team should strictly follow the below timeframe:

Activity or product	No. of working day	Deadline
Desk review and Detailed evaluation methodology (Inception report)	1	4 December 2014
Brief meetings (to provide the project overview, survey methodology, and overall UNDP framework)	1	12 December 2014
Field work	10	22 – 26 December 2014
Debriefing meeting/presentation of preliminary finding	0.5	31 December 2014
Draft project evaluation report and policy brief submitted	5	01 - 05 January 2015
Comments/feedback from concerned stakeholders	-	13 January 2015
Final (draft) project evaluation report and policy brief	1	16 January 2015
Comments/feedback RBAP/Evaluation Officer, HQ, if any	-	
End of project evaluation report	0.5	20 January 2015
Proposed M&E approach for CCBAP partners	1	22 January 2015
<b>Total</b>	<b>20 days</b>	

## **7. Payment Milestones**

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

- First payment: 60% upon submission of an inception report detailing evaluation methodology; and after the presentation of preliminary findings is conducted; and
- Final payment: 40% upon satisfactory submission of the final report, policy brief.

## **8. Methodology or Implementation Arrangement**

The consultants will propose the CCBAP terminal project evaluation methodology in the proposal. The detailed and final methodology shall be worked out in close consultation with CCBAP team after the evaluation team is selected for the work.

The terminal programme evaluation methodology should be included well-thought-out sampling methods for selecting NGOs partners, sampling methods for selecting beneficiaries at the local level, and methods for assessing results stated in the RRF using methods as follows:

- ✓ Desk reviews,
- ✓ Interviews with CCBAP team and National Steering Committee members,
- ✓ Interviews with UNDP staff / senior management team,
- ✓ Interviews with NGO partners,
- ✓ Field visits to partners' project sites,
- ✓ key informant interviews at the national and local levels, and
- ✓ Interviews and focus groups discussions with beneficiaries.

SGP team will work closely with the evaluation team to facilitate the process, including providing relevant document related to the CCBAP for desk review, identified stakeholders and sources of information, assisting in organizing meetings with stakeholders, assisting in arranging field visit and identifying key issues that it is a necessary during the assignment period and assisting to resolve these whenever possible. However, the evaluation team will be fully independent and will retain enough flexibility to determine the best approach to collecting and analyzing data for the evaluation.

## **9. Institutional Arrangement**

The Consultant will working closely with the Small Grants Programme (SGP) team and Environment and Energy (E&E) Cluster. The immediate supervisor during the assignment for the consultant is ACD, Team Leader E&E Cluster a.i. The CCBAP National Project Manager will be focal person to contact, day-to-day interact and liaise during the assignment with the consultant.

The E&E Cluster Team Leader is expected to provide the overall supervision, monitoring and evaluation the deliverable results of consultant and ensure quality of the product is timely submitted.

The SGP/CCBAP team is expected to conduct the technical and quality reviews of consultant's outputs. In case the consultant needs to conduct interview to beneficiaries and clarify on the data/information in the target provinces, the SGP/CCBAP team will provide the transportation based on the actual date to be travelled. In addition, the consultant will also work together with another national consultant for this evaluation. In order to complete the work, therefore, the consultant is required to work alone in case of delay from another one.



## 10. Evaluation Team

The Evaluation Team will consist of the following members:

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

Two Consultants, one International and one National Consultant will be responsible for conducting and reporting on the evaluation, under the guidance of and reporting to CCBAP team, UNDP's Senior Management and Sweden Embassy.

The international consultant will be designated as Team Leader and will carry out overall responsibilities for designing evaluation framework, leading the evaluation team, collecting and analyzing data, and delivering the final terminal project evaluation report and other as the above stated.

Both national and international consultants are expected to work in close collaboration with each other throughout in order to complete the work.

### Minimum Requirement/Qualifications

<b>Education</b>	Minimum of a master's degree or equivalent in natural resource management, environment, development studies or related field demonstrably relevant to the position.
<b>Experiences</b>	<ul style="list-style-type: none"><li>- At least 10 years of relevant experience, including experiences in conducting review or evaluation of development projects in the field of climate change adaptation, agriculture, forestry, fisheries, rural development or related field</li><li>- Good experiences in data collection, analysis and evaluation report writing</li><li>- Good experience in project and programme management, as well as capacity development</li><li>- Demonstrated knowledge of climate change adaptation approaches and related monitoring and evaluation tools. Knowledge of community-based approaches will be an asset.</li><li>- Experience in rural livelihood improvement through climate change adaptation knowledge</li><li>- Prior experience in Cambodia or South-East Asia will be an asset</li><li>- Previous work experience with UNDP will be an asset.</li></ul>
<b>Competencies</b>	<ul style="list-style-type: none"><li>- Strong technical background and proven competency in environmental management, climate change adaptation, rural development or related areas</li><li>- Excellent evaluation skills, including capacity to produce high quality and constructive reports</li><li>- Excellence in writing evaluation reports with constructive and practical recommendations</li><li>- Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions</li><li>- Demonstrated ability to work with developing country government agencies and NGOs.</li><li>- Experience leading multi-disciplinary, multi-national teams. Ability to meet short deadlines.</li><li>- Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact.</li><li>- Ability and willingness to travel to provincial areas.</li><li>- Computer literate (MS Office package).</li></ul>

<b>Language Requirement</b>	- English fluency
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## **12) Annexes to the TOR**

Overall TOR for Terminal Evaluation

## **Inception report<sup>1</sup>**

### **UNDP Cambodia – Terminal Evaluation of Cambodia Community-based Adaptation Programme (CCBAP)**

#### **Abbreviations used:**

CBA	Community based Adaptation
CBO	Community based Organisation
CC	Climate Change
CCA	Climate Change Adaptation
CCBAP	Cambodia Community Based Adaptation Programme
CCCA	Cambodia Climate Change Alliance
CDP	Community Development Plan
CIP	Community Investment Programme
CPAP	Country Programme Action Plan
EU	European Union
FGD	Focus Group Discussion
KII	Key Informant Interview
KM	Killometre
LNGO	Local Non Government Organisation
MAFF	Ministry of Agriculture, Forests and Fisheries
MOE	Ministry of Environment
MOWRAM	Ministry of Water Resources and Meteorology
MTR	Mid-Term Review
NAPA	National Adaptation Plan of Action
NAPA-FU	NAPA-Follow Up
NSC	National Steering Committee
PDA	Provincial Department of Agriculture
PDOWRAM	Provincial Department of Water Resources and Meteorology
ProDoc	Project Document
SGP	Small Grants Programme
TOC	Theory of Change
ToR	Terms of Reference
VfM	Value for Money
VRA	Vulnerability Reduction Assessment

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<sup>1</sup> Evaluation team: Abhijit Bhattacharjee; Dr. Sovit Sin

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## **1. Background and Introduction:**

### **1.1 Introduction to the evaluation**

1. This inception report relates to a proposed end-of-project evaluation of the Cambodia Community-Based Adaptation Programme (CCBAP) which is being implemented by UNDP through funding provided mainly by the Swedish International Development Agency (SIDA). This report outlines the key elements of the evaluation framework, methodology and data analysis the evaluation team will follow for the exercise.

### **1.2 Background – the project context and objectives**

2. This project (2010-2015)<sup>2</sup> is designed to improve community based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia. With a total budget of US\$ 4,504,638.61 (Sweden: 4,206,377.41, TRAC: 35,424.20 and Aus-aid: 262,837.00) the project started on 10 December 2010 and will end on 31 March 2015.
3. CCBAP funds local non-government organisations (LNGOs) and community-based organisations (CBOs) which work to increase adaptive capacity of rural poor communities in areas vulnerable to climate change by providing them access to water to improve agricultural yields, to productive assets (such as finance, quality seeds, and animals), and by improving agricultural techniques through raising awareness of rural communities and local authorities on climate change. At the same time, working with all concerned stakeholders, the programme attempts to facilitate integration of adaptation measures into commune development plans to ensure sustainability. In order to implement CCBAP-funded projects, the LNGOs/CBOs work closely with local stakeholders and authorities

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<sup>2</sup> Initiated in December 2010, but actual implementation started in 2011. Originally the project was to end in 2012, but subsequently received additional no-cost extension and funding which now comes to an end in March 2015.

## **Inception Report: UNDP Cambodia – Terminal Evaluation of CCBAP**

such as the Commune Councils, Provincial department of water resources (PDOWRAM), and Provincial Department of Agriculture (PDA).

4. The context within which this project is being implemented is described in detail in the project document.<sup>3</sup> The project objective has been sought to be achieved through three main outputs, namely:<sup>4</sup>
  - i. improved necessary capacity within NGOs, CBOs and local communities to implement community adaptation measures;
  - ii. mainstreaming of adaptation to climate change at commune level; and
  - iii. lessons learned and good practices documented and shared to influence changes of policy and programme development.
5. Since the launch of the programme, 71 LNGOs / CBOs have been funded by CCBAP to plan and implement adaptation measures in 428 villages, 113 communes, 59 districts and 21 provinces of Cambodia (See map attached as Annex 1).

### **1.3 Key lessons, findings of the mid-term review of CCBAP**

6. A mid-term review (MTR) of CCBAP was undertaken in December 2012 which noted that the project was able to deliver relevant interventions and achieve over 80% of its intended work plan target in relation of output 1 in the first two years, with progress on the other two outputs lagging behind. It also highlighted the following issues that needed to be addressed:
  - a. Capacity building focused mostly on “procedural needs” (use of the VRA tool and reporting/financial accountability) and the training sessions were not based on an analysis of specific training needs of participants.
  - b. A large concentration of LNGOs/CBOs supported by the project is in areas which were close to the capital city of Phnom Penh – almost half of the grants were made to four provinces which are about 100 km distance from Phnom Penh. These were not necessarily the most climate-vulnerable areas in the country.
  - c. Weak baseline data and lack of system for objective measurement of changes due the project means that outcome level monitoring and reporting remains weak - realistic and measureable indicators of the capacity of local communities to withstand and recover from extreme climate events needed to be developed.
  - d. Documentation of lessons and evidence-based policy advocacy need concerted effort which may have been affected by the short time-frame of the project, and this needs further attention.

## **2. Purpose, Scope and Objectives of the Evaluation:**

### **2.1 Purpose and scope**

7. The purpose of this terminal evaluation is to assess the overall performance (outputs, outcome and impact) of the project as well as lessons which will need to inform future programme.
8. The scope of the evaluation will cover various activities undertaken since 2011 under the three outputs of the project as listed above. These outputs contribute to UNDP’s Country Programme Action Plan (CPAP) 2 which has the following statement of outcome:

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<sup>3</sup> UNDP Cambodia. 2011. Project Document – Cambodia Community-Based Adaptation Programme (CCBAP)

<sup>4</sup> UNDP Cambodia. 2014. Terms of Reference for Terminal Evaluation of Cambodia Community-Based Adaptation Programme

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*CPAP outcome 2: National and local authorities, communities and private sector are better able to sustainably manage ecosystem goods and services and respond to climate change.*

*CCBAP Project objective: To improve community-based adaptation and climate resilience in vulnerable communities in flood/drought prone provinces of Cambodia.*

**Table 1: Outputs, activities and indicators under CCBAP project<sup>5</sup>**

<b>Intended output</b>	<b>Activities</b>
Output 1: Climate change adaptation built in vulnerable communities in flood/drought prone areas of Cambodia under the Small Grants Programme (SGP)	1.1 60 LNGOs and CBOs able to design CBA project by taking into consideration gender balance.  1.2 Target communities increase their rice yield by at 70% through use of agricultural resilience techniques.  1.3 Communities diversify livelihoods using an integrated approach such as home gardens, animal/fish raising, savings groups and other small businesses.  1.4 Small scale infrastructures rehabilitated to enhance resilience of the communities to climate change risks and hazards.  1.5 Improved access to water for household consumption and agricultural activities.
Output 2: Communities integrate/apply climate-related information and vulnerability assessment into commune development plans and commune investment plans (CDP/CIP)	2.1 Revised sub-national planning guidelines integrate climate change and vulnerability risk assessment (VRA) which are used by communes in their development and invest programme.  2.2 60% of targeted communities integrate and apply climatic information
Output 3: Lessons learned and good practices documented and shared to influence changes in policy and programme	3.1 Case studies and best practices from CCBAP documented.  3.2 A knowledge platform for sharing knowledge and experiences among the project partners established and functioning, with evidence of other programmes incorporating lessons from CCBAP.  3.3 Knowledge sharing work organised with UNCDF, NAPA-Follow up, and Scale Up Climate Change into Sub-National Planning and budgeting process (SNC Scale Up project) on the results of mainstreaming climate change adaptation into CDP/CIP.

<sup>5</sup> The Project Documents referred to here are drawn from two versions (2011 and 2013). In both the documents, outputs, activities and indicators are sometimes expressed in overlapping languages, especially with regard to activities and indicators. For the sake of simplification, the evaluation team has therefore merged the planned activities and indicators

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development.

(Source: Compiled by evaluation team from ‘UNDP Cambodia. 2011/2013. CCBAP Project Document Result and Resource Framework, versions 2011 and 2013’)

### 2.2 Objectives of the evaluation

9. The evaluation will examine the progress made and challenges faced in the course of implementation over the last four years of the current project, with emphasis on learning and continuous improvement in implementation of the project over the remaining period of its duration. As outlined in the ToR (Annex 2), the findings, lessons and recommendations from the evaluation will feed into future programme planning and advocacy.
10. Specifically, the evaluation will address the following objectives:
- To review and assess the overall development progress to date at 3 levels of development results (outputs, outcomes and impacts), as well as to identify opportunities and challenges in related to design, implementation and management of the CCBAP based on the following criteria: relevance, effectiveness, efficiency, impact, sustainability, and coherence.
  - To assess how the programme is related to or complements other climate change, gender sensitivities and equality activities including overall contribution to the UNDP Country Programme Action Plan (CPAP) 2011-2015;
  - To identify lessons and good practices from CCBAP, with potential for replication or inclusion in national policies or programmes; and
  - To synthesise lessons and provide recommendations on the design of the future UNDP’s work on community-based adaptation and engagement with civil society organisations.

## Methodology:

### 3.1 Evaluation framework

11. The evaluation will use the following framework for its data-gathering, analysis and drawing conclusions. This framework is based on the theory of change underpinning the CCBAP project as articulated in the project document.

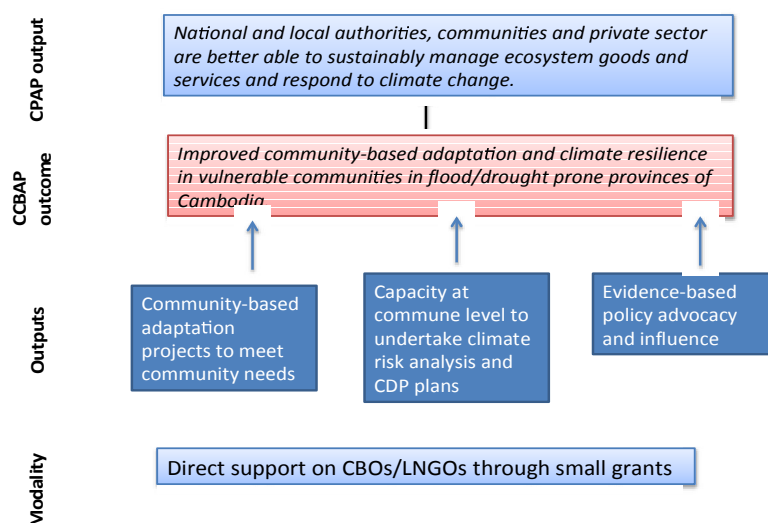


Figure 1: Schematic diagram of CCBAP Theory of Change



### 3.2 Evaluation criteria

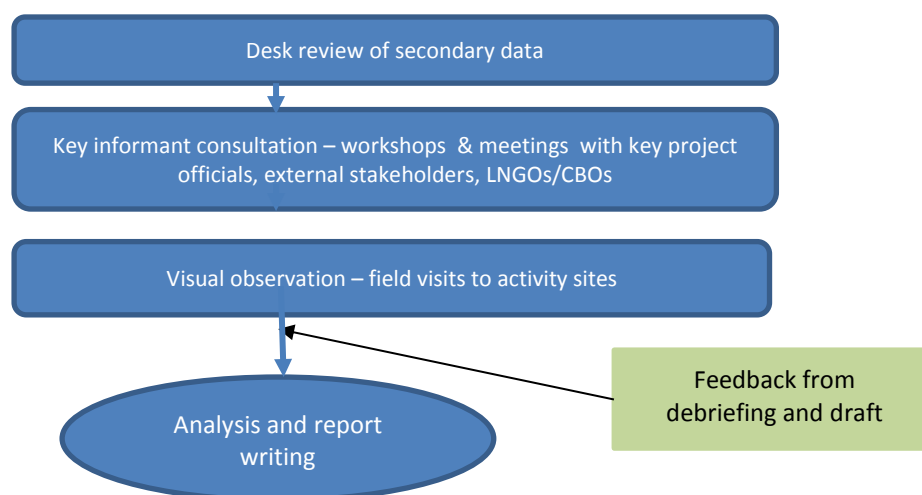
12. The evaluation will use the following criteria which are mainly based on OECD/DAC criteria<sup>6</sup> for evaluation of development assistance:

- Relevance
- Effectiveness
- Efficiency
- Impact
- Sustainability
- Coherence/complementarity

13. Detailed evaluation questions against each of the above criteria, methods and sources of data is provided in the evaluation matrix (Table 4) below.

### 3.3 Evaluation approach

14. A mixed-method approach will be best suited for this evaluation, with emphasis on qualitative changes the project brought about or has potential to bring about. The overall methodology will be based on both inductive and deductive approaches using quantitative and qualitative data gathered from a carefully selected range of sources. The data collection for this evaluation will be mainly done through documents research, purposively selected key informant interviews (KIIs) with stakeholders, semi-structured interviews, site visits and observations, and carefully structured focus group discussions (FGD) and individual interviews with key stakeholders (Government Agencies at national and local levels) and commune councils targeted by the project.



**Figure 2: Methodological framework**

### 3.4 Key methods

#### *(i) Sampling methods & field visits*

15. CCBAP has so far assisted 71 LNGOs/CBOs in 59 districts of 21 provinces. The assisted districts generally fall into the following three categories based on their vulnerability to climate change factors:

- Low land areas – 42 districts
- Coastal districts – 3 districts

<sup>6</sup> OECD/DAC. DAC Criteria for evaluating development assistance.

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- Upland districts – 14 districts

16. The evaluation team first selected the districts from the above based on the concentration of grants awarded, and then selected LNGOs/CBOs on the basis of number and total size of grants made under the project to each LNGO/CBO. Based on these criteria, the following districts and LNGOs/CBOs were selected for field visits and detailed data-gathering (Table 2).

**Table 2: Districts & partners selected for field visits and observation by evaluation team**

<b>Province/District (climatic vulnerability type)</b>	<b>LNGO/CBO</b>	<b>Focus of work</b>
<b>7-11 December 2014</b>		
Kampong Speu: Phnom Sruoch	Kraing Serei Community of Forestry	Water supply system development and livelihood improvement for Kraing Serei Community Forestry members (WSSDLI)
Kampong Thom: Santuk, Baray, & Sandan	Cambodian Organization for Women Support (COWS)	Promotion of sustainable management and conservation of community fisheries areas to ensure local food security, wellbeing, and reduction of vulnerability to climate change
Kampong Thom: Stong	Cambodian Organization for Women Support (COWS)	Promote community food security, well-being and reduce vulnerability to climate flood and drought through canal rehabilitation and water management
Kampong Thom: Stong	Cambodian Organization for Women Support (COWS)	Mainstreaming activities of climate change adaptation into Commune Investment Program/Commune Development Plan in 2015 Project
Prey Veng: Kanh Chreach	Development Khmer Community (DKC)	Sustainable water management in Kdeung Reay and Doung Veal Communities
Prey Veng: Kamchay Mear	Community Resource Improvement For Development (CRID)	Community's capacity improvement for adaptation to CC in Seang Kveang, Kamchay Mear district, Prey Veng province
Prey Veng: Svay Antor & Kamchay Mear	Community Resource Improvement For Development (CRID)	Improve community capacity in managing the water and agriculture skill in adaptation of changing rainfall pattern in 2 communes, Chea Khlang in Svay Antor district and Seang Khveang in Kamjay Mear district, Prey Veng Province
Prey Veng: Kamchay Mear	Community Resource Improvement For Development (CRID)	Mainstreaming activities of climate change adaptation into Commune Investment Program/Commune Development Plan in 2015 Project of Seang Kveang commune, Kamchaymear district, Prey Veng province
	Development Khmer	Climate change impact deduction and

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<b>Province/District (climatic vulnerability type)</b>	<b>LNGO/CBO</b>	<b>Focus of work</b>
Prey Veng: Kanh Chreach	Community (DKC)	livelihood improvement through sustainable water management for agriculture and environment protection in 4 villages, Chong Ampil commune, Kanh Chreach district, Prey Veng
	Development Khmer Community (DKC)	Mainstreaming activities of climate change adaptation into Commune Investment Program/Commune Development Plan in 2015 Project
		Mainstreaming activities of climate change adaptation into Commune Investment Program/Commune Development Plan in 2015 Project
Svay Rieng: Svay Chrum & Kampong Ro	Humanity Bright Organization (HBO)	Promote Bio-diversity Conservation and Livelihood through Community Fishery and Sustainable Agriculture in Svay Rieng Province
Takeo: Treang	Our Objective Organization (OOO)	Improvement of local community livelihood at Sambuor and Thlork communes through adaptation to CC related irregular rainfall pattern
Takeo: Treang & Borey Chulsa	Our Objective Organization (OOO)	To improve livelihood for 14 villages in Trang and Borey Cholasar districts through increasing rice cultivation to adapt to irregularly raining
Takeo: Treang	Our Objective Organization (OOO)	To Prepare the Commune Investment Plan and Commune Development Plan of Sanlong Commune in 2015 to Mainstream into the Climate Change Adaptation
<b>15-19 December 2014</b>		
Kratie: Chet Bori	Forests and Livelihood Organization (FLO)	Improvement of indigenous community capacity to adapt to Climate Change
	Forests and Livelihood Organization (FLO)	Increase climate change adaptive capacity to improve based community
Ratanakiri province,	Save Vulnerable Cambodians (SVC)	Adaptation to changing climate to sustain livelihood of indigenous communities
		The integrated climate change adaptation into indigenous' livelihood (ICCAIL)
Kampot province, Dong Tong district	Rain Water Cambodia (RWC)	Enhance livelihood of 249 families through water connection for agriculture to adapt with drought in Sre Cheang Chheng commune

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17. In all the sites visited, key informant interviews (KII) – each KII lasting about 45-60 minutes - will be conducted with LNGO/CBO officials, commune councils, provincial and districts authorities, and unstructured individual interviews with beneficiaries. Unstructured interviews will be held with 4-5 households in each site/village/community/district visited, with each interview lasting 10-15 minutes. The consultants will also hold focus group discussions (FGDs) with communities. Each FGD (lasting up to maximum of one hour) will comprise 6-8 individuals, men and/or women, with two-thirds of the individuals selected from amongst the target groups and the rest from amongst those who may not have been directly targeted under the project being evaluated. All village/community visits and discussion must include at least 50% women participants.

### *(ii) Key informant interviews at national level*

18. KII will be held with key officials from Government (Ministry of Environment, MOE; Ministry of Agriculture and Forests, MAFF), donors (Sweden Embassy), National Steering Committee (NSC) members and UNDP officials to gain insights and perspectives on CCBAP work as well as national trends in relation to CCA work.

### *(iii) Counterfactual*

19. The evaluation will use existing data from CPAP, ProDoc, MTR and relevant reports to examine if credible baseline exists. Where credible baseline does not exist, the evaluation team will attempt to ascertain changes that can be reasonably attributed to the project. This will be done by testing all assumptions made in the project design and validating these through data gathered from multiple sources (desk research, KII, FGD and site observations).

## **3.5 Data validation, triangulation and independence of the evaluation**

20. *Ensuring independence in data-gathering:* The following steps will be taken by the team to ensure that data-gathering process minimizes any possible bias and influence:

- While selection of candidates for FGDs and KII will be pre-arranged, attempt will be made to hold a number of these extempore during the site visits;
- The team will meet on a daily basis, as far as possible, to compare notes and triangulate evidence gathered.

21. *Triangulation of data:* Since the evaluation will use a mixed-method approach to data collection, triangulation in various stages will be the cornerstone of data gathering and validation. This evaluation will mainly rely on:

- Source triangulation. The evaluators will compare information from different sources – attempt will be made to include multiple key informants from different agencies;
- Method triangulation. Evaluators will compare information collected by different methods, e.g. interviews, focus group discussion, document review;
- Researcher triangulation. Comparison and collation of information collected by different team members during the course of their research.

## **3.6 Reporting and presentation of findings**

22. The evaluation will present the findings and report of the evaluation in the following phases:

- Evaluation debriefing - oral presentation of key findings and conclusions to UNDP and other relevant stakeholders as part of the validation process: this will be a participatory process to test, draw, refine and reformulate findings and lessons learned from the evaluation exercise;

## **Inception Report: UNDP Cambodia – Terminal Evaluation of CCBAP**

- Preparation of zero draft of the evaluation report, to be revised based on feedback received from UNDP and other stakeholders;
- Preparation of first draft of the report for wider circulation and comments;
- Submission of final report, with summary and annexes.

### **4. Report Format:**

23. The following is a rough outline format for the report which may be amended later:

*Executive Summary – 3-4 pages*

*Section 1: Introduction, Purpose and Methodology of the Evaluation – 5 pages approx.*

- 1.1 Background to the evaluation
- 1.2 Purpose and scope of the evaluation
- 1.3 Organisation of the evaluation
- 1.4 Methods, Key Interviewees and questions
  - 1.4.1 Key Steps
  - 1.4.2 The evaluation framework, key questions and limitations
  - 1.4.3 Key interlocutors
  - 1.4.4 Triangulation of information
- 1.5 Limitations
- 1.6 Format of the Report

*Section 2: CCBAP Project Context and Content – 4 pages approx*

- 2.1 Overall Context and programme and objectives
- 2.2 Intended outcome and theory of change
- 2.3 Activities and resources

*Section 3: Findings of the Evaluation – 12 pages approx*

- 3.1 Institutional aspects – policies, guidance, structure and relationships – at commune, provincial and national level
- 3.2 Capacity development of LNGOs/CBOs – staff skills, knowledge and individual capacity
- 3.3 Evidence-based policy and advocacy
- 3.4 Results and delivery of interventions – access to water; agricultural development; alternative livelihoods; conservation and energy management; community empowerment.
- 3.5 UNDP's strategic positioning in the context of climate change work in Cambodia

*Section 4: Assessment Against Criteria for Evaluation – 8 pages approx*

- 4.1 Relevance
- 4.2 Effectiveness
- 4.3 Efficiency
- 4.4 Sustainability
- 4.5 Impact
- 4.6 Coherence/complementarity

*Section 5: Key Conclusion, Lessons and Recommendations - 4 pages*

Annexes to the report:

- A1: ToR
- A2: Inception report
- A3: List of people interviewed/sites visited
- A4: Key documents studied
- A5: Evaluation team itinerary

## **5. Time-frame:**

1. Briefing and key informant interviews Phnom Penh	01-05 December
2. Submission of inception (draft) report	04 December
3. Field visits	7 -12 December
4. Exit debriefing in Phnom Penh	12 December
5. Submission of first draft of evaluation report	31 December
6. Comments and feedback on first draft by UNDP to evaluation team	7 January
7. Submission of second draft of evaluation report	11 January
8. Comments and feedback on second draft by UNDP to evaluation team	15 January
9. Submission of final report to UNDP with annexes	20 January

## **6. Possible Challenges and Limitations:**

24. At this inception stage, the evaluation team can foresee the following challenges in undertaking the evaluation:

- i. The project has a nationwide remit and covers 21 provinces. Given the tight time-frame the evaluators have for the field work and submitting the evaluation report, the evaluation will rely on secondary data on scale and coverage - number of communities and households assisted – and there will be no quantitative survey undertaken at the level of communities.
- ii. Furthermore, the mid-term evaluation methodology is not geared toward carrying out an impact assessment and hence comments made in the evaluation on impact will be limited to assessment of immediate results and outcomes more generally focusing on the potential of the outputs and outcomes to contribute to intended impact.

25. The inception report is based on the ToR, and questions and methods outlined in the evaluation matrix below (Table 4) are derived from the former. However, the limited time-frame during which this evaluation is being conducted forces the evaluation team to use a limited set of methodology to gather and analyse data, and hence addressing the following issues /questions (Table 3) outlined in the ToR will suffer from limitations stated below:

**Table 3: ToR exceptions and rationale**

<b>Questions/objectives outlined in the ToR</b>	<b>Limitations</b>
1. Assess the overall development progress to date in the implementation of CCBAP for each results, in-particularly: number (gender disaggregated) of direct and indirect beneficiaries.	This evaluation can not verify the number of beneficiaries and will rely on self-reported information in APRs as the time-frame does not allow any survey to be conducted. However, the evaluation may be able to examine the qualitative aspects of gender issues.
2. Review and recommend on relationship between GEF and Sweden funding and how funding to LNGOs/CBOs partners is managed.	This evaluation is limited to examining the CCBAP only and is not assessing GEF funded projects, and hence any comment on the relationship between GEF and Sweden funded assistance will be subjective opinions of evaluators and not based on evidence-based data.

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**Table 4: Evaluation Matrix**

Evaluation criteria and key questions	Key indicators	Data sources	Data collection methods/ tools	Data analysis method
<b>RELEVANCE:</b>				
1. To what extent do the intended outcome and relevant outputs address national policies and priorities and to what extent are these aligned with UNDP's mandate in Cambodia? To what extent are the objectives of CCBAP still valid in the current Cambodia's development context or align with the country strategy for climate change adaptation?	Alignment of CCBAP project outputs with NAPA, National Climate Change Strategic Plan, CPAP and Cambodia Climate Change Council priorities.	CCBAP ProDoc, CPAP; National Climate Change Strategic Plan; Ministry of Environment /Cambodia Climate Change Alliance officials and UNDP staff.	Desk review; KII	Qualitative analysis
2. To what extent do the CCBAP interventions meets the needs of communities? Have the project interventions been relevant to women and other marginalised populations, and needs of vulnerable communities? To what extent did the results, both at the outcome and output levels, take into account gender equality issues?	Direct evidence of benefits of project activities accruing to communities in relation to CCA; vulnerable communities and women receive priority in targeting during implementation.	Direct observations, communities, APRs, commune councils, LNGO/CBO partners.	Desk research  Semi-structured interviews; FGDs with rural communities/women's groups; Case studies; beneficiary feedback.	Qualitative analysis and quantitative data comparison, wherever available.
3. Has the project been able to adapt its programming to the changing context to address priority needs in the country?	Ability of the project to respond to new /emerging issues on CCA	MoE officials and UNDP staff; SIDA/ EU; NSC members	KII	Qualitative analysis
4. Are the activities and outputs of CCBAP's partners consistent with the overall objectives and goal CCBAP?	Evidence of alignment of activities to the core objectives of building adaptive capacity of communities, especially the most	Direct observations, communities, APRs, commune councils, LNGO/CBO partners.	Desk research  Semi-structured interviews; FGDs	Qualitative and quantitative data analysis



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	vulnerable, and integrating adaptation agenda in CDP/CIP.		with rural communities/women's groups; Case studies; beneficiary feedback.	
<b>EFFECTIVENESS</b>				
1. Is there a clear implementation logic and theory of change underpinning the project that inform outcome, output and activities under the project?	CCBAP planning, implementation/grant allocation follows a clearly articulated TOC	ProDoc; APRs; project proposals; NSC; LNGO/CBO partners	Site visits; Desk research and KII	Assessing linkage between output/outcome indicators and outcome using the TOC.
2. To what extent the planned outcome has been or is likely to be achieved by end of the project? What were the major factors influencing the achievement or non-achievement of the following objectives?  - Building capacity of LNGOs/CBOs and building the adaptive capacity of local community to adapt to climate change impacts;  - Integration of adaptation activities into-local development planning through using decentralisation process, both regarding the planning guidelines at sub-national level and the integration of climate change in the Commune Investment Plans	Individual beneficiaries capability to improve livelihoods and production systems taking into account CC factors; Communes and LNGO/CBOs' capacity and capability to plan and implemented CCA activities; CDP/CDPs integrate CCA agenda.	Direct observations; communities; APRs; commune councils; LNGO/CBO partners; APRs	Desk review; Site observations, FGDs and individual beneficiary interviews; Semi-structured interviews; FGDs with men/ women in communities.	Outcome analysis.
3. How have corresponding results at the output level delivered by the project affected the outcome? What are the challenges to achieving the outcome?	Activity indicators based on Table 1.	Ministry of Environment /Cambodia Climate Change Alliance officials and UNDP staff; Direct observations	Desk research; KII; Site observations, FGDs and individual beneficiary interviews;	Qualitative analysis and quantitative data comparison, wherever available.

**Inception Report: UNDP Cambodia – Terminal Evaluation of CCBAP**

		communities/individual beneficiaries; APRs; commune councils; LNGO/CBO partners APRs	Semi-structured interviews; FGDs with men/ women in communities.	
4. To what extent CCBAP's outcomes contribute to UNDP's CPAP outcome 2, and identify main factors that have affected or will affect the achievement of CCBAP outcomes?	Evidence of annual reports showing linkage between CCBAP results and CPAP outcome 2.	APRs and ROARs for 2011, 2013 and 2013.	Desk research.	Qualitative analysis
5. To what extent the tools, lessons and good practices developed under this project render themselves to use, acceptance and replication at national, regional and district levels to influence national policy and programme development?	Evidence of national policies and discourse on CCA being influenced by CCBAP lessons.	Ministry of Environment /Cambodia Climate Change Alliance/MAFF/MOWRA M officials and UNDP staff; NSC; LNGOs/CBOs; Policy documents	Desk review; KII	Contributions analysis on policy and practices.
<b>EFFICIENCY</b>				
1. Were programme resources/ funds efficiently applied? Related to activities and capacity level, was the programme timeframe (including each result) reasonable to achieve the outputs and outcomes?	Grants allocation criteria and selection process based on analysis of potential contribution to community-based CCA.	CCBAP team; NSC; Cost data, financial reports.	KII; desk research	Inductive analysis of data from specific activities visited, supplemented by secondary data from desk research and KII.
2. Is the project appraisal and grant making process efficient?	Workflow chart for grant making and implementation of projects show efficient timeline.	CCBAP team; NSC; LNGOs/CBOs;	KII	Timeline analysis

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3. Are the activities cost-effective and do they deliver value for money? How is value for money (VfM) monitored, and if so, what type of data /mechanism used?	M & E and project reports showing cost-benefit ratios; VfM tools developed and in use.	Desk research; KII with M & E officers of CCBAP; site visits; LNGOs/CBOs.	KII; desk research	Cost and VfM analysis; Quantitative analysis
4. What has been the contribution of the National Steering Committee (NSC) or Small Grant Programme (SGP) /CCBAP team in supporting the LNGOs/CBOs partners' capacity building?	Evidence of capacity-enhancement of LNGO/CBOs.	LNGOs/CBOs; Commune councils	KII; APR; Direct observations	Qualitative analysis
5. What M & E system/strategy and quality assurance system have been put in place and how effective are these? How are risks identified and managed in the project?	Functioning and effective M & E framework at all levels; existence of functioning risk management system.	Monitoring /mission reports by NSC and CCBAP staff; risk log	KII; desk research	Qualitative analysis
<b>SUSTAINABILITY</b>				
1. How strong is the level of ownership of the results by the relevant entities, commune councils and LNGOs/CBOs?	Communities mobilising additional resources outside the CCBAP support and capable of planning and implementing adaptation measures; examples of initiatives outside the CCBAP assistance.	Commune councils; LNGO/CBOs	KII	Qualitative analysis
2. What is the level of capacity and commitment from the stakeholders to ensure sustainability of the results achieved? Does the project have an exit strategy? What will happen at the end of the project?	As in 1 above	As in 1 above	As in 1 above	As in 1 above
<b>IMPACT</b>				
1. What contributions have been made by	Individual beneficiaries'	Direct observations;	Desk review; Site	TOC analysis

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CCBAP interventions in the way Cambodia is addressing climate change issues?	capability to improve livelihoods and production systems taking into account CC factors; Communes and LNGO/CBOs' capacity and capability to plan and implemented CCA activities; CDP/CDPs integrate CCA agenda; CCBAP influencing national policy and practices.	communities; APRs; commune councils; MoE officials and UNDP staff.	observations, FGDs and individual beneficiary interviews; Semi-structured interviews; FGDs with men/ women in communities.	
2. What were the impacts of the CCBAP Programme on adaptive capacities of target beneficiaries? What changes in the livelihood/behaviour of the local communities have been contributing to better adaptive capacity at the ground level?	As in 1 above	As in 1 above	As in 1 above	As in 1 above
<b>Coherence/complementarity</b>				
1. Does the CCBAP interventions complement other Climate Change initiatives towards adaptation to climate change at commune level?	CCBAP interventions planned and implemented in coordination with CCCA and NAPA FU interventions.	LNGO/CBOs; provincial and local authorities; NAPA FU staff; CCBAP staff; Pro Doc	KII; desk research	Mapping of various initiatives on CC at local/commune level.
2. Has UNDP's partnership strategy been appropriate and effective in contributing to the outcome?	Evidence of partnership established with MOE/MAFF/MOWRAM to be able to influence policies on CCA response in the country.	NSC; MOE/MAFF/MOWRAM	KII	Qualitative analysis

## **7. Interview Guide**

The following lead questions are intended to prompt and guide the evaluation discussions. It is a guide only and not a questionnaire. Additional specific questions (based on TOR) will be added depending upon the interviews with project staff, implementing partners and beneficiaries.

### **I. Institutional Partners and Stakeholders**

#### **Project Results**

1. What do you consider the most important results that have been produced by project to date?
2. Are there any particular strengths and/or weaknesses of the project?
3. Is there anything different that could have been done to enhance results from the project?

#### **Policy and Capacity Development**

4. What progress has been made on national coordination and what further progress is needed?
5. Have the policy level outputs sufficiently advanced the climate change agenda in Cambodia?
6. How well has CCBAP developed the financing mechanisms and capacity to administer sub-project activities?
7. How effective and efficient are the pilot project selection and project design processes?

#### **Project Implementation and Management**

8. Have the CCBAP structures and governance provided adequate management direction and supervision?
9. What are the major challenges you have faced so far in implementing the project? Have the financial, disbursement and contracting processes operated as planned?
10. Are you satisfied with the quality of CCBAP monitoring and reporting?

### **II. Pilot (Grant) Project Participants (Commune) and Beneficiaries**

#### **Project Results**

1. To what extent has the project achieved the expected results? If not, why not?
2. Has enhanced information or awareness-raising led to any specific changes in practices?
3. What specific examples of improvements in livelihoods or incomes have occurred?
4. Who are the primary project beneficiaries (m/f)?

#### **Project Implementation**

5. What have been the major challenges in implementing this project?
6. Have you had adequate technical guidance and support for project implementation?
7. Have the financial, disbursement and contracting processes operated as planned?

#### **Sustainability and Impact**

8. Are the project outputs sustainable after the project? Why or why not?
9. Are there specific activities or sites that could serve as models for replication in other areas?
10. Are there any significant, long-term effects of the project that will influence how climate change is managed in the local area or in your organisation?

### **Question for Focused Group Discussions**

- 1) Implementing CCBAP project

- What activities did you plan/ select and implement using CCBAP fund, and what criteria influenced the selection of these activities?
  - What tools (guidelines, manual, etc.) were available to you for planning, budgeting and monitoring activities supported by CCBAP fund?
  - How effectively were you able to use these tools?
  - What training support did you receive to plan and budget activities for CCBAP fund? How effectively were you able to use the knowledge and skills derived from such support?
- 2) Opportunities and Challenges
- What benefits did you and your organization derive from the CCBAP fund particularly in terms of planning and budgeting, awareness on agricultural smallholder issues, and addressing technological adaptation needs of the local communities?
  - What were the major challenges you faced in planning and implementing activities using grant from CCBAP?
- 3) The Way Forward
- What cases of success story/ best practice do you have from the implementation of CCBAP funding activities?
  - How do you think the good work can be taken forward? What role can you play and what role can others (name them) play in this?
  - How can the various challenges you mentioned in foregoing implementation be alleviated? What role can you play and what role can others (name them) play in this?

**Schedule for International Consultant to meet with relevant stakeholders  
Programme Terminal Evaluation**

No	Person/Institution	Position	Time/Date	Contact #	Email
<b>1</b>	<b>NSC</b>				
	Mr. Long Rithirak	Deputy Director General/ GEF Council Member	Sunday, 7 Dec 14 (8.00am-9.00am)	012 92 70 01	<a href="mailto:moeimo@online.com.kh">moeimo@online.com.kh</a>
	Dr. U Sirita	Advisor to MAFF	Friday, 5 Dec 14 (9-10am)	012 914 764	<a href="mailto:u.sirita@gmail.com">u.sirita@gmail.com</a>
	Mr. Chheng Vibolrith	Deputy Director	Thursday, 4 Dec 14, (3.30-4.30pm)	012 46 53 98	<a href="mailto:chhengly@yahoo.com">chhengly@yahoo.com</a> ; <a href="mailto:chheng.vibolrith@gmail.com">chheng.vibolrith@gmail.com</a>
<b>2</b>	<b>Government</b>				
	MoE/ Dr. Tin Ponlork	Secretary General of the Cambodian National Council for Green Growth	Wednesday from 4:00-5:00pm. 3 Dec 14		<a href="mailto:etap@online.com.kh">etap@online.com.kh</a>
	MoE/ Mr Ou Chan Thearith	Deputy Director of CCA Department	Wednesday, 3 Dec 14 (2.00pm-3.00pm)	017978879	<a href="mailto:rith_ccd@yahoo.com">rith_ccd@yahoo.com</a>
	Mol (Kong Chanthan)	Advisor to NCDD-S	1 Dec 14 (3-5pm)		<a href="mailto:chanthankong@gmail.com">chanthankong@gmail.com</a>
<b>3</b>	<b>UN Agency</b>				
	Napoleon Navarro	Deputy CD/UNDP	2 Dec 14 (2-3pm)		
	Mr. Chun Sophat/ UNDP	Programme Officer in charge of Monitoring and Evaluation	2 Dec 2014 (4-5pm)		<a href="mailto:sopha.chun@undp.org">sopha.chun@undp.org</a>
	Mr. Sar Kosal, UNCDF	National Technical Specialist	1 Dec 2014 (3-5pm)		<a href="mailto:kosal.sar@undp.org">kosal.sar@undp.org</a>
	Mr. Julien Chevillard, UNDP	CCCA Trust Fund Administrator	Wednesday, 3 Dec 14 (8.30-9.30am)		<a href="mailto:julien.chevillard@undp.org">julien.chevillard@undp.org</a>
<b>4</b>	<b>Sweden</b>				
	Ms. Soma Dor, Embassy of Sweden	NPO, Environment and Climate Change	Thursday, 4 Dec 2014; (2.00-3.00pm)		<a href="mailto:soma.dor@gov.se">soma.dor@gov.se</a>
5	Inception report meeting with International consultant		5 Dec 2014 (2pm-5pm)		

**Itinerary of evaluation team for CCBAP Terminal Evaluation  
From Sunday- Thursday, 7-11 December 2014  
at Kampong Speu, Prey Veng, Svay Rieng, Takeo, and Kampong Thom Province**

Purpose: To assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this programme, and aid in the overall enhancement of UNDP programming.

Participants: Mr. Abhijit Bhattacharjee, International Consultant, 013 555 057  
Dr. Sin Sovith, National Consultant, 017 555 057

Partner	Office Address	Project name	Duration	Target areas	Total Budget
Kraing Serey Community Forestry	Kraing Serey village, Kirivon Commune, Phnom Srouch district, Kampong Speu Province	Water supply system development and livelihood improvement for Kraing Serei Community Forestry	9 Dec 2011-30 Nov 2012	1 village, 1 commune (Kiri Voan), Phnom Srouch,	USD 49,832



		members (WSSDLI)			
Our Objective Organization (OOO)	Phum Phsa Takor, Sangkat Rokakhnong, Daun Keo District, Takeo Province.	Improve livelihood of community people in 2 communes to adapt with impact of climate change through promoting agriculture technique	5 Dec 2011-30 Nov 2012	5 villages, 2 communes, Traing district, Takeo province	USD 49987.71
Humanity Bright Organization (HBO):	Chorng Prek village, Sangkat Svay Rieng, Svay Rieng city, Svay Rieng Province	Improvement in community livelihood to cope with drought context through rehabilitation of water infrastructure	07 December 2012-30 November 2013	4 villages in Svay Chrum and 4 villages in Kompong Ro district	USD \$ 41,627.50
Development Khmer Community (DKC)	#22, Beoung Snay Village, Sangkat Samboumeas, Kampong Cham Town , Kampong Cham Province	Reducing impacts of flood and drought on agriculture production and adaptation to flood through effective water management in 4 villages of Chong Ampil commune, Kanh Chreach district, Prey Veng province	23 Nov 2013-30 November 2014	4 villages, Kandoch, Meanchey, Chong Ampil, and Prey Svay, Chong Ampil commune, Kan Chriech district, Prey Veng province.	USD 49,917.90
COMMUNITY RESOURCE IMPROVEMENT FOR DEVELOPMENT (CRID)	Village #6, Sangkat Veal Vong, Kampong Cham town, Kampong Cham province, Mr. Sem Sam An, Director, 012 218 575	Improve adaptive capacity of community to impact of climate change	1 December 2011-30 November 2012	13 villages, Seang Kvean commune, Kamchaymea district, Prey Veng province	USD 42,528
Cambodian Organization for Women Support (COWS)		Improving food security and wellbeing, and reducing risks to impacts from local flood and drought with rehabilitation of irrigation canals and management of water	16th August 2013-31 August 2014	11 villages in Msa Kraing commune, Stoung district, Kampong Thom province	USD 47,225.37

### Detail schedule

Date/Time	Activities	Contact Address
Day 1: Sunday 7 Dec 14 (Kampong Speu province)		
9am-12.00	Travel from Phnom Penh to monitor Kraing Serey Community Forestry(CF) at Kirivoan commune, Phnom Srouch district, Kampong Speu province	Stay at Kampong Speu City Hotel, 016 949 636
12.00-13.00	Lunch	
13.00-14.30	Meet with community people (FGD)	Mr. Long Thim, Kraing Serey Community Forestry, Community leader 096762 2407
14.30-15.30	Interview with direct beneficiaries (5-6 families)	
15.30-16.30	Meet with commune councilors and village chiefs	
16.30-17.30	Meet with committee members of Kraing Serey CF	
17.30-18.30	Overnight stay at Kampong Speu province	
Day 2: Monday, 8 Dec 14 (Takeo province)		
7.00am-9.30am	Travel from Kampong Speu province to Thlork commune, Trang district, Takeo province	Stay at Duon Keo 2 Guesthouse , 012 711 442
9.30-11.00	Meet with community people (FGD)	Mr. Hoeun, Director of OOO; 011502020; 016 375 950
11.00-12.00	Interview with direct beneficiaries (5-6 families)	
12.00-13.30	Lunch and meet with OOO staff	
13.30-14.30	Meet with village chiefs and commune councilors	
14.30-17.30	Travel from Takeo province to Svay Rieng province	

	Overnight stay at Svay Rieng province	
Day 3: Tuesday, 9 Dec 14 (Svay Rieng Province)		
7.30am-8.30	Travel from Svay Rieng town to Kampong Ro district to monitor HBO NGO	Stay at Red Cross Hotel
8.30-9.30	Meet with community people (FGD)	Mr. Chao Ousa, Director of HBO 077499944
9.30-10.30	Interview with direct beneficiaries (5-6 families different activities)	
10.30-11.30	Meet with commune councilors and village chiefs	
11.30-12.30	Meet with HBO staff during lunch time	
12.30-16.00	Travel from Kampong Ro to stay overnight at Prey Veng province	
Day 4: Wednesday, 10 Dec 14 (Prey Veng and Kampong Cham province)		
6.30-8.00	Travel from Prey Veng town to Kanchreach district, Prey Veng province to monitor DKC Project	Stay at Mita Pheap hotel
8.00-9.30	Meet with community people (FGD)	Mr. Phék Kdey, Director of DKC: 012 202 456
9.30-10.30	Interview with direct beneficiaries	
10.30-11.30	Meet with commune councilors and village chiefs	
11.30-12.30	Meet with DKC staff	
12.30-13.30	Lunch at Svay Antor	
13.30-14.30	Meet with community people (FGD) of CRID at Sean Kvean commune, Kamchay Mea district, Prey Veng Province	Mr. Sem Sam An, Director, 012 218 575;
14.30-15.30	Interview with families (5-6 households for different activities)	
15.30-16.30	Meet with commune councilors and village chiefs	
16.30-17.30	Meet CRID staff	
17.30-18.30	Travel to stay overnight at Kampong Cham province	
Day 5: Thursday, 11 December 14 (Kampong Thom province)		
7.00-9.30	Travel from Kampong Cham province to Stong district, Kampong Thom province to monitor COWS NGO	Stay at Arun Reas hotel
9.30-10.30	Meet with community people (FGD) at village level	Mrs. Chum Puttheavy, Director of COWS 012784 122, 089 783 499 (Mr Socheat, Finance Officer)
10.30-11.30	Interview with direct beneficiaries (5-6 families)	
11.30-12.30	Meet with COWS staff	
12.30-13.30	Lunch	
13.30-15.00	Meet with commune councilors and village chiefs	
15.00-18.30	Travel from Stong district to Phnom Penh	

12 Dec 2014: Debriefing Meeting with international consultant at UNDP Office

**Schedule for CCBAP Terminal Evaluation  
From Monday- Friday, 15- 19 December 2014  
at Kampot, Kratie, and Rattanakiri Province**

Purpose: To assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this programme, and aid in the overall enhancement of UNDP programming.

Participants: Dr. Sin Sovith, National Consultant, 017 555 057

**Detail schedule**

Date/Time	Activities	Contact Address
Day 1: Monday, 15 Dec 14 (Kampot province): Rain Wate Cambodia NGO		
6.30am-10.00	Travel from Phnom Penh to visit Rain Water Cambodia project at Sre Chea Khang Cherng commune, Dong Tong district, Kampot province	Mr. Heng Sokhul, Project Officer, 017265466.
10.00-11.00	Meet with community people who benefit from water connection, saving group, and agriculture training (10-15 persons)	Mr. Pheng Kea, Director of Rain Water Cambodia (RWC) 012755 365
11.00-12.00	Meet with commune councilors at commune	
12.00-13.00	Lunch	
13.00-15.00	Interview with direct beneficiaries (5-6 families)	
15.00-18.30	Travel from the commune to Phnom Penh	
Day 2: Wednesday, 17 Dec 14 (Kratie province): Farmer and Livelihood Development (FLO)		

6.30am-11.30	Travel from Phnom Penh to Kratie province	Mrs. Kim Vandy: Director of FLO: 012 739 599,
11.30-12.15	Meet with director of FLO at office	Mr. Kim Hor, Project Officer: 092 707 194
12.15-13.15	Lunch	
13.15-14.00	Travel from Kratie town to Chronal commune, Chetborey district	
14.00-14.45	Meet with commune councilors at commune	
14.45-16.00	Meet with community people who benefited from saving group, dam construction, and agriculture training (10-15 persons)	
16.00-17.00	Interview with farmers at their house (5-6 families)	
17.00-18.00	Travel to Kratie province	
	Overnight stay at Kratie province	Heng Heng guesthouse: 012 929 943
<b>Day 3: Thursday, 18 Dec 14 (Rattanakiri Province): Save Vulnerable Cambodians (SVC)</b>		
6.30-10.00	Travel from Kratie to Rattanakiri province	Mr. Pisey, Program Manager of SVC: 077600758
10.00-11.30	Travel from Rattanakiri town to Phnom Kok commune, Voeun Sai district	Mr. Saravuth, Director of SVC 012 522881
11.30-12.30	Meet with community people who are member of saving group, received rain water jar and other (10-15 persons)	
12.30-13.30	Lunch	
13.30-14.15	Interview with commune councilors at commune office	
14.15-15.30	Face to face interview with beneficiaries (5-6 families)	
15.30-17.00	Travel from field to Rattanakiri province	
17.00-18.00	Interview with Director and program manager of SVC at office	
	Stay overnight at <i>Thy Ath Lodge, 09731 55559 / 010 80 86 16</i>	
<b>Day 4: Friday, 19 December 2014</b>		
7.00-16.00	Travel from Rattanakiri to Phnom Penh	

14 Jan 2015: Meeting with national consultant to present finding and recommendation of terminal evaluation report

Prepared by

Ear Chong,  
CCBAP Monitoring and Evaluation Officer

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