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MID-TERM EVALUATION REPORT

Climate Change Adaptation through small-scale and protective infrastructure interventions in the coastal settlements of Cambodia

Kep and Preah Sihanouk Provinces

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Table of Content

ACRONYMS AND ABBREVIATIONS	3
1. EXECUTIVE SUMMARY	4
2. INTRODUCTION	9
2.1 Evaluation features	9
2.2 Report introduction	9
3.3 Objectives of evaluation	9
4. EVALUATION SCOPE AND OBJECTIVES	10
4.1 Evaluation scope and criteria	10
4.2 Evaluation Master Questions	10
5. EVALUATION APPROACH AND METHODS	12
5.1 Evaluation Criteria and Principles	12
5.2 Evaluation Data Sources	12
5.3 Data Collection Methods and Analysis	13
5.4 Evaluation Stakeholder Engagement	14
5.5 Ethical considerations	16
5.6 Limitations	16
6. KEY FINDINGS BY EVALUATION CRITERIA	16
6.1 Coherence	17
6.2 Relevance	17
6.3 Effectiveness	19
6.4 Efficiency	20
6.5 Impact	21
6.6 Sustainability	22
6.7 Cross-cutting related issues	23
7. LESSONS LEARNED	24
8. CONCLUSIONS AND RECOMMENDATIONS	25
8.1 Conclusions	25
8.2 Recommendations	25
9. REPORT ANNEXES	27
Annex 1. Evaluation Terms of Reference	27
Annex 2. Evaluation Stakeholder Matrix	35
Annex 3. Field Mission Schedules	41
Annex 4. List of secondary data sources consulted (e.g., background documents)	44
Annex 5. Data collection tools	45

1. Acronyms and Abbreviations

AF	Adaptation Fund
AOC	Agreement of Cooperation
CCA4CS	Climate Change Adaptation through Protective Small-Scale Infrastructure Interventions in Coastal Settlements of Cambodia
CCDR	Cambodia Country Climate and Development Report
CSDGs	Cambodian Sustainable Development Goals by 2030
FGD	Focus Group Discussion
GDP	Gross Domestic Product
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MTR	Mid-Term Review
NCDD	National Committee for Sub-National Democratic Development
NCSD	National Council for Sustainable Development
PMC	Project Management Committee
PPR	Project Performance Report
PS-1	Pentagonal Strategy Phase 1 (2024-2028)
ROAP	Regional Office for Asia Pacific
UN	United Nations
USD	US Dollar
WASH	Water, sanitation and hygiene
WB	World Bank

1. Executive Summary

This report presents the findings, conclusions, and recommendations of the decentralised activity mid-term evaluation of the Climate Change Adaptation through Small-scale and Protective Infrastructure Interventions in Coastal Settlements of Cambodia (CCA4CS), implemented in Preah Sihanouk and Kep provinces, in Cambodia. The Mid-Term Evaluation (MTR) was commissioned by UN-Habitat Cambodia Country Office and completed by an independent evaluation consultant. The field data collection was conducted from 22 to 29 July 2024. The evaluation was conducted in line with Adaptation Fund's evaluation policy, principles and ethics¹.

CCA4CS is a 4-year project from August 2021 to December 2025 with USD 5 Million funding from the Adaptation Fund. It is implemented by National Committee for Sustainable Development (NCSD) with oversight of UN-Habitat, addressing climate challenges in Cambodia and contributing to Cambodia's CSDG 13 on climate action. The project's main objective is to enhance climate change adaptation and resilience of vulnerable coastal human settlements in Cambodia through concrete adaptation actions, particularly in eco-tourism areas. The project will directly benefit 28,021 people in four target communes in Kep province, and 34,500 people in seven target communes in Prey Nob district, Preah Sihanouk province. The project was launched with an inception workshop on 26 August 2021, organized by UN-Habitat in partnership with NCSD and local administrations.

Context

Cambodia, located in Southeast Asia and bordered by Laos, Thailand, and Vietnam, faces significant challenges from extreme weather events, ranking 14th globally in the 2021 Global Climate Risk Index. The country is experiencing increased rainfall variability, leading to more frequent droughts and intense floods.

To address these challenges, a project targets vulnerable settlements in Kep Province and Prey Nob District of Preah Sihanouk Province, coastal areas prioritized for adaptation by the Ministry of Environment. Key climate hazards include rising sea levels and increased salinity, which have encroached inland, affecting water access and quality.

Inadequate reservoirs and poor infrastructure contribute to water scarcity, with ground water wells either drying up or becoming saline in many communes. Additionally, coastal erosion is exacerbated by human activities like salt farming, particularly in areas lacking mangrove protection and effective water management. Strong winds from thunderstorms are causing significant damage to houses in the 11 surveyed communes, with up to 200 houses destroyed annually and many more suffering damage. Although recorded wind speeds are relatively low (60-80 km/h), the resilience of housing is inadequate due to the use of basic construction techniques and low-quality materials. The project includes interactive maps to visualize the target areas, for [Kep Province](#) and [Prey Nob District](#).

Evaluation Subject

With the goal of enhancing adaptive capacity to climate change impacts and contributing to the sustainable development of vulnerable communities, UN-Habitat has partnered with the NCSD to (1) Improve community-scale knowledge and capacity to sustain the adaptation benefits, (2) Enhance government planning and technical capacity, and capturing/disseminating knowledge to sustain and enhance the adaptation benefits, and (3) Build resilience through investment in small-scale protective, basic service, and natural infrastructure.

¹ Adaptation Fund (2022). Mid-Term Review, [link](#)

Methodology

The mid-term evaluation aimed to assess progress towards project objectives and inform necessary adjustments, focusing on accountability and learning. Covering activities from August 26, 2021, to March 31, 2024, the evaluation targets UN-Habitat offices, the Ministry of Environment/NCSD, and the Adaptation Fund donor.

Using a mixed-methods approach, it included a thorough document review and primary qualitative data collection, crucial for meeting the Terms of Reference (ToR). Qualitative data were gathered through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) with stakeholders, UN-Habitat staff, and beneficiaries. Thematic analysis was applied to identify key themes across the project's three components. Limitations included limited indirect stakeholder consultations, generic baseline data, and a tight timeline for data collection.

Key Findings

Coherence

The mid-term evaluation found that the CCA4CS project aligns closely with the Royal Government of Cambodia's policies, particularly the Cambodia Climate Change Strategic Plan 2014-2023 (CCCSP) and the Pentagonal Strategy-Phase 1, 2024-2028 (PS-1). The project promotes community-level adaptation measures and strengthens partnerships among national and sub-national government, local communities, and the private sector, contributing to SDG #13 on climate resilience. Furthermore, CCA4CS supports sustainable and inclusive development, particularly in environmental sustainability and climate readiness, as highlighted in PS-1. It is well-integrated with the local contexts and development plans of sub-national authorities, reflecting the needs of citizens through five-year district and commune plans.

The mid-term evaluation found that stakeholders, including those at the community level, can participate in decision-making activities for the CCA4CS. The officers of national and sub-national government stakeholders interviewed reported that the project coordination mechanisms (e.g., Project Management Committee – PMC), management and operation arrangements are clearly defined and understood. However, they believe significant work is still required to successfully implement the CCA4CS, not only to ensure national ownership, but also to improve local ownership for long-term sustainability.

Relevance

The CCA4CS was found to be highly relevant to the climate adaptation and resilient needs of the targeted communities in both provinces. Officers and stakeholders observed that vulnerable communities in the targeted areas face significant barriers due to poverty and environmental challenges. The CCA4CS was found to motivate vulnerable households to participate with local authorities in implementing locally-identified climate adaptive measures. These include improving waste management practices, providing vocational skills training for carpenters and local construction workers, and initiating small-scale infrastructure initiatives. These efforts particularly benefit the most affected population, who are under pressure from inadequate housing and climate impacts, such as seawater incursion into rice fields.

It was found that the CCA4CS project's shift from raising awareness about climate change adaptation to providing physical infrastructure was relevant and met the beneficiaries' needs. The small-scale infrastructure included rainwater harvesting containers, seawater intrusion barriers, resilient housing, and drainage systems, particularly benefiting areas vulnerable to strong winds and floods, like the Veal Rinh market.

Sub-national stakeholders, including community members trained in waste management and climate change adaptation (CCA), expressed high satisfaction with the training. However, they raised concerns

about the challenges of implementing waste management initiatives and integrating CCA responses into local development planning under the CCA4CS project. While most respondents felt the training, including refresher sessions, enhanced their understanding, they emphasized the need for a greater focus on practical implementation within local authorities' frameworks.

Effectiveness

At the time of the mid-term evaluation, the CCA4CS project had met some targets for outcome and output indicators but faced challenges due to the COVID-19 pandemic and the transition to a new government following the July 2023 elections. The project successfully enhanced knowledge about waste management, resilient housing design, and integrating climate change adaptation (CCA) into local planning among beneficiaries, particularly at the district level, thanks to the efforts of hired consultants.

However, challenges arose in training local communities on infrastructure maintenance, which had not started due to delays in consultant recruitment. Despite this, small-scale infrastructure projects in Kep and Prey Nob districts benefited local communities equitably, especially vulnerable households, leading to calls for scaling up the resilient housing model.

Implementation of other infrastructure initiatives was uneven, with financial absorption remaining low due to ongoing bidding processes. Mangrove restoration efforts succeeded in planting 110 hectares in Kep, but the planned 257 hectares in Prey Nob were not completed, raising concerns about the survival rate of the planted mangroves.

The Project Management Committee (PMC), established to oversee the project, met only once to approve plans, leading to dissatisfaction among sub-national stakeholders regarding communication and information sharing. The turnover of PMC members due to internal restructuring in the Ministry of Environment further complicated project progress. Overall, while the project achieved positive outcomes, it faced significant implementation challenges and gaps in training and communication.

Efficiency

The mid-term evaluation found that project activities, including institutional setup and coordination mechanisms, have been implemented efficiently and on time, providing a strong foundation for future activities. Despite initial challenges from the COVID-19 pandemic and turnover in the PMC, stakeholders agree on the project's cost-effectiveness and transparency, particularly through competitive bidding processes aligned with national procurement guidelines.

Active involvement of local authorities has also contributed to cost-effective interventions, such as providing resilient housing for vulnerable populations. While most stakeholders consider the project on track, PMC members emphasized the need for immediate and regular meetings to discuss funding and budgeting, essential for success. They acknowledged the importance of reviewing budget allocations and the necessity of reprogramming and frequent information sharing to ensure all project outputs and outcomes are achieved by the end of the project.

Sustainability

There was a consensus among national and sub-national stakeholders that the sustainability of the CCA4CS project will depend largely on the success of the transition from national to local ownership under the local government's development framework, especially at the district and municipality levels. To support this transition, the CCA4CS has invested significantly in capacity-strengthening to enhance local readiness for direct engagement in project activities, ensuring efficient and effective implementation and coordination.

While both national and sub-national stakeholders expressed confidence in their ability to fulfil their roles within the project, local governments expressed a preference for more formal engagement rather than ad hoc participation. However, some sub-national stakeholders, including representatives from both the Ministry of Environment (MoE) and UN-Habitat, expressed concerns about the local community's capacity to conduct maintenance of the built infrastructure, a crucial aspect of sustainability. These stakeholders requested additional training and support for district and municipality level authorities to assume responsibility for maintenance in the future.

Simultaneously, the district authority acknowledged limited budget for maintenance, highlighting the need for the project to be revisited and adapted to better support the district's role in the CCA4CS.

Conclusion

The mid-term evaluation found that the CCA4CS is effectively contributing to the implementation of national policy and strategy regarding climate change adaptation as part of sustainable development. The project is improving equitable access to climate-resilient initiatives through the provision of training workshops and small-scale infrastructure in a coherent, relevant, and effective manner. The CCA4CS also promotes environmental protection and conservation, particularly through mangrove restoration efforts, which contribute to the long-term protection and improvement of marine ecosystems and resources. The project's strong alignment with national policies and priorities is evident in the robust understanding of government policies and priorities demonstrated by sub-national authorities at all levels in the target provinces.

The project is currently in a critical period of transition from national to local ownership, with the project's completion by December 2025. While a clear plan and institutional setup have been established for efficient and effective implementation under joint collaboration with provincial authorities, some sub-national stakeholders remain uncertain about the success of the transition to local ownership. While most of capacity-strengthening initiatives have been implemented, more specific hands-on training is needed at district and commune levels to provide a strong foundation for this transition. Therefore, it is highly recommended to include these specific hands-on training as part of technical training to manage, operate and maintain the infrastructure under Outputs 1.3 and 2.2.

The remaining project period will be crucial for reassessing the capacity of sub-national government stakeholders to integrate CCA into local development planning and budgeting processes, as well as to implement pilot waste management practices at the community level, such as the Angkoal fishing community. Simultaneously, the PMC and UN-Habitat is required to conduct reprogramming and agree on the workplan and budgeting to ensure completion of all expected outcomes and outputs by December 2025.

Lessons learned

The mid-term evaluation identified several key lessons learned as following:

- **Knowledge Transfer:** The project successfully imparted knowledge on waste management, resilient housing design, and climate change adaptation (CCA) to community members and sub-national authorities, especially at the district level. However, there are gaps in training for local communities on infrastructure maintenance that need addressing. Enhanced hands-on training at district and commune levels is recommended to facilitate a smoother transition to local ownership, particularly under Outputs 1.3 and 2.2.
- **Infrastructure Benefits:** Small-scale infrastructure projects provided equitable benefits to local communities. However, uneven implementation and ongoing bidding processes for certain initiatives have hindered overall progress.
- **Resilient Housing Model:** The model has effectively supported vulnerable households and shows potential for scaling up.

- **Mangrove Restoration Challenges:** The mangrove restoration efforts encountered significant issues, indicating a need for better planning, implementation, and monitoring.
- **Communication Gaps:** Infrequent meetings and limited information sharing among PMC members have impeded project progress, especially following member turnover.

Recommendations

Based on the findings and analysis, the mid-term evaluation report recommends that PMC led by the MoE with UN-Habitat's role as a permanent secretary should consider and implement the following actions:

Key Recommendation 1: Ensure the long-term success of CCA4CS by coordinating with NCDD-Secretariat to develop a hands-on training program for district and commune authorities. The program should equip local authorities with skills to integrate CCA into local planning, implement projects, and manage resources efficiently, enabling them to take ownership of CCA initiatives and ensure sustainable outcomes.

Key Recommendation 2: Expand housing support to vulnerable households by implementing a robust verification process with local authorities to identify and prioritize those most affected by climate change, including individuals or families not eligible for ID-Poor but experiencing significant impacts.

Key Recommendation 3: In connection with the transfer of function to the district/municipality for solid waste management, implement a pilot project in Angkoal's fishing community to improve solid waste management practices, integrating with tourism development and community livelihoods.

Key Recommendation 4: The project should conduct bi-annual PMC meetings and ad-hoc meetings, ensuring consistent participation from all members, to facilitate decision-making and efficient project implementation.

Key Recommendation 5: The project should re-assess the mangroves planted in the three fishing communities in Kep province. The lessons learned and best practices from this reassessment should be used to inform and improve the future planting of mangroves in Prey Nob district, Preah Sihanouk province.

2. Introduction

2.1 Evaluation features

UN-Habitat Cambodia commissioned this mid-term evaluation of the Climate Change Adaptation through Protective Small-Scale Infrastructure Interventions in Coastal Settlements of Cambodia project (CCA4CS) to provide an independent, evidence-based assessment of its performance at the halfway point. The evaluation aims to assess progress towards the project's result framework, ensure accountability, generate lessons learned, and inform course corrections for the remaining project period until December 2025. This mid-term evaluation seeks to establish an accurate status of the project's performance, providing a baseline for comparison with the final evaluation results.

The primary users of this evaluation are UN-Habitat Cambodia and its Regional Office, the Ministry of Environment (MoE)/ NCS, and the Adaptation Fund. The findings will support learning and decision-making for project design and implementation, providing evidence for the MoE to further implement AF's future funding projects in coastal provinces. Therefore, the evaluation aims to provide not only evidence on progress but also lessons learned that can contribute to decision-making on future priorities, investments, and adaptations to the strategic plans of both UN-Habitat and the MoE as needed.

2.2 Report introduction

As per AF's evaluation policy and as indicated in the ToR of this evaluation, the mid-term evaluation of the CCA4CS project requires a structured reporting framework to ensure a comprehensive assessment and effective communication of findings and recommended actions. This mid-term evaluation template, provided by UN-Habitat (referring to Annex 3 in the AF's evaluation policy), outlines an illustrative structure that can be tailored according to the specific evaluation needs and context.

Section 1 introduces the mid-term evaluation report including evaluation features and evaluation objective. Section 2 is the evaluation scope and objectives to clarify the evaluation scope, criteria, questions and matrix include indicators data collection tools. Section 3 highlights the evaluation approach and methods, such as evaluation principles, data sources and collection methods, and stakeholder engagement. Evaluation findings through these approaches and methods are summarized in section 4. Section 5 summarizes lessons learned from the activities, and conclusion and recommendations are described in section 6. The annexes include Terms of Reference and tools applied during the mid-term evaluation processes.

3.3 Objectives of evaluation

Specific objectives of the mid-term evaluation are to:

- a. Assess the project's performance in terms of its progress towards achieving results at the objective, expected accomplishment, and output levels.
- b. Assess the appropriateness of planning, adequacy of resources, project management modalities, working arrangements and partnerships and how they may impact the project's effectiveness.
- c. Assess how cross-cutting issues such as gender equality, youth and human rights, and environmental and social safeguards have been integrated into the project.

- d. Identify areas of improvement and lessons learned and recommend forward-looking strategic, programmatic, and management considerations to improve the performance of the project for the remaining period of the project.

4. Evaluation scope and objectives

4.1 Evaluation scope and criteria

The mid-term evaluation of the CCA4CS project covered all geographic areas of intervention, including Kep province (2 city/districts) and Preah Sihanouk province (1 district). The evaluation considered all implemented activities, encompassing capacity building and training for local communities (Outcome 1), sub-national administrations' personnel (Outcome 2), and climate adaptive small-scale infrastructure projects (Outcome 3).

The evaluation covered the time period from the project's start in 26 August 2021 to the time of the evaluation in 31 March 2024. The evaluation's sampling frame included all target areas that received or were expected to receive interventions from the CCA4CS project during the remaining project period.

As outlined in the AF's Evaluation Policy and the evaluation's Terms of Reference (ToR), the evaluation assessed the CCA4CS project against the following criteria: (1) Relevance, (2) Coherence, (3) Effectiveness, (4) Efficiency, (5) Impact, (6) Equity, (7) Adaptive management, (8) Scalability and (9) Human and ecological sustainability and security.

4.2 Evaluation Master Questions

The mid-term evaluation assessed the project's progress against its objectives. A summary of the evaluation questions is presented in Table 1. A detailed overview of the evaluation framework is provided in the approved evaluation inception report (IR).

Table 1: Key Questions and Data Collection Methods used

Key Questions/Sub-Questions	Data Collection & Analysis Methods
1. Coherence: How well does the intervention fit with national priorities and local needs?	
1. 1. To what extent is the implementation of the CCC4CS project aligned and coherent with the relevant national and sub-national policy actions and priorities?	Triangulation of information provided by different source
1. 2. What are the key factors that have influenced, both positively and negatively, the synergies and interlinkages between the different components of the CCC4CS project?	Triangulation of information provided by different sources
2. Relevance: To what extent do the intervention's objectives and design align with the needs and priorities of the beneficiaries?	
2. 1. To what extent was the project design relevant to the requirements and/or needs of the vulnerable communities as beneficiaries and the government's priorities (national and sub-national governments)?	Triangulation of information provided by different sources
2. 2. To what extent was UN-Habitat's comparative advantage in this work area compared to other UN entities and key partners?	Triangulation of information provided by different sources
2. 3. identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and institutional capacity issues relevant?	Triangulation of information provided by different sources

3. Effectiveness: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?	
2. 1. To what extent is the project on track to achieve its targeted output and expected accomplishment results?	Triangulation of information provided by different sources
2. 2. To what extent has local capacity been strengthened so far through this project?	Triangulation of information provided by different sources
2. 3. Which internal and external factors and processes contribute to achieving or not achieving the expected results?	Triangulation of information provided by different sources
2. 4. How appropriate and effective are the institutional relationships with the main target groups engaged in the project operations?	Triangulation of information provided by different sources
4. Efficiency: To what extent does, or is the intervention likely to, deliver results in an economic and timely manner?	
4. 1. To what extent did the support from the Project Management Consultant (PMC) and the project team contribute to efficient implementation?	Triangulation of information provided by different sources
4. 2. To what extent were the capacity building activities, bidding/contracting processes, and implementation of the small-scale infrastructure projects undertaken efficiently?	Triangulation of information provided by different sources
4. 3. What lessons can be learned to improve the efficiency of future projects similar to the CCC4CS project?	Triangulation of information provided by different sources
4. 4. What are the key challenges faced in the implementation of the CCC4CS project, and how can they be addressed in the remaining time of the project?	Triangulation of information provided by different sources
5. Impact: To what extent has the intervention generated, or is it expected to generate, significant positive or negative, intended or unintended, higher-level effects?	
5. 1. To what extent has the project attained its objective and anticipated impact on partners and targeted beneficiaries?	Triangulation of information provided by different sources
5. 2. What positive and/or transformative changes have occurred because of the project's interventions?	Triangulation of information provided by different sources
6. Sustainability: Are the conditions in place to ensure that the benefits of this CCA4CS intervention will continue beyond the project's lifetime?	
6. 1. To what extent is the development of local community capacity contributing to or hindering the successful ownership and sustainability of the project's efforts and benefits?	Triangulation of information provided by different sources
6. 2. To what extent is the project engaging the participation of beneficiaries in the implementation, monitoring, and reporting processes?	Triangulation of information provided by different sources
6. 3. To what extent is the project fostering innovative partnerships with local institutions, authorities and other development partners?	Triangulation of information provided by different sources
6. 4. To what extent is the project fostering innovative partnerships with local institutions, authorities and other development partners?	Triangulation of information provided by different sources
7. Coherence/Complementarity: To what extent is the intervention aligned with and complementary to other relevant initiatives and policies in the area?	
7. 1. To what extent was the project coherent with or complementary to partners' policies and other donors'	Triangulation of information provided by different sources

8. Cross-cutting related issues: How effectively have the intervention's strategies and activities addressed cross-cutting issues?	
8. 1. Are there any outstanding examples of how these cross-cutting issues are being successfully applied in the project?	Triangulation of information provided by different sources
8. 2. What extent the relevant stakeholders understand gender equality as well as environmental and social safeguards?	Triangulation of information provided by different sources

5. Evaluation Approach and Methods

5.1 Evaluation Criteria and Principles

To ensure an effective evaluation process and produce an evaluation report including practical lessons and recommendations to achieve the project objective and the donor's aspirations, the mid-term evaluation referred to the following seven evaluation principles guiding evaluation function.

- **Relevance and utility** – each evaluation should respond to the interests and decision-making needs of its intended users at the different levels in the Fund; country and front-line adapters; and the wider CCA community.
- **Credibility and robustness** – evaluations should apply justifiable approaches and methods for data collection, analysis, and presentation, conducted by suitably competent evaluators.
- **Transparency** – evaluation should be transparent for “building and maintaining public dialogue, increasing public awareness, enhancing good governance, accountability and ensuring programmatic effectiveness” (Adaptation Fund, 2013).
- **Impartiality and objectivity** – the selection and behaviour of evaluators, and transparency of decisions, should minimize bias in data collection and analysis. Any pre-existing interests of evaluation personnel to the Fund, the evaluated intervention, or entity should be avoided for independent evaluations and declared in planning and reporting for semi-independent and self-conducted evaluations.
- **Equitable and gender-sensitive inclusivity** – evaluation methods and tools will be designed and deployed to ensure gender-disaggregated data collection is culturally sensitive and evidence generated is balanced and representative of different relevant stakeholder groups, with particular attention to the Fund's GP and equity priorities. Stakeholder engagement and cogeneration in evaluation – especially country partners and the most vulnerable segments of front-line adapter communities – and incorporation of indigenous and local knowledge, is expected to increase the relevance, understanding, support, and use of evaluation findings.
- **Complementarity** – where feasible, each evaluation's objectives, processes, and lessons should be aware of and contribute to cross-organizational learning with country partners, within the Fund, and between the Fund and its partners or other climate finance delivery channels.
- **Complexity-sensitive and adaptive** – Fund interventions occur in dynamic and complex contexts, as do their evaluation. Fund evaluations will be prepared to flex and adapt around the needs of stakeholders, emergent learning, and any unexpected challenges during the evaluation exercise. This approach will maintain the commitment to usability and with attention to the systems orientation inherent in transformational change work.

5.2 Evaluation Data Sources

The Mid-Term Review (MTR) adopted a qualitative assessment method in order to elicit stakeholder perceptions, focusing on the Adaptation Fund's evaluation criteria. Additionally, the MTR uses a participatory and gender-responsive approach as the basis for determining and reporting the evaluation findings.

The mid-term review evaluation conducted based on the secondary and primary data sources. The consultant conducted a document review as a prerequisite to better understand the project and its current context. During the field assessment phase, qualitative data was obtained from a mix of Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs). The stakeholders are engaged include: The project team of the National Council for Sustainable Development (NCS), UN-Habitat Cambodia in their oversight role, Sub-national authorities in both provinces, Local communities, Contractors of small-scale infrastructure projects, and direct beneficiaries who have been involved in the implementation of all project interventions.

5.3 Data Collection Methods and Analysis

The evaluation consultant collected relevant data through a mixed-method approach, utilizing the following four data collection methods:

Step 1: Secondary Data Review

The evaluation consultant reviewed relevant project documents, reports, and monitoring and evaluation guidance notes throughout the evaluation process. The main sources of information were the UN-Habitat's Progress Reports, Project Performance Report (PPR), Agreement of Cooperation (AOC) between NCS and UN-Habitat, No-Cost Extension request, request for proposed out scale-up (UN-Habitat Letter issued on 31 July 2023) and/or field mission reports of NCS's project team. These documents provided information on the project's progress, including capacity building activities at the national, sub-national, and local community levels, as well as details on the bidding, contracting, and implementation of infrastructure projects. The comprehensive review of these secondary sources informed the evaluation consultant's understanding of the project's context, implementation progress and issues and challenges.

Step 2: Qualitative Data Collection

Collection of qualitative data through Key Informant Interviews (KIIs) aimed to gather opinions and feedback from knowledgeable internal and external project stakeholders. The key informants were experts in their respective fields, and their opinions were expected to provide valuable inputs for the evaluation. KIIs were conducted throughout the evaluation with a range of project stakeholders, including Habitat Programme Manager (HPM) of UN-Habitat Cambodia, staff of UN-Habitat Regional Office, the Project Director and Manager representing the executive entity, and relevant sub-national authorities (provincial, district, and/or commune levels). The evaluation matrix (Annex 2) ensures that multiple stakeholders were asked for the same information, enabling the triangulation of findings. This approach provided a comprehensive understanding of the project's implementation and performance from diverse stakeholder perspectives.

Collection of qualitative data through Focus Group Discussions (FGDs) aimed to collect opinions and feedback from groups of individuals in order to gain an in-depth understanding of social issues, particularly in situations where there is an expected benefit from the project.

The FGDs was implemented with beneficiary groups from different backgrounds, including:

Local communities (trainee groups) on topics such as:

- Solid waste management (Output 1.1)
- Resilient housing design (Output 1.2)
- Mangrove planting and management (Output 3.1)

Communities responsible for:

- Water gate construction and embankment rehabilitation (Output 3.3)
- Veal Rinh drainage rehabilitation (Output 3.7)

Whenever needed and where possible, the evaluation team interviewed women and men separately to ensure the diverse perspectives of both genders are captured. This approach provided rich, qualitative insights from the direct beneficiaries of the project's interventions.

Step 3: Data Review and Analysis

Once data collection started, the evaluation consultant began process of data review prior to conducting any qualitative and/or quantitative analysis. Before the data analysis, the data cleaning was done on a daily basis during and after fieldwork. The consultant also conducted data testing in the first day of fieldwork either in Kep or Preah Sihanouk Province to ensure that appropriate data is being collected, meeting the MTR objectives.

For all KIIs and FGDs (qualitative data), detailed notes and other observations were recorded for each interview. All these interview records enabled the consultant to capture the findings for each interview and grouped by individuals and groups.

Qualitative data was analyzed to identify thematic patterns, relationships, and connections across the components (outcomes). This helped the evaluation consultant to better understand the project's performance and capture useful information around the learning objectives as outlined in the project document.

The evaluation consultant finally applied a mixed-methods triangulation approach, integrating findings from the desk review, fieldwork, and observations to provide a broader understanding of the evaluation findings. Mixed-methods research allowed for the triangulation of findings, which strengthened the validity and increase the utility of the evaluation findings.

5.4 Evaluation Stakeholder Engagement

A stakeholder analysis, including an evaluation matrix, was conducted during the inception phase of the mid-term evaluation (Table 2). The evaluation aimed to gather information from a broad range of national, sub-national, and local stakeholders involved in the CCA4CS project. The evaluation consultant identified the respective role in the intervention and evaluation, at which stage to be consulted and their weight of importance. This ensured that a diverse range of perspectives and interests were considered from the outset of the evaluation, supporting accountability to the affected population.

Table 2 A summary of the stakeholder analysis conducted for this evaluation.

Stakeholders	Right-holders or duty-bearers	Interest and Importance of involvement level in the evaluation
Internal stakeholders		
UN-Habitat Cambodia	Duty-bearers	<p>UN-Habitat Cambodia is a key informant and primary stakeholder in the CCA4CS project. They are responsible for planning and implementing interventions at the country level, ensuring internal accountability, and being accountable to beneficiaries, partners, and the donor (AFB) for the project's performance and results.</p> <p>UN-Habitat Cambodia has a direct stake in the evaluation and is interested in learning from the experience to inform decision-making, particularly related to project implementation, design, capacity strengthening, country strategy, and partnerships.</p>

		<p>UN-Habitat Cambodia is actively involved in all stages of the evaluation process, including inception, implementation, and reporting.</p> <p>Level of Importance: High</p>
UN-Habitat's Regional Bureau	Duty-bearers	<p>UN-Habitat's Regional Bureau is responsible for both oversight of UN-Habitat Cambodia and providing technical guidance and support, is interested in an independent and impartial account of the project's operational performance. RBB seeks to leverage the evaluation findings to inform and improve practices in other Country Offices as needed. RBB is involved at the reporting stage.</p> <p>Level of Importance: Medium</p>
External stakeholders		
Beneficiaries (housing resiliency, different community groups)	Rights-holders	<p>The ultimate recipients of the CCA4CS project. The direct and indirect beneficiaries have a stake in AF-funded project determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of vulnerable women, men and other community groups will be determined and their respective perspectives will be carefully sought. They are community leaders, affected population, and citizens. They are actively involved in the evaluation implementation as well as reporting stage.</p> <p>Level of Importance: High</p>
Government (MoE, NCSD), and sub-national administrations at provincial, district and commune levels in both provinces	Duty-bearers	<p>The MoE, NCSD-Secretariat serve as a key informant. MoE is the implementing entity for this project. The involvement and coordination of the national ministries, along with sub-national government agencies, are essential for the successful and sustainable implementation of the CCA4CS project. These entities leverage their expertise and resources to address the multifaceted aspects of the school feeding initiatives and policies.</p> <p>Level of Importance: High</p>
United Nations Country Team (UNCT)	Duty-bearers	<p>The UNCT should harmonize its actions to contribute to the government's climate change adaptation programs and the CSDGs framework. The UNCT and other UN agencies have an interest in effectively coordinating projects and programs to support the United Nations' concerted efforts for sustainable development. While they do not have a specific role in this particular project, the UNCT serves as an umbrella organization for all UN agencies, including UN-Habitat.</p> <p>Level of Importance: Low to Medium</p>
Donor (AF's Board)	Duty-bearers	<p>AFB will use the evaluation findings to progress and alignment of the project with their strategy, results frameworks, and critical assumptions.</p>

		<p>AFB has an interest in knowing whether their funds have been spent efficiently and if MoE and UN-Habitat work has been effective and contributed to their strategies and national programs.</p> <p>Level of Importance: Low to Medium</p>
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5.5 Ethical considerations

- **Professionalism** – The consultant acted ethically throughout the MTR, including adherence to data management, and safeguarding policies of the AF. The evaluation consultant demonstrates timely and effective communication when working with both the UN-Habitat, MoE/NCSD as the implementing entities, project stakeholders, beneficiaries and other individuals involved in this project.
- **Cultural competency** – The evaluator possessed knowledge of the local context, people, and language to effectively carry out data collection and communicate with project stakeholders and beneficiaries in mutual respect.
- **Overall** – The evaluation consultant was solely responsible for upholding safeguarding and ethical standards at all stages of the evaluation cycle. This includes but is not limited to, (i) ensuring informed consent, (ii) protecting privacy, confidentiality and anonymity of participants, (iii) ensuring cultural sensitivity, (iv) respecting the autonomy of participants, (v) ensuring fair recruitment of participants (including women and socially excluded groups) and (vi) ensuring that the evaluation results in no harm to participants or their communities. Thus, the evaluation consultant conformed to the [2020 United National Evaluation Group \(UNEG\) Ethical Guidelines for Evaluation](#).

5.6 Limitations

The evaluation consultant has identified several issues for the mid-term evaluation to be carried out, especially during stakeholder engagement for the data collection. The main issues are as follows:

1. **Limited engagement with provincial sectoral departments:** The project has limited engagement with provincial departments of land management, urban planning and construction, water resources, and planning and environment etc., which has hindered effective implementation. However, the consultant was able to hold meetings with these stakeholders, including deputy provincial governors, to understand their perspectives and triangulate information from other stakeholders.
2. **Management and implementation arrangement changes:** The project's management and implementation arrangement has been affected by the new government mandate, leading to delays and financial absorption issues. To address this, the consultant discussed the delays and potential solutions with senior management from the Ministry of Environment (MoE) and UN-Habitat Cambodia to get the project back on track through the end of project life span.
3. **Local authorities' participation:** given the limited time for fieldwork in the both provinces, the evaluation consultant assumes that local authorities will be available and willing to provide input during interviews, which will help capture their knowledge of the context and project components at the midpoint of the project. To ensure this, the consultant worked closely with UN-Habitat and MoE's project team to secure all meetings with local authorities and local communities within the consultancy period.

6. Key Findings by Evaluation Criteria

The mid-term evaluation has carefully reviewed and triangulated all the views gathered, providing a comprehensive understanding of the project's progress. The key findings are as follows:

6.1 Coherence

How well does the intervention fit with national priorities and local needs?

The CCA4CS project is well-aligned with Cambodia's key climate change and development policies, including the Cambodia Climate Change Strategic Plan 2014-2023 (CCCSP) and the Pentagonal Strategy-Phase 1, 2024-2028 (PS-1). The CCCSP outlines the policy priority to promote implementation of adaptation measures at the community level, including strengthening partnerships among the government, development partners, civil society, and private sector. This aligns with the project's focus on enhancing coastal ecosystems and natural protected areas, contributing to the CSDG #13 target on strengthening resilience and adaptive capacity to climate-related hazards. Similarly, the project supports the strategic objective in PS-1's Pentagon 4 to promote resilient, sustainable, and inclusive development, particularly in Side 5 which focuses on ensuring environmental sustainability and readiness for climate change response.

Both Preah Sihanouk and Kep provinces have faced serious climate change impacts, prompting the provincial Departments of Planning (PDoPs) to introduce CCA measures into their development planning. However, the main challenge is effectively integrating these CCA measures across the different administrative levels. Therefore, the provinces were closely involved in the design phase, particularly for small-scale adaptive infrastructure interventions such as the critical drainage system in Veal Rinh market to prevent flooding (Output 3.7) and others in Kep province like embankments and water gates to block sea water intrusion (Output 3.3).

The CCA4CS project to address climate impacts in the two target provinces is well-aligned with the local contexts and development visions of sub-national authorities. This can be seen in the integration of the project's climate change adaptation (CCA) measures into the five-year district and commune development plans, which are the closest administrations to citizens. The project has provided training workshops and secured support to address climate-resilient planning in the target districts and communes. The climate adaptation infrastructure benefits both urban and rural areas, contributing to local economic development.

The mid-term evaluation found that the project design was comprehensive, aligning with the government's wider policy framework and strategic framework of both the Adaptation Fund and UN-Habitat. It reinforces the government's agenda by encouraging and building the capacity of sub-national authorities in designing, managing, and implementing climate change adaptation. Majority of stakeholders, including those at the community level, can participate in decision-making activities for the CCA4CS. The officers of national and sub-national government stakeholders interviewed reported that the project coordination mechanisms (e.g., Project Management Committee – PMC), management and operation arrangements are clearly defined and understood. However, they believe significant work is still required to successfully implement the CCA4CS, not only to ensure national ownership, but also to improve local ownership for long-term sustainability.

6.2 Relevance

To what extent do the intervention's objectives and design align with the needs and priorities of the beneficiaries?

The CCA4CS was found to be highly relevant to the climate adaptation and resilient needs of the targeted communities in both provinces. Officers and stakeholders observed that vulnerable communities in the targeted areas face significant barriers due to poverty and environmental challenges. The CCA4CS was found to motivate vulnerable households to participate with local authorities in implementing locally-identified climate adaptive measures. These include improving waste management practices, providing vocational skills training for carpenters and local construction workers, and initiating small-scale

infrastructure initiatives. These efforts particularly benefit the most affected population, who are under pressure from inadequate housing and climate impacts, such as seawater incursion into rice fields.

The mid-term evaluation found that the CCA4CS's transition from awareness-raising on climate change adaptation to providing physical infrastructure was relevant and appropriate to the needs of beneficiaries. The physical small-scale infrastructure included water containers for rainwater harvesting, an embankment with a water gate to block seawater incursion, resilient houses, and a drainage system. These interventions are particularly beneficial in target areas prone to natural disasters including strong winds and rain floods, such as the Veal Rinh market in Prey Nob. However, there were suggestions that future housing support should consider "exemptions" for some poor households, even though they do not pass all selection criteria. For example, with verification from local authorities, the project can consider the vulnerable households do not qualify for ID-Poor or households keeping their ID-Poor and/or land titles with microfinance institutions (MFIs) as collateral for loans.

Sub-national stakeholders, including community members, who received training on waste management practices and climate change adaptation (CCA) impacts expressed high satisfaction with the training. However, while acknowledging their roles and responsibilities, stakeholders voiced concerns about implementing waste management initiatives and integrating CCA responses into commune and district development planning within the CCA4CS project. The majority of respondents confirmed that the trainings, including refresher sessions, helped them understand the concepts but highlighted the need for a stronger focus on implementation within the framework of local authorities.

The beneficiary selection process was designed to target those most in need, with the project team working closely with district and commune authorities to identify households with high levels of vulnerability, persistent poverty, and significant climate change impacts. This participatory approach, involving direct consultation with village and commune leaders, ensures the project is aligned with the specific needs and circumstances of the local communities. Some training provided to community committees and members has been more abstract, but the hands-on training for activities like mangrove restoration has been more effective. This is evident from the active involvement of local community members in various local activities and events, such as mangrove planting campaigns. In some communities, people have learned about waste management, but they lack proper waste collection facilities. Therefore, Local campaigns and demonstrations have improved knowledge, but more support is required to improve plastic waste management practices, especially in communities where waste collection services are lacking.

Additionally, the provincial and local authorities acknowledge the capacity gaps among local authorities in terms of knowledge and practical skills related to climate change adaptation. This recognition of the need to increase awareness and provide hands-on training for both local officials and the community is highly relevant, as it aims to build the necessary capacities to integrate climate change adaptation (CCA) into local development planning, budgeting, and implementation. Addressing these capacity gaps is crucial for the long-term sustainability and effectiveness of the project's interventions. Therefore, it is highly recommended to include these specific hands-on training as part of technical training to manage, operate and maintain the infrastructure under Outputs 1.3 and 2.2.

The mid-term evaluation found that with the commitment of local authorities to continue the improvement of planning processes with a stronger focus on climate change adaptation, there is a need for the project to collaborate with NCDD-Secretariat to develop and implement resilient climate planning training in the target districts. This collaboration would ensure a comprehensive, adaptive, and climate-resilient approach to local development to better address the increasing impacts of climate change over the long term. While the sectoral and provincial development plans have already integrated climate change-related priorities, the key challenge is the lack of sufficient budget and investment to implement these priorities.

6.3 Effectiveness

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups?

At the time of the mid-term evaluation, the CCA4CS project achieved targets for limited outcome and output indicators and still working on the remaining indicators, primarily because of activities disrupted by the COVID-19 pandemic and the shift from the old government to the new government of the 7th Legislature of the National Assembly after the national election in July 2023.

The CCA4CS project has demonstrably enhanced conceptual knowledge of waste management, resilient housing design and climate change adaptation (CCA) integration into local development planning among direct beneficiaries, including community members and sub-national authority staff, particularly at the district level. This knowledge transfer, facilitated by the project's hired consultants, has been widely acknowledged and appreciated.

However, the project's implementation has faced some challenges. While some local infrastructure projects were successfully built in Kep and Prey Nob, the planned training for local communities on maintenance, as outlined in Output 1.3, was not started because the consultant recruitment process had just been completed in April 2024. This gap in training could potentially hinder the long-term sustainability of these infrastructure projects.

Despite these challenges, the project has achieved positive outcomes. The small-scale infrastructure projects implemented in Kep and Prey Nob districts have demonstrably benefited local communities, with equitable distribution of benefits across gender, poverty status, and other criteria. The resilient housing component has been particularly effective in supporting vulnerable households and key affected populations, such as people living with HIV/AIDS. This success has led to calls for scaling up the resilient housing model to meet the needs of a wider population.

While the project has been successful in areas with high poverty rates and vulnerability to climate impacts and disasters, the implementation of other infrastructure initiatives under Outcome 3 has been uneven. The ongoing bidding preparation processes of some outputs such as canal rehabilitation (Output 3.2) and water gate repair (Output 2.6) have resulted in low financial absorption during the mid-term evaluation.

The project's mangrove restoration efforts have also faced challenges. While 110 hectares of mangroves were successfully planted in three communities in Kep (Output 3.1), the planned 257 hectares in Prey Nob district remain unplanted (Output 3.6). Both local authorities and communities have expressed concern about the low survival rate of the planted mangroves. The project is encouraged to properly compile all relevant evidence for future review and final project evaluation.

The mid-term evaluation highlighted some specific challenges with the mangrove planting activities under the CCA4CS project. The mangrove planting in Phoum Thmey fishing community was a pilot activity, but the project team and community leaders acknowledge a very low survival rate after planting. This was attributed to changes in the ecosystem over time, such as sand encroachment and the use of outdated planting techniques. To address this, the project team should consider conducting a comprehensive study on soil types and developing new, more effective planting techniques to ensure higher survival rates. The mid-term evaluation found that the project had initially consulted with local communities on planting techniques and piloted approaches based on the local knowledge gathered, but this was not based on a technically-sound assessment of the specific site conditions. The NCSD had hired a consultant to do mapping and assessment of the pilot site, but the consultant later resigned, leading to a lack of technical guidance and close monitoring. This highlighted the need for the project to strengthen its technical expertise and approach to mangrove restoration to ensure the long-term success and sustainability of these efforts.

Stakeholders at all levels felt that UN-Habitat and the Ministry of Environment (MoE) were significant actors in implementing the CCA4CS project activities. UN-Habitat has had a long-term engagement with the MoE in Cambodia, and the stakeholders viewed their collaboration and the CCA4CS activities as synonymous with national efforts to address climate change adaptation in the country.

The mid-term evaluation also found that following the approval of this project by the Adaptation Fund Board, the process for establishing the project structures was time-consuming. This included the recruitment of a NCSD project team (full-time staff) such as individual consultants. After the project team was on board, a Project Management Committee (PMC) was then established, comprising senior leadership roles from relevant ministries, including the NCDD-Secretariat. HE Tin Ponlok, the MoE's Secretary of State, was appointed as the PMC Chairman. The PMC, with the deputy provincial governors from both provinces as members, and UN-Habitat as the secretary, held its first meeting after its establishment to discuss and prepare for the bidding and contracting of local infrastructure projects. The discussion included procedures for selecting a contractor. Additionally, PMC members from both provinces were invited to participate in the distribution of water containers in Veal Rinh market, which was deemed as a dissemination activity about rainwater harvesting for use in the market area.

Despite initial challenges posed by the COVID-19 pandemic and the high turnover within the Project Management Committee (PMC) due to restructuring and rearrangement exercises within the MoE under the government, the mid-term evaluation found a consensus among project staff and national and sub-national stakeholders that the project has been implemented in a cost-efficient and transparent manner. This includes the use of competitive bidding processes, aligned with national procurement guidelines, for the implementation of small-scale infrastructure projects, and the active involvement of local authorities at various levels, which has proven to be a cost-effective approach, ensuring local preferences are reflected in project interventions, such as the provision of resilient housing for vulnerable and affected populations.

While the project's implementation is considered to be on track by the majority of national and sub-national stakeholders, the mid-term evaluation found that the PMC recognizes the need for regular meetings to discuss funding and budgeting, which are crucial factors for project success. The PMC acknowledges that budget allocations for existing and/or reallocation for the CCA4CS's remaining priorities will be subject to careful review immediately. In response to the evaluation consultant, PMC members and UN-Habitat are aware of the importance of reprogramming and frequent information sharing as well as decision-making mechanisms to ensure completion of expected project outputs and outcomes by the project's end.

6.5 Impact

To what extent has the intervention generated, or is it expected to generate, significant positive or negative, intended or unintended, higher-level effects?

The mid-term evaluation found that despite initial delays in the project's institutional setup and general delays in project implementation due to Covid-19 pandemic at the outset of the project, the CCA4CS project has had several positive impacts in the targeted communities.

Respondents were asked about the positive changes they have observed in their communities, including adaptive learning on climate impacts and adaptation, resilient housing, and small-scale infrastructure initiatives. Universally, resilient housing was rated the highest impact, with communities highlighting the improved safety and disaster-resilience of their homes. Infrastructure projects, such as drainage systems and flood protection measures, were ranked second in terms of positive impact. Improvements in adaptive capacity and community arrangements for maintenance and sustainability were also noted, although some respondents highlighted the need for greater awareness and capacity building around climate change adaptation (CCA) plan integration.



Elderly people and a woman living with HIV/AIDS expressed deep gratitude for the housing model that transformed their lives, giving them beautiful, resilient homes and renewed hope.

The general sentiment is that the impacts of the CCA4CS project are still being felt and evolving. As for local governments, the evaluation found there are greater accountability and responsiveness in implementing CCA measures and climate-resilient planning. There is also enhanced involvement, cooperation, and alignment between UN-Habitat, the Ministry of Environment (MoE) and its provincial departments, and other relevant sectors.

Some specific impacts to date have emerged from the project's approach, which combines capacity building (Outcomes 1 and 2) with investment in climate-adaptive infrastructure (Outcome 3). For example, the project has supported the rehabilitation of drainage systems to address rain flooding in Veal Rinh market, Prey Nob district, as well as embankments and water gates to respond to sea water incursion in Kep province. These infrastructure projects have helped communities better prepare for and respond to climate-related hazards.

The evaluators noted that this process-based approach, which fosters collaborative work towards common development outcomes, is a positive and lasting impact of the CCA4CS project. This unique blueprint for working together in Cambodia should be well-documented in the lessons learned and final evaluation of the project, as it contributes to the overall sustainability of the project's impacts and serves as a model for future climate change adaptation initiatives in the country.

6.6 Sustainability

Are the conditions in place to ensure that the benefits of this CCA4CS intervention will continue beyond the project's lifetime?

The sustainability of the CCA4CS project is widely recognized as dependent on a successful transition from national to local ownership, under the framework of the decentralized local government system, particularly at the district and municipal levels. To support this transition, the CCA4CS project has invested remarkably in capacity-strengthening initiatives to enhance the readiness and capabilities of sub-national stakeholders to directly engage in project activities, ensuring efficient and effective implementation and coordination.

While both national and sub-national stakeholders have expressed confidence in their ability to fulfill their respective roles within the project, local governments have expressed a preference for more formal and institutionalized engagement, rather than ad hoc participation. This suggests a need for the project to further solidify the integration of local authorities into the operational and decision-making structures of the CCA4CS initiative.

However, some sub-national stakeholders, including representatives from the Ministry of Environment (MoE) and UN-Habitat, have expressed concerns about the local community's capacity to conduct adequate maintenance of the built infrastructure - a crucial aspect of ensuring the long-term sustainability of project outcomes. These stakeholders have requested additional training and support for district and municipal authorities to better equip them to assume responsibility for the maintenance of the climate-resilient assets.

Simultaneously, the district authority has acknowledged its limited budget for infrastructure maintenance, highlighting the need for the CCA4CS project to be revisited and adapted to better support the district's role and resource requirements in this regard.

The mid-term evaluation of the CCA4CS project found that there is unclear institutionalized mechanism in place at both the community and local authority levels to ensure long-term maintenance. This observation underscores the need for local authorities to secure dedicated budgets for the ongoing upkeep of the climate-resilient infrastructure developed through the project. However, the districts are currently responsible for maintaining rural roads but lack sufficient funding for this purpose. The evaluation recommends that the districts work closely with relevant provincial line departments to ensure that maintenance budgets, including from the district's own development budget, are allocated to sustain the infrastructure after it is handed over to local authorities. This is crucial for the long-term effectiveness and resilience of the project's impacts.

The evaluation also highlighted the importance of local authority ownership and commitment to maintaining the CCA4CS project's physical assets. In response, the district authorities have acknowledged their role in overseeing infrastructure maintenance. To operationalize this as part of the fiscal decentralization process, they are considering the creation of a dedicated district maintenance committee, staffed with technical experts, to monitor and conduct routine upkeep. The district will also coordinate closely with commune-level authorities to establish a collaborative approach that leverages resources and capacities across both levels of local government.

Securing maintenance budgets and setting up robust institutional arrangements for long-term upkeep are crucial considerations for the project to support district and municipal authorities in sustaining the benefits of the CCA4CS project in target communities. If implemented and well-documented, these positive steps could provide a model for enhancing the sustainability of climate adaptation infrastructure projects in the decentralized and local governance context.



The provincial authorities confirmed with commitment that the district will maintain the new embankment and water gate in Kep province, protecting the community from rising sea levels.

6.7 Cross-cutting related issues

How effectively have the intervention's strategies and activities addressed cross-cutting issues?

The CCA4CS project has made concerted efforts to address cross-cutting issues, though the effectiveness of these interventions has had mixed results, as revealed by the mid-term evaluation.

Regarding gender equality and social inclusion, the project has sought to promote the participation of the most vulnerable, including women affected by issues like HIV/AIDS. This includes providing resilient housing units specifically targeted at these groups, which was valued by the broader community and suggests the

potential for expanding this approach. For this to be effective, the project has also made efforts to engage vulnerable groups including the elderly, and persons with disabilities through inclusive consultations, targeted infrastructure support, and accessibility features like water containers for women vendors in local markets through a close collaboration with local authorities.

At the core of the CCA4CS project is a focus on enhancing the climate resilience of community infrastructure and natural resource management practices. The project has promoted nature-based solutions, such as mangrove restoration, to strengthen ecological resilience and conservation to increase marine resources. However, there is a need for the project to place greater emphasis on supporting the development of local climate action plans that prioritize sustainable development at both the community and local authority levels, as well as establishing integrated community development management plans that are linked to commune and district planning and budgeting processes.

Overall, the mid-term evaluation found that the CCA4CS project has recognized the importance of addressing cross-cutting issues. It is highly suggested to reassess the effectiveness of these efforts and document the lessons learned. Strengthening the project's monitoring and evaluation framework, as well as the capacity of its local stakeholder engagement mechanisms, could help to better integrate and track the project's performance on gender, environment, and social inclusion within the local authorities' framework rather than the project that will be left or finished at one point.

7. Lessons Learned

The mid-term evaluation identified several key lessons learned about this project and the adaptations made to the project management in response to the climate change impacts at the outset:

- **Knowledge Transfer:** The project successfully transferred conceptual knowledge about waste management, resilient housing design, and climate change adaptation (CCA) to community members and sub-national authorities, particularly at the district level. However, gaps in training, particularly for local communities and authorities on infrastructure maintenance, need to be addressed. While capacity-strengthening efforts have been made, more specific hands-on training is needed at the district and commune levels to ensure a smooth transition to local ownership. This should be covered under Outputs 1.3 and 2.2.
- **Community-level Benefits:** The small-scale infrastructure initiatives have benefited local communities, with an equitable distribution of benefits. However, uneven implementation and prolonged bidding processes, including sub-contracting for certain remaining infrastructure initiatives such as rehabilitation of canals, have hindered progress in some areas.
- **Resilient Housing Model:** The resilient housing proved efficient and effective in supporting vulnerable households, demonstrating its potential for scaling up.
- **Mangrove Restoration Challenges:** The mangrove restoration efforts faced significant challenges, highlighting the need for reassessment in terms of improved planning, implementation, and monitoring. Mangroves planted in the three communities in Kep province would be re-assessed in order to provide lessons learned and corrective remedial actions for planting mangroves in Prey Nob district, Preah Sihanouk province. This reassessment will help identify the key issues encountered during the initial mangrove planting activities and inform more effective approaches for the remaining mangrove restoration work in the other project locations such as Prey Nob district.
- **Project Management and Coordination:** The infrequent meetings and limited information sharing by the Project Management Committee (PMC) hindered the project's progress, particularly after

the turnover of PMC members. The project needs to prioritize regular meetings to discuss funding and budgeting to complete all the remaining activities by December 2025.

8. Conclusions and Recommendations

8.1 Conclusions

The mid-term evaluation found that the CCA4CS project is effectively contributing to the implementation of national policy and strategy regarding climate change adaptation as part of sustainable development. The project is improving equitable access to climate-resilient initiatives through the provision of training workshops and small-scale infrastructure in a coherent, relevant, and effective manner. The CCA4CS project also promotes environmental protection and conservation, particularly through mangrove restoration efforts, which contribute to the long-term protection and improvement of marine ecosystems and resources.

The project's strong alignment with national policies and local priorities is evident in the robust understanding of government policies and priorities demonstrated by sub-national authorities at all levels in the target provinces.

The project is currently in a critical period of transition from national to local ownership, with the project's completion scheduled for December 2025. While a clear plan and institutional setup have been established for efficient and effective implementation under joint collaboration with provincial authorities, some sub-national stakeholders remain uncertain about the success of the transition to local ownership. Most capacity-strengthening initiatives have been implemented, but more specific hands-on training is needed at the district and commune levels to provide a strong foundation for this transition. It is highly recommended to include these specific hands-on training as part of technical training to manage, operate, and maintain the infrastructure under Outputs 1.3 and 2.2.

The remaining project period will be crucial for reassessing the capacity of sub-national government stakeholders to integrate CCA into local development planning and budgeting processes, as well as to implement pilot waste management practices at the community level, such as the Angkoal fishing community. Simultaneously, the Project Management Committee (PMC) and UN-Habitat are required to conduct reprogramming and budgeting to ensure full budget absorption by December 2025.

8.2 Recommendations

Based on the findings and analysis, the mid-term evaluation report recommends that PMC led by the MoE with UN-Habitat's role as a permanent secretary should consider and implement the following recommended actions:

Key Recommendation #1: Ensure the long-term success of CCA4CS by coordinating with NCDD-Secretariat to develop a hands-on training program for district and commune authorities. The program should equip local authorities with skills to integrate CCA into local planning, implement projects, and manage resources efficiently, enabling them to take ownership of CCA initiatives and ensure sustainable outcomes.

Key Recommendation #2: Expand housing support to vulnerable households by implementing a robust verification process with local authorities to identify and prioritize those most affected by climate change, including individuals or families not eligible for ID-Poor but experiencing significant impacts.

Key Recommendation #3: In connection with the transfer of function to the district/municipality for solid waste management, implement a pilot project in Angkoal's fishing community to improve solid waste management practices, integrating with tourism development and community livelihoods.

Key Recommendation #4: The project should conduct bi-annual PMC meetings and ad-hoc meetings, ensuring consistent participation from all members, to facilitate decision-making and efficient project implementation.

Key Recommendation #5: The project should re-assess the mangroves planted in the three fishing communities in Kep province. The lessons learned and best practices from this reassessment should be used to inform and improve the future planting of mangroves in Prey Nob district, Preah Sihanouk province.

9. Report Annexes

Annex 1. Evaluation Terms of Reference

TERMS OF REFERENCE

1. Assignment Information

Assignment Title:	National Consultant for Mid-term Evaluation
Project:	Climate Change Adaptation through small-scale and protective infrastructure interventions in the coastal settlements of Cambodia
Post Level:	Junior Specialist
Contract Type:	UNDP Individual Contractor (IC)
Duty Station:	Home-based, Phnom Penh and fieldwork, Cambodia
Expected Place of Travel:	Travels to Kep and Prey Nop, Preah Sihanouk Province, Cambodia
Duration of assignment	25 working days, 5 July- 15 September 2024

2. Project Description

Organizational Setting of UN-Habitat

The United Nations Human Settlements Programme, UN-Habitat, is the United Nations agency for human settlements. It is mandated by the UN General Assembly to promote socially and environmentally sustainable communities, towns and cities with the goal of providing adequate shelter for all. In collaboration with governments, UN-Habitat is charged with promoting and consolidating collaboration with all partners, including local authorities and private and nongovernment organizations in the implementation of the Sustainable Development Goals (SDGs), particularly Goal 11, which seeks to make cities and human settlements inclusive, safe, resilient and sustainable.

UN-Habitat's Regional Office for Asia and the Pacific (ROAP) aims to strengthen its support to the urban and local climate change response of national and local governments, communities, regional organizations and professional networks. UN-Habitat aims to do so in partnership with sister United Nations agencies and in support of UN country teams by building its service offerings and growing its portfolio.

Since 1996, UN-Habitat has supported the Government of Cambodia in developing an inclusive urbanization and human settlement upgrading process. The UN-Habitat Cambodia office is under the direct supervision of the Regional Representative (OIC) and the Human Settlements Officer of the UN-Habitat Regional Office in Fukuoka. It coordinates, cooperates, and implements relevant urban targets of the New Urban Agenda (NUA) and the 2030 Agenda for Sustainable Development. In pursuing this, UN-Habitat harmonizes, interacts, and collaborates with other United Nations bodies, funds, and programs and cooperates with development partners, including civil society, the private sector, foundations, academic institutions, research centers, and others.

UN-Habitat Cambodia has implemented projects over the last decades in the areas of urban poverty reduction, water, sanitation, and hygiene (WASH) initiatives, climate change adaptation, and disaster risk reduction. Currently, the UN-Habitat Cambodia office is responsible for promoting the New Urban Agenda (NUA) at the governmental and interagency level in the country. One crucial step to achieving the SDGs and NUA is the timely implementation of existing pro-poor policy documents, such as Circular 03 and the new National Housing Policy.

Project Overview

The National Council for Sustainable Development (NCSD), the Ministry of Environment of Cambodia, and UN-Habitat have been successful in securing funding from the Adaptation Fund Board (AFB) to implement a climate change project in the two coastal provinces (Kep and Preah Sihanouk) in Cambodia, “Climate change adaptation through protective small-scale infrastructure interventions in coastal settlements of Cambodia.”

The project’s main objective is “to enhance climate change adaptation and resilience of Cambodia’s most vulnerable coastal human settlements through concrete adaptation actions, particularly in areas where eco-tourism has the potential to sustain such interventions.”

The project started in August 2021 and will be completed in December 2025. Therefore, it requires a mid-term evaluation by the second quarter of 2024.

3. Purpose, Objectives, and Scope of Evaluation

The mid-term Evaluation (MTE) is mandated by the donor and UN-Habitat as per the Agreement between AFB and UN-Habitat. It serves both accountability and learning objectives. It is intended to (i) provide evidence on whether the project is on track towards achieving its objective and expected accomplishments (outcomes), (ii) enhance learning, and identify constraints and challenges that may need corrective measures and improvement. The evaluation will, therefore, be formative, focusing more on the functioning of the project processes to understand how the project is working and producing its outputs and results. Based on the findings of the MTE, actionable programmatic recommendations will be given to improve the delivery of the project for the remaining project period. The Key audiences of the evaluation are the project team, AFB, UN-Habitat, and other partners.

Specific objectives of the mid-term evaluation are to:

- a. Assess the project's performance in terms of its progress towards achieving results at the objective, expected accomplishment, and output levels.
- b. Assess the appropriateness of planning, adequacy of resources, project management modalities, working arrangements and partnerships and how they may impact the project's effectiveness.
- c. Assess how cross-cutting issues such as gender equality, youth and human rights, environment and social safeguards have been integrated into the project.
- d. Identify areas of improvement and lessons learned and recommend forward-looking strategic, programmatic, and management considerations to improve the performance of the project for the remaining period of the project.

The evaluation will cover the project's planning, funding, working arrangements, performance, and reporting during its first two years of implementation (26 August 2021 – 31 March 2024). The

focus will mainly be on processes, assessing output achievements and expected accomplishments (outcomes) so far, and identifying and analyzing constraints, challenges, and opportunities.

Impartiality is an important principle of evaluation because it ensures the credibility of the evaluation and avoids a conflict of interest. For this purpose, UN-Habitat and Executing Partners responsible for the design and implementation of the project should not manage/lead the evaluation process.

The project team will be responsible for supporting the evaluation processes by providing information and documentation required and providing logistics and contacts of stakeholders to engage.

Evaluation Questions based on the Evaluation Criteria

The evaluation will seek to answer the following overarching evaluation questions:

- a. To what extent is the project achieving its outputs and expected accomplishments?
- b. To what extent have cross-cutting issues of gender equality, human rights, youth, environmental and social safeguards and youth consideration been integrated into the project design and implementation?
- c. What are critical gaps with respect to the delivery of the project?
- d. What are lessons learned and recommendations for adjustments and improvement?

The proposed evaluation questions will be supplemented with sub-questions along with the evaluation criteria for the project's relevance, effectiveness, efficiency, coherence, sustainability, and impact outlook. The Evaluation Consultant, who will conduct the evaluation, is expected to refine the questions and develop an evaluation matrix that will guide the evaluation.

Relevance

- To what extent was the project relevant to the requirements/needs of the beneficiaries (national/ sub-national governments/ vulnerable communities)?
- To what extent was the implementation strategy responsive to the donor and UN-Habitat strategies, including SDG 11 and New Urban Agenda (NUA)?
- To what extent is UN-Habitat's comparative advantage in this work area compared with other UN entities and key partners? To what extent were identifying key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and institutional capacity issues relevant?

Effectiveness

- To what extent is the project on track to achieve its target results at the output and expected accomplishment levels?
- Which factors and processes (internal and external factors) contribute to achieving or not achieving the expected results?
- How appropriate and effective are institutional relationships with the main target groups in which the project operations are engaging?
- To what extent has local capacity been strengthened so far through this programme?

- To what extent are monitoring and reporting on the project implementation timely, meaningful and adequate?
- How has COVID-19 affected the effectiveness of the project?
- To what extent is the project proving to be successful regarding ownership in relation to the local context and the needs of beneficiaries?

Efficiency

- To what extent does the management structure of the project support efficient implementation?
- To what extent is the project being implemented efficiently in terms of delivering the expected results according to quality standards, in a timely manner according to budget and ensuring value for money?
- What types of products and services were provided to beneficiaries through this project?
- To what extent is monitoring and reporting on the project transparent and satisfy key stakeholders?
- How did the COVID-19 pandemic affect the project implementation?

Sustainability

- To what extent is capacity being developed to ensure the sustainability of the efforts and benefits?
- To what extent is the project engaging the participation of beneficiaries in implementation, monitoring, and reporting?
- To what extent is the project fostering innovative partnerships with local institutions, authorities and other development partners?

Impact Outlook

- To what extent did the project attain its objective and anticipated impact on partners and targeted beneficiaries, whether stakeholders or cities?
- What positive and/or transformative changes have occurred because of the project?

Coherence/complementarity

- To what extent is the project coherent and implemented in synergy with other UNHabitat projects funded by the Adaptation fund?
- Was the project coherent or complemented with partners' policies and other donors' interventions?
- How has the project used the lessons learned and recommendations from other evaluations relating to **enhancing climate change resilience, such as the mid-term evaluation of accelerating climate action?** The report can be accessed through this [link](#)

Cross-cutting issues

- To what extent are cross-cutting issues of gender equality, the inclusion of persons with disabilities, human rights and youth, and environmental and social safeguards considered and are being integrated into the project design and implementation?
- Are there any outstanding examples of how these cross-cutting issues are being successfully applied in the project?

Stakeholder engagement

The evaluation is expected to be participatory and involve key stakeholders. To promote a positive attitude toward the evaluation and enhance its utilization, stakeholders will be kept informed of the evaluation processes, including design, information collection, evaluation reporting, and results dissemination. Key stakeholders will be involved directly through interviews or focus group discussions. UN-Habitat will facilitate the evaluator's engagement with the main stakeholders.

4. Expected Outputs and Deliverables

Three deliverables for this evaluation are:

- 1) **Inception report** (not more than 15 pages). The consultant is expected to review the relevant information, including TOR, and develop a fully informed inception report detailing how the evaluation will be conducted, what will be delivered, and when. The inception report should include evaluation purpose and objectives, scope and focus, evaluation issues and tailored questions, methodology, evaluation work plan and deliverables. Once approved, it will become the key management document for the evaluation, guiding the evaluation delivery in accordance with UN-Habitat's expectations. The inception report should include:
 - Context of evaluation
 - Purpose, objectives and scope of the evaluation
 - Theory of Change (Reconstruction of intervention logic)
 - Approach and methodology for the evaluation
 - Evaluation questions and judgment criteria
 - Data collection and analysis methods
 - Stakeholder mapping/analysis
 - Consultation arrangements to maximize the relevance, credibility, quality and uptake of the evaluation
 - Field visit approach
 - Work plan and timelines of evaluation
- 2) **Draft evaluation report**. The evaluator will prepare a draft evaluation report to be reviewed by UN-Habitat. The draft should follow UN-Habitat's standard format for evaluation reports (the format will be provided). The format is intended to help guide the structure and main contents of evaluation reports formulated by UN-Habitat.
- 3) **Final evaluation report** including executive summary and appendices prepared in English following UN-Habitat's standard format of an evaluation report. The report should not exceed *50 pages, including the executive summary but excluding annexes*. The report should be technically easy to comprehend for non-evaluation specialists.

Provisional work schedule

The mid-term evaluation will be conducted during the second quarter of 2024 (Expected to begin by 5 July 2024). The table below indicates timelines and expected deliverables for the evaluation process.

The duration of the evaluation is 25 working days. The exact start date will be agreed with UN-Habitat and its partners. The work schedule for the assignment is summarized in the table below.

No.	Deliverables/Outputs	Estimated Duration to Complete	Target Due to Dates	Review and Approvals Required (Indicate designation of person who will review outputs and confirmation acceptance)
1.	Inception report and workplan	05 days	10 July 2024	Habitat Program Manager
2.	Organize interviews, consultations, and discussions with key relevant stakeholders and civil society organizations aiming to evaluate the capacities built and future needs	10 days	30 July 2024	Habitat Program Manager
3.	Draft project evaluation report and submit for feedback	04 days	10 August 2024	Habitat Program Manager
4.	Produce the final project evaluation report, including final comments and feedback	06 days	30 August 2024	Habitat Program Manager
	Total:	25 working days		

5. Institutional Arrangements

The contractor will be under the direct guidance of the UN-Habitat Programme Manager (HPM) in Cambodia and the overall guidance of the Human Settlements Officer (HSO) in the Regional Office for Asia and the Pacific (ROAP). The contractor is required to report to the project team at least weekly.

All deliverables/outputs should be submitted in advance for consultation and review by the project team. The project team will be requested to provide other assistance and inputs when necessary. The reports/outputs will be reviewed and approved by the project team.

6. Duration of the Work

Under the overall supervision of the responsible HSO, based in UN-Habitat ROAP in Fukuoka, Japan, the consultant will work under the direct guidance of the UN-Habitat Programme Manager and Project team. The consultant will work 25 working days from 05 July to 15 September 2024.

7. Duty Station and Local Travels

The contractor will work from home and the office at Phnom Penh, UN-Habitat Cambodia. He/she will be able to participate remotely or face-to-face in consultations, meetings, field work, and data collection. The costs for local travel and DSA for field missions in the country will be paid upon request from the field work/project team and completion of each mission, as per UN rules and regulations.

The selected consultant, if expected to travel outside the duty station to undertake the assignment, is required to undertake the (BSAFE) training before traveling at below website <https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>.

8. Minimum Qualifications of the Individual Contractor

He/she is responsible for planning and conducting the evaluation. He/she must have proven experience in evaluating projects/programme and should have knowledge of Results-Based Management and strong methodological and analytical skills.

The consultant shall have the following qualifications:

Education:	A minimum master's degree in environmental science, climate change, political sciences, development studies, sociology, or another relevant field is required.
Experience and skills:	<ul style="list-style-type: none"> • A minimum of two years' professional, practical, and relevant experience in evaluation, with the ability to present credible findings derived from evidence and draw conclusions and recommendations supported by those findings. • Good knowledge of experience and best practices regarding environment and climate change and local governance at the subnational level and community; • Good communication and writing skills; • Good experience in multi-stakeholder coordination; • Outstanding capacity to work in a multicultural context.
Language Requirements:	Fluency in English and Khmer.

9. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Technical Evaluation Criteria	Obtainable Score
A Minimum master's degree in environmental science, climate change, political sciences, development studies, sociology or another relevant field.;	25

A minimum of two years' professional practical and relevant experience in evaluation with the ability to present credible findings derived from evidence and draw conclusions and recommendations supported by findings.	25
Good experience in project evaluation and report writing	25
Good interpersonal, communication, and teamwork skills to collaborate with stakeholders and donors	25

10. Payment Milestones

The payments for undertaking the assignment shall be paid to the contractor upon satisfactory of the following outputs/deliverables, as certified by the project team:

Installments	Deliveries/Outputs	Payment	Due date
1 st Payment	Upon satisfactory submission of the inception report and workplan	20%	15 July 2024
2 nd Payment	Upon satisfactory submission of the draft evaluation report	40%	10 August 2024
3 rd /Final Payment	Upon satisfactory submission of the final evaluation report	40%	30 August 2024

Annex 2. Evaluation Stakeholder Matrix

Coherence: How well does the intervention fit with national priorities and local needs?				
Questions	Measure Indicators	Main source of information	Data Analysis Method	Evidence quality
To what extent is the implementation of the CCC4CS project aligned and coherent with the relevant national and sub-national policy actions and priorities?	<p>Scope and level of coherence of the CCC4CS with national climate adaptation policy actions.</p> <p>Level of integration of the AF-financed interventions with national and sub-national development planning.</p>	<p>NCSD's documentation</p> <p>UN-Habitat staff & Project team</p> <p>Project Document</p>	Triangulation of qualitative analysis, drawing on key informant interviews as the main primary data source, and integrating the findings with the secondary analysis of relevant project documents and related materials	High
What are the key factors that have influenced, both positively and negatively, the synergies and interlinkages between the different components of the CCC4CS project?	<p>Specific role, and degree of coordination and collaboration between the NCSD's project team with other stakeholders such as cross-component meetings, joint planning, and monitoring etc.;</p> <p>Effectiveness of PMC in terms of decision-making process, and ability to address barriers for synergies.</p> <p>Existing communication and knowledge sharing mechanisms.</p>	<p>Document review</p> <p>In-depth meeting with project director (previous and current director)</p> <p>Project consultants</p> <p>KIIs & FGDs</p> <p>Success stories if any</p>	Triangulation of qualitative analysis, drawing on key informant interviews as the main primary data source, and integrating the findings with the secondary analysis of relevant project documents and related materials	High
Relevance				
To what extent was the project design relevant to the requirements and/or needs of the vulnerable communities as beneficiaries and the government's priorities (national and sub-national governments)?	<p>Collective stakeholder views of relevance of the project activities in meeting the government's priorities and targets, especially needs and demands of local population.</p> <p>Views of UN-Habitat and NCSD's senior management incl. NCDD</p>	<p>Review of key government and Sub-national authorities (SNAs)' planning documents related to climate change adaptation (CCA)</p>	Triangulation of qualitative analysis with primary and secondary sources including field observations	High

	Number/type of activities that are not relevant to the government	and ecosystem management. KIs & FGDs with direct stakeholders.		
To what extent was the project implementation strategy responsive to the donor and UN-Habitat strategies, including SDG 11 and New Urban Agenda (NUA)?	Opinions of UN-Habitat, and other UN agencies Opinions of NCSD, NCDD, and local authorities in target areas.	Document review KIs & validations CSDGs & NUA	Triangulation of qualitative analysis primary source of key informant interviews and secondary analysis of related documents	High
To what extent was UN-Habitat's comparative advantage in this work area compared to other UN entities and key partners?	UN-Habitat's mandate, engagement and approach to climate resilience. UN-Habitat's ability to effectively coordinate and collaborate with other UN agencies, government's agencies, CSOs, and private sector towards the achievement of the common goals.	UN-Habitat's Strategy. Review of UN systems and policies, reports. KIs and FGDs	Triangulation of qualitative analysis primary source of key informant interviews and secondary analysis of related documents	High
To what extent were the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and institutional capacity issues relevant?	Stakeholders' perceptions: - Project's selection criteria and processes to identify stakeholders and target beneficiaries including women, disabilities and vulnerable populations. - Roles and responsibilities of target groups in the implementation - Institutional and capacity building assessment and a series of training conducted.	Document review FGDs with beneficiaries KIs with the Government's key informants and local authorities UN-Habitat team	Triangulation of qualitative analysis primary source of key informant interviews and secondary analysis of related documents	High
Effectiveness				
To what extent is the project on track to achieve its targeted	Opinions of key stakeholders including NCSD and local	Using KIs & FGDs and PPR and	Triangulation of qualitative analysis of primary source of key	High

output and expected accomplishment results?	<p>authorities on accomplishment-level results.</p> <p>Opinion of UN-Habitat on the degree of outcome-level results.</p> <p>Positive and negative variables that have influenced the results.</p>	<p>progress report to understand the enabling and hindering factors or conditions that impact the achievements of results to date.</p>	<p>informant interviews and secondary analysis of related documents</p>	
To what extent has local capacity been strengthened so far through this project?	<p>Level and comparison of the capacity gained or built for sub-national officers and communities in target areas as described in the training reports (C1 & 2) with the reality in the field.</p>	<p>Review of training reports under components 1 & 2.</p> <p>KII & FGD with sub-national officers and community members.</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	High
Which internal and external factors and processes contribute to achieving or not achieving the expected results?	<p>Identifying contributing factors and processes internally and externally that impact the project intended results.</p> <p>List of factors that have positively or negatively influenced the achievements of gender norms promotion among beneficiaries.</p>	<p>Document review</p> <p>KIIs & FGDs</p> <p>Validation of field findings and observation with project team.</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	High
How appropriate and effective are the institutional relationships with the main target groups engaged in the project operations?	<p>Communication protocol or institutional setup of the project.</p> <p>Specific roles of local authorities and local communities to manage, monitor and maintain infrastructure.</p> <p>How the knowledge from the project implementation is captured and disseminated?</p>	<p>KII with provincial line departments, PMC at the provincial level and local authorities including carpenters and construction workers.</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	High
Efficiency				

<p>To what extent did the support from the Project Management Consultant (PMC) and the project team contribute to efficient implementation?</p>	<p>Understanding the perceptions of different stakeholders- regarding PMC's decision-making role, monitoring and reporting system, coordination and collaboration, and problem-solving approach?</p> <p>Assessment of PMC's performance and contribution to the project.</p>	<p>Document review</p> <p>KIIs with PMC members at the national and sub-national level and local authorities, UN-Habitat.</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	<p>High</p>
<p>To what extent were the capacity building activities, bidding/contracting processes, and implementation of the small-scale infrastructure projects undertaken efficiently?</p>	<p>Comparison between economic cost for CCC4CS and economic profit generated for local people. For example, how financial expenditures are well-managed and justified by the intended outcomes? Benefits generated?</p>	<p>KIIs with stakeholders</p> <p>FGDs with local communities, and individuals</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	<p>High</p>
<p>What types of products and services were provided to the project's intended beneficiaries?</p>	<p>Determining how well the products and services are delivered and aligned with the actual needs and priorities of the target beneficiaries in a cost-efficient manner (e.g.; procurement).</p>	<p>Document review</p> <p>KII with PMC</p> <p>FGDs with local beneficiaries</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	<p>High</p>
<p>What lessons can be learned to improve the efficiency of future projects similar to the CCC4CS project?</p>	<p>Community adaptive capacity gained through training and community-based adaptation actions.</p> <p>Feedback from direct and indirect beneficiaries on the efficient implementation.</p>	<p>KII with PMC members.</p> <p>FGDs with local beneficiaries</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	<p>High</p>
<p>What are the key challenges faced in the implementation of the CCC4CS project, and how can they be addressed in the remaining time of the project?</p>	<p>Examining the most impactful challenges and mitigated approach.</p> <p>Exploring local recommendations for the project's remaining timeline.</p>	<p>Document review</p> <p>KII with PMC and local authorities</p> <p>FGDs with local beneficiaries</p>	<p>Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents</p>	<p>High</p>
<p>Impact</p>				

To what extent has the project attained its objective and anticipated impact on partners and targeted beneficiaries?	<p>Clear positive or negative impacts acknowledged by UN-Habitat and NCS D, especially by beneficiaries.</p> <p>Evidence of impacts on local capabilities (solid waste, resilient housing and maintenance of infrastructure).</p>	<p>Document review</p> <p>KII with PMC and local authorities</p> <p>FGDs with local beneficiaries</p>	Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents	High
What positive and/or transformative changes have occurred because of the project's interventions?	<p>Identifying driving forces for the transformative change.</p> <p>Impactful stories backed</p>	<p>Document review</p> <p>KII with PMC and local authorities</p> <p>FGDs with local beneficiaries</p>	Triangulation of qualitative analysis of primary source of key informant interviews and secondary analysis of related documents	High
Sustainability				
To what extent is the development of local community capacity contributing to or hindering the successful ownership and sustainability of the project's efforts and benefits?	<p>Degree of ownership of the project perceived by the different stakeholders</p> <p>Perceived factors of success or failure of ownership</p> <p>Success stories if any</p>	<p>Consultations with different stakeholders involved in this project.</p> <p>Document review</p> <p>Observation in constructed infrastructure</p>	Triangulation of information provided by different sources	High
To what extent is the project engaging the participation of beneficiaries in the implementation, monitoring, and reporting processes?	Facts provided by the different stakeholders in terms of role played in the actual planning and implementation of this project activities.	Consultations with different stakeholders involved in this project.	Triangulation of information provided by different sources	High
To what extent is the project fostering innovative partnerships with local institutions, authorities and other development partners?	<p>Opinions and facts provided by NCS D and its project team</p> <p>Opinions and facts provided by UN-Habitat</p> <p>Opinions and facts provided by local authorities and beneficiaries</p>	Consultations with different stakeholders involved in this project.	Triangulation of information provided by different sources	High

Coherence/Complementarity				
To what extent was the project coherent with or complementary to partners' policies and other donors' interventions?	Consulting with project documents, project reports and PMC, HPM. Identifying linkages with other donors' projects and/or alignment with partner's policies and strategies.	Consultations with different stakeholders involved in this project.	Triangulation of information provided by different sources	Medium to High Complem entarity with other donors' projects may be limited.
Cross-cutting related issues				
Are there any outstanding examples of how these cross-cutting issues are being successfully applied in the project?	Stakeholder feedback and recognition of how cross-cutting related issues have been mainstreamed and implemented in the project.	Consultations with different stakeholders involved in this project.	Triangulation of information provided by different sources	Medium to High
What extent the relevant stakeholders understand gender equality as well as environmental and social safeguards?	Awareness of national and sub-national government levels. Awareness and practice of subcontractor during the infrastructure investments.	Consultation with relevant stakeholders. PPR ESS report	Triangulation of information provided by different sources	High

Annex 3. Field Mission Schedules

**កម្មវិធីចុះប្រមូលទិន្នន័យ ខេត្តកែប (Draft Schedule for Fieldwork, Kep Province)
ថ្ងៃទី២៤ ដល់ ២៦ ខែកក្កដា ឆ្នាំ២០២៤ (24-26 July 2024)**

ម៉ោង	សកម្មភាព	អ្នកចូលរួម	ទីកន្លែង	ឧបករណ៍
ថ្ងៃទី២៤ ខែកក្កដា ឆ្នាំ២០២៤				
០៨.៣០ ព្រឹក	ជួបជាមួយឯកឧត្តមអភិបាលរងខេត្តទទួលបន្ទុកជាសមាជិកគ្រប់គ្រងគម្រោង និងតំណាងមន្ទីរពាក់ព័ន្ធ (បរិស្ថាន ផែនការ ធនធានទឹក រៀបចំផែនដី កសិកម្ម និងឪពុកម្តាយ)	អភិបាលរងខេត្ត និងតំណាងមន្ទីរពាក់ព័ន្ធជាមួយគម្រោងចំនួន ៥-៧នាក់	សាលាខេត្តកែប៖ លោកស្រី ទិត សុខា អភិបាលរងខេត្ត៖ 071 289 9996	សម្ភាសន៍កម្រិតអ្នកដឹកនាំនៅថ្នាក់ខេត្ត (Key Informant Interview)
១០.៣០ ព្រឹក	ជួបជាមួយមេភូមិ និងសហគមន៍ភូមិព្រៃតាកុយអំពីការគ្រប់គ្រងកាកសំណល់រឹង ការសាងសង់ផ្ទះមានភាពធន់រឹងមាំ ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ	សមាជិកសហគមន៍ចំនួន ៥ នាក់ (ស្រី២-៣នាក់)	ភូមិព្រៃតាកុយ (ឃុំពងទឹក ស្រុកដំណាក់ចង្កើរ ខេត្តកែប) មេភូមិ៖ 097 68 82 103	សម្ភាសន៍ជាក្រុម (FGD)
ថ្ងៃទី២៥ ខែកក្កដា ឆ្នាំ២០២៤				
៨.៣០ ព្រឹក	ជួបជាមួយមេភូមិ និងសហគមន៍ភូមិទួលសាងអំពីការគ្រប់គ្រងកាកសំណល់រឹង ការសាងសង់ផ្ទះមានភាពធន់រឹងមាំ ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ	សមាជិកសហគមន៍ចំនួន ៥ នាក់ (ស្រី២-៣នាក់)	ភូមិទួលសាង (ឃុំអង្កោល ស្រុកដំណាក់ចង្កើរ ខេត្តកែប) មេភូមិ៖ 088 33 27 577	សម្ភាសន៍ជាក្រុម (FGD)
១០.៣០ ព្រឹក	ជួបជាមួយអាជ្ញាធរស្រុកដំណាក់ចង្កើរអំពីការគ្រប់គ្រងកាកសំណល់រឹង ការសាងសង់ផ្ទះមានភាពធន់រឹងមាំ ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ	គណៈអភិបាលស្រុកពាក់ព័ន្ធជាមួយគម្រោង ២-៣ នាក់	សាលាស្រុកដំណាក់ចង្កើរ (អភិបាលរងទទួលបន្ទុក លោក ជិន ស៊ីណា 015 698 248)	សម្ភាសន៍កម្រិតអ្នកដឹកនាំនៅថ្នាក់មូលដ្ឋាន (Key Informant Interview)
១.៣០ រសៀល	ជួបជាមួយក្រុមប្រឹក្សាឃុំពងទឹកអំពីការគ្រប់គ្រងកាកសំណល់រឹង ការសាងសង់ផ្ទះមានភាពធន់រឹងមាំ	មេឃុំ ជំទប់ និងសមាជិកក្រុមប្រឹក្សាឃុំដែលពាក់ព័ន្ធ	សាលាឃុំពងទឹក	សម្ភាសន៍កម្រិតអ្នកដឹកនាំនៅថ្នាក់មូលដ្ឋាន (Key Informant Interview)

សុដូរ ២.០០ សៀល	ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ និងចុះមើលការដ្ឋានសាងសង់ទ្វារទឹក និងស្តារប្រឡាយ	កំពុងជាមួយគម្រោង សរុប ២-៣ នាក់	លោកស្រី គូ ម៉ូ (ជំនាបទី១)៖ 012 293 477 088 843 5577	
៣.៣០ រសៀល	ជួបជាមួយក្រុមប្រឹក្សាឃុំអង្កោលអំពីការគ្រប់គ្រងកាកសំណល់រឹង ការសាងសង់ផ្ទះមានភាពធន់រឹងមាំ ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ (ព្រៃកោងកាង) និងចុះមើលការដ្ឋានសាងសង់ទ្វារទឹក និងស្តារប្រឡាយ។	គណៈអភិបាលស្រុក និងក្រុមប្រឹក្សាឃុំទាំង២ សរុប ៣- ៥ នាក់	សាលាឃុំអង្កោ ល មេឃុំ៖ 088 344 5745 ក្រុមប្រឹក្សាឃុំ៖ 088 526 0118	សម្ភាសន៍កម្រិតអ្នកដឹកនាំ នៅថ្នាក់មូលដ្ឋាន (Key Informant Interview)
ថ្ងៃទី២៦ ខែកក្កដា ឆ្នាំ២០២៤				
៨.៣០ ព្រឹក	ជួបជាមួយក្រុមប្រឹក្សាសង្កាត់ព្រៃធំ និងគណៈកម្មការសហគមន៍អំពីការដាំ និងស្តារព្រៃកោងកាងឡើងវិញព្រមទាំងបញ្ហាផ្សេងៗ	មេឃុំ និងគណៈសហគមន៍ សរុប ៥-៨ នាក់	សាលាសង្កាត់ ព្រៃធំ (ក្រុងកែប) ចៅសង្កាត់៖	
សំគាល់៖ រក្សាទុករសៀលថ្ងៃទី២៦ ខែកក្កដា ឆ្នាំ២០២៤ ដើម្បីពិភាក្សា ឬមានកិច្ចប្រជុំផ្សេងៗតាមការចាំបាច់ ឬចុះមើលការដ្ឋានជាមួយអ្នកម៉ៅការ និងគណៈសហគមន៍ អាជ្ញាធរមូលដ្ឋាន។				
ក្រុមការងារនឹងត្រលប់មកភ្នំពេញវិញនៅថ្ងៃទី២៧ ខែកក្កដាឆ្នាំ២០២៤ វេលាម៉ោង៩ព្រឹក (Return to Phnom Penh on 27 July at 9 am)				

**កម្មវិធីចុះប្រមូលទិន្នន័យ ខេត្តព្រះសីហនុ (Schedule for Fieldwork, Preah Sihanouk)
ថ្ងៃទី២២ ដល់ ២៣ ខែកក្កដា ឆ្នាំ២០២៤ (22-23 July 2024)**

ទី១៖ ស្រុកព្រៃនប់ ខេត្តព្រះសីហនុ

ម៉ោង	សកម្មភាព	អ្នកចូលរួម	ទីកន្លែង	ឧបករណ៍
សំគាល់៖ ចេញដំណើរពីភ្នំពេញទៅខេត្តព្រះសីហនុ នៅថ្ងៃទី២១ ខែកក្កដា ឆ្នាំ២០២៤ ម៉ោង២រសៀល (Departure on 21 July at 2 pm)				
ថ្ងៃទី២២ ខែកក្កដា ឆ្នាំ២០២៤				
៨.៣០ ព្រឹក	ជួបជាមួយឯកឧត្តមអភិបាលរងខេត្តទទួលបន្ទុកជាសមាជិកគ្រប់គ្រងគម្រោងឬតំណាង និងគណៈមន្ទីរពាក់ព័ន្ធ (បរិស្ថាន ផែនការ ធនធានទឹក រៀបចំផែនដី កសិកម្ម និងខ័ណ្ឌផលជល)អំពីការកសាងសមត្ថភាព និងការអនុវត្តគម្រោងនៅស្រុក និងឃុំគោលដៅ។	អភិបាលរងខេត្ត និងគណៈមន្ទីរពាក់ព័ន្ធជាមួយគម្រោងចំនួន ៥-៧នាក់	សាលាខេត្តព្រះសីហនុ	សម្ភាសន៍កម្រិតអ្នកដឹកនាំនៅថ្នាក់ខេត្ត (Key Informant Interview)
១.៣០ រសៀល	ជួបជាមួយនាយកសាលា និងសិស្សវិទ្យាល័យហ៊ុនសែនវាលពេញ ខេត្តព្រះសីហនុ អំពីការគ្រប់គ្រងកាកសំណល់រឹង និងបញ្ហាផ្សេងៗ	សិស្សប្រុស ស្រី ដែលបានចូលរួមជាមួយគម្រោងចំនួន ៥-៨ នាក់	វិទ្យាល័យហ៊ុនសែនវាលពេញ ខេត្តព្រះសីហនុ (នាយកសាលា៖ 015 545 577)	សម្ភាសន៍ជាក្រុម (FGD)

<p>៣ រសៀ ល</p>	<p>ជួបជាមួយអាជ្ញាធរស្រុកព្រៃនប់អំពីការកសាងសមត្ថភាព ការ វិនិយោគលើការសាងសង់គម្រោងហេដ្ឋារចនាសម្ព័ន្ធខ្នា ក្នុង និងបញ្ហាផ្សេងៗ</p>	<p>គណៈអភិបាលស្រុកពាក់ព័ន្ធជាមួយគម្រោង ២-៣ នាក់</p>	<p>សាលាស្រុកព្រៃនប់ អភិបាលរងទទួលបន្ទុក៖ ០១៧ ៦៦ ២៦ ២២</p>	<p>សម្ភាសន៍កម្រិតអ្នកដឹកនាំ នៅថ្នាក់មូលដ្ឋាន (Key Informant Interview)</p>
<p>ថ្ងៃទី២៣ ខែកក្កដា ឆ្នាំ២០២៤</p>				
<p>៨.៣ ០ ត្រីក</p>	<p>ជួបជាមួយក្រុមប្រឹក្សាវាយ់វិញ អំពីការកសាងសមត្ថភាព ការ វិនិយោគលើការសាងសង់គម្រោងហេដ្ឋារចនាសម្ព័ន្ធខ្នា ក្នុង និងបញ្ហាផ្សេងៗ និងចុះមើលទីតាំងដែលបានអនុវត្តការសាងសង់កន្លងមក</p>	<p>មេឃុំ ជំទប់ និងសមាជិកក្រុមប្រឹក្សាវាយ់ដែលពាក់ព័ន្ធជាមួយ ប្រធានផ្សារ និងអាជីវករគម្រោង សរុប ២-៣ នាក់</p>	<p>សាលាវាយ់វិញ មេឃុំ៖ 060 870 588 015 870 588</p>	<p>សម្ភាសន៍កម្រិតអ្នកដឹកនាំ នៅថ្នាក់មូលដ្ឋាន (Key Informant Interview)</p>
<p>១០ ត្រីក</p>	<p>ជួបជាមួយមេឃុំ <u>ប្រធានក្រុមប្រឹក្សា</u> អ្នកទទួលបានផ្ទះ(ឡែបស្រី និងស្រី) អំពីការគ្រប់គ្រងកាកសំណល់វិង ការសាងសង់ផ្ទះមានភាពធន់វិងមាំ ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ</p>	<p>សមាជិកសហគមន៍ដែលបានចូលរួម ជាមួយគម្រោងចំនួន ៥ នាក់</p>	<p>សាលាវាយ់សាមគ្គី ស្រុកព្រៃនប់ ខេត្តព្រះសីហនុ មេឃុំ៖ ០៧១ ៩០៦០៩៩៩</p>	<p>សម្ភាសន៍ជាក្រុម (FGD)</p>
<p>១១. ០០ ៧ ត្រីក</p>	<p>ជួបជាមួយមេឃុំ មេភូមិកំពុងស្ថាប័នក្នុង មេភូមិព្រែកផ្កាវ អ្នកទទួលបានផ្ទះធន់នឹងអាកាសធាតុ(អែម ដើកនិង ឃ្នាំង ថាន) និងអ្នកទទួលបានការបណ្តុះបណ្តាលគ្រប់គ្រងសំណល់វិង២នាក់និងសហគមន៍ អំពីការគ្រប់គ្រងកាកសំណល់វិង ការសាងសង់ផ្ទះមានភាពធន់វិងមាំ ការថែទាំសមិទ្ធផលគម្រោង និងបញ្ហាផ្សេងៗ</p>	<p>សមាជិកសហគមន៍ដែលបានចូលរួម ជាមួយគម្រោងចំនួន ៥ នាក់</p>	<p>សាលាវាយ់ទឹកល្អក់ ស្រុកព្រៃនប់ ខេត្តព្រះសីហនុ មេឃុំ៖ ០៩៦ ៩០៣៩១៣៣ ជំទប់ទី១៖ 093 496 922</p>	<p>សម្ភាសន៍ជាក្រុម (FGD)</p>
<p>សំគាល់៖ ចេញដំណើរពីស្រុកព្រៃនប់ ខេត្តព្រះសីហនុនៅថ្ងៃទី២៣ ខែកក្កដា ឆ្នាំ២០២៤ ឆ្ពោះទៅកាន់ខេត្តកែប</p>				

Annex 4. List of secondary data sources consulted (e.g., background documents)

Key documents

- Pentagonal Strategy Phase 1 (PS-1)
- Cambodia Climate Change Strategic Plan 2014-2023 (CCCSP 2014-2023)
- AF's Evaluation Policy
- AF's Guidance Note for the Inception Report
- UNEG's Ethical Guideline for Evaluation
- Signed Project Agreement between AF Board and UN-Habitat
- AF's Mid-Term Strategy (2023-2027)
- CCA4CS's Project Document
- Project Progress Report No. 10 (1 January 2024– 31 March 2024)
- UN-Habitat's Strategic Plan (2020-2025)
- A series of Project Cooperation Agreements (COA) between UN-Habitat and NCS/MoE
- MoE's Letters Appointing Old and New Project Management Committee Members
- Letters Appointing Provincial Deputy Governors of Kep and Preah Sihanouk Provinces as PMC Members.
- Project Reports by Outputs (all outputs under the three components)
- CCA4CS Assessment Report Requesting the Outputs Scale-up (Change)
- Project Performance Report (PPR)
- CCA4CS Monitoring Report of Environmental and Social Risks and Safeguards

Websites:

- World Bank, National Account Data
<https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?locations=KH>
- World Bank, National Population Data:
<https://data.worldbank.org/indicator/SP.POP.TOTL?locations=KH&view=chart>
- World Economic Forum (<https://www.weforum.org/publications/accelerating-business-action-on-climate-change-adaptation/>)
- Cambodia's Circular Economy Strategy and Action Plan (2021)
<https://www.undp.org/cambodia/publications/circular-economy-ce-strategy-and-action-plan>
- Adaptation Fund (<https://www.adaptation-fund.org/>)
- UN-Habitat (<https://unhabitat.org/cambodia>)
- Ministry of Environment (<https://www.moe.gov.kh/en>)
- Ministry of Economy and Finance (<https://mef.gov.kh/>)

Annex 5. Data collection tools

FGD Data Record (Community FGD)	
Respondent names and roles:	
Date of Interview:	
Location:	
Start and end time:	
Interviewer:	
Interview or FGD [choose one]	

Responses	Observations
1. COHERENCE: How well does the intervention fit with national priorities and local needs?	
Master Question 1: To what extent is the implementation of the CCC4CS project aligned and coherent with the relevant national and sub-national policy actions and priorities?	
Question for local community: How well does the CCC4CS project respond to the needs and priorities of our local community?	
Response Q1	Observation
Master Question 2: What are the key factors that have influenced, both positively and negatively, the synergies and interlinkages between the different components of the CCC4CS project?	
Question for local community: What specific activities related to the CCC4CS project have you participated in over the last 2 years, and how have those benefited you and your community?	
Response Q2	Observation
2. RELEVANCE: The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.	
Master Question 3: To what extent was the project design relevant to the requirements and/or needs of the vulnerable communities as beneficiaries and the government's priorities (national and sub-national governments)?	
Question for local community: To what extent was the implementation of the CCC4CS project relevant and responsive to the specific needs of the poor and vulnerable people in our community who were at risk from the impacts of climate change?	
Response Q3	Observation
Master Question 4: To what extent were the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and institutional capacity issues relevant?	
Question for local community: How were the project beneficiary groups, including women (analysis of gender) and vulnerable populations, selected for the CCC4CS project in our community? To what extent were these selections relevant and appropriate?	
Response Q4	Observation

<p>3. EFFECTIVENESS: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.</p>	
<p>Master Question 5: To what extent is the project on track to achieve its targeted output and expected accomplishment results?</p>	
<p>Question for local community: In your view, to what extent has the CCC4CS project been successful in achieving promising results for our local community so far?</p>	
<p>Master Question 6: To what extent has local capacity been strengthened so far through this project?</p>	
<p>Question for local community: To what extent has the CCC4CS project so far strengthened the capacity of the local community on a scale of 1 to 5, with 1 being 'poor' and 5 being 'the best'? Please explain the reasons for your rating.</p>	
<p>Master Question 7: Which internal and external factors and processes contribute to achieving or not achieving the expected results?</p>	
<p>Question for local community: When thinking about the CCC4CS project's results at this point in time, what internal and external factors or processes do you believe have helped or hindered the achievement of those results in our local community?</p>	
<p>4. EFFICIENCY: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>	
<p>Master Question 8: To what extent were the capacity building activities, bidding/contracting processes, and implementation of the small-scale infrastructure projects undertaken efficiently?</p>	
<p>Question for local community: From your perspective, what have been the main positive changes that the CCC4CS project has brought to our local community? And who or what do you feel has been responsible for driving those positive changes?</p>	
<p>Master Question 9: What lessons can be learned to improve the efficiency of future projects similar to the CCC4CS project?</p>	
<p>Question for local community: As we discussed earlier, such as the local capacity building, the mangrove restoration initiatives, and the small-scale irrigation systems implemented, what key lessons or insights have you and your community gained in terms of adapting to climate impacts and building resilience? Please provide any specific examples if any</p>	
<p>Master Question 10: What are the key challenges faced in the implementation of the CCC4CS project, and how can they be addressed in the remaining time of the project?</p>	
<p>5. IMPACT: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.</p>	
<p>Master Question 11: What positive and/or transformative changes have occurred because of the project's interventions?</p>	

Question for local community: As direct beneficiaries, can you please describe some specific examples that highlights how the CCC4CS project activities have made a real difference in your community's ability to adapt to climate impacts and strengthen its resilience?	
6. SUSTAINABILITY: The extent to which the net benefits of the intervention continue, or are likely to continue.	
Master Question 12: To what extent is the project engaging the participation of beneficiaries in the implementation, monitoring, and reporting processes?	
Question for local community: How have the local community members and leaders been involved in planning, implementing, and monitoring the CCC4CS project? Please describe the ways the project has incorporated community participation and input throughout the different stages/activities.	
Master Question 13: To what extent is the project fostering innovative partnerships with local institutions, authorities and other development partners?	
Question for local community: From your perspective, which groups or organizations have been most helpful in supporting your involvement and participation in the CCC4CS project? For example, did you find the national project team, local authorities, provincial government departments, or civil society organizations to be particularly helpful?	
7. Coherence/Complementarity	
Master Question 14: To what extent was the project coherent with or complementary to partners' policies and other donors' interventions?	
8. Cross-cutting related issues	
Master Question 15: What extent the relevant stakeholders understand gender equality as well as environmental and social safeguards?	
Question for local community: From your experience as part of this community, can you provide examples of how the project is actively promoting women's empowerment and gender parity within the community? Additionally, can you describe the measures undertaken by the project team related to environmental and social safeguards?	
Any other comments or suggestions in terms of further needs and support from the project?	

KII Data Record (Project Director, Manager, and Project Team, Provincial, District, Commune Authorities and Provincial Line Departments)	
Respondent names and roles:	
Date of Interview:	
Location:	
Start and end time:	
Interviewer:	
Interview or FGD [choose one]	

Responses	Observations
1. COHERENCE: How well does the intervention fit with national priorities and local needs?	
Master Question 1: To what extent is the implementation of the CCC4CS project aligned and coherent with the relevant sub-national policy actions and local development priorities?	
Response Q1	Observation
Master Question 2: What are the key factors that have influenced, both positively and negatively, the synergies and interlinkages between the different components of the CCC4CS project?	
Follow-up question: What specific role have you participated in over the last 2 years, and how have those roles and responsibilities benefited you and local community?	
Response Q2	Observation
2. RELEVANCE: The extent to which the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.	
Master Question 3: To what extent was the project design relevant to the requirements and/or needs of the vulnerable communities as beneficiaries and the government’s priorities (national and sub-national governments)?	
Follow-up question	
<ul style="list-style-type: none"> - What are the key climate impacts and shocks that your [province/district/commune] has experienced in recent years? - To what extent was the implementation of the CCC4CS project relevant and responsive to addressing the specific needs of the poor and vulnerable people in your [province/district/commune] who were at risk from these climate impacts? - Can you provide some concrete examples of how the project addressed the needs of these vulnerable groups? 	
Response Q3	Observation
Master Question 4: To what extent were the identification of key stakeholders and target groups (including gender analysis and analysis of vulnerable groups) and institutional capacity issues relevant?	
Follow-up question:	
<ul style="list-style-type: none"> - What was the project's approach to identifying and selecting the beneficiary groups for the CCC4CS project implemented in your [province/district/commune]? - To what extent were these selection approaches and criteria effective and responsive to the local context and the needs of the vulnerable populations in your community? 	
Response Q4	Observation
3. EFFECTIVENESS: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.	
Master Question 5: To what extent is the project on track to achieve its targeted output and expected accomplishment results?	

<p>Follow-up question: In your view, to what extent has the implementation of the CCC4CS project been successful in achieving promising results so far? If the project has not yet achieved promising results, please explain the key reasons why.</p>	
<p>Master Question 6: To what extent has local capacity been strengthened so far through this project?</p> <p>Follow-up question:</p> <ul style="list-style-type: none"> - To what extent has the implementation of the CCC4CS project so far strengthened the capacity of the sub-national authorities (e.g. provincial, district, and commune-level) and relevant line departments in your [province/district/commune]? - Please rate the level of capacity strengthening on a scale of poor, medium, or high, and explain the key reasons for your rating. 	
<p>Master Question 7: Which internal and external factors and processes contribute to achieving or not achieving the expected results?</p> <p>Follow-up Question: When thinking about the CCC4CS project's results at this point in time, what internal and external factors or processes do you believe have helped or hindered the achievement of those results in our local community?</p>	
<p>4. EFFICIENCY: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>	
<p>Master Question 8: To what extent were the capacity building activities, bidding/contracting processes, and implementation of the small-scale infrastructure projects undertaken efficiently?</p> <p>Follow-up question:</p> <ul style="list-style-type: none"> - What have been the main positive changes that the CCC4CS project has brought to the local authority and community, especially for the poor and vulnerable groups? - Who or what do you feel has been primarily responsible for driving those positive changes? 	
<p>Master Question 9: What lessons can be learned to improve the efficiency of future projects similar to the CCC4CS project?</p>	
<p>Master Question 10: What are the key challenges faced in the implementation of the CCC4CS project, and how can they be addressed in the remaining time of the project?</p>	
<p>5. IMPACT: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.</p>	
<p>Master Question 11: What positive and/or transformative changes have occurred because of the project's interventions?</p> <p>Follow-up question: As the local authority responsible for building community resilience, please describe 2-3 specific examples that highlight how the CCC4CS project activities have made a real difference in your ability to integrate climate change adaptation measures into local development planning and budgeting processes.</p>	

6. SUSTAINABILITY: The extent to which the net benefits of the intervention continue, or are likely to continue.	
Master Question 12: To what extent is the project engaging the participation of both local authority and beneficiaries in the implementation, monitoring, and reporting processes?	
Follow-up question: To what extent have local authorities been involved in the planning, implementation, and monitoring of the CCC4CS project? And what specific actions or roles can local authorities take to help maintain the project's results and impact over the long-term?	
Master Question 13: To what extent is the project fostering innovative partnerships with local institutions, authorities and other development partners?	
Follow-up question: which specific groups or organizations have been the most helpful in supporting your involvement and active participation in the CCC4CS project?	
7. Coherence/Complementarity	
Master Question 14: To what extent was the project coherent with or complementary to partners' policies and other donors' interventions?	
8. Cross-cutting related issues	
Master Question 15: What extent the relevant stakeholders understand gender equality as well as environmental and social safeguards?	
Follow-up question:	
<ul style="list-style-type: none"> - As a member of the CCC4CS Project Management Committee and representative of the local authority, can you provide 2-3 specific examples of how the project is actively promoting women's empowerment and gender parity within the community? - Additionally, can you describe the key measures or safeguards the project has put in place to address environmental and social impacts and risks? 	
Closing Question: Do you have any other comments or specific recommendations for how the CCC4CS project can further strengthen its efficient and effective implementation through its completion in November 2025?	