



Final Evaluation

Climate Change Adaptation through Small-Scale and Protective Infrastructure Interventions in Coastal Settlements of Cambodia (CCA4CS)

Kep and Preah Sihanouk Provinces



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Acronyms

AF	Adaptation Fund
AoC	Agreement of Cooperation
CCA4CS	Climate Change Adaptation through Small-Scale and Protective Infrastructure Interventions in Coastal Settlements of Cambodia
CCCSP	Cambodia Climate Change Strategic Plan
CPD	Country Programme Document
ESS	Environmental and Social Safeguards
ESP	Environmental and Social Policy
FGD	Focus Group Discussion
GDPS	General Directorate of Policy and Strategy (MoE)
KII	Key Informant Interview
MLMUPC	Ministry of Land Management, Urban Planning and Construction
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
NAP	National Adaptation Plan
NCDM	National Committee for Disaster Management
NCDD	National Committee for Sub-National Democratic Development
NCSD	National Council for Sustainable Development
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
PMC	Project Management Committee
PMU	Project Management Unit
ROAP	Regional Office for Asia and the Pacific (UN-Habitat)
ToC	Theory of Change
UNEG	United Nations Evaluation Group
UN-Habitat	United Nations Human Settlements Programme
WEA	Wild Earth Allies

Executive Summary

Background and Project Context

Cambodia's coastal provinces of Kep and Preah Sihanouk face increasing climate risks, including saltwater intrusion, coastal erosion, extreme wind events, and recurrent flooding. These hazards disproportionately affect poor and vulnerable households, many of whom lack adequate infrastructure, adaptive capacities, and financial resilience. In response, the Climate Change Adaptation through Small-Scale and Protective Infrastructure Interventions in Coastal Settlements of Cambodia (CCA4CS) project - implemented from 2021 to 2025 with a US\$5 million Adaptation Fund (AF) grant - aimed to enhance climate resilience through community capacity building, strengthening government systems, and delivering protective small-scale infrastructure and nature-based solutions in these two provinces.

UN-Habitat served as Implementing Entity, while the National Council for Sustainable Development (NCSDD)/Cambodian Ministry of Environment executed the project in partnership with provincial, district, and commune authorities. Despite disruptions caused by the COVID-19 pandemic and a full project management unit (PMU) turnover following the 2023 national elections, the project achieved strong results across most components, directly benefiting more than 105,500 people.

This final evaluation, conducted from October–December 2025, assesses project performance against the nine Adaptation Fund (AF) evaluation criteria. It draws on extensive desk review and a field mission that included key informant interviews, focus group discussions, and site observations.

Key Findings

Overall Performance

The project successfully delivered its planned outputs and generated substantial resilience benefits for vulnerable coastal communities. While there were some adjustments in the project during implementation, in general outputs either met or exceeded targets. Key achievements include:

- **Restoration of 187 ha of mangroves** across Kep and Preah Sihanouk, improving natural protection and providing livelihood co-benefits.
- **Expanded resilient housing program**, with 27 demonstration homes constructed (against an original target of eight), providing durable shelter and reducing household vulnerability.
- **Improved water management infrastructure**, including rehabilitated canals, strengthened embankments, and repaired/constructed water gates benefiting more than 30,000 people.
- **Installation of a weather station and tide gauge**, improving access to climate information in the Prey Nob District of Preah Sihanouk.
- **Significant progress in community capacity**, including more than 1,100 trainees across solid waste management, resilient construction, and infrastructure maintenance trainings.
- **Government capacity strengthening**, with over 150 provincial and district officers trained in climate adaptation planning, technical operations & maintenance, and coordination.

- **Knowledge generation**, including 14 output reports, eight guidance documents, four policy recommendations, nine case studies, and six videos as well as a workshop that directly informed Cambodia's 3rd Nationally Determined Contribution (NDC) process.

These outcomes demonstrate strong alignment with Cambodia's Climate Change Strategic Plan (CCCSP) 2024–2033, NDC 3.0, and subnational development priorities.

A few implementation challenges affected efficiency of project delivery and institutionalization of results, including:

- A complete PMU turnover resulted in nearly one year of implementation slowdown from 2023-late 2024.
- Mangrove seedling survival varied by site, requiring an adapted approach including improved site selection processes and a stronger focus on monitoring.
- Gender participation targets - set at 50 percent for most outputs - were not met in all cases, largely due to structural constraints.
- Maintenance responsibilities for infrastructure remain unclear in some communes, risking sustainability.

Despite these limitations, the project's overall performance is strong and well aligned with both AF and UN-Habitat priorities.

Evaluation Criteria	Rating	Evidence Summary
Relevance	Highly Satisfactory	Direct alignment with national priorities (NDC, CCCSP), UN-Habitat strategy, and locally identified climate risks. Strong community validation that the project addressed the “right” issues.
Coherence	Satisfactory	Strong internal alignment within UN-Habitat's adaptation portfolio; external coherence with subnational plans and national policy processes. Coordination with other development actors was present but not systematic, particularly for mangrove and monitoring initiatives.
Effectiveness	Highly Satisfactory	Nearly all outputs met or exceeded targets. Resilient housing, drainage, water management infrastructure, and mangrove restoration delivered broad resilience benefits. Component 1 and 3 achievements were particularly strong.
Efficiency	Satisfactory	Despite COVID-19 delays and PMU turnover, the project delivered high-quality outputs within budget. Reallocation of funds from Output 3.4 (planned restoration of Roness Reservoir, completed by Government of Cambodia) allowed for scale-up of priority activities. Some inefficiencies include high unit costs for model houses and missed opportunities for community labor engagement.

Evaluation Criteria	Rating	Evidence Summary
Impact	Satisfactory	Clear evidence of improved water security, reduced flooding, expanded livelihood opportunities, safer housing, and strengthened government and community capacities. Some impact areas remain uncertain, particularly long-term mangrove survival and climate information dissemination.
Equity	Satisfactory	Benefits reached poor and vulnerable groups, but structural barriers limited women's participation in trainings. Model houses benefited vulnerable households but largely excluded those without land or documentation due to concerns that housing assistance constructed on land without legal title could be subject to short-term exploitation, including use as collateral for debt.
Adaptive Management	Highly Satisfactory	Effective adjustments (e.g., reallocating Output 3.4 funds, expanding drainage and housing investments). Strong evidence of learning after MTE. However, monitoring frameworks remained partially unclear.
Scalability	Satisfactory	Some interventions have clear replication potential (resilient construction techniques, drainage designs, community waste management). However, the high cost of model houses and limited institutionalization of adaptation monitoring constrain broader scale-up.
Human & Ecological Sustainability	Satisfactory	Infrastructure benefits will persist if O&M is maintained, but multiple communes reported unclear roles/responsibilities for upkeep. Mangrove survival requires continued monitoring and enforcement; institutional systems for adaptation leave room for continued strengthening.

Conclusion

The CCA4CS project made meaningful, measurable contributions to climate resilience in Cambodia's coastal settlements. It strengthened community and government capacities, delivered high-quality protective infrastructure, advanced nature-based solutions, and informed national climate policy processes. While challenges affected efficiency, gender equity, maintenance planning, and long-term institutional sustainability, the project's successes significantly outweigh its shortcomings.

The overall performance of the project is in strong alignment with UN-Habitat and Adaptation Fund objectives and provides a solid foundation for future adaptation programming in Cambodia and beyond.

1. Introduction and Background

Country context and project background

Cambodia is among the most climate-vulnerable countries in Asia, facing recurrent floods, droughts, cyclones, and sea-level rise that threaten national development goals. Over recent decades, extreme weather events have caused extensive human and economic losses, particularly in low-lying coastal areas such as Kep and Preah Sihanouk. The country's exposure to multiple hazards is compounded by limited adaptive capacity, weak infrastructure, and constrained financial and technical resources. Rising sea levels, saltwater intrusion, and coastal erosion are already damaging livelihoods, housing, and local economies, while projected temperature increases and rainfall variability are expected to intensify these impacts. Climate change poses a major barrier to Cambodia's sustainable development, poverty reduction, and achievement of its National Strategic Development Plan and Nationally Determined Contribution under the Paris Agreement.

Cambodia's economy - anchored in garment manufacturing, construction, agriculture, and tourism - is highly sensitive to climate shocks. Coastal tourism, a key growth sector, is particularly at risk from beach erosion, flooding, and environmental degradation. Rapid and largely unplanned development, especially in Sihanoukville, has heightened vulnerability while putting pressure on mangrove ecosystems that provide natural protection against storms and erosion. Poor and rural communities, many of whom depend on climate-sensitive livelihoods and lack access to basic infrastructure, are disproportionately affected. Women, who play central roles in household water management, small-scale agriculture, and market trading, face specific vulnerabilities but also offer entry points for targeted adaptation actions. Strengthening climate resilience in Cambodia's coastal zones is therefore critical to sustaining livelihoods, protecting ecosystems, and supporting inclusive economic growth.

The UN-Habitat Cambodia Country Office, with funding support from the Adaptation Fund (AF), led development and implementation of the *Climate Change Adaptation through Protective Small-scale Infrastructure Interventions in Coastal Settlements of Cambodia* (CCA4CS) project. CCA4CS, implemented from 2021–2025, responds to climate vulnerabilities via developing protective small-scale infrastructure, community resilience, and eco-tourism opportunities. The main objective of the project is to **enhance climate change adaptation and resilience of the most vulnerable coastal human settlements of Cambodia through concrete climate change adaptation actions, particularly in areas where eco-tourism has the potential to sustain such interventions.** To achieve this objective, the project



Figure 1: Map of Project Locations

focuses actions on highly vulnerable settlements in Kep Province and the Prey Nob District of Preah Sihanouk Province – all along the coast and identified as priorities for adaptation by the Cambodian Ministry of Environment.

The core components of the project's results framework are as follows:

1. Community-scale knowledge and capacity enhanced to sustain the adaptation benefits for the project's investments
2. Government planning and technical capacity enhanced and knowledge captured and disseminated to sustain and enhance the project's adaptation benefits
3. Resilience built through investment in small-scale protective and basic service infrastructure and natural assets

These components align with Adaptation Fund outcomes and are detailed in the project Results Framework (see Annex 8). A total project budget of US \$5m was allocated across the three components. As implementing entity, UN-Habitat provided project oversight, technical assistance, and project management support. Day-to-day implementation was managed by a project management team embedded in the Ministry of Environment (MoE)/National Council for Sustainable Development (NCSD), who were the executing entity for the project.

Started in 2021, the project initially was set to close in March 2025. The timeline was extended until December 2025 due to impacts of the ongoing COVID pandemic on project inception and startup. In addition, due to unforeseen government investment in one of the outputs of the project, the funds for planned activities related to bank strengthening at the Roness Reservoir (Output 3.4) were reallocated to scale-up activities in resilient housing development (Output 3.5) and drainage and rainwater harvesting (Output 3.7) (see *Project Achievement* section below).

This terminal evaluation is conducted as a requirement of the Adaptation Fund and at the request of UN-Habitat as part of the organizational effort to understand impact and capture lessons learned. The evaluation of projects over \$1million is required according to the 2013 UN-Habitat Evaluation Policy and the 2016 Revised UN-Habitat Evaluation Framework. Evaluation is central to UN-Habitat's mandate and activities, including programme planning, budgeting and the implementation cycle. Evaluation also supports UN-Habitat to manage its programmes in terms of their results by assessing the extent to which UN-Habitat interventions effectively deliver results.

Target beneficiaries and project location

The project locations were chosen due to the high degree of experienced vulnerability as well as the exposure to many climate hazards. The targeted beneficiaries of the project are the 47,229 residents of seven communes in Prey Nob District (50.85 percent women), Prey Sihanouk Province, and the 32,991 residents of four communes/sangkat in Kep Province (48.92 percent women) at the time of the project design. Primary beneficiaries for each component differ: For Components 1 and 2, these include Provincial, District and Commune government representatives as well as community members that attended capacity building activities. For Component 3, the project proposal cites a target 62,521 primary beneficiaries (at least 50 percent women) of the small-scale infrastructure investments across both provinces.

The populations of both Kep and Prey Nob have a high proportion of poverty and people without access to safe water. Over 17,500 residents in the target areas were below the poverty line at the time of the project proposal, while over 73,000 had unsafe water (a rate of over 99 percent in some communes). In addition, many residents in these areas lack access to adequate housing, basic infrastructure, and services including solid waste management.

2. Evaluation scope and criteria

Evaluation purpose and objectives

This final evaluation aims to provide independent review and evidence of the project's performance and its achievements at the objective, outcome, and output levels. It also seeks to enhance learning by generating insights, lessons learned, and recommendations to inform decision-making for future programming, funding, and implementation modalities. The evaluation will inform UN-Habitat's future portfolio of climate adaptation projects in Cambodia and the region and will help identify recommended approaches and opportunities for scaling up successes from this project in that process. Beyond the Cambodian context, the final evaluation helps the Adaptation Fund assess project performance and impact, supporting learning and accountability to inform future climate change adaptation interventions.

The objective of this evaluation is to assess, as systematically and objectively as possible, the project's relevance, efficiency, effectiveness, sustainability impact outlook, and coherence.

The specific objectives of the evaluation are:

1. To assess the performance of the project in terms of achievement of the results at objective, expected accomplishment (outcome) and output levels;
2. To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence of the project in improving conditions of the target communities/areas;
3. To assess project management modalities, appropriateness of partnerships, working arrangements, adequacy of resources and how these may have impacted on the effectiveness of the project;
4. To assess how cross-cutting issues such as gender equality, youth and human rights, and environmental and social safeguards (ESS) were integrated in the project; and
5. To identify lessons learned and make strategic, programmatic and management recommendations on what further needs to be done to effectively promote and improve in the target communities/areas in Kep and Prey Nop district.¹

Internally, the evaluation will contribute to UN-Habitat's planning, reporting and accountability. The sharing of evaluation results from this evaluation will inform the UN-Habitat, Adaptation Fund Board, Ministry of Environment, local implementing partners and other stakeholders on what worked well, what can be improved, and why.

¹ Objectives are as per the Terms of Reference for the evaluation, available in Annex 7.

Evaluation Scope

The evaluation examines the entire project life cycle, spanning from August 2021 to November 2025. It will assess key components from design through implementation, including planning, funding, implementation, monitoring, and reporting. The review focuses on the achievement of project outputs and expected outcomes, as well as the processes that contributed to these results, such as readiness, ownership, stakeholder engagement, financial management, supervision, and support. The evaluation identifies and analyzes constraints, challenges, and opportunities encountered throughout the project, organizing these into lessons learned for future programming. In addition to reviewing performance of the project in terms of achievement of outputs, outcomes, and objective, the evaluation answered evaluation questions linked to the evaluation criteria, as detailed below.

Evaluation Criteria

The evaluation was structured around the nine evaluation criteria established by the Adaptation Fund's Evaluation Framework², which together provide a comprehensive lens for assessing project performance, relevance, and sustainability. The nine Adaptation Fund Evaluation Criteria are listed in Table 1 below, along with core evaluation questions.

Table 1: Adaptation Fund Evaluation Criteria and Questions

Criteria	Evaluation questions
Relevance	Is the intervention doing the right thing? Were project objectives aligned with community needs, national priorities, and UN-Habitat's mandate?
Coherence	Was the project aligned and complementary with other initiatives?
Effectiveness	To what extent were outputs and outcomes achieved? How did interventions enhance resilience?
Efficiency	Were resources, partnerships, and management arrangements used effectively and transparently?
Impact	What difference has the project made? Were there unintended effects?
Equity	Are the benefits shared fairly across different groups and geographies?
Adaptive Management	Does the intervention make evidence-based decisions? What changes have been made during the project's implementation?
Scalability	Can the intervention be replicated at a greater scale?
Human and Ecological Sustainability	Are project benefits likely to continue after Adaptation Fund support ends? To what extent did the intervention consider human and ecological sustainability?

**Adapted from "Adaptation Fund Guidance in Support of the Operationalization of the Evaluation Policy: Final Evaluations" (Adaptation Fund, 2024).*

Each criterion was assessed using available evidence and rated on a defined six-point scale to indicate the degree of achievement or performance, consistent with Adaptation Fund evaluation practices. This structured approach allowed for systematic comparison across criteria, ensuring a balanced assessment of the project's contributions to climate resilience, institutional strengthening, and sustainable development outcomes in Cambodia's coastal settlements. Ratings were determined

² See Adaptation Fund's [Evaluation Criteria](#) (2024), developed by the Technical Evaluation Reference Group.

based on evidence collected through document review, field observations, and stakeholder consultations. The scale is defined as follows:

- **Highly Satisfactory (HS):** The project fully achieved or exceeded expectations with strong evidence of success across all key aspects.
- **Satisfactory (S):** The project largely achieved intended results with minor shortcomings.
- **Moderately Satisfactory (MS):** The project achieved most objectives but with significant gaps or limitations in effectiveness or coverage.
- **Moderately Unsatisfactory (MU):** The project had notable shortcomings that limited achievement of outcomes.
- **Unsatisfactory (U):** The project had major shortcomings in outcome achievement. Outcomes were not achieved or were significantly lower than expected.
- **Highly Unsatisfactory (HU):** The project did not achieve its objectives and demonstrated fundamental weaknesses in design, management, or execution.³

Evaluation Questions & Evaluation Matrix

The nine adaptation criteria guided the formulation of tailored evaluation questions specific to the project's context, implementation modalities, and stakeholder groups. These questions, organized by stakeholder group, are available in Annex 2 and were utilized during key informant interviews (KIIs) during field visits. In addition, these questions helped to guide the organization of the Key Findings section of this evaluation report.

A simplified version of these questions was developed to ask during focus group discussions with larger groups of stakeholders during field visits (see Annex 3).

During the inception stage of this evaluation, the consultant developed an Evaluation Matrix (see Annex 6) based on these questions to guide collection of information during the field visits and identify potential secondary sources and documentation that could serve as evidence for each of the adaptation criteria. This Matrix is included in the report in draft form as it was a living document utilized during the data collection process.

3. Overview of Evaluated Intervention

Alignment with UN-Habitat Priorities

This project was designed, and implementation began during UN-Habitat's Strategic Plan 2020-2023 (which was extended to 2025). It is aligned with the Strategic Plan's Domains of Change 1 (Reduced spatial inequality and poverty) and 3 (strengthened climate action and improved urban environment). In addition, the project is well aligned and guided by UN-Habitat Cambodia's Country Program Document (CPD). In the latest version of the CPD from 2024, the project aligns with Priority Area 2: Environment and Climate Change, including goals to support climate resilience and adaptive

³ See [Final Evaluations](#) guidance developed by the Technical Evaluation Reference Group. This calls for a four- or six-point Likert scale rating of all applicable evaluation criteria. These ratings are based on Annex 3 of the *Final Evaluations* guidance document.

development and integrating these approaches into local investment and development plans. Activities under this priority area align with UN-Habitat's regional Climate Change and Urban Environment Strategy 2024-2030 in Asia-Pacific, which seeks to help national and local governments to increase climate ambitions and accelerate adaptation implementation.

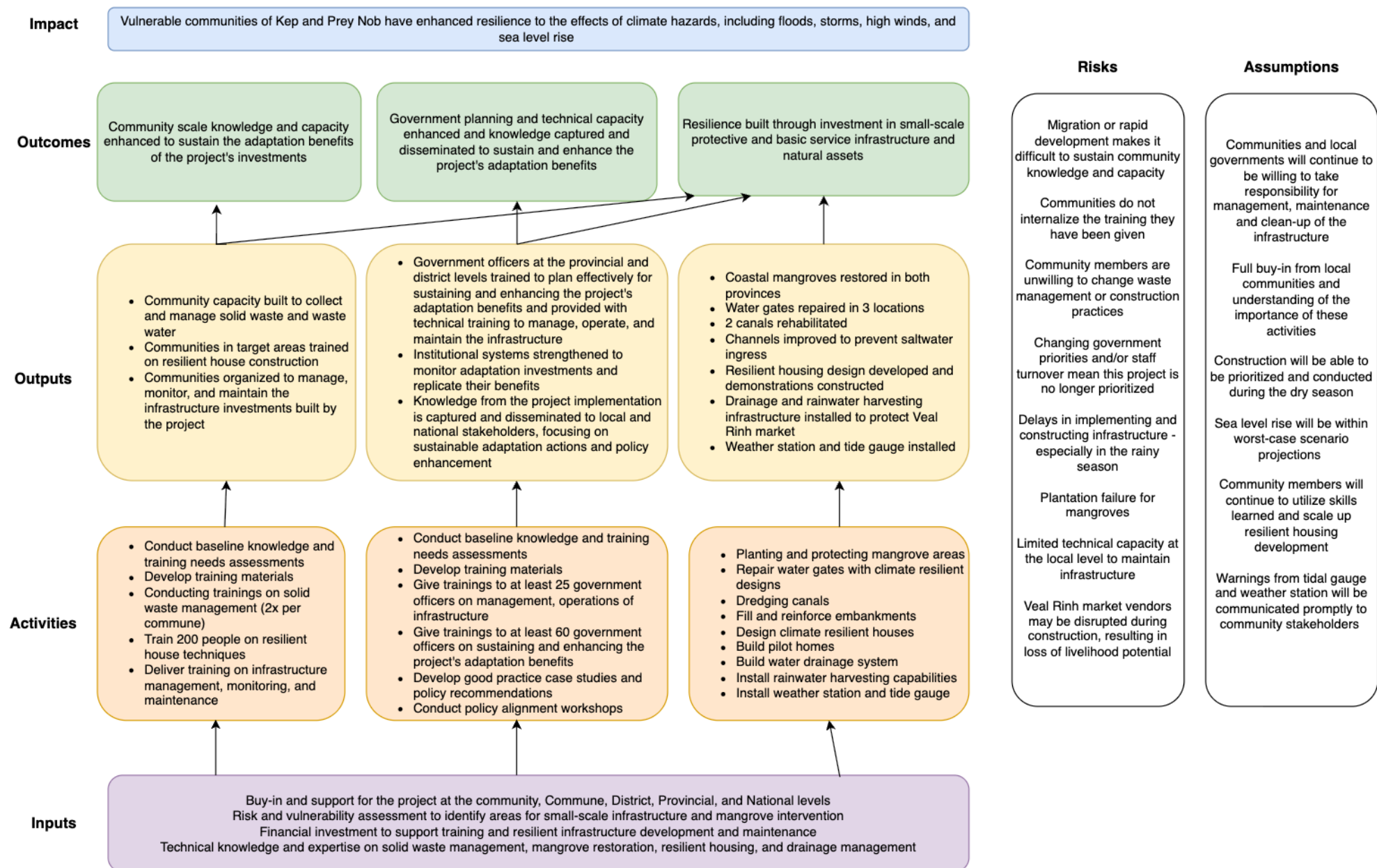
Theory of Change

A Theory of Change (ToC) provides a structured way to understand how and why a project is expected to achieve its intended results. In the absence of a ToC at the design stage, developing one as part of the final evaluation can help provide a framework for analysis and clarify the project's underlying logic by mapping the causal linkages between activities, outputs, outcomes, and impacts. It enables identification and testing of the key assumptions that influenced implementation and assessment of whether the project's strategies and interventions were sufficient and appropriate to achieve the desired changes.

For this project, a simple linear results chain ToC⁴ was developed retrospectively, drawing on the original results framework included in the project proposal. This linear model aligns activities → outputs → outcomes → impact and identifies the assumptions underpinning each step. It serves as a guiding tool for the evaluation, helping to organize evidence around the pathways of change and understand how different components contributed to observed results. Using the ToC enhances the evaluative analysis by allowing for a more nuanced assessment of effectiveness, relevance, and sustainability, while also identifying external factors and assumptions that affected performance and outcomes.

⁴ Modeled after the linear results chain [in this example from Better Evaluation Knowledge](#), referenced by the Adaptation Fund.

Figure 2: Theory of Change



Key Partners and Stakeholders

The key partners and stakeholders in this project were UN-Habitat and the Royal Government of Cambodia, with the Adaptation Fund providing grant financing. The project was implemented by UN-Habitat and executed by the National Council for Sustainable Development (NCSD) within the Cambodian Ministry of Environment, in close coordination with subnational authorities in the coastal provinces of Kep and Preah Sihanouk. Local governments at the Provincial, District/Municipality, and Commune/Sangkat levels played a large role in implementation.

As the overall implementing agency, UN-Habitat's Cambodia Country Office was responsible for oversight of implementation with NCSD, provision of technical assistance and project management support, and coordination with other national stakeholders. This work was led by the project manager (Habitat Programme Manager for Cambodia) and the International Team Leader for this project, under the supervision of the Human Settlements Officer, UN-Habitat's Regional Office for Asia and the Pacific (ROAP).

The project implementation arrangements included a project management unit (PMU), embedded within the NCSD, and a Project Management Committee (PMC) with membership that extended to key project partners and subnational governments. The PMU was responsible for day-to-day implementation and included the Project Manager, Project Coordinator, National Team Leader, Financial Assistant, Project Assistant, and Adaptation Officer & M&E Expert. This team worked closely with a variety of expert short-term consultants and the government representatives within the Ministry of Environment and NCSD who served as Chair of the Project Management Committee and the Project Director.

In addition to NCSD, other key national stakeholders included the Ministry of Water Resources and Meteorology, the Ministry of Environment (MoE), the National Committee for Subnational Democratic Development (NCDD), Ministry of Women's Affairs, Ministry of Land Management, Urban Planning, and Construction (MLMUPC), and the National Committee for Disaster Management (NCDM), which provided technical input and policy guidance as part of the PMC. These entities contributed to the project's coordination, monitoring, and knowledge management efforts via the PMC, including the dissemination of lessons and good practices to other vulnerable coastal provinces not directly involved in implementation.

Demonstrating the joint national and subnational nature of the implementation process, the PMC was chaired by the NCSD and vice-chaired by the Governors of Kep and Preah Sihanouk Provinces, with UN-Habitat serving as secretariat. In addition to those ministries mentioned above, representatives from technical teams at the provincial level participated in the PMC. While it was initially intended in the project proposal that other UN Agencies and NGOs (including UNCDF and the Global Green Growth Institute) would serve as observer members of the PMC, this did not happen in practice as the MoE / NCSD led the invitations for participation.

At the sub-national level, provincial departments of public works, water resources and meteorology, and environment (incl. fisheries and agriculture) supported the implementation of infrastructure activities and community engagement processes. Local authorities at the District and Commune levels played a key role in identifying priority interventions, contributing local knowledge, extending

invitations to training events, and ensuring the sustainability and inclusive management of infrastructure after completion. The project employed a participatory, community-based approach throughout its implementation that has been shown in previous UN-Habitat initiatives to strengthen ownership, sustainability, and local adaptive capacity.

Key Assumptions

During the design process, assumptions were outlined that guided the project startup and implementation process. Many of the project achievements depend on these assumptions, and they are included in the Theory of Change diagram above.

For Outcome 1, the project design assumed that community members would remain willing and able to take responsibility for the ongoing management, maintenance, and clean-up of the supported infrastructure. This included expectations that improved solid waste management practices - promoted through training sessions - would directly support the long-term functionality of new or rehabilitated infrastructure. It was further assumed that households trained in safer, more climate-resilient construction techniques would apply these skills in practice rather than reverting to traditional building methods, and that the infrastructure constructed or upgraded under the project could be maintained locally without requiring specialized tools, equipment, or technical expertise.

For Outcome 2, the project relied on several governance and institutional assumptions to sustain momentum for climate adaptation and establish frameworks for scaling action. These included the expectation that broad political support for climate change adaptation would continue, ensuring that national and subnational authorities remained committed to planning and implementing adaptation measures. The project also assumed that government staff would remain in post long enough to coordinate activities, deliver trainings, and institutionalize new practices. In addition, it was assumed that autonomous adaptation actions -undertaken independently by communities and local authorities - would remain feasible within the coastal zone, and that coastal resilience would continue to be prioritized within government policy and planning frameworks.

The assumptions for Outcome 3 centered on community engagement, technical feasibility, and the external conditions required for climate-resilient infrastructure to function effectively and support resilient livelihoods. The project assumed that local communities would fully buy into mangrove restoration and protection activities and understand their long-term benefits. It also anticipated that training activities under Output 1.1 (solid waste management) would build the technical competencies needed to ensure the success and durability of infrastructure interventions. The design further assumed that trained community members would use their newly acquired skills productively, remain in the project area, and apply resilient construction practices when rebuilding or maintaining their homes. Technical assumptions included confidence that Cambodia possessed sufficient equipment and capacity to complete the planned infrastructure works. The project also relied on broader environmental and economic assumptions, including that sea-level rise would remain within worst-case scenario projections, that the Veal Rinh market would remain functional throughout adaptation activities without disrupting vendors' incomes, and that early-warning information - derived from the tidal gauge and weather station - could be disseminated to communities in a timely and accessible manner.

Project Achievement

Overall, the project achieved its objective of enhancing climate change adaptation and resilience in vulnerable coastal regions of Cambodia. Across its implementation period, the project delivered substantial adaptation benefits to coastal communities in Kep and Preah Sihanouk provinces. Through combined investments in capacity building, government systems strengthening, and small-scale resilient infrastructure, the project reached over 105,500 beneficiaries across both provinces⁵, with many interventions exceeding their intended beneficiary targets. Communities gained protection from saltwater intrusion, flooding, and storm impacts; households gained safer and more resilient housing; farmers benefited from more reliable water access; and fisherfolk and coastal residents saw restored mangrove areas that support long-term resilience. Although some targets – particularly gender participation in trainings – were only partially met, the overall delivery of outputs and outcomes was strong, and the project consistently demonstrated achievements across all three components.

- Under Outcome 1, the project significantly enhanced community-level capacity to sustain adaptation benefits, with all outputs achieved despite some limitations in women's participation. Communities were organized and trained to manage and maintain the small-scale infrastructure delivered under Component 3. The project successfully strengthened local awareness and ownership and improved the likelihood that infrastructure investments will deliver sustained benefits.
- Outcome 2 achieved strong results in strengthening government capacity for adaptation planning, technical management of infrastructure, and knowledge dissemination. The project exceeded its targets for training of subnational government officials. Government staff improved their ability to integrate climate change considerations into subnational development plans, operate and maintain infrastructure, and understand adaptation options. Institutional strengthening efforts included an institutional review and a training workshop to support dialogue on vertical integration of adaptation planning. Although evidence of the project's support to a fully operational adaptation investment monitoring system is limited, the project was able to provide timely and locally informed policy inputs for Cambodia's NDC 3.0 process. Knowledge generation was substantial and exceeded targets, resulting in 14 output reports, 4 policy recommendations, 6 videos, 9 case studies, and 8 guidance documents - though tracking the reach of these knowledge products was limited.
- Outcome 3 delivered tangible and high-impact infrastructure investments to improve local resilience. The project restored mangroves and water management infrastructure and built new water gates and drainage systems. When the intended activities under Output 3.4 (restoration of the Roness Reservoir) were taken on with government funding, the project adapted to reallocate funds and scale up delivery of resilient demonstration houses and more than double the extent of planned drainage systems near Veal Rinh Market. Beyond these infrastructure improvements, a new weather station and tidal gauge in Prey Nob now provide

⁵ Based on final calculations of beneficiaries reached by the Project Management Unit and reported to the evaluator in November 2025. This figure is well above the 62,521 target beneficiaries for the small-scale infrastructure interventions.

real-time information to provincial and national authorities to inform early warning systems for extreme weather events.

The project achievements are summarized as follows and listed in Table 2 below.

Table 2: Project outcomes, indicators, targets, activities, and achievement status

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
Project Component 1			
Outcome 1 Community-scale knowledge and capacity enhanced to sustain the adaptation benefits of the project's investments	Level of knowledge capacity at the community increased, measured by the number of community groups performing basic maintenance, cleanups or house maintenance Target: At least one community group per investment and one group per commune		Completed
Output 1.1 Community capacity built to collect and manage solid waste	No. and type of trainings conducted to strengthen capacity on solid waste management [Target: 2x trainings per commune] No. of female training beneficiaries [Target: 50 percent of trainees are women]	Two training sessions held from 1-8 December 2022 and 21-25 August 2023. The first training engaged 321 participants (183 women). The second refresher training engaged 325 participants (119 women).	Achieved
Output 1.2 Communities in target areas have been trained on resilient house construction techniques	No. of people trained on resilient house construction techniques [Target: 200] No. of female beneficiaries [Target: 50 percent of trainees are women]	Two training sessions held from 29 November - 9 December 2022 and 21-25 August 2023. The first training engaged 212 participants (44 women) while the second refresher training had 158 participants (36 women).	Achieved number of trainees, however percentage of women participants was lower than target (21.6 percent).

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
Output 1.3 Communities have been organized to manage, monitor, and maintain the infrastructure investments under Component 3	No. of trainings provided to communities on managing, monitoring and maintaining infrastructure investments [Target: 8 training clusters implemented] No. of women trained [Target: 50 percent participation]	Capacity needs assessment completed October 2024. Training materials developed and 9 training sessions delivered 12-15 May 2025 in Prey Nob (50 participants, 7 women) and 19-20 May 2025 in Kep (53 participants, 15 women)	Achieved trainings, however percentage of women participants was lower than target.
Project Component 2			
Outcome 2 Government planning and technical capacity enhanced to sustain and enhance the project's adaptation benefits and knowledge captured and disseminated	Level of capacity at the sub-national level increased, measured by the number of adaptation actions planned in the target area [Target: 5 projects and planned for through the government system that enhance this project's adaptation benefits and extend CCA to a greater number of people]		Completed
Output 2.1 Government officers at the provincial and district/city level trained to plan effectively for sustaining and enhancing the project's adaptation benefits	No. of government staff trained, disaggregated by sex [Target: 60 government officers trained, at least 20 women]	Capacity assessment completed in September 2022. Two training sessions held: 8-9 December 2022 (57 participants, 16 women) and refresher on 7 September 2023 (68 participants, 17 women)	Achieved
Output 2.2 Government officers at the provincial and district levels provided with	No. of government staff trained [Target: 25] No. of female government staff	Capacity assessment conducted in October 2024 Two-day training held from 29-30 May 2025 for	Achieved

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
comprehensive technical training to manage, operate and maintain the infrastructure	trained [Target: at least 10]	50 officials (including 10 women)	
Output 2.3 Institutional systems strengthened to monitor adaptation investments and replicate their benefits	No. of monitoring systems in place [Target: A system in place to systematically monitor adaptation investments and plan and advocate for replication, upscaling, and further funding]	Institutional review conducted Training workshop held 7 29 December 2022 (68 participants, 25 percent women) to disseminate institutional review results and facilitate stakeholder dialogue on vertical integration Unclear if monitoring system is strengthened or specifically tailored to adaptation investments. ⁶	Achieved, though evidence of strengthened monitoring system specific to adaptation investments is limited.
Output 2.4 Knowledge from the project implementation is captured and disseminated to local and national stakeholders, focusing on sustainable adaptation actions and policy enhancement	No. of knowledge products produced and estimated number of people reached [Target: at least 20 local good practice documents; 3 major policy recommendations. At least 3 of the knowledge products specifically focus on adaptation priorities of women. At least 100,000 people]	Knowledge products developed: - 14 Output Reports - 4 policy recommendations - 6 videos - 6 guidance documents National reflection workshop held 8-9 May 2025 with 83 participants (13 women) to share project implementation progress	Achieved

⁶ The project Quarterly Report July-September 2025 mentions there is a monitoring system in place. Consultation with the project team revealed this refers to the pre-existing Sangkat, Commune, and Province investment and development planning processes, and the monitoring mechanisms that already exist as part of these processes. However, no evidence of how these planning or monitoring systems may specifically be utilized for appraisal of and coordination around adaptation investments specifically (processes, agreements, framework document, or similar) was provided during document review and interviews for the evaluation. Interviews with key project stakeholders revealed confusion on how specifically institutional systems had been strengthened or the recommendations set forth in the completed Institutional Review had been carried out via this Output. This may be due to loss of institutional knowledge because activities under this Output were completed prior to the change in the PMU.

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
	reached with knowledge products.]	and co-develop joint statement for Cambodia's NDC 3.0 process Limited tracking of reach for knowledge products completed, so unclear if target was reached.	
Project Component 3			
Outcome 3 Resilience built through investment in small-scale protective and basic service infrastructure and natural assets	No. of people that benefit from climate change resilient infrastructure, access to natural assets, and improved livelihood options to withstand conditions resulting from climate variability and change [Target: 100 percent of vulnerable population (62,521 people), at least 50 percent women]		Completed
Output 3.1 134 ha of mangroves restored in Kep City and Angkaol Communes, Kep Province, and Prey Nob Commune	No. of people who benefit from the restored mangroves, disaggregated by sex [Target: 17,754 people, at least 50 percent are women] Target of \$600 benefit to fishermen per hectare of mangrove planted	Site identification and development of Mangrove Planting and Management Plan (MPMP) completed by 2022 Community-driven seedling raising and planting, with 110ha in degraded areas by October 2023 Carried out additional restoration in Phum Thmey given low survival rate, with 24.39 hectares (ha) restored by August 2024 Employment opportunities developed for 20-30 local workers	Achieved

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
		GPS mapping of planted areas completed, and regular monitoring conducted	
Output 3.2 A. Water gates repaired in 3 locations in Pong Teuk and Angkaol Communes B. Canals rehabilitated in Pong Teuk and Angkaol Communes	Area of paddy with greater water access, increased yield and water access for non-agri families. No. of people who benefit from the repaired water gates and rehabilitated canals [Target: A total of 19,553 people, at least 50 percent women]	A. One water gate repaired vs. three (adjusted following understanding that other two had already been restored) B. 1,706-meter canal section restored Benefited area dimension of paddy: 2,798 ha (for both water gate and canal) Total beneficiaries: 12,851 for water gate (50 percent women) and 16,452 for canal (52 percent women)	Achieved
Output 3.3 Prevention of saltwater ingress through improved channels	No. of people who benefit from the rehabilitated canals [Target: 3,500 people, at least 50 percent women]	Water gate installed in Angkaol Commune by June 2024 370m of canal embankment strengthened and restored, including construction of motorable road atop the embankment Total beneficiaries reached: 3,500 (50 percent women)	Achieved
Output 3.4 Roness reservoir rehabilitated for enhanced safety and storage	No. of people who have improved access to water [Target: 24,470 people, of whom 50 percent are women, have year-round access to water even during especially dry years]	N/A – funds reallocated	Completed with government funds (not achieved under this project)

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
	and are protected from flooding] No. of ha land protected [Target: 600ha of rice paddy irrigated]		
Output 3.5 Resilient housing designs developed, and demonstrations constructed	No. of locally appropriate housing designs developed [*No target listed in proposal] No. of demo houses constructed [Target: 4 houses built in each Province]	In Phase 1, 8 houses were constructed and handed over in April 2024. Following funds reallocation from Output 3.4, design was revised, and an additional 19 houses were constructed.	Achieved
Output 3.6 Green-grey protective infrastructure in Ou Ohkna Heng Commune, P. Sihanouk Province	No. of people whose land is protected from saltwater incursion, disaggregated by sex [Target: 20,000 people, of whom 50 percent are women] No. of ha of land protected [Target: 2,000 ha of rice fields protected]	Rehabilitation of water gate completed in September 2025 53 ha mangroves restored by June 2025 100 concrete poles installed, and enforcement monitoring tools launched to protect 975 ha of mangrove Total beneficiaries: 21,475 (52 percent female) Projected area protected: 2,132 ha	Achieved
Output 3.7 Drainage and rainwater harvesting installed at Veal Rinh Market, P. Sihanouk Province	No. of days' income lost to flooding events [Target: 0 days (market retains 365 day per year functionality)]	1 km drainage infrastructure installed in front of the market and drainage channels rehabilitated/cleaned After reallocation of funds from Output 3.4, additional 1,060 meters of drainage, including drainage channels, constructed/cleared	Achieved

Project Outcome and Output	Indicator and Target	Activity and Result	Achievement Status
Output 3.8 Weather station and tide gauge with early warning system broadcast capabilities installed	No. of people who have improved access to tidal information and early warning, disaggregated by sex [Target: 30,000 people, 50 percent women. Information also available to local government leadership.]	Weather station installed at Teuk L'Ak Commune Hall Tide gauge installed in Prek Smaer in July 2025 Demonstration events and training held with hydro-meteorological staff from national ministries Total beneficiaries reached: 49,520 (55 percent women)	Achieved

4. Evaluation approach and methodology

The Final Evaluation examines the full project life cycle, from planning through implementation, monitoring, and reporting, and assesses both achievements and challenges according to the established evaluation criteria detailed below.

This evaluation adopted a **results-based** and **utilization-focused** approach, grounded in the results framework that underpins the project design. The evaluation assesses how project activities and outputs have contributed to intended outcomes and objectives, examining causal pathways, assumptions, and external factors that influenced results. This approach ensures that findings are not limited to performance measurement but also provide insights into how and why change occurred, strengthening learning and accountability.

Evaluation Principles

The evaluation is conducted in alignment with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation in the UN System (2016) and the Adaptation Evaluation Policy (2023) and Evaluation Criteria (2024). The Adaptation Fund's seven Evaluation Principles⁷ emphasize transparency, credibility, relevance and utility, impartiality and objectivity, equitable and gender-sensitive inclusivity, complementarity, and complexity sensitive and adaptive approaches. Together with the UNEG norms and standards, they outline the need for ethical conduct throughout the process of the evaluation. Consistent with these principles and norms, the evaluation applies a participatory and utilization-focused lens, engaging a wide variety of stakeholders to enhance relevance, ownership, and usefulness of the findings.

⁷ See Adaptation Fund [Evaluation Principles](#).

By integrating these principles, the evaluation delivers credible, evidence-based, and actionable conclusions that can inform future programming, support adaptive management, and contribute to institutional learning within UN-Habitat, the Government of Cambodia, and the Adaptation Fund.

Methodology

This evaluation employed a mixed-methods methodology, integrating both qualitative and quantitative analysis to assess project performance against the nine evaluation criteria established by the Adaptation Fund (see above). This approach enabled triangulation of findings from multiple data sources to improve accuracy, depth, and credibility of results. In line with the Fund's evaluation principles, the methodology was designed to emphasize participatory engagement and generate actionable recommendations.

Quantitative analysis was included comparative assessment of summary statistics, particularly for measurement of progress against targets with quantitative indicators and financial review. Qualitative evidence constituted the majority of the evidence reviewed for this evaluation, and consisted of key informant interviews, focus group discussions, site visits, and a systematic review of project documentation as detailed below.

Throughout the data collection and analysis, the evaluation sought to verify and cross-reference information from different sources while ensuring representation of diverse stakeholder perspectives.

Evaluation Process

The evaluation process included a detailed desk review of project documentation, followed by field visits to the main project sites. During the field mission, key informant interviews and focus group discussions were conducted with beneficiaries, local authorities, and other stakeholders. Site observations enabled verification of reported results and collection of additional evidence on implementation progress and challenges.

Following fieldwork, qualitative and quantitative data were analyzed and synthesized alongside supplementary documentation. The findings were assessed against each of the nine evaluation criteria, and performance ratings - from Highly Unsatisfactory to Highly Satisfactory - were assigned based on the evidence. The evaluation also identifies specific, practical, and evidence-based recommendations to inform future adaptation programming and project design.

Throughout the assessment, particular attention was given to risk management, budget utilization, and value for money, including how the project responded to emerging challenges and contextual shifts.

Data Sources and Collection Methods

The following methods were used in this evaluation:

Desk-based and literature review

The first step in the evaluation involved an extensive literature and secondary data review to provide a starting point for the analysis and data collection in the field mission. While some documents were

provided by UN-Habitat and reviewed prior to the field mission, the mission also allowed for collection of additional documentation that was reviewed following the mission.

A wide range of project documents were reviewed, as summarized in Table 3 below.

Table 3: Documents Reviewed

UN Habitat Documents
UN-Habitat Strategic Plan 2020 - 2025
UN-Habitat Country Annual Report 2024
UN-Habitat Country Programme Document - Cambodia 2024-2028
Project documents and concept notes for pipeline Adaptation Fund projects
Cambodia and International Policies and Plans
Cambodia NAP process 2017
Cambodia NAP Financing Plan 2017
Cambodia NDC 3.0
Cambodia NDC 2.0
Cambodia CCCSP (through 2023)
Cambodia CCCSP 2024-2033 (incl. National Adaptation Plan)
Cambodia National Green Growth Strategic Plan 2013-2030
Cambodia Rectangular Strategy for Growth, Employment, Equity and Efficiency
Project Documentation
The Project Document (Approved Project Proposal)
Agreements of Cooperation (AoC) and revisions
Mid-term project evaluation report
Project Inception Workshop/Kick-off Meeting Report
Project Annual Progress Reports
Workshop and training reports
Quarterly and monthly reports
Output Reports
Knowledge Products, including policy documents, case studies, guidance booklets, and videos
Environmental and Social Safeguards Report(s)
Financial Audit reports (NCSD)
Mangrove Planting and Management Plan
Agenda and Presentations for Project Closing Workshop: October 28, 2025

Primary data collection⁸

A combination of key informant interviews, focus group discussions, and project site visits were used to collect primary data and observations to inform the evaluation. Initial conversations were held virtually with key stakeholders from UN-Habitat during the evaluation inception phase. A field mission followed in October 2025, during which a series of key informant interviews, focus group discussions, and site visits were held. The following summarizes the approach to primary data collection during the evaluation:

- **Key informant interviews (KIIs)**

Key informant interviews were conducted with stakeholders on an individual or small group basis. This included conversations with UN-Habitat Cambodia, the regional UN-Habitat team, project management unit representatives, consultants, subcontractors, and individual beneficiaries. KIIs took the form of semi-structured interviews conducted based on the evaluation questions, allowing for clarification and validation of project processes, results, perspectives, and documentation. KIIs were focused on those stakeholders who were involved in project design, implementation, oversight, and monitoring of the project as well as those stakeholders who the evaluation consultant met on an individual basis during the field mission. Questions were adapted according to the stakeholder being interviewed. The KII approach allowed for an inclusive approach and individual conversations out of a group setting with women beneficiaries and representatives from vulnerable groups.

- **Focus group discussions**

During the data collection field mission, approximately 16 focus group discussions were held with project beneficiaries and subnational government representatives to gather their views and experiences regarding the project. Discussions were semi-structured in nature, based on the evaluation questions which were adapted to a focus group context (see Annex 3 for Focus Group Discussion Questions).

- **Site visits**

The evaluation consultant also visited project sites where small-scale infrastructure was constructed in Prey Nob and Kep. Site visits allowed for visual confirmation of project results and, in some cases, ad hoc discussion with beneficiaries in the vicinity of the infrastructure investment. Sub-contractors met the evaluation consultant at the site of several of the small-scale infrastructure investments, allowing for KIIs that included pointed questions and discussion of the investment while at the site. All infrastructure investments were visited with the exception of the mangrove restoration, water gate, and tidal gauge sites in Ou Okhna Heng Commune in Prey Nob.

In addition to the above, the evaluation consultant attended the Project Closing Workshop on October 28, 2025. This allowed for observation of presentations by the project management team and other partners as well as KIIs with key technical consultants.

⁸ See schedule of field mission and primary data collection in Annex 4 below



Evaluation consultations underway at the Veal Rinh Market (L) and Veal Rinh High School (R) in October 2025 (Photos: Laura Hammett)

Stakeholder Engagement Approach

During the field mission and KIIs and focus group discussions the evaluation engaged a diverse range of stakeholders involved in or affected by the project. This engagement spanned multiple perspectives – from policy, implementation, and community experience to inform the analysis of project performance, relevance, and sustainability. Prior to the field mission, a stakeholder analysis identified key groups whose insights are essential for understanding how the project functioned in practice, the results achieved, and opportunities for improvement. These groups included the following:

1. UN-Habitat Country and Regional Teams

The UN-Habitat Cambodia Country Office and the Regional Office for Asia and the Pacific (ROAP) provide overall strategic guidance, technical backstopping, and management oversight for the project. Their perspectives are critical to understanding the project's design rationale, implementation modalities, coordination mechanisms, and alignment with UN-Habitat's broader adaptation and resilience portfolio.

2. National Stakeholders: Ministry of Environment (MoE), National Council for Sustainable Development (NCSD), and Project Management Unit (PMU)

These institutions are central to the project's governance and execution. Their inputs clarify policy alignment with national adaptation priorities, institutional coordination across ministries and with partners, and the effectiveness of national-level project management and oversight. They are key to assessing ownership, policy integration, and sustainability prospects.

3. Provincial Governments in Preah Sihanouk and Kep

Provincial authorities play a vital role in localizing project interventions and ensuring their alignment with subnational development plans. They are involved in project execution, and their perspectives help assess how project results are embedded within provincial strategies

(including capacity building components of the project) and how coordination between local and national institutions supports sustainability and scaling.

4. Commune Councils

Commune-level authorities are the primary interface between project implementers and local communities. They are well positioned to reflect on community engagement, local capacity development, and the effectiveness of participatory planning and maintenance mechanisms for small-scale infrastructure.

5. Representatives from Vulnerable Groups, including Women and Youth (Students)

These stakeholders represent some of the groups most affected by climate risks and most likely to benefit from improved resilience. Their views help assess the project's responsiveness to gender and social inclusion objectives, as well as how inclusion targets were achieved.

6. Engineers and Sub-contractors Involved in Small-Scale Infrastructure Construction

Technical partners and contractors provide essential insight into the quality, appropriateness, and durability of constructed infrastructure. Their feedback informed the assessment of efficiency, adaptive management, and technical soundness of project investments.

7. Community Members and Beneficiaries

Community perspectives are central to understanding the project's effectiveness, impact, and sustainability at the household and settlement levels. Beneficiaries provided direct feedback on how interventions have improved resilience, livelihoods, and access to services.

As many different stakeholders identified in the analysis were included in interviews and focus group discussions as was feasible given the timeline allowed for the evaluation process and the field mission, inclusion of the voices of women and vulnerable groups via individual KIIs and FGDs were prioritized.

All interviews and focus group discussions were conducted in a semi-structured manner that prioritized transparency and ethical considerations, ensured voluntary participation, and utilized gender-sensitive and inclusive approaches. While a wide range of stakeholders contributed insights during the evaluation, no statements are directly attributed to individuals in this report. A full list of stakeholders and groups consulted is included in Annex 5.

Analytical Framework

Primary data collected through key informant interviews, focus group discussions, and direct observation during site visits was systematically coded and organized according to the evaluation criteria – allowing themes, patterns, and deviations to be identified across stakeholder groups. Secondary data, including project documentation and reports, was reviewed to verify reported results, assess reported progress against targets, and contextualize and fill gaps in stakeholder perspectives. Where questions remained on intent and structure, the evaluation consultant sought

further clarification as necessary. The analysis combines the various sources of primary and secondary information through triangulation, comparison, and cross-referencing evidence to confirm consistency, resolve discrepancies, and strengthen the reliability of conclusions. This approach ensures that findings are grounded in both documented project performance and lived experiences of beneficiaries and implementers.

Ethical Considerations

This evaluation was conducted in line with the United Nations Evaluation Group (UNEG) Norms and Standards and the Adaptation Fund's evaluation principles, with a strong emphasis on ethical conduct, transparency, impartiality, and respect for human rights. Given the project's implementation in climate-vulnerable coastal areas of Cambodia and within an evolving institutional and governance context, the evaluation placed particular importance on safeguarding the dignity, safety, and rights of all participants. All interviews and focus group discussions were conducted on a voluntary basis, with participants informed of the purpose of the evaluation and how findings would be used. Gender-sensitive and inclusive approaches were applied to ensure diverse perspectives – including those of women, local leaders, and community members - were meaningfully reflected in the evaluation findings.

To protect confidentiality and minimize risk to participants, the evaluation report does not attribute specific statements to named individuals or institutions. Instead, stakeholder engagement is documented in aggregate, with a full list of consulted stakeholders provided in Annex 5. The evaluation also paid careful attention to ethical considerations related to language and communication. For interviews and discussions conducted in Khmer, translation support was provided by members of the UN-Habitat and project management teams to facilitate inclusive participation and accurate interpretation. Throughout the evaluation process, the evaluator worked to ensure culturally appropriate engagement, ethical data handling, and responsible reporting. By keeping these ethical safeguards at the forefront across all stages of the evaluation, the process aimed to generate credible, respectful, and actionable findings that support learning, accountability, and future climate adaptation programming.

Methodological limitations

This evaluation faced several methodological limitations related to timing, contextual constraints, and data collection conditions. The evaluator conducted the field mission during the rainy season, when heavy rainfall and safety considerations restricted travel to certain mangrove and drainage areas – particularly those in Ou Okhna Heng Commune in Prey Nob District. Time limitations also constrained the evaluator's ability to fully review all project documentation before fieldwork given the short contract, requiring ongoing document review during and after the mission. Language presented an additional limitation: the evaluator does not speak Khmer and therefore relied on members of the UN-Habitat and Project Management Unit teams for translation during most focus group discussions and key informant interviews, which may have affected nuance and precision in interpretation despite best efforts to ensure accuracy. Some stakeholders were not available for interview due to competing responsibilities, and previous PMU turnover following government restructuring meant that views on the early days of implementation were limited in interviews. As a

single external evaluator not locally based, the assessment also carried inherent constraints in contextual familiarity. To mitigate these limitations, the evaluation consultant triangulated data from multiple sources, worked closely with UN-Habitat and government counterparts, and cross-checked emerging findings with local stakeholders to ensure validity and cultural appropriateness.

5. Key Findings of the Evaluation

Relevance

The project is widely viewed across stakeholder groups as addressing the “right” set of climate risks and vulnerabilities facing coastal communities and is strongly aligned with international, national, and subnational adaptation priorities. Its design is firmly grounded in the Adaptation Fund’s results framework, with clear contributions to Outcome 3 (strengthened local awareness and ownership of adaptation), Outcome 2 (enhanced institutional capacity to manage climate-induced risks), Outcome 4 (increased adaptive capacity in development and natural resource sectors), and Outcome 5 (improved ecosystem resilience). Although contributions to Outcome 6 on diversified livelihoods are more indirect, the project nonetheless supports the enabling conditions for livelihood stability by reducing climate-related shocks. Stakeholders consistently affirmed that the intervention is doing the “right thing,” noting that it directly addresses recurrent hazards such as saltwater intrusion, damaging high winds, and flooding - elements repeatedly highlighted by Commune leaders and provincial authorities as the most urgent threats to vulnerable households.

The project’s relevance is further reinforced by its strong alignment with Cambodia’s key climate policy instruments. It reflects the priorities of the Cambodia Climate Change Strategic Plan (CCCSP) 2014–2023 and directly supports the Updated NDC (2020), which elevates adaptive capacity as a national priority. The original proposal also mapped project components against NDC priority actions, confirming direct contributions to national adaptation commitments. At the broader development level, the project is well positioned within the Rectangular Strategy for Growth, Employment, Equity and Efficiency - Cambodia’s long-term vision emphasizing sustainable, climate-resilient development. Throughout implementation, the intervention has remained relevant due to its grounding in local planning frameworks, including Provincial, District, and Commune Investment Plans. The size and scope of the project were consistently described as practical and appropriately scaled for local capacities, and construction outputs were seen as targeted to the most vulnerable groups. Strong consultation during design and active participation of Provincial authorities in the Project Management Committee helped ensure the project was informed by local context and remained responsive to evolving needs. Subnational government representatives consulted agreed that the project continues to address the most pressing climate impacts and that its objectives remained valid and necessary throughout implementation.

Overall Assessment

The project’s relevance is assessed as **highly satisfactory**. Stakeholders at all levels consistently affirmed that the intervention addresses the most urgent and recurrent climate risks faced by coastal communities - namely saltwater intrusion, damaging high winds, flooding, and declining ecosystem resilience. The project’s design is firmly anchored in the Adaptation Fund’s results framework and demonstrates strong alignment with Cambodia’s national adaptation priorities, including the CCCSP

2014–2023, the Updated NDC (2020), and the Rectangular Strategy for sustainable, climate-resilient development. Its continued relevance throughout implementation is reinforced by close alignment with Provincial, District, and Commune Investment Plans, as well as active participation of subnational authorities in the Project Management Committee. The project’s scale, focus on vulnerable groups, and grounding in local planning and needs were repeatedly described as appropriate and timely. Taken together, the project demonstrates a clear fit with international, national, and local priorities, with no significant shortcomings in relevance.

Coherence

Internal Coherence

The project demonstrates strong internal coherence, aligning closely with both the Adaptation Fund’s strategic intent and UN-Habitat’s institutional priorities in Cambodia. Its design and implementation fall within the period of UN-Habitat’s Strategic Plan 2020–2023 (extended to 2025) and directly support two of its core Domains of Change: reducing spatial inequality and poverty and strengthening climate action and the urban environment. The project is also firmly embedded in the priorities outlined in UN-Habitat Cambodia’s Country Programme Document (CPD). The 2024 CPD identifies “Environment and Climate Change” as a key priority area, emphasizing climate-resilient and adaptive development as well as integration of resilience approaches into local planning processes - objectives fully reflected in the project’s activities. This alignment reinforces institutional consistency and ensures the project contributes meaningfully to UN-Habitat’s broader regional Climate Change and Urban Environment Strategy 2024–2030, which aims to support national and local governments in raising climate ambition and accelerating adaptation implementation.

The project also complements and reinforces UN-Habitat’s wider adaptation programming in Cambodia, contributing to a coherent and mutually supportive portfolio. Its approach and lessons learned directly inform the design and scaling of subsequent initiatives, including the Adaptation Fund-financed project *Increasing Climate Resilience Through Small-Scale Infrastructure Investments and Enhancing Adaptive Capacity of Vulnerable Communities in Kampot and Koh Kong Provinces*, now in its second year of implementation. This successor project builds on and expands the thematic and geographic focus of the current intervention, demonstrating clear upward coherence within the institution’s adaptation pipeline. Additionally, insights from this project have shaped two new Adaptation Fund concept notes under development - one focused on community-based adaptation and ecosystem resilience in protected areas in Kampong Speu (submitted as a single-country regular project), and another centered on nature-based livelihood and adaptation solutions in heritage sites in Siem Reap (resubmitted as a single-country LLA). Together, this portfolio of linked initiatives illustrates a well-coordinated and internally coherent approach, maximizing synergies across UN-Habitat’s adaptation efforts and ensuring that interventions build cumulatively rather than operate in isolation.

External coherence:

In addition to internal coherence, the project exhibits several areas of strong external coherence, demonstrating alignment and complementarity with national policy processes, subnational planning frameworks, and other development initiatives operating in the same geographic and thematic space. The intervention was well aligned with the Government of Cambodia’s climate policy architecture,

including the Cambodia Climate Change Strategic Plan and the Updated NDC (2.0). And, via a 2024 Reflection Workshop (implemented under Output 2.4), the project made significant contributions to the development of Cambodia's NDC 3.0. At the subnational level, Commune, District, and Provincial authorities consistently emphasized that project priorities were well reflected in their Investment Plans, particularly regarding the urgent need to address saltwater intrusion, flooding, and wind damage. This alignment helps project activities reinforce government-led resilience priorities rather than duplicating or diverging from them. Stakeholders consulted - in particular in Prey Nob - highlighted how capacities and systems strengthened through the project were subsequently applied to other investments, illustrating positive spillover effects and complementarity with broader government and development partner efforts.

The project also demonstrated coherence with several ongoing donor and development partner initiatives, including World Bank-funded stormwater and road infrastructure investments and capacity-building and mangrove monitoring initiatives led by organizations such as Landesa and Wild Earth Allies (WEA). These linkages provided opportunities for mutual reinforcement, and in some cases, project outputs were used to enhance or extend the benefits of other interventions. However, coordination across actors was often ad hoc rather than systematic. During site visits, observed overlapping signage in mangrove areas made it difficult to distinguish among donor contributions, pointing to broader challenges in harmonization and role clarity across climate-related interventions and potential for “double counting” results. Stakeholders noted that there is a reliance on commune- and village-level authorities to coordinate across donor activities at the local level, which can create additional burdens and highlights the need for more structured and institutionalized coordination mechanisms. Furthermore, there are missed opportunities to more fully embed project investments into long-term development and maintenance planning and budgeting – including in commune and provincial budget updates - and to strengthen the scalability and integration of adaptation efforts across sectors. As a result, while external coherence is evident in alignment and general complementarity, the project's contribution to coordinated and scaled-up adaptation planning - particularly under Output 2.3 - remains unclear and represents an area for further strengthening.



**Mangrove planting area showing signage for the CCA4CS project as well as another project with a different donor. It is unclear from the sign which trees have been planted with which funds.
(Photo: Laura Hammett)**

Overall Assessment

Overall, the project's coherence is rated as **satisfactory**, reflecting strong alignment with both UN-Habitat and Adaptation Fund priorities, as well as broad complementarity with national and subnational climate and development agendas. Internally, the project fits well within UN-Habitat's strategic and country programme frameworks and contributes meaningfully to a coherent adaptation portfolio, informing and reinforcing successive initiatives. Externally, it aligns with Cambodia's climate policy processes, provincial, district, and commune investment plans, and several complementary donor interventions.

However, coordination with other development actors was often ad hoc rather than systematic, and some project components - such as mangrove planting, governance structures, and monitoring systems - were only partially complementary with wider interventions. While overall compatibility with national and sectoral efforts was strong, clearer harmonization mechanisms and deeper integration of adaptation plans and technical guidance into long-term planning would further strengthen coherence.

Effectiveness

The project was highly effective in achieving its intended outcomes and outputs, with most targets fully met or exceeded across all three components. Overall, the intervention delivered substantial results in strengthening community capacity, enhancing government planning systems, and constructing or rehabilitating key climate-resilient infrastructure. Where deviations occurred, they were generally addressed through adaptive management, reallocations, or complementary government funding.

Achievement of Intended Results

The below summarizes the effectiveness based on project achievements under each component. See above under Section 3 for more detailed description and table of project achievements.

Component 1 – Community Capacity for Adaptation

Effectiveness under Component 1 was strong, with all outputs achieved and community-level knowledge and capacity demonstrably enhanced. Training activities reached large numbers of participants, and communities were mobilized to manage and maintain infrastructure investments. Pre- and post- training surveys demonstrated consistent learning by participants. Across Outputs 1.1–1.3, the number of trainees consistently exceeded targets. However, women’s participation rates fell below the 50 percent target for resilient housing construction and infrastructure maintenance training, indicating persistent gender barriers despite deliberate outreach. Nonetheless, evidence from interviews and site visits confirmed strengthened community ownership, improved solid waste practices, and the formation of maintenance groups that sustain adaptation benefits.

One challenge is evident in the monitoring of success under this Component and Component 2: Upon review of project reports and discussion with the project team, there is indication of double-counting of training participants. While the project team intended to invite the same individuals to attend refresher trainings in order to reinforce learning, in practice a mix of original and alternate participants attended the second refresher trainings - due to availability, staff turnover, and local scheduling constraints. As a result, the project team reported total numbers of participants across all training events, which reflects overall reach but includes a degree of double counting of individuals who attended multiple sessions.

Component 2 – Government Planning and Technical Capacity

Component 2 outcomes were also generally effectively achieved. The project delivered comprehensive training for provincial, district, and municipal officers, meeting or exceeding the numeric targets and contributing to improved sub-national capacity to plan for and sustain adaptation investments. Outputs 2.1 and 2.2 fully met gender-disaggregated training targets, and Output 2.4 significantly exceeded expectations for knowledge product generation, including strategic contributions to Cambodia’s Third NDC through the national Reflection Workshop.

Output 2.3 - the establishment of monitoring systems for adaptation investments - was reported as achieved in project reports. The Institutional Review under Output 2.3 identified gaps and included a set of recommendations focused on strengthening coordination and communication frameworks within and between sub-national authorities, strengthening financial mobilization, etc. There was

limited evidence from document review that these gaps and recommendations were addressed (i.e. frameworks for monitoring systems, protocols, working arrangements delineated, etc.). Discussions with the project team clarified that institutional capacity at the Commune and Provincial level was strengthened via letters of agreement that enabled direct implementation at these levels of several of the construction works under Outcome 3. In addition, the project team explained that after the Institutional Review was conducted, the training participants decided to utilize existing frameworks under the *Guidelines for Commune and Sangkat Development Plan and Investment Plan* development and the *Guidelines on Formulation of the Capital, Provincial Development Plans* to coordinate on adaptation planning and programming in the future. However, it remains unclear at the end of the project how the recommendations of the Institutional Review were taken up within these existing guidelines, if at all, during implementation of the project, and *how* existing collaboration frameworks were strengthened to better coordinate adaptation investment between the Province, Sangkat/District, and Commune levels. After follow up inquiry during interviews with a broader set of stakeholders, it remains unclear how far coordinated, scaled-up adaptation planning has been strengthened under Output 2.3 beyond the project baseline, suggesting room for further institutional coordination.

Component 3 – Resilient Infrastructure and Ecosystem Restoration

Component 3 demonstrated strong results across nearly all outputs, directly benefiting tens of thousands of people - often beyond the original targets - and expanding the coverage of climate-resilient infrastructure. Mangrove restoration met the planned extent, major water management structures were rehabilitated, and drainage systems significantly reduced flood-related disruptions. The installation of a weather station and tide gauge will provide information that informs weather and early warning system alerts for an area covering over 50,000 people, surpassing gender targets with 55 percent female beneficiaries – though it is not clear how these benefits are being provided/communicated to the communities as of yet.

One exception was Output 3.4 (Roness Reservoir), which was not completed under the project as initially expected. Early in the project process, after initiation delays due to prolonged approval processes and COVID-19, it was revealed that the government had already separately funded and completed the reservoir works. This meant that funds from Output 3.4 were able to be re-programmed (based on the donor’s approval (AFB/B.42/17 issued on 8 July 2024)), enabling the scale up of resilient housing and drainage outputs – which were able to exceed expectations.

Due to the expansion of resilient housing construction under Output 3.5, 8 demonstration houses were constructed in Phase 1, followed by an additional 19 houses after the funding reallocation. This significantly surpassed the initial target of four houses per province. And, the drainage system in Prey Nob at the Veal Rinh market was expanded an additional kilometer above the original target (over 100 percent expansion) to reach the Veal Rinh High School.

Across components, the project made measurable progress toward its higher-level outcomes:

Outcome 1: Community-scale knowledge and capacity increased, with multiple community groups now performing maintenance and stewardship functions, supporting the sustainability of infrastructure investments.

Outcome 2: Government capacity was demonstrably strengthened, reflected in improved planning, enhanced technical knowledge, and active use of project-generated evidence in national policymaking (e.g., NDC 3.0 input).

Outcome 3: Resilience for vulnerable populations improved substantially through targeted nature-based solutions, water management infrastructure, and protective systems that reached over 60,000 people, meeting the project's overarching beneficiary target.

Factors Enabling Effectiveness

The project's strong performance was facilitated by:

- **Effective collaboration** between the Project Management Unit (PMU) at NCSD and the Project Management Committee (PMC);
- **Good coordination at provincial, commune, and district levels**, which improved execution of infrastructure works;
- **Adaptive management**, including flexible reallocation of funds to meet emerging priorities, resolve bottlenecks, and address technical challenges (e.g., mangrove survival rates);
- **Timely capacity assessments** that informed tailored training approaches at both community and government levels.

Limitations Affecting Effectiveness

Remaining constraints primarily relate to:

- **Gender gaps** in participation for some community and technical trainings, highlighting the need for more proactive strategies to address social norms and barriers to women's engagement (see Recommendations below).
- **Partial clarity on the institutionalization** of adaptation monitoring systems and how effectively these systems will sustain and scale results beyond the project.
- **Missed opportunity to strengthen coordination** with parallel donor investments which may have supported more integrated planning and implementation – particularly of mangrove planting and restoration.

Overall Assessment

Overall, the project's effectiveness is assessed as **highly satisfactory**, having achieved or exceeded its intended outputs and outcomes. It generated tangible benefits for vulnerable populations, strengthened institutional capacity at multiple levels, and delivered a robust set of climate-resilient infrastructure and nature-based solutions. In cases where results fell short, corrective action or complementary investments helped ensure continuity of adaptation benefits. The project is therefore well-positioned to contribute to longer-term resilience impacts beyond the life of the intervention.

Efficiency

Institutional Arrangements and Donor Inputs

The project's management structure generally functioned efficiently, with strong collaboration between the Project Management Unit (PMU), the Project Management Committee (PMC), UN-Habitat, and subnational authorities. Following recommendations from the Midterm Evaluation -

which identified infrequent PMC meetings as a barrier to timely decision-making - the project adjusted its coordination mechanisms. Since September 2024, the PMC convened twice (September 2024 and February 2025) alongside several ad hoc meetings, improving responsiveness and oversight. Stakeholders noted that communication with the Adaptation Fund was mostly efficient and timely, with the exception of delays associated with the Fund's approval of reprogramming funds originally intended for Output 3.4, which required extensive discussion.

However, the transition of government in 2023 created a major operational challenge. An entirely new PMU had to be recruited and onboarded, leading to a significant lapse of almost a year in implementation continuity. Because UN-Habitat was not the executing entity, their ability to maintain implementation momentum was limited; however, once the new PMU was established, UN-Habitat provided structured orientation and instituted joint quarterly field missions. Stakeholders consistently reported that the PMU, PMC, UN-Habitat, and local authorities worked together effectively once the new team was operational.

Cost-Effectiveness and Value for Money

The project delivered high-quality outputs within the allocated budget, however an interviewee with broad global project experience noted that resources could have been used more efficiently to have a broader impact. For example, the climate-resilient model houses, while technically strong, were developed at a very high cost relative to local income levels. And, the fact that they were developed in dispersed locations across different villages – while helpful for broadening awareness and understanding of resilient house construction techniques – meant that construction costs were further increased and did not benefit from efficiencies of scale. Greater use of local labor instead of sub-contractor firms could have supported skill transfer and livelihood development co-benefits. In addition, stakeholders noted that the attitude toward the project budget was such that it was treated as fixed, limiting opportunities for cost savings or adaptive efficiencies during implementation. However, there were various strategies to increase cost-effectiveness implemented throughout, specifically in the design phase, when the UN-Habitat team working to design the project was selected to receive specialized technical support from the international firm ARCADIS through their pro bono support program. The ability to participate in this program added technical value to the project design without additional cost.

Challenges affecting efficiency and adaptive approaches

Several external and institutional factors affected implementation efficiency. The COVID-19 pandemic delayed project approval and early implementation, requiring a timeline extension. The 2023 government transition created a one-year gap in PMU capacity, compounded by restrictions on file sharing between outgoing and incoming teams. Approval delays around the reprogramming of Output 3.4 funding further constrained efficient use of resources. Despite these challenges, the new PMU ultimately scaled up the pace of implementation, managing to spend over USD 2 million within one year once the new team was fully operational.

Government Capacity

Government capacity issues - particularly the full turnover of PMU staff - were a major efficiency constraint. The need to rebuild capacity from scratch extended the learning curve and slowed early

implementation. Once established, the new PMU demonstrated strong commitment and rapidly increased the pace of delivery. Close collaboration with UN-Habitat and local authorities helped stabilize performance, though limited institutional memory and procedural continuity continued to present challenges.

Overall Assessment

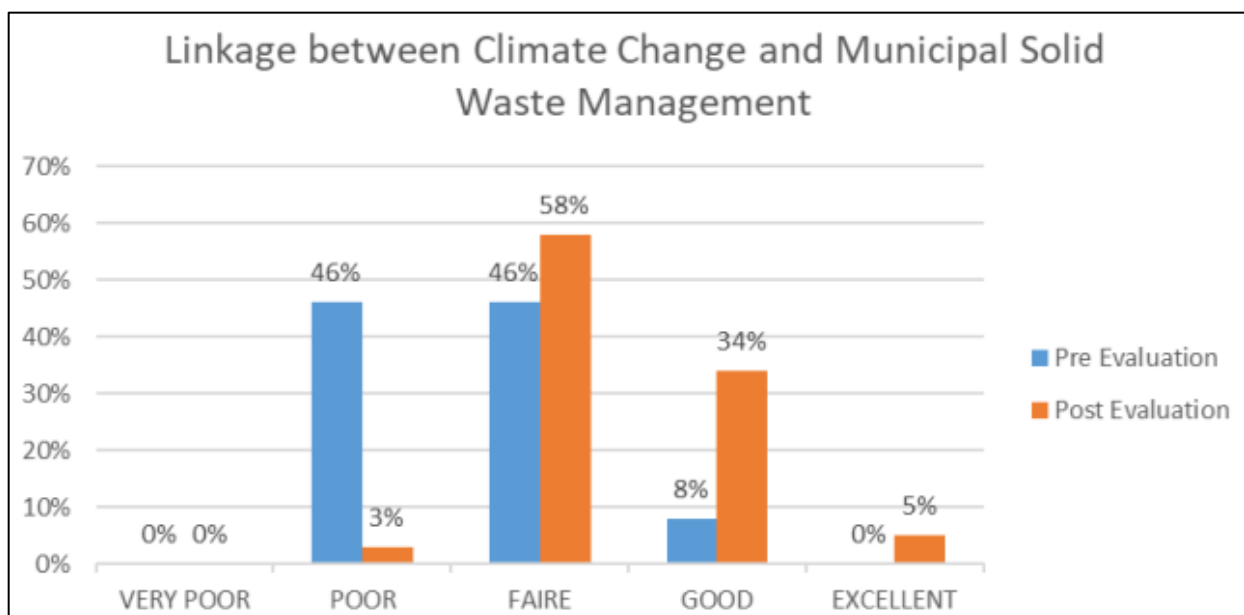
Overall, efficiency is rated as **satisfactory**. Despite notable challenges - including pandemic-related delays, a full PMU turnover, and protracted approval processes - the project maintained generally effective coordination, delivered key outputs, and made targeted efficiency improvements after the midterm review. Resource use was reasonable relative to objectives, and institutional collaboration was strong. Minor shortcomings in cost-effectiveness and adaptive budgeting prevented a higher rating, but the overall level of efficiency met expectations for a project of this scale and complexity.

Impact

This project made substantial improvements in climate resilience, institutional strengthening and capacity development, awareness of climate risks, livelihood opportunities, and community safety across the target areas.

Impacts on Community Knowledge and Skills (Component 1)

The project strengthened community-level skills in infrastructure maintenance, resilient construction, and solid waste management. Project Output Reports detail how community members participated in structured, hands-on training sessions and reported increased confidence in maintaining small-scale infrastructure and applying adaptation practices in post-training surveys. Trainings helped community members understand how climate resilience links to daily activities, such as keeping drainage systems clear to prevent localized flooding. In interviews and focus group discussions, commune and village leaders as well as homeowner and market vendor beneficiaries indicated they had increased understanding of the importance of waste management practices and the options available to them for collecting and disposing of waste. Despite participant double counting issues, the training needs assessments and post-training surveys helped the project team track progress and learning, while the knowledge products developed (including case studies) are tools to share learnings more broadly including beyond the scope of this project's partner communities. Interviewees did note that a training-of-trainers approach could have expanded impact further to reach more trainees in the future and better institutionalize knowledge over time.



Example of pre- and post-training survey results for refresher training completed under Output 1.1 in September 2023 (Source: UN-Habitat)

Construction teams who built the model houses confirmed that they now use the project's resilient construction techniques in some other locations. In addition, several interviewees across communes described uptake of resilient housing practices they have seen in other instances beyond the specific houses built for the project. This diffusion of resilient housing knowledge and replication, even though the project did not formally track it, indicates a broader and potentially longer-term impact.

Impacts on Government Technical and Planning Capacity (Component 2)

Government officers at provincial and district levels increased their understanding of climate risks, maintenance practices, and basic adaptation planning through multiple trainings and meetings. Participation exceeded original targets, and the project reports note that officers actively requested inclusion in the sessions. Post-training surveys indicated that officers now feel more capable of operating water gates, monitoring mangroves, and engaging in climate-related planning processes, a finding that was triangulated by interviews and focus group discussions.

However, there are limitations in the implementation process affected institutional-level impact under Component 2. Institutional system review carried out under Output 2.3 notes that there are gaps in project development and management skills, information technology systems, financial mobilization efforts, and staff capacity to manage public investments related to climate change. These gaps require sustained training and capacity building programs to close, including potentially connecting staff with mentorship and continuing educational programs. While closing these capacity gaps entirely was not the core objective of activities planned under Component 2 (and Outputs 2.1, 2.2, and 2.3 in particular), they were intended to be addressed via strengthening institutional systems for monitoring adaptation investments and replicating benefits under Output 2.3 and the trainings provided under Outputs 2.1 and 2.2. Letters of agreement under the project meant that implementation and monitoring of progress was the direct responsibility of subnational government

entities under several Outputs (including 3.5 and 3.6), leading to hands-on learning and capacity building opportunities. However, the outputs under Component 2 that measured indicators related to government capacity building focused on number of training sessions and attendees – both of which were fairly limited in number. While the applied learning through implementation was helpful, for what was measured under the project there is little evidence of sustained progress in advancing adaptation monitoring and implementation capacities for subnational governments, and that capacity gained is limited to those attendees that were at each training session or participating in monitoring activities under the project. Local government officers also noted that the project did not establish formal coordination mechanisms across departments, and adaptation planning remains largely conceptual. In summary, while the project built individual capacity, it does not yet appear to have transformed institutional practices in a sustained or systematic way.

In addition, in interviews local government stakeholders provided mixed responses when asked about budget for long-term operations and maintenance of infrastructure built under the project. Representatives at the Provincial level mentioned they have accounted for this in their investment plans, while at the commune level it was a more mixed picture, with some areas mentioning they needed to allocate their resources (from the devolved national budget) to higher priority projects like road maintenance.

Under Output 2.4, the project successfully developed a substantial number of detailed knowledge products, exceeding its planned targets. Many products, including case studies, were prepared shortly after the completion of corresponding outputs, reflecting the need for completed interventions and evidence-based documentation of examples of adaptation action. Dissemination was planned per the project's Communication and Visibility Plan, and utilized existing channels of the MoE, UN-Habitat country and regional offices, and project partners. Broader dissemination through MoE channels followed internal review and approval processes to ensure policy alignment and appropriateness, which is standard practice for government-led initiatives, while UN-Habitat platforms provided a timely and efficient means to support wider outreach, particularly in later stages of the project's implementation. While knowledge products were well received by users and dissemination was robust, the Communication and Visibility Plan was only developed mid-way through implementation (in 2024). This Plan includes indicators related to dissemination, but interviews with PMU and UN-Habitat representatives indicate that there was limited actual tracking of reach or distribution of the knowledge products, therefore limiting ability to understand broader uptake and use of the materials – and their broader impact. In addition, [interviews with PMU and UN-Habitat representatives suggest that future projects could benefit from earlier integration of the products in the project timeline by adopting a rolling dissemination approach and approval pathways from project inception.](#)

Resilience Through Small-Scale Infrastructure (Component 3)

Infrastructure investments created some of the most visible and immediate results across project sites that will have impacts into the future. Communities now benefit from improved water access, strengthened embankments and control of saltwater intrusion, rehabilitated canals, reduced flooding, and restored mangrove areas. In the case of the Veal Rinh Market and vicinity, the impacts of the drainage infrastructure on the market are significant, with no days of lost income due to flooding in the year following its construction. In some areas, infrastructure construction has had impacts beyond those indicated in the project document. For example, near the water gate in Peung Teuk Commune, beneficiaries noted that they no longer need to use fuel to pump water to their fields because the water reserved inside the water gate has allowed for sufficient gravity-fed irrigation pressure. Beneficiaries cultivating rice nearby said they are now able to harvest three rice crops in a year, rather than a previous single crop. In Angkaol, the strengthened embankments have also allowed for roads to reach areas of the Commune that did not previously have access, improving access to services and markets for residents and expanding impact beyond flooding protection and serving as a sea level rise barrier. However, for all of these infrastructure developments, future impact depends heavily on future maintenance, and some communes have not yet institutionalized or budgeted for routine maintenance.



Water gate and embankments constructed in Angkaol Commune, Output 3.3 (Laura Hammett)



Drainage infrastructure completed outside the Veal Rinh Market (Photo: Laura Hammett)

In addition to the water resource and drainage infrastructure updates, 27 families now have safe, resilient houses constructed under Output 3.5, which will have continued impact on their livelihoods and opportunities. During a site visit interview, one homeowner mentioned that she has been able to spend more time on income earning activities because she no longer needs to spend time repairing her home, and she no longer has regular need to pay for or seek funds from the commune or family members for repairs. Output 3.5 also resulted in improved capacity for local carpenters and construction workers, including both unskilled and semi-skilled workers, as they improved their understanding of resilient construction techniques through the building process. This expands the impact of the project and potential livelihood options for these workers as they continue to build skills in resilient construction – both through trainings held under Outcome 1, and also via hands-on learning under Output 3.5 activities. At the national level, the project's good practice in resilient

housing construction was also demonstrated to relevant stakeholders, including the Department of General Housing, and the Cambodia Housing Network members, via a knowledge-sharing session held in August 2025.⁹



An example of the resilient houses constructed under Output 3.5 (R) with the homeowner's prior home visible to the left. (Photo: Laura Hammett)

Mangrove restoration and planting activities have strengthened coastal ecosystems in both provinces, and the biodiversity and fisheries livelihood impact of these trees will be seen long-term as the trees continue to mature. Further, the project developed nurseries that will continue to source seedlings for future plantings. However, the success of the mangrove planting and restoration requires consistent monitoring and care, and there has been some seedling mortality during the project implementation timeline. Quarterly reports indicate that tree survival rate differs by site across the project target areas, and some areas have had trees re-planted. The broader impact of the mangrove restoration and planting activities is therefore difficult to assess, especially given the limitations of site visits carried out during the evaluation process.

There are several indirect impacts of the mangrove restoration and planting efforts that will have longer-term effects on natural resources and local economies. The project developed a Mangrove Forest Cover Change Assessment in 2025 (focused on Prek Kampong Smach in Prey Nob) to better understand the active stresses to the mangroves along the coast from pollution and siltation and help future planting efforts be well informed. In addition, the mangrove planting processes under this project had a positive financial impact on community members who were paid for their support to seed collection and planting efforts. While not explicitly measured via the project MEL framework,

⁹ See: https://www.linkedin.com/posts/unhabitat-cambodia_knowledge-sharing-activity-to-enhance-the-activity-7359461559200354305-etMv/

local ecotourism businesses in the mangroves and fishing cooperatives see a long-term livelihood benefit from the restored and improved mangrove forests.

The weather station and tidal gauge were installed in order to improve real-time access to climate information and enhance early warning capacity. While these have been installed successfully in Prey Nob and information is being sent from each station to the National Ministry of Water Resources and Meteorology, it was not possible during this evaluation process to confirm in interviews or desk review *how* the information is currently being used and disseminated to the local communities.



L: Mangrove seedlings planted in Kep Province. R: Weather station installed outside Teuk L'Ak Commune (Photos: Laura Hammett)

Distribution of Impacts Across Groups

Different population groups experienced project impacts in different ways. Women vendors benefited substantially from improved drainage at Veal Rinh Market. Farmers, especially low-income rice producers, benefitted from increased water reliability and reduced saltwater intrusion. Vulnerable households who received resilient homes experienced major reductions in storm damage and greater personal safety. The project's training sessions largely benefited provincial, district, and commune officials, who reported increased skills and greater confidence in managing water gates, canals, and mangrove areas, with several noting that the trainings helped them improve coordination across departments, even if full institutionalization of new practices has not yet occurred.

Subcontractors and construction companies also benefitted from the project's emphasis on resilient design and improved building techniques. Construction teams who participated in the model house program reported that they now use these resilient construction methods in their subsequent work. At the same time, the house and infrastructure construction processes could be improved by further promoting local labor, enabling local economic and skill-building impacts – especially for the communities that the project aimed to benefit. While local communities (particularly schools, fisheries associations) were involved in mangrove planting activities, for the infrastructure and housing development contractors primarily hired their own labor teams and only drew in a limited capacity from community members for unskilled or semi-skilled tasks. While this community labor support was expanded in the second phase of house construction, the approach overall limited the project's potential to expand livelihood opportunities or facilitate hands-on skills transfer among the most vulnerable households. Given the strong demand for wage labor in target communes, especially

among poorer households without access to land or formal housing titling, the project could have deepened its community-level impact by engaging more local workers in basic or non-technical construction, mangrove planting, or routine maintenance activities. In addition, stakeholders in focus group discussions at the Commune level noted limited opportunities for more transformative impacts for the very poorest as the most vulnerable and poor households without land documentation did not qualify for housing support due to concerns that housing assistance constructed on land without legal title could be subject to short-term exploitation, including use as collateral for debt.

Potential for Long-Term Adaptation Impact

Several project investments have strong potential for long-term adaptation benefits. Improved water gates, drainage systems, and strengthened embankments can protect communities for years if local authorities maintain them. Resilient construction techniques can continue to spread through builder networks. Increased agricultural productivity from rehabilitated irrigation systems will likely improve food security in the long term. Continued interest from subnational government officials in adaptation training may also deepen institutional capacity over time.

However, without stronger maintenance systems and clearer institutional roles for climate planning, the long-term impact potential for this project remains partially at risk. While institutional roles for maintenance have been discussed in the trainings under Output 2.2 and provincial and commune leaders interviewed mentioned that they would be maintaining infrastructure built under the project, the specific roles and responsibilities for O&M remain ill defined – and not budgeted into the future. There is already notable degradation of some of the infrastructure built under the project that will need to be addressed to maintain its impact. See further discussion under **Sustainability** below.

Overall Assessment

The intervention delivered clear and observable impacts across multiple areas -particularly in strengthening agricultural livelihoods, reducing vulnerability to floods and saltwater intrusion, and building community housing resilience. Capacity building and knowledge management supported a more systemic approach to resilience building – helping not only deliver resilience outcomes but also beginning to institutionalize resilience approaches and build the enabling environment for future scaling up. However, the lack of training-of-trainers approach limited the long-term impact of training and capacity building events, and progress toward institutionalization of adaptation investment and planning is still emerging. For the infrastructure improvements and construction, the project's interventions have made notable and immediate impacts to the target communities. However, mechanisms for long-term maintenance are unclear and impacts are not guaranteed for the long-term without consistent upkeep, and the impacts of the housing investments in particular were not as broad-reaching as many in focus group discussions would have liked to see.

While some notable gaps remain in institutional strengthening and long-term maintenance sustainability, the overall impacts are aligned with project objectives and broadly meets or exceeds expectations. Given these considerations, the evaluation rates project impact as **Satisfactory**.

Impacts are summarized in Table 4 below.

Table 4: Project Impacts

Project Outcome and Output	Baseline (without project)	Impacts (with project)
Outcome 1 Community-scale knowledge and capacity enhanced to sustain the adaptation benefits of the project's investments	Communities in the target area are not organized to manage or maintain infrastructure, collect solid waste, or repair houses	
Output 1.1 Community capacity built to collect and manage solid waste	No training has been conducted on solid waste management, and solid waste is a critical factor in preventing the functionality of critical infrastructure (especially water drainage systems)	Local communities and authorities have increased knowledge of the links between climate risks and solid waste management and increased capacity to improve waste management practices.
Output 1.2 Communities in target areas have been trained on resilient house construction techniques	There are few if any local carpenters that have sufficient capacity to build resilient houses	Local construction workers, women homeowners affected by strong winds and storms, and subnational officials have increased understanding of resilient housing construction and maintenance techniques and materials.
Output 1.3 Communities have been organized to manage, monitor, and maintain the infrastructure investments under Component 3	Communities have not received training on infrastructure management, monitoring, and maintenance and are unaware of needs and approaches for managing these kinds of infrastructure assets	Community leaders, village chiefs, Commune/Sangkat Council members, and construction workers have received hands-on training and have increased understanding of management and maintenance of small-scale infrastructure built by this project.
Project Component 2		
Outcome 2 Government planning and technical capacity enhanced to sustain and enhance the project's adaptation benefits and knowledge captured and disseminated	Capacity is limited, especially outside the national level. It is unclear if any adaptation projects have been planned.	
Output 2.1 Government officers at the provincial and district/city	There is constrained capacity (both in terms of manpower and technical know-how) to plan for the replication and	Subnational government officers in the project area have increased understanding of adaptation concepts and have

level trained to plan effectively for sustaining and enhancing the project's adaptation benefits	upscaling of climate change actions	taken steps to develop actionable plans to support integration of adaptation into subnational planning and budgeting frameworks.
Output 2.2 Government officers at the provincial and district levels provided with comprehensive technical training to manage, operate and maintain the infrastructure	There is constrained capacity (both in terms of manpower and technical know-how) to manage, operate, and maintain infrastructure	Subnational government officers from Province and District/Municipal levels in the project area have increased understanding of how to manage, operate, and maintain the small-scale infrastructure developed by this project.
Output 2.3 Institutional systems strengthened to monitor adaptation investments and replicate their benefits	There is currently no systematic way to review 'what works' in terms of climate change adaptation and to upscale its benefits	Institutional review completed. Subnational and national officers have reviewed adaptation project pipeline, received training on coordination and presentation on gaps and opportunities identified in Institutional Review. Unclear if project established or strengthened coordination mechanisms for specifically upscaling adaptation efforts.
Output 2.4 Knowledge from the project implementation is captured and disseminated to local and national stakeholders, focusing on sustainable adaptation actions and policy enhancement	There is currently no systematic approach to capturing successful or autonomous adaptation practices, and no 'anchoring' of urban adaptation issues within either MoE or NCSD	Lessons and knowledge from this project are widely available via knowledge products including guidance and policy recommendation documents. Insights from this project have informed development of NDC 3.0 for Cambodia.
Project Component 3		
Outcome 3 Resilience built through investment in small-scale protective and basic service infrastructure and natural assets	62,521 people, at least 50 percent of whom are women, have been assessed as vulnerable to climate change impacts including saltwater intrusion, damage from storms and high winds, and impacts of drought and flooding	
Output 3.1	Approximately 1140 ha of land is vulnerable to coastal	134 ha of mangroves have been replanted and restored with measurable benefits to

134 ha of mangroves restored in Kep City and Angkaol Communes, Kep Province, and Prey Nob Commune	flooding, erosion, and saltwater incursion	livelihoods for local coastal and fishing communities.
Output 3.2 A. Water gates repaired in 3 locations in Pong Teuk and Angkaol Communes B. Canals rehabilitated in Pong Teuk and Angkaol Communes	Water shortages arise from inadequate water management	Pong Teuk and Angkaol Communes have increased access to water in dry season and can plant multiple rice harvests in a year. Drainage is improved via the canal rehabilitation, reducing flood risks in adjacent areas during the rainy season.
Output 3.3 Prevention of saltwater ingress through improved channels	3,500 people in target area lack basic water management infrastructure and suffer from saltwater incursion	Saltwater incursion managed in the target area via addition of a water gate and improved embankment structures, enabling higher productivity of rice harvest.
Output 3.4 Roness reservoir rehabilitated for enhanced safety and storage	24,470 people have unreliable access to water, are vulnerable to poor conditions of the reservoir, and rely on rainfed agriculture. The same number of people are threatened by the unsafe embankment. People in the coastal area are highly vulnerable to coastal flooding.	<i>*Not completed, funds reallocated</i>
Output 3.5 Resilient housing designs developed, and demonstrations constructed	Up to 200 houses per commune are destroyed or severely damaged by strong winds every year. Women are more likely to be injured or affected by damages to houses. Houses are not well constructed and use poor materials.	Vulnerable community members have improved homes and capacity to strengthen houses and improve resilience is enhanced at the community and subnational government levels. Good practices are shared, and contractors are trained for future application.
Output 3.6 Green-grey protective infrastructure in Ou Ohkna	The land side of the embankment and water gates is severely affected by salt water, meaning that rice paddies are unproductive	Agricultural and residential areas in the coastal zone are more resilient to saltwater intrusion and effects of storms

Heng Commune, P. Sihanouk Province	and surface water used for drinking is unusable	due to restored mangrove zones and improved water gate.
Output 3.7 Drainage and rainwater harvesting installed at Veal Rinh Market, P. Sihanouk Province	The market floods every time there is heavy rain. Sellers lost around 30 days' income per year as a result. The vast majority of sellers (up to 90 percent) are women.	Market did not close at all during 2025 rainy season, reducing lost income days for vendors. Drainage was expanded in front of adjacent areas in Veal Rinh including the Veal Rinh High School, which now has safer access during high rain events.
Output 3.8 Weather station and tide gauge with early warning system broadcast capabilities installed	There is no accurate local tidal information provided to people and no early warning system for extreme weather events (beyond national alerts)	Weather station and tidal gauge provide real time information to national hydromet agency and can serve as basis for early warning systems.

Equity and Social Inclusion

Equity and social inclusion were central objectives of the project, given the high vulnerability of coastal communities to climate impacts and the disproportionate burden faced by low-income households, women, widowers, and persons with disabilities. The evaluation finds that the project made meaningful contributions to improving the equitable distribution of benefits, enhancing inclusion in climate-resilient development, and building capacity among marginalized groups – including women and youth especially, in accordance with the Adaptation Fund's Environmental and Social Policy (ESP) and UN-Habitat's Environmental and Social Safeguards System. At the same time, several structural and design-related limitations constrained the project's ability to fully meet its equity ambitions, particularly with respect to women's participation and access to model housing benefits.

Equitable Distribution of Benefits Across Population Groups and Locations

Overall, the benefits of the intervention were broadly and transparently distributed, with priority placed on the most vulnerable households. This is especially evident in the selection process for resilient housing, where communes consistently prioritized widowers, persons with disabilities, and the poorest households – identified via Cambodia's ID Poor system. Interviewees across multiple commune offices emphasized that they perceived this approach to be equitable and non-divisive, noting that selection criteria were discussed openly and applied fairly. As a result, there were no reports of jealousy or social conflict around the allocation of houses.

The infrastructure investments also benefited broad segments of the population. In Peung Teuk Commune, officials reported a dramatic reduction in storm-related roof damage during the project timeline - from around 50 damaged roofs per storm to approximately 7 - demonstrating a significant reduction in climate vulnerability for the wider community. Water gate rehabilitation contributed to increased agricultural productivity, enabling farmers to grow three rice harvests per year instead of one, directly improving income security for low-income rural households. Drainage improvements at

Veal Rinh Market eliminated income losses from flooding - previously up to 30 lost days per year, which had disproportionately affected women vendors (women make up the majority of stallholders – over 90 percent).

However, some beneficiaries - particularly the very poor - were excluded from certain benefits due to structural barriers. For example, access to the model houses required formal land ownership documentation, which many extremely poor households lack. The reason for land title requirement is understood as a risk mitigation measure - to avoid project resources being seized by banks, brokers, or other landowners. However, commune leaders highlighted that this prevented some of the most vulnerable families from qualifying for assistance, despite acute need. This limitation points to a gap in equity targeting that could be addressed in future phases or similar projects by enabling alternative eligibility pathways beyond formal land title and accounting for other ways to manage this risk, if possible.

Gender Equity and Participation

Women's participation in the project was mixed. On one hand, the intervention engaged large numbers of women in community-level activities, particularly through solid waste management trainings, mangrove planting, and Veal Rinh market resilience activities. The project consistently tracked gender-disaggregated participation and incorporated inclusion objectives in gender disaggregated targets, and in training invitations and materials. Resilient housing training activities, though technical, were also relevant to women and saw their participation. Women often carry disproportionate burdens in climate-damaged households and made up the majority of the recipients of the model resilient homes built via the project.

On the other hand, the project did not achieve its gender participation targets in several key trainings, especially those involving technical infrastructure maintenance or government personnel. Only 10–23 percent of participants in some infrastructure maintenance and subnational planning trainings were women, reflecting both the male-dominated nature of the relevant sectors and the limited number of women in commune, district, and province leadership roles. Interviewees noted structural barriers: invitations to participate in trainings were routed through official government channels (from National to Provincial to Commune offices, then to participants). This meant that while women's participation was prioritized and emphasized at each stage, the invitations often were sent by men in leadership roles and did not go directly to women as recipients, especially in male-headed households. In addition, training content was highly technical and largely classroom-based, which may have disadvantaged potential female participants given constraints to travel to participate in a classroom setting, or limitations of traditional gender roles in society. For example, women vendors at the Veal Rinh market mentioned that they were invited to participate in waste management trainings, but were not able to leave their work for the day to participate.

Despite these constraints, women vendors at Veal Rinh Market benefitted significantly from the project's drainage improvements, which eliminated flooding-related income losses. Women involved in solid waste management trainings also reported strengthened understanding of environmental management and climate linkages - important for longer-term adaptive capacity. And, women homeowners who were recipients of resilient model homes noted they benefited from trainings and learned a lot from observation of and participation in the construction process.

Project Design and Incorporation of Equity Concerns

Equity considerations were integrated into the project design, particularly in the emphasis on involving communes and villages in selection of vulnerable households for resilient housing, the emphasis on women's participation, and the intent to include marginalized voices in community decision-making. The design also reflected the Adaptation Fund's and UN-Habitat's policy frameworks on gender equality and social inclusion. However, some equity-related design assumptions (e.g., reaching 50 percent women in all trainings) did not fully account for local gender imbalances, especially in government offices and infrastructure-related roles. This limited the project's ability to meet its targets despite good-faith effort.

Similarly, while the project's grievance redress mechanism was mentioned in design documents, in practice it relied heavily on existing commune-level complaint boxes and government processes. Interviews suggest that knowledge of the grievance mechanism was limited, though no major complaints arose. The one documented grievance occurred in Kep Province, where excavation for canal rehabilitation affected personal property that had been placed within the public right-of-way. The issue was resolved through additional consultation and clarification of land boundaries, demonstrating responsiveness but also underscoring the need for clearer communication and more visible grievance channels.

Equity in Project Implementation and Adaptive Measures

Equity considerations influenced implementation but sometimes required adaptive measures. For example, in response to midterm evaluation findings, the project adjusted community-level training approaches and clarified expectations for maintenance roles, though more systematic efforts to address gender barriers could have strengthened results. The PMU and UN-Habitat also attempted to increase the visibility of inclusion objectives in meeting invitations and consultation processes. However, the lack of a training-of-trainers model limited the ability to spread climate resilience knowledge more broadly across diverse community groups.

Contribution to Reducing Inequality and Vulnerability

The project contributed to reducing inequality and vulnerability in its target communities. The significant reduction in climate-related damages, improved water access, enhanced agricultural productivity, increased livelihood opportunities through mangrove planting, and improved market resilience all measurably reduced the exposure of poor households to climate shocks. Resilient housing, while not accessible to all, provided transformational improvements for selected vulnerable households, and housing techniques were reportedly replicated informally by local builders, expanding impact beyond direct beneficiaries. As described in the project recommendations below, the project could have benefited from applying a more transformative approach to gender and social inclusion that expanded access, agency, and decision-making power in the project communities for women and vulnerable groups.

Overall Assessment of Equity: Satisfactory

Equity performance for this project is rated as **satisfactory**. The project delivered substantial and meaningful benefits to vulnerable populations, prioritized marginalized groups in key interventions, and reduced climate-related inequities across communes. However, limitations in women's

participation, exclusion of some vulnerable households due to land-title requirements, and low utilization of grievance mechanisms represent moderate shortcomings that prevent a higher rating. Strengthening gender-responsive and transformative design, broadening eligibility criteria for housing and participation in trainings, and improving grievance communication would enhance equity outcomes in future programming.

Adaptive Management

The project demonstrated a consistent ability to adjust its design, implementation processes, and delivery strategies in response to evolving circumstances, unexpected delays, and new knowledge generated during implementation.

Early in the project cycle, COVID-19 restrictions delayed startup and limited in-person engagement, which necessitated a formal project extension. Once conditions improved, the team accelerated implementation to make up lost time and an extension was approved by the Adaptation Fund to close the project in December 2025 instead of closing in March 2025. A second major disruption occurred when the 2023 national elections resulted in a full change in government counterparts and the need to re-establish an entirely new PMU. This transition led to nearly a year-long pause in implementation. Stakeholders interviewed at UN-Habitat noted they were limited in their ability to maintain continuity of the project implementation before a new PMU was on board because they were not in the position of executing entity. After the new PMU was instated, UN-Habitat team members provided an orientation to the project. In response to the delays experienced, the new PMU and UN-Habitat adopted an intensive coordination model and strengthened collaboration with Provincial authorities and local implementation partners to ensure the full scope of activities could be completed within the final year. That collaboration included near daily communication between the PMU and entities in the field via Telegram and other communications channels. These measures helped to mitigate the impacts of the large-scale institutional turnover.

Several adaptive decisions emerged from on-the-ground evidence and stakeholder feedback. For example, the team commissioned a consultant assessment of the resilient houses and subsequently modified the house design after early construction revealed high unit costs, concerns about accessibility for disabled residents, and failure of some of the features of the houses (e.g. leakage along the windows and through the wall material). The revised design kept the high costs but increased value for money and accessibility, improving features for the residents with addition of ramps, additional resilience features, and upgraded building materials.



R: Initial resilient house design (Phase 1), without window glass or a ramp to the front door. L: updated house design (Phase 2), incorporating improved accessibility and quality features. (Photos: Laura Hammett)

In addition, the approach to water gate construction was adapted based on field visits and discussion with local officials, which revealed that rehabilitating all three water gates proposed under Output 3.2 was not feasible within budget due to unexpected deterioration. The project team conducted technical assessments and consulted with the local authorities and the PMC, adapting the approach to prioritize rehabilitation of one gate only, after determining the number of beneficiaries would be similar.



**L: Construction in final stages for the pavement adjacent to the drainage channel in Veal Rinh.
R: Drainage built via the project in front of Veal Rinh High School (Photos: Laura Hammett)**

Similarly, when the team determined that the Roness Reservoir rehabilitation planned under Output 3.4 was already undertaken by the Ministry of Water Resources & Meteorology they proposed new activities to the Adaptation Fund to reprogram the funds. However, the Adaptation Fund explained that additional activities would require new safeguards and feasibility assessments, which triggered months of back-and-forth discussion with the Fund. The project ultimately reached agreement with the Fund to reprogram funds allocated to Output 3.4 to scale up resilient home construction under Output 3.5 and add another kilometer of drainage infrastructure near the Veal Rinh Market under Output 3.7 – extending the drainage to the Veal Rinh High School. This change necessitated adjustments in the budget, project document and results framework, and approach to subcontractor procurement and implementation at the local level. While an agreement was reached, stakeholders noted the time that this change took was significant and that earlier and clear guidance from the Adaptation Fund on requirements could have potentially avoided delays.

The mangrove restoration components also triggered adaptive shifts. In Phum Thmei, monitoring visits revealed poor plant survival, likely due to unsuitable site selection. The project responded by prioritizing closer monitoring, documenting lessons, and acknowledging compliance issues related to natural habitat selection and soil conservation. Although replanting did not occur at that site, the project used this evidence to improve monitoring expectations and reinforce the need for more appropriate ecological site assessments. The project commissioned a mangrove assessment report

following the recommendation of the Midterm Evaluation to capture lessons learned from mangrove planting and share information between project sites.

The project's learning culture strengthened over time, particularly after the Midterm Evaluation, which occurred around the time of the new PMU term. With coordination support of the new PMU, the PMC began meeting more frequently, and the project instituted quarterly joint PMU–UN-Habitat field missions to enhance shared learning and accelerate problem-solving. The development and distribution of knowledge products in the final months of the project - including operation guides for water gates, mangrove nursery manuals, and drainage maintenance posters - also demonstrated a commitment to documenting and sharing lessons across stakeholders. However, the learning culture could have been stronger earlier in the project, particularly in earlier distribution of knowledge products, systematically tracking uptake and use of knowledge products, or implementing a training-of-trainers approach that might have amplified capacity outcomes.



The resilient housing guidance booklet developed as a knowledge product under Output 2.4, including instructions on overhands and securing roof structures. (Source: UN-Habitat)

Innovation also emerged in several elements of the project. The redesign of the house model introduced additional climate-resilient and accessibility features, including addition of window glass and a ramp to improve access for those with limited mobility. The introduction of a multi-gate sluice system under Output 3.3 improved water control and provided a motorable elevation for flood-safe

access. Across these examples, the project combined technical innovation with field-based learning to optimize design and delivery.

Overall Assessment

Overall, adaptive management was a notable strength of the project and is rated as **highly satisfactory**. There were significant changes to circumstances surrounding implementation that necessitated adjustments to the project timeline, budget, and management team. Decisions related to these changes were grounded in field evidence, technical assessments, stakeholder consultations, and safeguarding considerations. While opportunities existed for more proactive learning earlier in implementation - particularly in mangrove restoration activity design, community engagement and training implementation, and monitoring practices - the project consistently adjusted course in response to changing conditions and new knowledge.

Scalability

Scalability of adaptation outcomes

The project demonstrates strong potential for broader-scale climate adaptation impact in Cambodia, with several elements already laying the foundation for replication and expansion. Interviewed stakeholders consistently emphasized a high demand for similar interventions. Commune leaders from all visited sites expressed a clear desire for the project's approaches - particularly resilient housing and water management infrastructure - to be scaled up within their communities, citing persistent unmet needs among vulnerable households and farmers.

The design and implementation approach has enabled scalability in several ways. First, the project created standardized, replicable models of small-scale infrastructure - including water gates, canal rehabilitation designs, and resilient housing prototypes - that can be adapted to other locations. The quarterly report highlights how Outputs 2.3 and 2.4 strengthened subnational systems for planning, monitoring, and documenting adaptation measures, contributing to the enabling environment required for replication. Notably, the project developed 20 knowledge products, including case studies, guidance notes, and policy recommendations, which offer practical resources for scaling effective practices. These materials emphasize low-cost, locally viable solutions, supporting the transfer of lessons to new geographic areas.

Second, the project model has already been partially scaled through UN-Habitat's follow-on Adaptation Fund project, *Increasing Climate Resilience Through Small-Scale Infrastructure Investments and Enhancing Adaptive Capacity of Vulnerable Communities in Kampot and Koh Kong Provinces in Cambodia*. This successor project extends the approaches piloted under the current intervention, demonstrating institutional uptake and validation of the project's methodologies. Stakeholders noted that stronger local ownership - especially the active engagement of commune councils, village leaders, subcontractors, and community members during implementation - further enhances scalability. Along with the project's focus on training and capacity building, local ownership means these actors now possess foundational knowledge to guide future adaptation initiatives. There are an additional two other Adaptation Fund projects planned for UN-Habitat in Cambodia that this project is also informing.

However, while the project generated substantial opportunities for broader-scale replication, several missed opportunities limited potential for even greater expansion. Interviewees pointed to the absence of a training-of-trainers (ToT) model, especially for solid waste management and resilient construction trainings. A ToT approach could have built a larger pool of local trainers, reducing dependency on external facilitators and expanding reach to more villages and communes. Similarly, the project relied primarily on subcontracted firms for construction, meaning that many local community members had limited engagement in labor contributing to the project that could have increased local capacity to reproduce adaptation techniques independently. While community members were engaged in some of the housing construction projects as well as mangrove restoration activities, the contracts for paid construction labor were to firms. And, while the model houses provide long-term protection from storm impacts and demonstrate higher-quality construction techniques, an ESS specialist noted that the cost of each house is relatively high and not financially replicable for most vulnerable households without external support. Although construction teams have adopted some of the techniques independently, the high cost may limit widespread replication through community resources alone.

Contribution to Policy and Institutional Change

The project contributed meaningfully to Cambodia's broader climate adaptation architecture. Through Output 2.4, it provided policy recommendations and case studies and helped inform the development of Cambodia's *Nationally Determined Contribution (NDC) 3.0*, as documented in the final year of the quarterly reporting period. National and subnational officials participated in learning events that increased understanding of adaptation planning needs, and Output 2.3 re-confirmed use of existing subnational monitoring systems intended to support future scale-up and investment mobilization. These contributions demonstrate that the intervention has strengthened institutional systems beyond the immediate project boundaries.

At the subnational level, the project supported local governments in integrating adaptation priorities into Commune, District, and Provincial Investment Plans. While dedicated budgets remain limited, provincial departments now possess greater awareness of roles and responsibilities in sustaining and replicating adaptation investments. This represents an important building block for broader-scale climate resilience programming in Cambodia.

Overall Assessment

Overall, the project's scalability is assessed as **Satisfactory**. The intervention produced replicable models of small-scale climate-resilient infrastructure, strengthened institutional capacities, and generated a substantial suite of knowledge products that can inform broader application across Cambodia. The project's methodologies have already been adopted and expanded through UN-Habitat's follow-on Adaptation Fund project operating in Kampot and Koh Kong Provinces and have informed the country's 3rd NDC, demonstrating clear institutional uptake. Furthermore, strong local ownership, alignment with subnational planning processes, and documented lessons learned all contribute to an enabling environment for future scale-up. Near-daily coordination, weekly site visits, and accelerated delivery in the last year of the project helped ensure completion of infrastructure works and knowledge-sharing activities, effectively increasing the speed of localized adaptation

responses. In doing so, the project demonstrated adaptive momentum that can be built upon in future scaling efforts.

However, missed opportunities - such as the absence of a training-of-trainers model, limited engagement of local labor in construction, and constraints in subnational budgeting for climate adaptation - moderated the potential for wider replication. Addressing these gaps would strengthen the project's ability to support sustained and larger-scale adaptation outcomes across Cambodia's coastal regions.

Sustainability

Likelihood of sustained benefits

The project has generated substantial improvements in climate resilience, coastal ecosystems and infrastructure, and local capacity. However, the long-term sustainability of these benefits will depend heavily on continued maintenance, local ownership, and availability of resources at the commune, district, and provincial levels. Many of the small-scale infrastructure investments - such as water gates, canals, mangrove restoration areas, and drainage systems - operate in intense and dynamic environmental conditions and already demonstrate degradation. For example, field observations in Pong Teuk revealed ongoing erosion along the embankment and vegetation already filling in parts of the bottom of the canal, underscoring the need for routine vegetation management, debris removal, and structural reinforcement to maintain water flow functionality.



**L: Rehabilitated canal upon finalization of the work completed under the project – April 2025.
R: Rehabilitated canal in October 2025 during evaluation field visit (Photos: L: Courtesy UN-Habitat, R: Laura Hammett)**

In Veal Rinh, the drainage in front of the market already shows signs of siltation and filling with debris, and the flood risk reduction capacity depends on local stakeholders regularly cleaning out solid waste that has gathered in the traps in the system. In interviews and focus group discussion, local government stakeholders consistently noted that they had plans to account for maintenance and operations costs for the infrastructure in their communities, but there is limited evidence of actual allocated budgets, plans, or roles and responsibilities. Stakeholders also noted that without regular maintenance, infrastructure benefits may decline within a few years. The project's sustainability

therefore depends largely on community commitment and the capacity of local administrations to manage these assets with limited budgets.



Drainage developed under the project viewed in October 2025 near the Veal Rinh Market, with silt compromising ability for water to drain. (Photo: Laura Hammett)

Beyond physical maintenance, the long-term sustainability of project outcomes depends on the extent to which institutional systems, roles, and capacities established through the project are embedded within routine government processes. The project made important contributions to strengthening subnational capacity through training, knowledge products, and coordination mechanisms, and it increased awareness of climate adaptation across provincial, district, and commune levels. However, institutional sustainability remains uneven. While government officials demonstrated improved understanding of adaptation concepts and infrastructure management, the evaluation found limited evidence that these capacities have been fully translated into formalized procedures, budget lines, or standing coordination mechanisms for adaptation planning and asset management. The absence of clearly institutionalized monitoring systems and defined roles and responsibilities with clear mandates for operations and maintenance poses a risk to continuity (particularly in future government turnover situations at the local level). The project benefited from strong technical support and continuity provided by UN-Habitat, but as a non-executing entity its ability to embed systems within government structures was constrained. Sustaining institutional gains will therefore require continued integration of adaptation responsibilities into subnational planning and budgeting cycles, clearer assignment of long-term roles, and follow-on support to ensure that knowledge, tools, and practices introduced under the project are retained and operationalized beyond the project lifecycle.

Environmental and Social Safeguards and Risk Management

The project design incorporated environmental and social safeguards aligned with Adaptation Fund and UN-Habitat policies. Safeguard screening during preparation assessed risks related to land use,

ecosystem disturbance, community safety, and potential cumulative impacts. This process informed design choices such as siting of mangrove restoration areas, resilience features in housing and housing recipient selection criteria, and steps to avoid environmental harm during excavation of canals and construction of drainage systems. During implementation, the project conducted ESS reviews for specific components - for example, reassessing mangrove planting sites where survival rates appeared low and examining equity implications of housing beneficiary selection. These periodic reviews (which covered all outputs under Outcome 3) allowed the team to update mitigation measures, although some risks remained inherent to the coastal environment, such as erosion and tidal variability. Activities were geographically confined to local hydrological systems. Cumulative impacts were generally positive (e.g., improved watershed function, reduced flooding), though they will depend on long-term environmental management that lies beyond the project's control - including development and construction in the coastal areas surrounding the project sites.

Stakeholders did not report negative environmental or social impacts resulting from the intervention. Most activities produced clear ecological and human benefits, including improved drainage, reduced flood risk, and restored ecosystem services. Some minor unintended effects occurred, such as localized erosion near canal restoration zones and challenges maintaining mangrove survival in certain sites. These issues reflect the dynamic nature of the coastal environment rather than inappropriate project design, but they underscore the need for ongoing ecological monitoring.

Socially, the intervention attempted to reduce inequality by prioritizing vulnerable households for housing support and by strengthening water and infrastructure systems that benefit large segments of the population. However, eligibility criteria requiring formal land titles excluded some of the poorest households from housing benefits due to concerns that housing assistance constructed on land without legal title could be subject to short-term exploitation, and the limited scope of housing delivery (only 27 units) meant that there were limits to the depth of impact for the most marginalized. No long-term social harm was identified.

Overall Assessment

The sustainability of project outcomes is assessed as **Satisfactory**. The project delivered durable infrastructure improvements and strengthened local awareness and capacity, but long-term benefits will depend heavily on continued maintenance and resource availability at the community and government levels. Environmental and social safeguards were applied appropriately, and no major negative impacts occurred. However, persistent challenges - including erosion risks, mangrove mortality, high housing construction costs that limit replication, and gaps in long-term maintenance budgeting and planning - temper the overall sustainability outlook. Strengthening maintenance systems, budget allocations, and community-led stewardship will be essential to ensure the resilience gains endure beyond the life of Adaptation Fund support.

6. Lessons Learned & Recommendations

This section synthesizes key lessons emerging from project design, implementation, and monitoring, along with targeted recommendations to strengthen future climate adaptation programming in Cambodia and similar contexts. Because lessons and recommendations often relate to multiple evaluation criteria, they are grouped by relevant stage of project cycle.

No	Lessons Learned	Recommendations	Relevant Evaluation Criteria
Project Design & Implementation Arrangements			
1	Complexity in project design and a mismatch between targets and realistic context affects monitoring & evaluation and can impact delivery. Some targets - particularly gender participation targets - were not feasible given existing gender imbalances in local government staffing and cultural norms. In other cases, the outputs (e.g. ha mangroves restored or planted under Output 3.1) did not clearly match the corresponding targets and indicators provided (no. of people benefiting from mangroves, in this case) or were overly complex. This created a burden in project reporting and – in some cases - led to confusion in clearly tracking results.	In future programming, clearly define a results framework based on a theory of change and utilize specific, measurable, achievable, relevant, and time-bound (SMART) indicators and targets that measure progress towards an output. While a theory of change was developed as part of this project's inception, it was not included in the project proposal. Future project designs should consider utilizing a theory of change as a foundation to the results framework design, helping simplify and streamline causal pathways and define how each activity, output, and outcome contributes to the broader project objectives. Teams should ensure that all indicators and targets correspond clearly to activities and evidence sources, utilizing a measurement unit (e.g. no. of beneficiaries, hectares, etc.) that corresponds to the output. Simplifying project design and metrics and clearly linking to the existing context can help enable delivery and reduce confusion or interpretation bias – especially if team members change during the project timeline. Match indicators and targets to realistic baselines and context. Conduct context-specific gender and capacity assessments and set achievable, culturally informed targets. Avoid applying uniform quotas without verifying the feasibility of participation based on context (e.g. percentage of	Relevance, Coherence, Efficiency, Adaptive Management

		women in government positions). [See further discussion of gender in recommendations below.]	
2	Government turnover highlighted the need for strong continuity mechanisms. UN-Habitat's role in maintaining technical continuity proved essential during the year-long PMU transition after the 2023 elections. As a non-executing entity, UN-Habitat could provide guidance but had limited influence over budget execution and administrative processes during that time - an inherent challenge in the implementation arrangements that proved to limit transfer of knowledge, monitoring and evaluation information, and the ability to keep the project implementation moving during this time.	Set up redundancies and reassess role of UN-Habitat and non-government partners in project execution for future projects. As several challenges stemmed from its role as a non-executing entity, future engagements could evaluate the feasibility of hybrid execution arrangements that allow UN-Habitat more direct control over implementation when needed, as appropriate (while maintaining country ownership). At the national level, project teams could set up systems for which project data, knowledge, and resources are shared that creates redundancies in the case of government, PMU, or PMC transition. In addition, project design teams may consider utilizing a diversity of non-government and/or local partners beyond subnational governments, when feasible. CSOs or NGOs can provide continuity during government transitions and help address administrative delays, especially when institutional turnover is anticipated.	Efficiency, Adaptive Management
Capacity Building & Knowledge Management			
3	Sequencing and structure of trainings and capacity building activities matters. Several stakeholders noted that trainings were not timed to coincide with infrastructure completion, and in some cases occurred too early to be applied meaningfully. And, while refresher trainings were offered, it was not clear if the attendees in the refresher training were the same as the attendees in the first instance from reporting data. Beyond timing, stakeholders in various different roles (including Commune representatives and	Strengthen the design, timing, and modality of capacity building activities. In future programming, consider aligning infrastructure-related trainings with the implementation schedule so that participants can immediately apply new skills once infrastructure is completed or during construction. Prioritize hands-on, field-based learning in conjunction with classroom formats, and deliver knowledge products such as guidebooks earlier in the project cycle to reinforce practical application and use during training. While there was tracking of learning via pre- and post- training surveys, the tracking of learning outcomes could be included in the	Relevance, Coherence, Effectiveness, Impact, Scalability, Sustainability

	beneficiaries) mentioned a desire for more hands-on, applied training and capacity building activities. Stakeholders felt that applied learning - especially for infrastructure management and resilient construction - would have increased practical uptake of skills and, potentially, sustainability of outcomes.	results framework by incorporating indicators that measure skill acquisition and behavior change - not only the number of trainings or participants. This would help project teams better assess whether capacity-building investments lead to sustained improvements and enable adjustments throughout the project implementation timeline. Implement a Training-of-Trainers (ToT) approach to expand impact and sustainability. Adopt a structured ToT approach that equips selected community members, local officials, and technical staff to deliver ongoing training within their own communities. As raised during the Midterm Evaluation and by stakeholders involved in trainings, ToT would strengthen community leadership, expand the reach of training programs, and enable replication without relying heavily on external facilitators.	
4	Knowledge products are essential tools that can help extend and scale project impact. They require early planning, consistent dissemination, and use-tracking systems. Knowledge products were produced throughout the project and disseminated to key audiences during workshops, trainings, and other project events. A robust Communication and Visibility Plan set forth indicators and plan for dissemination, however in practice there was limited tracking of where and how these products were shared – or how they were received (feedback) by users. A system to monitor not only reach but also practical uptake and learning as a result of knowledge materials would enable more strategic	Set up clear tracking protocols and methods from project inception to enable understanding of how knowledge products are being used, and what learning outcomes are being achieved, enabling adaptive adjustments as needed throughout the project implementation timeline. The project Communication and Visibility Plan is robust, but it was not available until 2024. The targets and indicators included focus on number of people reached and number of products developed, and it is not clear from evidence and interviews whether tracking of product dissemination was carried out in a regular manner. Future projects could introduce knowledge management planning and establish mechanisms for tracking from project inception, allowing for more consistent understanding of <i>how</i> knowledge materials are accessed, used, and applied by stakeholders. This would allow the project team to be able to adapt approach as necessary based on	Effectiveness, Efficiency, Impact, Sustainability

	knowledge management and an adaptive approach during project implementation.	early user feedback. For example, to track uptake of knowledge products and lessons, consider developing indicators and targets not only related to number of materials or shares on social media, but rather specifically focused on knowledge use, behavioral change outcomes, and local replication of techniques as a result of knowledge product use. In addition, to facilitate use of products and sharing in the long-term and further scaling of project impact, future project design could consider budgeting for and creating an accessible knowledge repository or centralized platform for storing designs, manuals, training modules, vulnerability assessments, and monitoring tools to support replication in future projects.	
Social and Environmental Safeguards and Equity			
5	Gender inclusion – and transformation - requires more than quotas for participation in project activities. Stakeholders expressed that gender participation targets felt “tick-box” in nature and that targets for inclusion (often 50 percent) were not based on local context and realities. Women remain underrepresented in government and leadership in Cambodia and are overburdened at the household and community level, often bearing the brunt of climate impacts. Meaningful inclusion of women and other vulnerable populations in adaptation programming requires targeted design, tailored outreach, and removal of participation barriers.	Integrate approaches to activity design that focus on meaningful and context-informed inclusion of women and vulnerable populations. Instead of having a blanket 50 percent participation target, the participation of women in trainings and other project activities should be informed by baseline surveys and existing representation of women in certain roles. In addition, project design should move beyond numeric quotas to ensure that training schedules, childcare considerations, mobility constraints, and cultural norms are explicitly addressed to help improve women’s meaningful participation. For example, women do not currently make up 50 percent of local government employees, but are there ways in which a training for local government entities could be designed that would help move closer to a gender balance in participation? For community members, training invitations could potentially come from local NGOs, CSOs, or other partners vs. only through government channels, to potentially increase participation (see below). Throughout implementation, the project should track	Relevance, Impact, Equity, Sustainability

		what works and what does not in terms of women's participation and adjust as needed if low participation persists and alternative approaches are required. Address the social drivers of vulnerability for women and other vulnerable populations via a gender-transformative approach to project design and implementation. Beyond participation, UN-Habitat could consider incorporating gender-transformative adaptation approaches in future programming. This requires addressing the social drivers of vulnerability, particularly transforming the power dynamics that reinforce gendered inequities.¹⁰ Future projects could consider designing activities that not only improve women's participation and technical skills, but also seek to address social structures that constrain their ability to adapt – i.e. shifting norms, redistributing power, and strengthen women's agency in decision making. Other adaptation projects in Cambodia have shown that women's participation increased significantly when organizations proactively addressed cultural barriers, coached staff on gender concepts, and created leadership opportunities for women in project committees and decision-making roles.¹¹ These kinds of activities can be further supported by embedding gender-transformative indicators into MEL systems (e.g. measuring shifts in decision-making power, women's control over adaptation resources, etc.) to strengthen accountability and avoid superficial participation metrics, ultimately supporting Cambodian women and men to adapt to climate change more equitably and effectively.	
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¹⁰ Bernadette P. Resurreccion et al., *Gender-Transformative Climate Change Adaptation: Advancing Social Equity* (Global Center on Adaptation, 2019).

¹¹ PLAN International, *Gender Mainstreaming into Community-Based Climate Change in Cambodia: Experiences and Lessons from Civil Society* (2018).

6	Resilient model houses were constructed at a cost that limited access, replicability, and scale of resilient housing support. The resilient model houses demonstrated strong protective benefits and showcased improved construction practices. However, their relatively high unit cost makes them financially inaccessible for most households – and especially poor households – without external subsidies. This cost barrier limits the potential for replication and scale, even as there is evidence that some construction firms have been informally adopting resilient construction techniques. This experience highlights a broader challenge in adaptation programming: when demonstration models are not designed with realistic cost parameters, communities cannot sustainably reproduce or maintain them, which can reinforce inequities in access to resilient housing.	Consider lower-cost, modular housing design for enhanced replicability. Future housing-focused adaptation projects should prioritize cost-efficient, modular, and locally affordable design options to ensure replicability and equitable access. Project teams should co-design housing models with communities, local builders, and ESS specialists to identify lower-cost and locally sourced materials, phased upgrade pathways, and opportunities for modular design that allow for incremental construction - drawing upon global affordable housing best practices where they are locally appropriate. Additionally, future programming could explore financing mechanisms - such as revolving funds, microcredit, or targeted subsidies (as feasible within project or donor parameters) - to enable low-income households to adopt resilient housing improvements at scale.	Effectiveness, Efficiency, Equity, Scalability
7	Environmental and social safeguards require ongoing reinforcement and monitoring. ESS consultants provided thoughtful recommendations - including on mangrove site selection, soil quality, and housing equity criteria - but not all recommendations were fully integrated during implementation, reducing potential long-term environmental resilience.	Improve planning and monitoring of mangrove planting and restoration activities. In future programming involving mangrove planting or restoration, clarify how mangrove restoration and/or planting will be measured and monitored from the design stage – with clear targets and funds dedicated to monitoring. Conduct feasibility studies for future planting early on, especially regarding site suitability, soil conditions, and hydrology, referencing lessons learned from the Mangrove Forest Cover Change report that was developed as part of this project (finalized in September 2025, late in the project timeline).	Effectiveness, Efficiency, Equity, Adaptive Management, Sustainability

		Expand partnerships for monitoring and follow-up. In future project design and implementation, UN-Habitat and executing entities could consider leveraging universities, civil society, or local technical institutes to support long-term monitoring of mangroves, drainage performance, and housing durability. These partners could also take forward knowledge and learnings from the project and enable future scaling up.	
Sustainability and Scalability of Impacts			
8	Infrastructure requires sustained maintenance and operations support and dedicated resources for these processes. Many areas of the drainage infrastructure assets and canal built under the project are already experiencing sedimentation or overgrowth. Regular maintenance is required for continued benefits, but often communities lack resources or capacities to dedicate to this, despite trainings received during this project. In addition, a lack of clear, dedicated maintenance roles and responsibilities and maintenance plans was noted in several interviews and in the Midterm Evaluation (MTE).	Strengthen maintenance and operations planning and budgeting to extend beyond trainings. Clarify roles and responsibilities for long-term infrastructure management in the project formulation phase. While project trainings under Output 2.2 responded to the MTE recommendations and included additional trainings on operations and maintenance (O&M) roles and responsibilities, there is an opportunity to better plan ahead at the project formulation phase for the long-term sustainability of infrastructure built under the project. For example, future projects should consider planning to align O&M training schedules with the completion of infrastructure to ensure stakeholders are ready to take on operations tasks right away. Project design can also include clear maintenance protocols, budget considerations, and roles and responsibilities for day-to-day O&M based on initial community consultations. During implementation, project teams and consultants should work with local government, NGOs and CSOs, and private sector partners to establish clear and written maintenance and operations plans, with defined budgets, in-kind contributions, and roles and responsibilities. Operations and maintenance planning activities can purposefully align with national and local budget cycles to help incorporate budget lines for infrastructure operations and maintenance into	Efficiency, Scalability, Sustainability

		commune, province, or national budgets when they are updated.	
9	Use of subcontractors limited local skill transfer and livelihood potential. While there are many examples of community members and beneficiaries working to support small-scale infrastructure construction during implementation, the overall reliance on private contractors - rather than community labor - meant that most skill development and payment of grant funding through the project stayed with a small number of firms. While there are barriers to including a large number of people in construction (e.g. safety, procurement complexities, or even higher cost), community members largely did not meaningfully benefit from direct payment for labor or hands-on experience – beyond trainings - that could have strengthened and more widely scaled capacity for replication.	Balance contractor use with community and beneficiary labor engagement. In future projects, teams can explore integration and expansion of structured opportunities for local residents to participate in construction and rehabilitation activities. This enhances local ownership, builds skills, contributes to local livelihoods, and improves long-term sustainability of outcomes.	Effectiveness, Efficiency, Scalability, Sustainability
Cross-Cutting			
10	<i>Multiple lessons learned apply</i>	Recommendation: Diversify project partners and engage local NGOs and CSOs in implementation to strengthen community ownership, increase and continuity. Local organizations offer contextual understanding, trusted relationships, and continuity beyond external project and political cycles. This can be especially valuable for behavior change and community mobilization activities. Multiple interviewed stakeholders highlighted that reliance on government-issued invitation processes potentially limited who participated in trainings - especially women, marginalized groups, and those not formally connected to local authorities. To enhance equity, uptake of skills, and the practical application of training	Efficiency, Adaptive Management, Sustainability

		content, future projects should diversify the channels through which participants are identified and invited – as well as who is leading the training and capacity building activities. Local NGOs, community-based organizations, women’s groups, and other civil society partners can play a critical role in mobilizing participants, expanding reach beyond formal government networks, and ensuring more inclusive representation. Broadening partnerships and outreach mechanisms can also help with behavior change and ongoing maintenance and operations of physical infrastructure beyond the scope of the project, contributing towards project sustainability.	
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The lessons learned from this project highlight the importance of context-responsive design, flexible implementation arrangements, and a deeper commitment to sustained capacity building, equity, and environmental stewardship. Many of the challenges encountered - such as disruptions caused by government turnover, limited skill transfer, and constraints to women’s participation - reflect systemic issues that future programming can mitigate through clearer theories of change, strengthened training modalities, and more diverse implementation partnerships and approaches. At the same time, the project generated valuable insights into what works in strengthening subnational adaptation capacity, restoring ecosystems, and delivering climate-resilient infrastructure in vulnerable coastal settings. The recommendations aim to translate these insights into actionable guidance for UN-Habitat, government partners, and future Adaptation Fund investments, with a focus on improving coherence, inclusiveness and equity, sustainability, and long-term impact.

7. Evaluation Conclusions

The CCA4CS project made a meaningful and timely contribution to strengthening climate resilience in Cambodia’s vulnerable coastal settlements. Despite significant external disruptions - including COVID-19–related start-up delays and a full turnover of the Project Management Unit following the 2023 elections - the project delivered largely achieved or exceeded its intended outcomes. It delivered tangible adaptation benefits through a combination of community capacity building, strengthened subnational institutions, and high-quality and locally prioritized small-scale infrastructure, directly benefiting more than 105,500 people across Kep and Preah Sihanouk provinces.

The evaluation finds the project to be highly relevant and effective, with strong alignment to national adaptation priorities, UN-Habitat’s mandate, and the Adaptation Fund results framework. The project demonstrated a high degree of local ownership and leadership, with communities in Kep and Preah Sihanouk involved at each stage of the project – from design through implementation. Stakeholders interviewed during the evaluation process consistently viewed the intervention as addressing the

most pressing climate risks facing their communities, and evidence from the field visit indicates real reductions in climate-related losses, improved agricultural livelihood security, and increased awareness and ownership of adaptation actions. And, the project demonstrates the value of flexible and adaptive implementation in complex and evolving contexts. Adaptive management and strategic decisions to adjust designs, reallocate resources (incl. those dedicated to work at the Roness Reservoir), and accelerate delivery enabled the project to recover momentum and complete key investments.

At the same time, challenges encountered related to efficiency, equity, and long-term sustainability highlight important lessons for future programming. For example, future projects should place greater emphasis on long-term sustainability and scalability by integrating maintenance and operations planning from the outset and ensuring that adaptation solutions - particularly housing models - are affordable and replicable for low-income households. Capacity-building approaches would benefit from more hands-on, applied learning, consistent knowledge product dissemination, and the adoption of training-of-trainers models to expand reach and continuity. The evaluation also underscores the need for more context-responsive gender and equity strategies that move beyond numeric participation targets toward meaningful inclusion, supported by potentially diversified partnerships with local NGOs and community-based organizations.

In conclusion, the highly impactful CCA4CS project provides a solid foundation and example for future climate adaptation investments in Cambodia. Its successes underscore the value of locally driven approaches, capacity building paired with infrastructure development, and adaptive approaches to project implementation, while its limitations offer guidance on how to strengthen subsequent Adaptation-Fund or similar interventions.

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Annex 1: Rating of Performance by Evaluation Criteria

Criteria	Evaluation questions	Rating of Performance for CCA4CS*
Relevance	Is the intervention doing the right thing? Were project objectives aligned with community needs, national priorities, and UN-Habitat's mandate?	Highly Satisfactory: The project had no shortcomings in outcome achievement in terms of relevance and outcomes exceed expectations.
Coherence	Was the project aligned and complementary with other initiatives?	Satisfactory: The project had minor shortcomings in outcome achievement in terms of coherence, and level of outcomes was expected. Most elements of the project were compatible with wider interventions in the country and sector. Some, but not all, project components were complimentary.
Effectiveness	To what extent were outputs and outcomes achieved? How did interventions enhance resilience?	Highly Satisfactory: The project had no shortcomings in outcome achievement in terms of effectiveness and outcomes exceed expectations. Project met and exceeded objectives and goals.
Efficiency	Were resources, partnerships, and management arrangements used effectively and transparently?	Satisfactory: The project had minor shortcomings in outcome achievement in terms of efficiency, and level of outcomes was expected. The project was cost effective and/or time efficient, particularly when compared similar projects/interventions.
Impact	What difference has the project made? Were there unintended effects?	Satisfactory: The project had a positive impact on target communities and the environment. The project established good connections between interventions and outcomes.
Equity	Are the benefits shared fairly across different groups and geographies?	Satisfactory: The project aligned with most of the Fund's ESP. Input from vulnerable and marginalized target groups were mostly considered in the design, implementation and follow-up of the project.

Adaptive Management	Does the intervention make evidence-based decisions? What changes have been made during the project's implementation?	Highly Satisfactory: The project was highly adaptive, and lessons were quickly observed and recorded. Appropriate action was taken as a result, and its outcomes were well documented.
Scalability	Can the intervention be replicated at a greater scale?	Satisfactory: The project could be replicated on a broader scale, across contexts and stakeholders, if certain components were adjusted.
Human and Ecological Sustainability	Are project benefits likely to continue after Adaptation Fund support ends? To what extent did the intervention consider human and ecological sustainability?	Satisfactory: It is moderately likely that the project's benefits to the environment and communities will persist. There are moderately sufficient resources, partnerships, capacities and local ownership of activities to sustain positive benefits. Either the risks to the environment and/or communities that would affect the continuation of benefits are low, or – if there are certain risks present – their potential impact is low.

*Ratings from Adaptation Fund's *Guidance Note: Final Evaluations* (2024).

Annex 2: Evaluation Criteria and Questions

The evaluation questions presented in this annex were adapted from the **Adaptation Fund (2024) Evaluation Criteria Guidance** and tailored to the specific context, design, and implementation arrangements of the Cambodia project. They aim to capture diverse stakeholder perspectives and ensure that findings reflect the experiences and insights of those directly and indirectly engaged in the project. The questions are differentiated by stakeholder group to align with each group's role in project design, delivery, or benefit, and to ensure relevance and clarity during interviews and field consultations. These questions were utilized as a guide for semi-structured key informant interviews and were adjusted as additional information emerged through interviews and desk review.

Stakeholder Group	Evaluation Criteria and Questions
UN-Habitat: - Regional Advisor - Chief Technical Advisor - Project Manager	1. Relevance: - In your opinion, is the intervention doing the “right thing” to promote climate adaptation and assist vulnerable populations? - To what degree were project interventions/activities relevant and realistic to the wider context of international, regional, and Cambodian priorities? - Did the intervention's original objectives remain relevant throughout implementation? 2. Coherence: - Is the intervention coherent with UN-Habitat priorities, strategies, and other interventions in Cambodia? If so, which ones? - In your opinion, is the project team working together and with partners to complement each other and capitalize on potential synergies? If so, what are some examples of this? If not, what are the reasons why? - Are there synergies between the different components of the project that have produced outcomes greater than what could be expected if they were implemented one-on-one? - Is the intervention coherent with international initiatives and priorities relevant to sustainable development and climate adaptation, including the SDGs and Global Goal on Adaptation? - Are you aware of how this intervention is complementary to the priorities of other partners and local actors in the project area? - In your opinion, was the identification and inclusion of stakeholders (incl. gender and vulnerable groups) during project design adequate? 3. Effectiveness: - In your opinion, how and to what extent did the project enhance the climate resilience of the targeted settlements? - Was the monitoring and evaluation system in place and effective in tracking progress towards achievement of project objectives? 4. Efficiency:

Stakeholder Group	Evaluation Criteria and Questions
	• In your opinion, how well were resources, time, and management structures used in project implementation? • To what extent did resources of the project support efficiency for project implementation? ○ Were these resources allocated in ways that considered gender equality and vulnerable groups? • Were any costs saving or technological steps taken to reduce costs or improve efficiency? • To what extent did government entities have the capacity to design and implement the project? • What type of financial and managerial challenges did the project face, and to what extent has this affected the project? • Were donor inputs provided in a timely manner as planned? 5. Impact: • In your view, what major difference has the intervention made? • To what extent has the project facilitated impacts in enhanced capacity and community knowledge (Component 1)? Government planning and technical capacity? Resilience via small-scale infrastructure? Please provide examples. ○ Has the impact been the same for different genders and populations, including vulnerable and marginalized groups? • Were there any unintended impacts? Were they positive or negative? • Did any part of the intervention achieve a greater impact than another? If so, why? • Is there potential for this project to have longer-term adaptation impact (beyond scope of the project)? 6. Equity: • In your view, were the benefits of the intervention distributed equitably across different population groups and locations? • Did the project design effectively incorporate equity issues? • Have equity concerns affected implementation of the project in any way? If so, what adaptive measures have been taken? • How has this project reduced inequality and vulnerability in its target communities? 7. Adaptive Management: • How has the project demonstrated flexibility and adaptive management in response to changing circumstances? Were any adaptations made to design, targets, processes, techniques, or tools? Please provide examples. ○ How were decisions made about these changes (what evidence or knowledge informed them)? • In your opinion, does the project prioritize a “learning culture” and incorporate learning-by-doing techniques during implementation?

Stakeholder Group	Evaluation Criteria and Questions
	- Did the intervention use, develop, or promote any innovations to adapt and accelerate adaptation action during implementation? If so, please describe. 8. Scalability: - How has this project enabled climate adaptation at a broader scale? - Has the intervention affected or contributed to climate adaptation policy or institutional change to scale up impact in Cambodia or beyond? - Can/have UN-Habitat or other partners adopted any part of the intervention design at a larger scale, or in other contexts? - To your knowledge, has the project increased the scale or pace of climate change adaptation by refining its original design? 9. Human and Socioecological Sustainability and Security: - Are project benefits likely to continue after Adaptation Fund support ends? Please explain. - How did the design of the project assess possible measures to avoid potential direct, indirect environmental and social risks? Transboundary and cumulative impacts and risks? - How have these risks been updated over time during implementation, if at all? - Does the project have a functioning grievance mechanism? Has it ever been activated? - Did the intervention cause any negative or unexpected damage to the environment or human systems? General: - Do you have any recommendations to improve this project?
Cambodia Ministry of Environment - NCS D Team - Project Management Unit - Technical Staff	1. Relevance: - In your opinion, is the intervention doing the “right thing” to promote climate adaptation and assist vulnerable populations? - How has the intervention been delivered to meet the needs and priorities of the most vulnerable and potentially marginalized groups? - To what degree were project interventions/activities relevant and realistic to the wider context of Cambodian priorities? - Did the intervention’s original objectives remain relevant throughout implementation? 2. Coherence: - Is the intervention coherent with MoE and other national priorities, strategies, and interventions in Cambodia? If so, which ones? - How is the Project Management Unit working together and with partners to complement each other and capitalize on your potential synergies?

Stakeholder Group	Evaluation Criteria and Questions
	• Are there synergies between the different components of the project that have produced outcomes greater than what could be expected if they were implemented one-on-one? • Are you aware of how this intervention is complementary to the priorities of other partners and local actors in the project area? • In your opinion, was the identification and inclusion of stakeholders (incl. gender and vulnerable groups) during project design adequate? 3. Effectiveness: • In your opinion, how and to what extent did the project achieve its intended outputs and outcomes? • To what extent did the project enhance the climate resilience of the targeted settlements? • If there are areas of results that have not been achieved, why is this the case? Can they be achieved over a longer time frame? • Was the monitoring and evaluation system in place and effective in tracking progress towards achievement of project objectives? 4. Efficiency: • In your opinion, how well were resources, time, and management structures used in project implementation? • Have expected results been achieved within the planned budget and timeframe? • To what extent did resources of the project support efficiency for project implementation? ○ Were these resources allocated in ways that considered gender equality and vulnerable groups? • Were any costs saving or technological steps taken to reduce costs or improve efficiency? • Did you feel like there were any technical needs or gaps in your team's abilities to implement the project? • What type of financial and managerial challenges did the project face, and to what extent has this affected the project? • Were donor and UN-Habitat inputs provided in a timely manner as planned? 5. Impact: • In your view, what major difference has the intervention made? • To what extent has the project facilitated impacts in enhanced capacity and community knowledge (Component 1)? Government planning and technical capacity (Component 2)? Resilience via small-scale infrastructure (Component 3)? Please provide examples. ○ Has the impact been the same for different genders and populations, including vulnerable and marginalized groups?

Stakeholder Group	Evaluation Criteria and Questions
	• Were there any unintended impacts? Were they positive or negative? • Did any part of the intervention achieve a greater impact than another? If so, why? • Is there potential for this project to have longer-term adaptation impact (beyond scope of the project)? 6. Equity: • In your view, were the benefits of the intervention distributed equitably across different population groups and locations? • Did the project design effectively incorporate equity issues? • Have equity concerns affected implementation of the project in any way? If so, what adaptive measures have been taken? • How has this project reduced inequality and vulnerability in its target communities? 7. Adaptive Management: • How has the project demonstrated flexibility and adaptive management in response to changing circumstances? Were any adaptations made to design, targets, processes, techniques, or tools? Please provide examples. ○ How were decisions made about these changes (what evidence or knowledge informed them)? ○ How did you monitor changes and identify unintended consequences during implementation? • In your opinion, does the project prioritize a “learning culture” and incorporate learning-by-doing techniques during implementation? • Did the intervention use, develop, or promote any innovations to adapt and accelerate adaptation action during implementation? If so, please describe. 8. Scalability: • How has this project enabled climate adaptation at a broader scale in Cambodia or beyond? • Has the intervention affected or contributed to climate adaptation policy or institutional change to scale up impact in Cambodia or beyond? • Has the Cambodian Government or any other partners adopted or replicated any part of the intervention design at a larger scale, or in other contexts? • To your knowledge, has the project increased the scale or pace of climate change adaptation by refining its original design? 9. Human and Socioecological Sustainability and Security: • In your view, are project benefits likely to continue after Adaptation Fund support ends? Please explain. • How did the design and implementation of the project assess possible measures to avoid potential direct, indirect

Stakeholder Group	Evaluation Criteria and Questions
	environmental and social risks? Transboundary and cumulative impacts and risks? ○ How have these risks been updated over time during implementation, if at all? • Does the project have a functioning grievance mechanism? Has it ever been activated? • Did the intervention cause any negative or unexpected damage to the environment or human systems? If so, what action was taken? General: • Do you have any recommendations for how this project could be improved?
Provincial Government • Preah Sihanouk • Kep	1. Relevance: • In your opinion, is the intervention doing the “right thing” to promote climate adaptation and assist vulnerable populations? • To what degree were project interventions/activities relevant and realistic to the wider context of Provincial priorities? 2. Coherence: • Is the intervention coherent with Provincial policies, activities, and strategic planning? • To what extent did other projects in your province support or complement this project? Was the project implemented in synergy with other projects in the province? Please provide examples, if so. • In your opinion, was the identification and inclusion of stakeholders (incl. gender and vulnerable groups) during project design adequate? 3. Effectiveness: • To what extent did this project achieve its intended outputs and outcomes? • In your opinion, how and to what extent did the project enhance the climate resilience of the targeted settlements? • Do you think project monitoring and evaluation systems were effective at tracking objectives and progress? 4. Efficiency: • In your opinion, how well were resources, time, and management structures used in project implementation? • What has been your experience engaging with the Project Management Unit during implementation? • To what extent did resources of the project support efficiency for project implementation? ○ Were these resources allocated in ways that considered gender equality and vulnerable groups? • To what extent did local government (at the province and commune levels) have the capacity to support implementation of the project? What is your capacity and understanding of roles and

Stakeholder Group	Evaluation Criteria and Questions
	methods to operate, manage and maintain small-scale infrastructure? • What type of financial and managerial obstacles did you face, and to what extent has this affected the project? 5. Impact: • In your view, what major difference has the intervention made? • To what extent has the project facilitated impacts in enhanced capacity and community knowledge (Component 1)? Government planning and technical capacity (Component 2)? Resilience via small-scale infrastructure (Component 3)? Please provide examples. ○ Has the impact been the same for different genders and populations, including vulnerable and marginalized groups? • Were there any unintended impacts? Were they positive or negative? • Did any part of the intervention achieve a greater impact than another? If so, why? • Is there potential for this project to have longer-term adaptation impact (beyond scope of the project)? 6. Equity: • In your view, were the benefits of the intervention distributed equitably across different population groups and locations? • Did the project design effectively incorporate equity issues? • Have equity concerns affected implementation of the project in any way? If so, what adaptive measures have been taken? • How has this project reduced inequality and vulnerability in its target communities? 7. Adaptive Management: • How has the project demonstrated flexibility and adaptive management in response to changing circumstances? Were any adaptations made to design, targets, processes, techniques, or tools? Please provide examples. • In your opinion, does the project prioritize a “learning culture” and incorporate learning-by-doing techniques during implementation? 8. Scalability: • How has this project enabled climate adaptation at a broader scale? • What is the awareness of local stakeholders and partners of the project’s objectives, in your view? • Has the intervention affected or contributed to climate adaptation policy or institutional change to scale up impact in the province? • Can/has the Province or any Sangkat/Communes adopted any part of the intervention design at a larger scale, or in other contexts?

Stakeholder Group	Evaluation Criteria and Questions
	9. Human and Socioecological Sustainability and Security: • Are project benefits likely to continue after Adaptation Fund support ends? Please explain. • How and to what extent did the project engage the participation of local stakeholders in design, implementation, monitoring, and reporting to ensure the sustainability of the project interventions? • How did the design of the project assess possible measures to avoid potential direct, indirect environmental and social risks? Cumulative impacts and risks? • Did the intervention cause any negative or unexpected damage to the environment or human systems? General • Do you have any recommendations as to how this project could be improved?
Commune Councils	1. Relevance: • In your opinion, is the intervention doing the “right thing” to promote climate adaptation and assist vulnerable populations in your Commune? • To what degree were project interventions/activities relevant and realistic to the wider context of Commune priorities? 2. Coherence: • Is the intervention coherent with local policies and planning? • To what extent did other projects in your commune support or complement this project? Was the project implemented in synergy with other projects in the area? Please provide examples, if so. • In your opinion, was the identification and inclusion of stakeholders from the Commune (incl. gender and vulnerable groups) during project design adequate? 3. Effectiveness: • To what extent did this project achieve its intended outputs and outcomes? • In your opinion, how and to what extent did the project enhance the climate resilience of the targeted settlements? 4. Efficiency: • In your opinion, how well were resources used in project implementation? • To what extent did local government (at the province and commune levels) have the capacity to support implementation of the project? What is your capacity and understanding of roles and methods to operate, manage, and maintain small-scale infrastructure? • What type of financial and managerial obstacles did you face, and to what extent has this affected the project?

Stakeholder Group	Evaluation Criteria and Questions
	5. Impact: • In your view, what major difference has the intervention made? • To what extent has the project facilitated impacts in enhanced capacity and community knowledge (Component 1)? Government planning and technical capacity (Component 2)? Resilience via small-scale infrastructure (Component 3)? Please provide examples. ○ Has the impact been the same for different genders and populations, including vulnerable and marginalized groups? • Were there any unintended impacts? Were they positive or negative? • Did any part of the intervention achieve a greater impact than another? If so, why? • In your view, is there potential for this project to have longer-term adaptation impact (beyond scope of the project)? 6. Equity: • In your view, were the benefits of the intervention distributed equitably across different population groups and locations? • How has this project reduced inequality and vulnerability in its target communities? 7. Adaptive Management: • Are you aware of ways the project demonstrated flexibility and adaptive management in response to changing circumstances? Were any adaptations made to design, targets, processes, techniques, or tools? Please provide examples. • In your opinion, does the project prioritize a “learning culture” and incorporate learning-by-doing techniques during implementation? 8. Scalability: • In your opinion, how has this project enabled climate adaptation at a broader scale? • Has the intervention affected or contributed to climate adaptation policy or institutional change to scale up impact in the Commune? • Have any parts of the intervention design been adopted at a larger scale, or in other contexts within the Commune, to your knowledge? 9. Human and Socioecological Sustainability and Security: • Are project benefits likely to continue after Adaptation Fund support ends? Please explain. • How and to what extent did the project engage the participation of local stakeholders in design, implementation, monitoring, and reporting to ensure the sustainability of the project interventions?

Stakeholder Group	Evaluation Criteria and Questions
	• How did the design of the project assess possible measures to avoid potential direct, indirect environmental and social risks? Cumulative impacts and risks? • Did the intervention cause any negative or unexpected damage to the environment or human systems? General • Do you have any recommendations as to how this project could be improved?
Community members and beneficiaries (To include representatives from Women's groups and other vulnerable populations as well as subcontractors helping to implement the infrastructure works)	1. Relevance: • In your opinion, is the intervention doing the “right thing” to promote climate adaptation and assist vulnerable populations in your Commune? • To what degree were project interventions/activities relevant and realistic and aligned with your priorities? 2. Coherence: • Is the intervention coherent and complementary with local policies and planning, other projects underway in the area? • In your opinion, was the identification and inclusion of stakeholders from the community (incl. women, youth, and vulnerable groups) during project design adequate? 3. Effectiveness: • To what extent did this project achieve its intended outputs and outcomes? • In your opinion, how and to what extent does the project enhance climate resilience for you and the community? 4. Efficiency: • In your opinion, how well were resources used in project implementation? • To what extent did local government and other partners (engineering companies, subcontractors, etc.) have the capacity to design and implement the project? • To what extent did resources of the project support efficiency for project implementation? ○ Were these resources allocated in ways that considered gender equality and vulnerable groups? 5. Impact: • In your view, what major difference has the intervention made? • To what extent has the project facilitated changes in your community? ○ To what extent are there changes in capacity and community knowledge for adaptation (Component 1)? ○ To what extent are there changes in resilience facilitated via small-scale infrastructure or infrastructure improvements (Component 3)? Please provide examples.

Stakeholder Group	Evaluation Criteria and Questions
	○ Has the impact been the same for different genders and populations, including vulnerable and marginalized groups? • Were there any unintended impacts? Were they positive or negative? • In your view, is there potential for this project to have longer-term adaptation impact (beyond scope of the project)? 6. Equity: • In your view, were the benefits of the intervention distributed equitably across different population groups and locations? • How has this project reduced inequality and vulnerability in the community? 7. Adaptive Management: • Are you aware of ways the project demonstrated flexibility and adaptive management in response to changing circumstances? Were any adaptations made to design, targets, processes, techniques, or tools? Please provide examples. • In your opinion, does the project prioritize a “learning culture” and incorporate learning-by-doing techniques during implementation? 8. Scalability: • In your opinion, how has this project enabled climate adaptation at a broader scale? • Has the intervention affected or contributed to climate adaptation policy or institutional change to scale up impact in the community? • Have any parts of the intervention design been adopted at a larger scale, or in other contexts within the Commune, to your knowledge? 9. Human and Socioecological Sustainability and Security: • Are project benefits likely to continue after Adaptation Fund support ends? Please explain. • How and to what extent did the project engage the participation of local stakeholders in design, implementation, monitoring, and reporting to ensure the sustainability of the project interventions? • Did the intervention cause any negative or unexpected damage to the environment or human systems? General • Do you have any recommendations as to how this project could be improved?

Annex 3: Questions for Focus Group Discussions

Questions for the focus group discussions were simplified from the overall evaluation questions list included in Annex 1. They are still aligned with the evaluation criteria.

1. Please describe the main impacts from climate change that you are experiencing in your Province/District/Commune.
2. Please describe your role in the project.
3. Do you think the project is doing the “right thing” to address climate change?
4. How is this project integrated and/or aligned with relevant policies and priorities?
5. Are there other projects or investments in your Province/District/Commune that are relevant to this project? If so, how are they coordinating with the Adaptation Fund project?
6. Have you seen any scaling of solid waste management or resilient housing techniques introduced from this project?
7. What is the major difference that the project has made?
8. Are the project benefits likely to continue after it ends? Please explain which ones and how.
9. Do you believe the benefits of the project have been equitably distributed?
10. What challenges did you face during the project?
11. Was there anything unexpected during implementation?
12. What recommendations do you have for improving this project?

Annex 4: Schedule of Field Mission

Draft Schedule for Field Mission for the Final Evaluation at Preah Sihanouk & Kep Province from 20 to 29 October 2025

Location 1: Prey Nop District, Preah Sihanouk Province (21-22 October)

Time	Activities	Participants	Location	Tool
Notice: Departure from Phnom Penh to Preah Sihanouk Province at 13:00 on 20 October. Hotel check-in and overnight stay in Kampong Som City.				
On 21 October 2025, Tuesday				
8:30 – 10:30	Meeting with the Deputy Provincial Governor, who has been in charge as the PMC member; and representatives of the relevant departments (such as the Department of Public Works and Transport, Department of Water Resources, Department of Agriculture and Fisheries) about the capacity building and project implementation in the targeted districts and communes.	Deputy Governor and representatives of the relevant departments of the ministry, who participated in the project interventions, a total of 5 to 7 people. H.E Long Dimanche and his colleagues (Mrs. Nay Saly and Mr. Prak Visal) Representative of Provincial Departments (PDoWRAM, PDAFF, PDLMUPC,...)	Sihanoukville Provincial Hall	Focus Group Discussion and Key Informant Interview (for follow-up or as needed)
10:30 – 11:10	Travel from Kampong Som City to Prey Nob			
11:10 – 12:30	Visit the rehabilitated drainage system (Output 3.7) and interview the subcontractor, the market chief and vendors.	Market chief, vendors, and a subcontractor Representatives of Raknika Company. Mr. Sim Sam Oeun, Chief of Veal Renh Market. 2 market vendors (tbc)		Key Informant Interview

12:30 – 13:30	<i>Lunch in Prey Nob</i>			
13:30 – 14:30	Meeting with Prey Nop District Authority on capacity building, investment in construction of small infrastructure projects and Other Issues.	District Council of Governors and district authorities, who participated in the project interventions, a total of 3-5 people Mr. Y Thearin, District Governor and his colleagues.	Prey Nop district hall	Key Informant Interview
14:30 – 15:30	Meeting with Veal Renh Commune Authority on capacity building, investment in construction of small-scale infrastructure projects, etc.	The commune council members, who participated in the project interventions, a total of 2-3 people Mr. Khov Thanith, Commune Chief Relevant village chiefs	Veal Renh Commune Hall	Key Informant Interview
15:30 – 16:30	Meeting with teachers & students from Hun Sen Veal Renh High School of Preah Sihanouk Province about solid waste management and other issues.	Male and female teachers & students who had participated in the project.	Hun Sen Veal Renh High School	Focus Group Discussion (FGD)
On 22 Oct 2025, Wednesday				
8:30 – 09:30	Meeting with Samaki Commune, relevant village authorities and the community about capacity-building activities, resilient house construction, all related project maintenance and other issues.	Samaki Commune Authority, village authorities, & community members, who participated in the project interventions, a total of 5 people. Mr. Chi Seng, Commune Chief. Relevant village chiefs.	Samaki Commune Hall	FGD
09:30 – 10:00	Visit resilient houses (Output 3.5) and interview the beneficiary households.	Beneficiary households Mr. Chuch Phorn, Samaki Commune		Key Informant Interview

10:00 – 11:00	Meeting with Teuk L'Ak Commune, relevant village authorities and the community about capacity-building activities, resilient house construction, all related project maintenance and other issues.	Community members, who participated in the project interventions, a total of 5 people Mr. Chuon Sunheng, Commune Chief Relevant village chiefs.	Teuk L'Ak Commune Hall	FGD
11:00 – 11:30	Visit the weather station (Output 3.8) and interview the local authority.	Teuk La 'Ak Commune authorities, who participated in the project interventions.		Key Informant Interview
11:30 – 12:30	Visit resilient houses (Output 3.5) and interview the beneficiary households.	Beneficiary households Mrs. Khmao San, Teuk La'Ork Commune. Mrs. Luk Eng, Teuk Thla Commune		Key Informant Interview
12:30 – 13:30	<i>Lunch at a local restaurant on the way to Kampot province.</i>			
14:00 – 15:00	Meeting with Teuk Thla Commune, relevant village authorities and the community about capacity-building activities, resilient house construction, all related project maintenance and other issues.	Community members, who participated in the project interventions, a total of 5 people Mr. Chuob Ban, Commune Chief Relevant village chiefs.	Teuk Thla Commune Hall	FGD
15:00 –	Travel to Kampot and overnight stay in Kampot/Kep Province.			

Draft Schedule for Field Mission for the Final Evaluation
at Kep Province
from 23 to 29 October 2025

Location 2: Kep Province (23-29 October 2025)

Time	Activities	Participant	Location	Tool
23 October 2025, Thursday				
08:30 – 10:30	Meeting with the Deputy Provincial Governor, who has been in charge as the project management member, and representatives of the relevant departments (such as the Department of Environment, Department of Public Transportation and works)	Deputy Governor and representatives of the relevant departments of the ministry, who participated in the project interventions, a total of 5-7 people Mrs. Tith Sokha , Deputy Provincial Governor and his colleagues. Representative of Provincial Departments (PDoWRAM, PDAFF, PDLMUPC, PDOE).	Kep Provincial Hall	Focus Group Discussion and Key Informant Interview (for follow-up or as needed)
10:30 – 11:30	Visit resilient houses (Output 3.5) and conduct interviews with the beneficiary households.	Beneficiary households Mrs. Nget Ung		Key Informant Interview
11:30 – 13:30	<i>Lunch break</i>			
14:00 – 15:00	Meeting with Angkoal Commune and relevant village authorities about capacity-building activities, small-scale infrastructure, resilient housing construction, all related project maintenance, and other issues.	Commune & village authorities, who participated in the project interventions, a total of 3-5 people. Mr. Tin Ben , Commune Chief	Angkoal Commune Hall	FGD/KII

		Village Chiefs (Ampeng & Tuol Sangam)		
15:00 – 16:00	Visit the water gate and embankment (Output 3.3)		Angkaol Commune	Field Observation and Key Informant Interview
16:00 – 17:00	Travel back to Kep and overnight stay in Kep/Kampot			
24 October 2025, Friday				
08:30 – 09:45	Meeting with the Kep Municipality and Councils of Sangkats Ou Krasar and Prey Thom about capacity-building activities, resilient housing construction, all related project maintenance and other issues.	Kep municipality and Sangkat authorities, who had participated in the project interventions, a total of 5 people (2-3 female members) Mr. San Bunthoeun, Vice Governor of Kep City Mr. Pen Ngyrithy, Vice Chief of Sangkat Ou Krasar Mr. Hin El, Council of Sangkat Prey Thom Village Chiefs (Ou Krasar, Damnak Chambak, Kampong Tralach & Damnak Chang-Eur)	Ou Krasar Sangkat Hall	FGD/KII
09:45 – 10:15	Visit a rehabilitated canal (Output 3.2b).	A subcontractor Seng Channrithy Construction Company		Field Observation and Key

				Informant Interview
10:15 – 11:00	Visit resilient houses (Output 3.5) and conduct interviews with the beneficiary households.	Beneficiary households Mrs. Sok La		Key Informant Interview
11:00 – 12:00	Meeting with Director of Provincial Department of Environment on plantation and restoration of mangrove forest and other Issues.	PDOE Director, who participated in the project interventions, a total of 3-5 people. Mr. In Sao and his colleagues.	PDOE Office	Key Informant Interview
12:00 – 13:30	<i>Lunch break</i>			
13:30 – 14:30	Meeting with the Damnak Chang-Eur District Administration about capacity-building activities, small-scale infrastructures, all related project maintenance, and other issues.	District authorities, who participated in the project interventions, a total of 3-5 people. Mr. Thin Sina, Deputy District Governor and his colleagues.	Damnak Chang-Eur District Hall	Key Informant Interview
14:30 – 15:30	Meeting with the commune council of Pong Teuk Commune about capacity-building activities, small-scale infrastructure, all related project maintenance, and other issues.	Commune and village authorities, who participated in the project interventions, a total of 3-5 people. Mrs. Phou Mom, Vice Cief of Commune Village Chiefs (Prey Takuy, Ou Doung, and Rorness)	Pong Teuk Commune Hall	FGD/KII
15:30 – 16:15	Visit resilient houses (Output 3.5) and conduct interviews with the beneficiary households.	Beneficiary households Mrs. Prornh Sok		Key Informant Interview

16:15 – 17:00	Visit a repaired water gate (Output 3.2a) and interview a subcontractor.	A subcontractor Seng Channrithy Construction Company		Field Observation and Key Informant Interview
17:00 -	Travel back to Kep/PP			
25-26 October 2025, Weekend				
AM/PM	Rest day/work on report preparation			
27 October 2025, Monday				
AM/PM	Report preparation Meeting with stakeholders who postpone the previous scheduled meeting or follow-up meeting with stakeholders who are absent from the last scheduled meeting.			
28 October 2025, Tuesday				
8:30	Participating in the Project Closing Workshop		Sangkahak Mith Hotel	
29 October 2025, Wednesday				
09:00	Travel to Phnom Penh			

Annex 5: List of participants in interviews and focus group discussions

No.	Name	Sex	Position	Organization
Meeting with NCS D and UN-Habitat on 20th Oct 2025				
1	H.E Sum Thy	M	Director General	GDPS/MoE
2	Khlok Vichetratha	F	Deputy Director	GDPS/MoE
3	Khoem Koembouy	F	Team Leader	MOE/NCSD
4	Ouk Thira	M	Adaptation Officer	MOE/NCSD
5	Samrith Chanponleourothana	F	Communication Officer	MOE/NCSD
6	Seng Oudom	M	Project Assistant	MOE/NCSD
7	Sok Vanna	M	Country Program Manager	UN-Habitat Cambodia
8	Chea Sovannara	F	Project Assistant	UN-Habitat Cambodia
9	Jun Fujihira	M	Team Leader	UN-Habitat Cambodia
Meeting with Preah Sihanouk Provincial and Stakeholder Department on 21st Oct 2025				
1	H.E Long Dimache	M	Deputy Governor Provincial	Preah Sihanouk Provincial
2	Soun Sopheap	M	Deputy Governor District	Prey Nop District
3	Nay Sally	F	Deputy director of administration	Preah Sihanouk Provincial
4	Sam Kol	M	Vice director	Department of Environment
5	Liv Chuyling	M	Chief office of economic	Prey Nob district
6	Hour Chandadyka	F	Officer	Preah Sihanouk Provincial
7	Chrea Tharavuth	M	Vice director	Department of Public Works and Transport
8	Thou Seyha	M	Officer	Preah Sihanouk Provincial
9	Bunchhoeun Tola	M	Vice chief of office	Department of Water Resource and Meteorology
10	Kang Maxey	M	Vice chief of Fishery	Fishery district
11	Prak Visal	M	Director of administration	Preah Sihanouk Provincial
12	Heng Sophaonrith	M	Chief department	Department of Water Resource and Meteorology
Meeting with Market chief, vendors, and a subcontractor of Drainage system on 21st Oct 2025				
11	Hang Narith	M	Project Manger	Raknika Company
12	Prohim Mosloem	M	Engineering	Raknika Company
13	Sim Sam Oeun	M	Market Chief	Prey Nop Market
14	Prom Tha	F	Vendor	Prey Nop Market
15	Soth Mech	F	Vendor	Prey Nop Market
Meeting with Prey Nop District on 21st Oct 2025				

1	Liv Chuyling	M	Chief office of economic	Prey Nob district
Meeting with Veal Rinh Commune on 21st Oct 2025				
1	Khou Thanith	M	Chief Commune	Veal Renh High School
2	Chhouk Chan	M	Vice Chief commune	Veal Renh High School
3	So Samrasy	M	Clerk	Veal Renh High School
4	Yem Chanthou	M	Commune Council	Veal Renh High School
5	Kong SaoHom	F	Commune Council	Veal Renh High School
6	Sanh Sina	M	Chief Village	Veal Renh High School
7	Suon Sopheaktra	M	Assistant	Veal Renh High School
Meeting with Veal Rinh High School on 21st Oct 2025				
1	Kim Chanphaly	F	Teacher	Veal Renh High School
2	Sam Sanoern	F	Teacher	Veal Renh High School
3	Sao Nimol	F	Teacher	Veal Renh High School
4	Khy Sokmeng	M	Teacher	Veal Renh High School
5	Hor Sreyoun	F	Teacher	Veal Renh High School
6	Nhip Sovanndy	F	Teacher	Veal Renh High School
7	Knhem Sreymom	F	Teacher	Veal Renh High School
8	Chin Saron	M	Teacher	Veal Renh High School
9	Toun Sovannarith	M	Teacher	Veal Renh High School
10	Chhouk Dorn	M	Deputy Director	Veal Renh High School
11	Cheng Savet	M	Deputy Director	Veal Renh High School
12	Keo Mony roth	F	Student	Veal Renh High School
13	Koem Sokleng	M	Student	Veal Renh High School
14	Roth Rachana	F	Student	Veal Renh High School
15	Yeam Pahna	M	Student	Veal Renh High School
16	Pok Pav	M	Student	Veal Renh High School
Meeting with Samaki Commune and Teuk La'ok Commune on 22nd Oct 2025				
1	Chi Seng	M	Chief commune	Samaki Commune
2	Choun Sunheng	M	Chief commune	Teuk La'ok commune
Visiting Resilient Housing in Samaki Commune on 22nd Oct 2025				
1	Chuch Phorn	M	Beneficiary	Samaki commune
Meeting with Teuk La'ok Commune and relevant village on 22nd Oct 2025				
1	Lay Som Ourn	M	Vice chief commune	Teuk La'ok commune
2	Chhim Saroen	M	Commune Council	Teuk La'ok commune
3	Sor Sokorn	M	Chief Village	Teuk La'ok commune
4	Ter SunChherng	M	Clerk	Teuk La'ok commune
5	Un Inn	F	Commune Assistant	Teuk La'ok commune
Meeting with Teuk Thla Commune and relevant village on 22nd Oct 2025				
1	Chuob Ban	M	Chief Commune	Teuk Thla Commune
2	Huk Kimphou	F	Commune Council	Teuk Thla Commune
3	Sat Phat	M	Vice Chief commune	Teuk Thla Commune
4	Sim Nita	F	Commune Assistant	Teuk Thla Commune
5	Thoun Lat	M	Vice chief of Prey Pros village	Teuk Thla Commune
6	Choun Try	M	Vice chief of Kompong Chen village	Teuk Thla Commune
7	Pek Puekny	F	Member of Kompong Chen village	Teuk Thla Commune

8	Chhin Chhoun	M	Chief of Kompong Chen village	Teuk Thla Commune
9	Moul Bun	F	Finance assistant of commune	Teuk Thla Commune
Visiting Resilient Housing in Samaki and Teuk Thla Commune on 22nd Oct 2025				
1	Khmao San	F	Beneficiary	Teuk La'ok commune
2	Luk Eng	F	Beneficiary	Teuk Thla commune
Meeting with Kep Provincial and Stakeholder Department on 23th Oct 2025				
1	Chhun Chanvathon	M	Director of Administration	Kep Provincial Government
2	Unn Savarith	M	Chief office	Department of Public Works and Transport
3	In Sao	M	Director department	Department of Environment
4	Seng Khim	M	Vice Chief office	Kep Provincial
5	Prak Samoun	M	Vice Chief Office	Department of Water Resource and Meteorology
6	Thin Sina	M	Deputy Governor	Damnak Chang-Eur District
7	Sangbun Theoun	M	Vice Governor	Kep City
8	Phat Samnang	M	Chief office	Department of Environment
Visiting Resilience Housing in Angkoal Commune on 23nd Oct 2025				
1	Nget Ung	F	Beneficiary	Angkoal Commune
Visiting Resilience Housing in Commune on 23nd Oct 2025				
1	Sok La	F	Beneficiary	
Meeting with Angkoal Commune on 23th Oct 2025				
1	Mey Vuth	M	Vice Chief of commune	Angkoal Commune
2	Moul Chea	M	Local people	Toul Sagam village
3	Nob Sovantha	M	Clerk	Angkoal Commune
4	Nak Sopheaktra	M	Member commune council	Angkoal Commune
5	Ing Sin	M	Commune council	Angkoal Commune
6	Svay Dara	M	Commune council	Angkoal Commune
7	La Kou	M	Chief village	Toul Sagam village
8	Ghet Oung	F	Assistant of Oum Peng village	Oum Peng Village
Meeting with Ou Krasar Sangkat on 24th Oct 2025				
1	Kouy Cheng Kong	M	Chief of Sangkat	Ou Krasar Sangkat
2	Sang Chron	M	Vice Chief	Ou Krasar Sangkat
3	Keat Yeng	M	Sangkat council	Ou Krasar Sangkat
4	Kem Pha	M	Chief village	Kompong Trolach village
5	Him Eal	M	Commune council	Prey Thom commune
6	Sem Phuen	M	Chief village	Prey Thom commune
7	Chhay Na	F	Village Assistant	Ou Krasar Sangkat
8	Khat Pouv	F	Village Assistant	Damnak Chambok
9	Khan Soeun	M	Vice Chief village	Damnak Chambok

10	Pen Girithy	M	Vice chief of Sangkat	Ou Krasar Sangkat
11	Noun Sarin	M	Vice chief of Sangkat	Ou Krasar Sangkat
12	Sang BunTheoun	M	Deputy governor	Kep city
Meeting with Angkoal Commune on 24th Oct 2025				
1	Prornh Sok	F	Beneficiary	Pong Teuk Commune
Meeting with Environment Department on 24th Oct 2025				
1	In Sao	M	Director of department	Department of Environment
2	Phat Samnang	M	Chief office	Department of Environment
Meeting with Pong Teuk Commune on 24th Oct 2025				
1	Ly Hort	M	Chief commune	Pong Teuk Commune
2	Puo Mom	F	Vice Chief	Pong Teuk Commune
Meeting with Damnak Chang-Eur District on 24th Oct 2025				
1	Thin Sina	M	Deputy Governor	Damnak Chang-Eur District
2	Chab Ean	F	Vice Chief officer	Damnak Chang-Eur District
3	Phat Samnang	M	Chief office	Damnak Chang-Eur District
4	Ouch Tol	M	Chief office	Damnak Chang-Eur District
5	Roth Mony	M	Vice Chief office	Damnak Chang-Eur District
6	Chhan Oeun	M	Deputy Director	Damnak Chang-Eur District
7	Teng Meng Sang	M	Vice Chief, Office of Economic	Damnak Chang-Eur District
Meeting with Subcontractor of Resilient housing and canal rehabilitation, 24th Oct 2025				
1	Seng Channrithy	M	Manager	Company
2	Seng Sokly	M	Team Leader	Company
Key Informant Interviews During Project Closing Workshop on 28th October 2025				
1	Binod Shrestha	M	Environmental and Social Safeguard Consultant	MOE/NCSD
2	Sok Pheak	M	Knowledge Management Consultant	MOE/NCSD
3	Sensemras Piseth	F	Programme Coordinator	UN-Habitat Cambodia
4	Meas Kimseng	M	Resilient Housing Expert	MOE/NCSD
Key Informant Interviews in Phnom Penh on 29th October 2025				
1	Sok Vanna	M	Country Program Manager	UN-Habitat Cambodia
2	Odicea Angelo Barrios	F	Human Settlements Officer	UN-Habitat Regional Office for Asia and Pacific

Annex 6: Draft Evaluation Matrix

This Evaluation Matrix links evaluation criteria, questions, indicators, data sources, and methods. It serves as a practical tool to guide data collection and analysis during the evaluation.

The evaluation will be structured around the nine evaluation criteria established by the Adaptation Fund's Evaluation Framework¹², which together provide a comprehensive lens for assessing project performance, relevance, and sustainability. These criteria will guide the formulation of tailored evaluation questions specific to the project's context, implementation modalities, and stakeholder groups. The nine Adaptation Fund Evaluation Criteria are as follows:

1. **Relevance** – Is the intervention doing the right thing? Were project objectives aligned with community needs, national priorities, and UN-Habitat's mandate?
2. **Coherence** – Was the project aligned and complementary with other initiatives?
3. **Effectiveness** – To what extent were outputs and outcomes achieved? How did interventions enhance resilience?
4. **Efficiency** – Were resources, partnerships, and management arrangements used effectively and transparently?
5. **Impact** – What difference has the project made? Were there unintended effects?
6. **Equity** – **Are the benefits shared fairly between groups and geographies?**
7. **Adaptive management** – Does the intervention make evidence-based decisions? What changes have been made during the project's implementation?
8. **Scalability** – Can the intervention be replicated at a greater scale?
9. **Human and ecological sustainability and security**: Does the intervention affect the ability of human and natural systems to support equitable life of all species on the planet? Is the intervention sensitive to conflict and fragility?

The Evaluation Matrix below provides illustrative key questions for each of these criteria, along with indicators and information needs to evaluate and answer the question, and potential data sources and methods of collection for each. Questions tailored for each stakeholder group are available in Annex 6. Note that during the field visit, evaluation questions will be further tailored to the specific stakeholder interviews at hand, based on continued document review and discussion.

¹² See Adaptation Fund's [Evaluation Criteria](#) (2024), developed by the Technical Evaluation Reference Group.

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
Relevance	1. Is the intervention doing the “right thing” to promote climate adaptation and assist vulnerable populations? <i>Do different stakeholder groups view the intervention as desirable and beneficial?</i>	- Evidence of needs assessments and consultation in design and adaptive management - Stakeholder perceptions of relevance	- Project document - Proposal development documents - Interviews and focus group discussions with national and local stakeholders, beneficiaries	- Desk review - Key Informant Interviews (KIIs) - Focus Group Discussions (FGDs)
	2. Is the intervention designed and delivered to meet the needs and priorities of the most vulnerable and potentially marginalized groups? <i>To what extent were the project components designed with inputs from vulnerable groups and beneficiaries?</i>	- Evidence of needs assessments and consultation in design and adaptive management - Stakeholder perceptions of relevance	- Project document - Proposal development documents - Interviews and focus group discussions with local authorities, beneficiaries, vulnerable groups	- Desk review - KIIs - FGDs
	3. To what degree are the intervention’s design and intended results relevant and realistic to the wider context and Cambodian and local priorities?	Alignment of objectives with national/local policies and priorities	- Project document - Local and national government policies (Circular 03, National Housing Policy, etc.) - Interviews and focus group discussions with NCSD/MoE, UN-Habitat, local authorities, beneficiaries	- Desk review - KIIs - FGDs

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	4. Did the intervention's original objectives remain relevant throughout its implementation?	Evidence of adaptive management and/or adjustment of project objectives and targets.	- Project MTR, PPR - Interviews with project management unit	- Desk review - KIIs
Coherence (Internal)	1. Was the intervention design and implementation strategy coherent with and responsive to Adaptation Fund and UN-Habitat strategies?	- Consistency with AF strategic priorities and policies (incl. Strategic Results Framework, Environmental and Social Policy, Gender Policy) - Alignment with UN-Habitat mandate and strategies	- Project document - AF strategy and policy documents - UN-Habitat strategic plans and policies - Interviews with UN-Habitat staff	- Desk review - KIIs
	2. Are organizational project teams and departments working together to complement each other and capitalize on potential synergies?	- Alignment between teams - Perception of collaborative work environment during implementation	- Project MTR, PPRs - Interviews with project management unit, local teams at Provincial and Commune level	- Desk review - KIIs - Observation
	4. Do synergies between different interventions and workstreams produce emergent outcomes greater than could be expected as a result of discreet activities?			
Coherence (External)	1. Is the intervention coherent with, and does it contribute to,	Alignment with SDGs and Paris Agreement	Project document	Desk Review

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	international initiatives and priorities relevant to sustainable development, including the SDGs and the Global Goal on Adaptation?	frameworks, including the GGA interim targets	Review of UN SDGs and GGA targets	KIIs with UN-Habitat and MoE
	2. Is the intervention complementary to the priorities of other partners and local and civic actors active in the project area?	Alignment with other donor and UN-Habitat programs, other private and public efforts in the project area	- Review of external documents - Interviews with UN-Habitat, PMU, other stakeholders	- Desk Review - KIIs
	3. Was the identification and inclusion of stakeholders (incl. gender and vulnerable groups) during project design adequate?	- Evidence of stakeholder analysis - Inclusion of vulnerable groups in project design	- Project design documents - Interviews with community representatives, UN-Habitat staff	- Desk review - KIIs - FGDs
Effectiveness	1. To what extent did the project enhance climate resilience of vulnerable settlements?	- Evidence of improved infrastructure resilience - Changes in local capacity and knowledge - Beneficiary perceptions of change	- M&E data - Progress reports - Training reports - Beneficiary testimonies	- Desk review - KIIs - FGDs - Field observation
	2. Were intended outputs and outcomes achieved? <i>If results have not been achieved, or are unlikely during given timeframe, why, and can</i>	- Achievement against logframe indicators - Level of ownership by beneficiaries/local institutions	- Logframe & M&E reports - Interviews with local authorities/communities	- Desk review - KIIs - FGDs - Field observation

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	<i>they be achieved over a longer timeframe?</i>			
	3. Was the M&E system effective in tracking objectives?	• Availability and quality of indicators • Evidence of adaptive management	• M&E framework • Progress reports • Staff interviews	• Desk review • KIIs
Efficiency	1. Were resources, people's time, and management structures used efficiently? <i>Have expected results been achieved within the planned budget and timeframe?</i> <i>What measures were used during planning and implementation to ensure efficiency?</i>	• Timeliness of implementation • Budget execution vs. planned • Evidence of cost-effectiveness	• Financial reports • Work plans • UN-Habitat & project management unit interviews	• Desk review • KIIs
	2. Were appropriate technology or other cost-saving steps taken to reduce costs?	• Documentation of efficiency measures (e.g., low-cost technology, local materials, or process innovations) • Comparison of planned vs. actual implementation costs • Evidence that cost-saving measures maintained or improved quality of outputs	• Financial and procurement reports • Technical/engineering documentation • PMU and UN-Habitat interviews	• Desk review • KIIs • Field Observation

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
		Stakeholder views on the effectiveness of these measures		
	3. Were available inputs/resources sufficient and provided in a timely manner to achieve desired results? <i>Were donor inputs provided in a timely manner as planned?</i>	- Timeliness of financial disbursements and resource provision - Availability of technical and human resources - Impact of any delays or resource gaps on outputs and outcomes - Alignment of budget utilization with implementation schedule	- Disbursement schedules and audit reports - Progress and monitoring reports - Interviews with UN-Habitat, MoE, and NCSD - Partner and donor correspondence	- Desk review - KIIs - Financial and timeline analysis
	2. Did institutional arrangements support efficiency?	- Clarity of roles - Effectiveness of partnerships - Administrative/ financial challenges	- Partnership agreements - Stakeholder interviews	- Desk review - KIIs
Impact	1. What difference did the intervention make, or is expected to make? <i>What were the effects of the intervention on people's lives?</i>	- Documented changes in community resilience, livelihoods, and adaptive capacity - Evidence of perceived benefits among stakeholders - Extent to which project outcomes improved well-being	- Beneficiary interviews - Progress reports - Field visits	- FGDs - KIIs - Observation - Outcome mapping and comparative analysis

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	2. What are the prospects or trajectories for long-term adaptation impact (years later)? What has or will contribute to or hampered this?	• Indicators of long-term sustainability (institutionalization, maintenance, policy uptake) • External factors influencing sustained results • Evidence of systems-level or behavioral change	• M&E data and reports • Interviews with local authorities and MoE • Review of climate data and projections for the area • Observation of maintained infrastructure	• Field visits • KIIs • Desk review
	3. Were there any unintended impacts? Were they positive or negative and why?	• Identification of unexpected outcomes • Stakeholder perceptions of unintended effects • Documentation of mitigation or reinforcement actions	• Beneficiary interviews • KIIs with PMU and other implementing entities • M&E Data and reports	• FGDs • KIIs • Desk Review
	4. Did any part of the intervention achieve a greater impact than another, and why?	• Comparative results between components or sites • Factors contributing to differential outcomes • Lessons for scaling and replication		
	5. Was the impact of the intervention the same for	• Gender and vulnerability-disaggregated data	• Gender assessments • Beneficiary feedback	• FGDs and interviews

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	different genders and vulnerable and potentially marginalized population groups, and if so, why?	• Evidence of differential impacts • Perceptions of inclusion and fairness	• FGDs with women/youth groups	• Site visits • Desk Review
Equity	1. Were the benefits of the intervention distributed equitably across different population groups and geographies?	• Distribution of project benefits by gender, income, and geography • Perceptions of fairness and inclusivity • Evidence of targeted support to vulnerable groups	• Project M&E and beneficiary data • Community interviews and FGDs	• FGDs and interviews • Desk Review
	2. Did the intervention bring about reduced vulnerability outcomes across different population groups?	• Measurable reduction in exposure or vulnerability • Community perceptions of improved resilience • Access to adaptive infrastructure and services	• Field observations • Project reports • Community FGDs	• FGDs and interviews • Observation • Desk Review
	3. Has the intervention reduced or contributed toward the reduction of inequalities?	• Gender and social inclusion outcomes • Evidence of improved access to opportunities or resources • Perceived empowerment of marginalized populations	• Gender and social inclusion assessments • Beneficiary feedback	• FGDs and interviews • Desk Review
	4. Did the intervention's design sufficiently integrate equity issues? [Including	• Presence of equity-sensitive design elements • Functionality of feedback and grievance systems	• Project proposal • Grievance logs • PMU interviews	• FGDs and interviews • Desk Review

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	feedback and grievance mechanisms]	• Inclusion of equity in Results Framework and indicators		
	5. To what degree have equity concerns informed implementation of the intervention? What adaptive measures, if any, have been taken to improve the equity focus of the intervention?	• Adjustments in implementation based on equity considerations • Documented adaptive measures for gender/vulnerability • Stakeholder perceptions of inclusiveness	• Progress reports • Meeting records • KIIs with PMU and community reps	• FGDs and interviews • Desk Review
Adaptive Management	1. Has the intervention demonstrated flexibility in response to changing circumstances? Were any adaptations made to the intervention design, planned targets, processes techniques, and tools? To what extent did the intervention make mid-course corrections based on changing context, evidence, or knowledge?	• Documented adjustments to plans, budgets, or methods • Evidence of responsiveness to context or learning • Stakeholder views on flexibility	• Project progress reports • Meeting notes • Interviews with UN-Habitat and PMU	• KIIs • Review of meeting notes and progress reports
	2. Does the intervention prioritize a “learning culture” and incorporate learning-by-	• Presence of knowledge products or learning mechanisms	• Learning and/or knowledge management reports • Blog posts, articles • Workshop summaries	• Desk Review • KIIs • FGDs

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	doing techniques during implementation?	• Documentation of lessons learned and application • Evidence of reflective learning practices	• Staff interviews	
	3. Does the intervention monitor and respond to unintended consequences (positive or negative) during implementation? <i>Are mechanisms employed to identify unintended consequences and changes?</i>	• Processes for identifying and addressing unintended impacts • Adjustments documented as responses • Evidence of monitoring feedback loops	• Monitoring data • Evaluation reports • Community interviews	
	4. Did the intervention use, develop, or promote an innovation to adapt and accelerate climate change adaptation action? If so, how did it accelerate this work?	• Identification of innovations and their effectiveness • Replication or scaling of innovative approaches • Stakeholder perceptions of innovation value	• Project documentation • Case studies • Interviews with implementing partners	
Scalability	1. To what degree has the intervention contributed to conditions that enable and advance climate adaptation at a broader scale with greater impact? <i>Has the intervention increased the scale of benefits produced</i>	• Replication of approaches in new sites or programs • Integration of lessons into policy or institutional reform • Stakeholder commitment to scale-up	• Policy documents and provincial and commune plans • Proposals and project documents for donor-funded initiatives	• Comparative analysis of policies • Document review • KIIs

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	<i>over time, place, and among people?</i>		Interviews with MoE, NCSD, UN-Habitat, Provincial and Commune stakeholders	
	2. Has the intervention effected or contributed to trajectories to effect policy or institution change or reform to scale-up climate change adaptation impact? [Vertical scalability]			
	3. Has the intervention effected or contributed to trajectories to scale out outreach and impact to different people and/or geographies due to replication of adaptation? [horizontal scalability]			
	4. Has the intervention increased the scope, pace, or scale of climate change adaptation via iterative adaptations of and improvement to its original design and approach? [functional scalability]			

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
Human and Ecological Sustainability and Security	1. To what extent did the intervention consider human and ecological sustainability?	• Environmental and social management plan implementation • Long-term sustainability of benefits	• ESMP review • Review of stakeholder and community consultation logs • Project monitoring and grievance logs • Interviews with MoE, NCSD, local authorities, beneficiaries	• Desk review • KIIs • FGDs
	2. Are project benefits likely to continue after AF support ends?	• Evidence of institutional/financial sustainability • Stakeholder commitment • Policy integration	• Policy documents • Interviews with NCSD/MoE, local authorities • Community FGDs	• Desk review • KIIs • FGDs
	3. Was capacity developed to sustain efforts?	• Training and skills transferred • Local ownership	• Training reports • Community interviews	• Desk review • KIIs • FGDs
	4. How and to what extent did the project engage the participation of local stakeholders in design, implementation, monitoring, and reporting to ensure the sustainability of the project interventions?	• Evidence of stakeholder participation at each project phase • Extent and inclusiveness of engagement (women, youth, vulnerable groups) • Integration of local knowledge and feedback into project decisions • Institutional mechanisms for continued local involvement	• Stakeholder consultation records • Meeting minutes • Progress and M&E reports • Interviews with commune councils and community groups	• Desk review • KIIs • Participatory analysis • FGDs with community representatives

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	5. Did the intervention assess possible measures to avoid potential direct, indirect, transboundary and cumulative impacts and risks and could result from the proposed project?	• Existence of risk and impact assessments • Identification of transboundary and cumulative effects • Documentation of mitigation planning	• Environmental and Social Management Plan (ESMP) • Project design documents	• Desk review • Interviews with MoE and NCSD • Comparative analysis of safeguard documentation
	6. Were environmental and social risks identified and assessed at the earliest possible stage of intervention design?	• Timing and quality of environmental / social risk assessment • Consistency with Adaptation Fund ES policy • Updates to risk assessment over time	• Project proposal • Safeguard screening checklists • PMU and UN-Habitat records	• Timeline analysis • Document review • Interviews with project team
	7. Did the intervention adopt measures to avoid or minimize or mitigated environmental and social risks during implementation? How are these monitored and reported?	• Presence and adequacy of mitigation and monitoring plans • Frequency and quality of ESMP monitoring • Reporting of corrective actions	• ESMP implementation reports • Monitoring data • Partner progress reports	• Document review • Field verification • Interviews with implementing engineers and MoE staff
	8. Does the intervention have a functioning grievance mechanism that provides stakeholders with an accessible, transparent, fair and effective process for	• Existence and functionality of grievance mechanism • Awareness and accessibility to communities • Records of complaints and resolution outcomes	• Project grievance log • Community interviews • PMU documentation	• Desk review • Interviews with PMU and community

Evaluation Criteria	Key Evaluation Questions	Indicators / Information Needs	Data Sources	Methods
	receiving and addressing complaints?			• Review of grievance records
	9. Did the intervention cause any negative or unexpected damage to the environment or human systems, particularly gender inequity or indigenous practices related to environmental stewardship?	• Evidence of unintended negative effects • Documentation of mitigation or response actions • Stakeholder perceptions of harm • Gender-differentiated or cultural impacts	• Environmental / social monitoring data • FGDs with affected communities • Safeguard reports	• Field observation • Thematic case studies • Triangulation of community and institutional perspectives

Annex 7: Evaluation Terms of Reference

Organizational Location	UN-Habitat, Regional Office for Asia and the Pacific (ROAP)
Duty Station	Phnom Penh, Cambodia and home-based (Expected to work in Phnom Penh more than 15 working days)
Functional Title	Evaluation Consultant (Climate Change Adaptation)
Contract Type	UNOPS International Individual Contractor Agreement (IICA)
Level	IICA III Sublevel 1
Duration	Two work months, 01 October – 15 December 2025
Payment	Lumpsum payment, output-based

UNITED NATIONS CORE VALUES: INTEGRITY, PROFESSIONALISM, RESPECT FOR DIVERSITY

BACKGROUND

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 to promote and consolidate collaboration with all partners, including local authorities and private and non-government 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 for the urban and local climate change response of national and local governments, communities, regional organizations, and professional networks. By expanding its service offerings and growing its portfolio, UN-Habitat aims to achieve this in partnership with sister United Nations organizations and in support of UN country teams.

Since 1996, UN-Habitat has supported the Royal Government of Cambodia (RGC) in developing an inclusive urbanization and human settlement upgrading process. The UN-Habitat Cambodia office is under the direct supervision of the Regional Director and the Human Settlement Officer of the ROAP located in Fukuoka, Japan. UN-Habitat Cambodia is responsible for coordinating, cooperating, and implementing urban targets of the Habitat Agenda and the 2030 Agenda for Sustainable Development. Therefore, it is essential to work together and collaborate with all United Nations bodies, development partners, and stakeholders, such as civil society, private sector, foundations, academic institutions, research centres, 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, it is responsible for promoting the New Urban Agenda (NUA) at the governmental and interagency level. One crucial step to achieve the Sustainable Development

Goals (SDGs) and NUA is the timely implementation of existing pro-poor policy documents, such as Circular 03 and the new National Housing Policy.

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

PROJECT DESCRIPTION-OVERVIEW

Cambodia is vulnerable to droughts, floods and sea-level rise. The coastal area is also increasingly affected by strong winds, which are often associated with the onset of thunderstorms. Increases in sea levels are especially alarming for Cambodia's coastal areas that are already experiencing severe seawater intrusion, beach erosion, high tides, and frequent storm surges. Additional impacts such as land subsidence in the region may even further intensify its effects. In addition, substantial saltwater incursion and coastal erosion has been observed throughout the coastal area, including in all eight of the target communes. Considering the topography of the area; primarily flat coastal plain, characterised by rice paddy and poor settlements, erosion and seawater incursion is having a substantial impact on the ability of people to source their livelihoods.

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

PURPOSE, OBJECTIVES AND SCOPE OF THE EVALUATION

Purpose

The final evaluation serves both accountability and learning purposes. Regarding accountability, it is intended to provide independent evidence on the performance of the project and what it achieved in terms of objectives, expected accomplishment (outcomes), and output levels. It is also intended to enhance learning by generating insights, lessons learned, and recommendations to inform management decision-making for future programming and funding, and implementation modalities. More specifically, the evaluation will inform the development of the future portfolio, with a focus on identifying opportunities and areas for future action that will strengthen results and contribute further to mitigating disaster and climate change effects in Cambodia. It will also leverage influence strategies, opportunities for scaling up, and replicating the implementation approach used.

Objectives

The evaluation objective is to assess, as systematically and objectively as possible, the project's relevant efficiency, effectiveness, sustainability impact outlook, and coherence. The sharing of evaluation results from this evaluation will inform the UN-Habitat, Adaptation Fund Board, local

implementing partners, and other stakeholders on what worked well, what did not work well, and why.

The specific objectives of the evaluation are:

- (i) To assess the performance of the project in terms of achievement of the results at objective, expected accomplishment (outcome) and output levels;
- (ii) To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence of the project in improving conditions of the target communities/areas;
- (iii) To assess project management modalities, appropriateness of partnerships, working arrangements, adequacy of resources and how these may have impacted on the effectiveness of the project;
- (iv) To assess how cross-cutting issues such as gender equality, youth and human rights were integrated in the project;
- (v) To identify lessons learned and make strategic, programmatic and management recommendations on what further needs to be done to effectively promote and improve in the target communities/areas in Kep and Prey Nop district.

Scope of the evaluation

The evaluation will examine the entire project life cycle, spanning from August 2021 to November 2025. It will assess key components including planning, funding, implementation, monitoring, and reporting. The review will focus on the achievement of project outputs and expected outcomes, as well as the processes that contributed to these results, such as readiness, ownership, stakeholder engagement, financial management, supervision, and backstopping.

Additionally, the evaluation will analyze the effectiveness of the project's monitoring, evaluation, and reporting systems. It will identify and assess constraints, challenges, and opportunities encountered throughout the project. A critical component of the evaluation will be the integration of cross-cutting issues, namely gender equality, human rights, climate considerations, and youth engagement—within both the planning and implementation phases.

EVALUATION QUESTIONS

Apart from evaluating the performance of the project focusing on achievements in terms of outputs, outcomes, and objectives, the evaluation will seek to answer evaluation questions, which are organized around the evaluation criteria of relevance, effectiveness, efficiency, impact outlook, sustainability, coherence, as well as assess the integration of cross-cutting issues.

Criteria	Evaluation questions and sub-questions.
Relevance	• To what extent did the project focus on the right priorities, and were its objectives and design relevant to the needs of the beneficiaries, the Adaptation Fund, UN-Habitat, NCSD/MoE, and the broader national and institutional context? To what extent was the project relevant to the requirements/needs of the beneficiaries (national and local governments)? • To what extent was the implementation strategy responsive to donor and UN-Habitat strategies?

	• To what extent were the project's intended outputs and outcomes consistent with national and local policies and priorities, and the needs of target beneficiaries? • To what extent is UN-Habitat's comparative advantage in this area of work compared with other UN entities and key partners? • 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?
Effectiveness	1. To what extent did the project enhance the climate change resilience of the most vulnerable settlements? • What types of products and services were delivered to beneficiaries through the project, and to what extent did these interventions enhance knowledge of flood hazards, improve physical infrastructure, and strengthen institutional capacity to reduce flood-related risks? • How successful has the project been in terms of ownership regarding the local context and the beneficiaries' needs? To what extent, and in what ways, has ownership or the lack of it affected the project's effectiveness? • Was the monitoring and evaluation (M&E) system established to effectively track the project's objectives and outcomes using defined indicators of achievement? How was the information generated by the M&E system utilized during implementation to enhance performance and adapt to evolving needs? • To what extent were the assumptions and risk assessments at the results level accurate and valid? Were there any unforeseen external factors that intervened and affected project implementation, and how effectively has the project's management adapted to ensure that the intended results and objectives were still achieved?
Efficiency	2. How well were resources used? • To what extent did the resources and management structure of the project support efficiency for project implementation? • To what extent did the project management and local partners have the capacity to design and implement the project? • To what extent were the institutional arrangements of UN-Habitat adequate for the project? What type of (administrative, financial, and managerial) obstacles did the project face, and to what extent has this affected the project? • To what extent did the project demonstrate value for money, as well as the quality of the monitoring performed during the implementation, and measures taken to adapt as necessary? • To what extent did activities and outputs contribute to the expected accomplishments (outcomes) and objectives of the project? • To what extent was monitoring and reporting on the project transparent and did it satisfy key stakeholders?
Impact	4 What difference has the project made? • To what extent has the project generated changes in the target communities?

	Did the project cause any unintended or unexpected impacts, and if so, how have these influenced the overall impact?
Sustainability	5. To what extent will the benefits and outcomes achieved by the project likely be sustained after the Adaptation Fund's financial support concludes? - To what extent was capacity developed in order to ensure the sustainability of the efforts and benefits? Is there sufficient awareness in support of the project's objectives? - To what extent did the project engage the participation of key stakeholders in design, implementation, monitoring, and reporting to see that it is in their interest that the project benefits continue? - To what extent was the theme of the project aligned with national/local development priorities? What is the likelihood of financial and economic resources being available once the Adaptation Fund ends? - Are systems for accountability and required technical know-how in place? To what extent can the project be replicated or scaled up at the national or local levels? - To what extent did the project foster innovative partnerships with local institutions and authorities and other development partners? - Are there any environmental risks that may jeopardize the sustainability of project achievements?
Coherence	6. To what extent did other projects support or complement the project? - Was the project coherent and implemented in synergies and interlinkages with other Adaptation Fund development projects? - Was the project coherent, complementary, and in coordination with other UN-Habitat projects and programmes?
Cross-cutting issues	7. To what extent were cross-cutting issues like gender equality, human rights, climate, and youth considered and integrated into the design and implementation of the UN-Habitat Programme?

The evaluator may refine or expand the evaluation questions as necessary to carry out the evaluation's objectives.

EVALUATION APPROACH AND METHODS

Approach

The evaluation will be conducted as systematically and impartially as possible and in line with the United Nations Evaluation Group (UNEG) Norms and Standards for evaluation in Nations System. The evaluation consultant finally decides on the concrete approach and methodology. However, it suggested that the evaluation should apply a results-based approach (Theory of Change) in assessing the extent to which the project contributed to the observed achieved results, as well as how activities and outputs contributed to the expected accomplishments (outcomes). The TOC, building on the project's logic framework, forms the basis for evaluation, serving as a tool for assessing the project's performance. The evaluation should also employ participatory and utilization-focused approaches to

enhance stakeholder engagement in the evaluation process and the utilization of evaluation results. The primary focus should be on project delivery, achieving results, lessons learned, identifying critical gaps, and providing recommendations. Findings in the evaluation should be evidence-based.

Evaluation Methodology

A variety of methodologies will be applied to collect data to answer the evaluation questions. By triangulating available data sources, the evaluation will seek to establish a strong evidence base and maximize the credibility of its analysis. Where relevant, applicable and feasible, the data will be disaggregated by gender.

Taking into account the time, resources and data availability constraints, the following methods will be used in this evaluation:

- **Desk review:** The evaluation consultant should conduct a structured desk review of relevant documents for the project. Documents to be provided by the UN-Habitat country office, including project documents, progress reports, mid-term evaluations, final deliverables, budgets, and other relevant materials.
- **Key informant interviews and consultations:** The evaluation should interview Key stakeholders involved in the planning, implementation, and reporting on the project, as well as beneficiaries of the project. Interview questions may be derived from the evaluation questions.
- **Focus group discussions:** The evaluation should, in addition to interviews, conduct focus group discussions with the executing entity and other partners to obtain their views, experiences and assessments regarding the project.
- **Surveys:** If deemed necessary, the evaluation will conduct online surveys with implementing entities and beneficiaries.
- **Field visits:** If resources permit, the evaluation consultant will visit project sites to observe, and obtain primary information to assess selected activities of the project on the ground.

STAKEHOLDER ENGAGEMENT

The evaluation should be participatory, involving key stakeholders. The evaluation will make deliberate efforts to consult with vulnerable beneficiaries. Key Stakeholders will be kept informed of the evaluation processes, including design, information collection, and dissemination of evaluation results, to foster a positive attitude towards the evaluation and enhance its utilization. Stakeholders may be involved either directly through interviews or focus group discussions, or they may be given the opportunity to comment on the evaluation products. UN-Habitat will facilitate the engagement of the evaluator with the main stakeholders. A stakeholder analysis should be prepared by the evaluator at the inception phase of the assignment.

EVALUATION CONSULTANT'S SKILLS AND WORK EXPERIENCES

The evaluation will be conducted by an independent evaluation consultant. He/she must have strong evaluation experience in evaluating project/programmes, should have knowledge of Results-Based

Management, requisite expertise in climate change and experience in economic and social development issues. In addition, the consultant should:

- a) Be Knowledgeable about Adaptation Fund operations and strategy, and about relevance in UN system and its accountability framework.
- b) Have Knowledge of climate change issues.
- c) Have minimum 10 years of relevant work experience and extensive evaluation experience with the ability to present credible findings derived from evidence and put conclusions and recommendations supported by evidence of findings.
- d) Knowledge and understanding of UN-Habitat mandates and its operations
- e) Advanced academic degree (Masters) in political sciences, communication, information technology, sociology, or another relevant field.
- f) Fluent in English
- g) Having evaluated the Adaptation Fund project would be an added advantage.

EVALUATION MANAGEMENT AND RESPONSIBILITIES

Impartiality is a key principle of evaluation because it maintains the credibility of the evaluation and prevents conflicts of interest. For this purpose, officers responsible for the design and implementation of the project should not be involved in managing the evaluation process. The UN-Habitat Cambodia country office supported by the Regional Office for Asia and the Pacific (ROAP) will manage the evaluation process, ensuring that the evaluation is conducted by a suitable evaluator, providing technical support and advice on methodology, explaining evaluation standards and ensuring they are respected, ensuring contractual requirements are met, approving all deliverables (TOR, Inception Reports; draft and final evaluation reports), sharing the evaluation results, supporting use and follow-up of the implementation of the evaluation recommendations.

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

PROVISIONAL WORK SCHEDULE

The duration of the evaluation exercise is two working months in Oct-Dec 2025. The exact start date will be agreed with UN-Habitat and partners. The evaluation consultant will be paid a negotiated professional fee for 2 working months. The work schedule for the assignment is summarized below:

- Milestone 1: Meeting with the UN-Habitat team to discuss the work plan
- Milestone 2: Submit/discuss the inception report, including tentative table of contents of the evaluation report (deliverable 1)
- Milestone 3: Review the project document and contract and evaluate project outputs (planning documents/reports)
- Milestone 4: Organize interviews, consultations, and discussions with key relevant stakeholders and communities aiming to evaluate the capacities built and future needs

- Milestone 5: Draft project evaluation report and submit for comments (deliverable 2)
- Milestone 6: Produce the final document project evaluation report, including final comments and feedback (deliverable 3)

KEY DELIVERABLES

The following three (3) deliverables are expected:

- **Inception report** with evaluation work plan, and a stakeholder analysis. Once approved, it will become the key management document for the evaluation, guiding evaluation delivery in accordance with UN-Habitat's expectations and standards for evaluation reports. The inception report shall include background and context, evaluation purpose and objectives, theory of change, evaluation matrix, approach and methods to be used, limitations or constraints to the evaluation, proposed outline of the evaluation report, as well as work schedule and delivery dates of key evaluation deliverables.
- **Draft evaluation report.** The evaluator will prepare a draft evaluation report to be reviewed by UN-Habitat Independent Evaluation Unit. The draft should follow UN-Habitat's standard format for evaluation reports (the format will be provided) report aligned with the Adaptation Fund's guideline. The format is intended to help guide the structure and main contents of evaluation reports formulated by UN-Habitat.
- **Final evaluation report** including executive summary and appendices following UN-Habitat's standard format of an evaluation report aligned with the Adaptation Fund's guideline. The report should not exceed 40 pages, excluding the executive summary and annexes. The report should be technically easy to comprehend for non-evaluation specialists.

Duty Station:

The consultant is expected to work in Phnom Penh, Cambodia, for more than 15 working days out of 2 working months. The working schedule in Phnom Penh needs to be decided through discussion with Human Settlements Officer (HSO) in ROAP and Habitat Programme Manager (HPM) in Cambodia.

Travel Arrangement:

International travel arrangements (one round trip) for the consultant to/from Phnom Penh, Cambodia, shall be arranged by UNOPS through UN-Habitat, based on UN rules and regulations. Local travel will be arranged by UN-Habitat as per UN rules and regulations. DSA will be paid only when travelling on a mission outside the duty station, Phnom Penh, of the consultant.

RESOURCES AND PAYMENT SCHEDULE

The evaluation consultant will be paid a professional evaluation fee based on the level of expertise and experience.

Annex 8: Project Results Framework

Expected Result	Indicators	Baseline Data	Targets
Project component 1: community-scale knowledge and capacity enhanced to sustain the adaptation benefits of the project's investments			
Outcome 1	Level of knowledge capacity at the community increased, measured by the number of community groups performing basic maintenance, clean-ups or house maintenance	Communities in the target area are not organised to manage or maintain infrastructure, collect solid waste or repair houses	At least one community group per investment and one group per commune formed and functional, performing these tasks. Each group should include 50 percent women
Output 1.1	No. and type of trainings conducted to strengthen capacity on solid waste management No. of female training beneficiaries	No training has been conducted on solid waste management, and solid waste is a critical factor in preventing the functionality of critical infrastructure	2x trainings per commune completed. 50 percent of trainees are women
Output 1.2	No. of people trained on resilient house construction techniques No. of female beneficiaries	There are few if any local carpenters that have sufficient capacity to build resilient houses.	200 people 50 percent of whom women trained
Output 1.3	No. of trainings provided to communities on managing, monitoring and maintaining infrastructure investments No. of women trained	Communities have not received training of infrastructure management, monitoring and maintenance and are unaware of the need and approaches	8 Training clusters implemented with 50 percent participation from women
Project component 2: Government planning and technical capacity enhanced and knowledge captured and disseminated to sustain and enhance the project's adaptation benefits			
Outcome 2	Level of capacity at the sub-national level increased, measured by the number of adaptation actions planned in the target area	Capacity is limited, especially outside the national level. It is unclear if any adaptation projects have been planned	5 projects prepared and planned for through the government system that enhance this project's adaptation benefits and extend climate change adaptation to a greater number of people in the target area. These projects should include the particular, differentiated adaptation needs of women.

Expected Result	Indicators	Baseline Data	Targets
Output 2.1	No. of government staff trained disaggregated by sex	There is constrained capacity (both in terms of manpower and technical know-how) to plan for the replication and upscaling of climate change actions	60 government officers trained, at least 20 of whom are women
Output 2.2	No. of government staff trained No. of female government staff trained No. of female beneficiaries	There is constrained capacity (both in terms of manpower and technical know-how) to manage, operate and maintain infrastructure	25 government officers trained, at least 10 of whom women
Output 2.3	No. of monitoring systems in place	There is currently no systematic way to review 'what works' in terms of climate change adaptation and to upscale its benefits	A system in place to systematically monitor adaptation investments and plan and advocate for replication, upscaling and further funding
Output 2.4	No of knowledge products produced and estimated number of people reached	There is currently no systematic approach to capturing successful or autonomous adaptation practices, and no 'anchoring' of urban adaptation issues within either MoE or NCSD	At least 20 local good practice documents (which could include local language articles, radio broadcasts or brochures) and 3 major policy recommendations. At least 3 of the knowledge products will focus specifically on the adaptation priorities and actions of women At least 100,000 people reached with knowledge products
Project component 3: Government planning and technical capacity enhanced and knowledge captured and disseminated to sustain and enhance the project's adaptation benefits			
Outcome 3	No of people that benefit from climate change resilient infrastructure, access to natural assets and improved livelihood options to withstand conditions resulting from climate variability and change	62,521 people, at least 50 percent of whom women, have been assessed as vulnerable to climate change impacts	100 percent of the vulnerable population (62,521 people) of which at least 50 percent women have access to resilient infrastructure and/or protective natural assets

Expected Result	Indicators	Baseline Data	Targets
Output 3.1	No. of people who benefit from the restored mangrove, disaggregated by sex	Approximately 1140ha of land is vulnerable to coastal flooding, erosion, and salt-water incursion	This land and 17,754 people, at least 50 percent of whom are women have greater protection from coastal flooding, erosion and salt-water incursion. There will be \$600 benefit to fishermen per hectare of mangrove planted
Output 3.2a Output 3.2b	No. of people who benefit from the repaired water gates and rehabilitated canals, disaggregated by sex	Water shortages arising from inadequate water management	1,960 ha of paddy with greater water access. Increased rice yield for agricultural families, and water access for non-agri families A total of 19,553 people, at least 50 percent are women, benefit
Output 3.3	No. of people who benefit from the rehabilitated canals	3,500 people in the target area lack basic water management infrastructure and suffer from saltwater incursion	3,500 people, at least 50 percent of whom are women will benefit
Output 3.4	N/A	N/A	0
Output 3.5	No. of locally appropriate housing designs developed No. of demo houses constructed	Up to 200 houses per commune are destroyed or severely damaged by strong winds every year. Women are more likely to be injured or affected from or by damaged houses Houses are not well constructed and use poor materials	69,187 people, of whom, 50 percent are women, benefit from design, training and 27 demo houses built
Output 3.6	No of people whose land is protected from saltwater incursion, disaggregated by sex No. of ha of land protected	The landside of the embankment and water gates is severely affected by salt water, meaning that rice paddies are unproductive and surface water used for drinking is unusable	20,000 people, of whom 50 percent women, in the area (of a total population of 27,667) and 2,000ha of rice fields protected

Expected Result	Indicators	Baseline Data	Targets
Output 3.7	The number of days' income lost to flooding events	The market floods every time there is heavy rain. Sellers lost around 30 days' income per year as a result. The vast majority of sellers (up to 90 percent) are women	The market retains 365 day per year functionality, not losing any days to heavy rainfall.
Output 3.8	No. of people who have improved access to tidal information and early warning, disaggregated by sex.	There is no accurate or local tidal information provided to people, and no early warning system.	An estimated 30,000 people, of whom, 50 percent are women have access to early warnings. Tidal information is also available to the local government and beneficiaries in the coastal areas.