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Mainstreaming Climate Resilience into Development Planning -

Civil Society Support Mechanism

Inception Report

[Final DRAFT]

Prepared by:
Plan International – Cambodia Country Office
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Acronyms and Abbreviations

ADB	Asian Development Bank
CBA	Community-Based Adaptation
CBO	Community-Based Organization
CC	Climate Change
CCA	Climate Change Adaptation
CCCSP	Cambodia Climate Change Strategic Plan
CCCN	Cambodia Climate Change Network
CSO	Civil Society Organization
CVCA	Climate Vulnerability and Capacity Assessment
DCA	Danish Church Aid
DRR	Disaster Risk Reduction
GEF	Global Environment Facility
ICEM	International Centre for Environmental Management
JAG	Joint Action Group
JCCI	Joint Climate Change Initiative
JICA	Japan International Cooperation Agency
KP	Knowledge Product
LNGO	Local Non-Government Organization
M&E	Monitoring & Evaluation
MCRDP-CSSM	Mainstreaming Climate Resilience into Development Planning – Civil Society Support Mechanism
MCRDP-I	ADB Mainstreaming Climate Resilience into Development Planning Technical Assistance directly within MoE
MoE	Ministry of Environment
MRE	Monitoring, Reporting, and Evaluation
NAPA	National Adaptation Programme of Action
NCDM	National Committee for Disaster Management
NGO	Non-Governmental Organization
PPCR	Pilot Program for Climate Resilience
SNAP	Strategic National Action Plan
SPCR	Strategic Program for Climate Resilience
ToR	Terms of Reference
UNDP	United Nations Development Programme
VRA	Vulnerability Risk Assessment

Executive Summary

a.   High risk of flood and droughts combined with poverty and poor adaptive capacity makes Cambodia one of the most climate vulnerable countries in the world. Numerous policies in the last ten years have put Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) at the forefront of the Government's agenda, a number of which make special mention of the importance of the role of civil society and community-based approaches in national CCA and DRR mechanisms.

b.   In this context, ADB and Plan International have entered into a contract to implement the project Mainstreaming Climate Resilience into Development Planning – Civil Society Support Mechanism (MCRDP-CSSM) to strengthen the capacity of CSOs to implement community-based climate change adaptation (CCA) and disaster risk reduction (DRR) activities, and to mainstream adaptation and DRR into their operations. This project is a 3 year project. It started in April 2015 and will be completed in April 2018. The CSSM is a sub-component of a larger ADB TA-8197 CAM for which the Ministry of Environment is the main Executing Agency. The TA coordinates the SPCR program, headed by HE. Prof Dr. Sabo Ojano, Secretary of State and Program Coordinator of MCRDP of MoE.. The TA aims to enhance resilience to climate change in Cambodia through sustained institutional and technical capacity to integrate adaptation concerns into development planning, and mainstream gender into climate change.

c.   Through a sub-grant mechanism managed by Plan, Cambodian Civil Society Organizations and Government will partner to respond to the need of the most vulnerable, and strengthen democratic development approaches in Cambodia. MCRDP-CSSM will also extend training, mentoring, and capacity building, which will enable both civil society and community members to more fully and effectively participate in government planning and implementation processes to address CCA and DRR.

d.   MCRDP-CSSM will pursue its aims via three main interventions: (i) *Output 1:* CSOs are trained on climate change impacts and vulnerabilities, policies and adaptation options, participatory CBA and DRR tools, as well as project development and project cycle management; (ii) *Output   2:* Inclusive small grants CBA and DRR scheme is implemented. (iii) *Output 3:* Participatory knowledge products on community-based adaptation and DRR are developed and will serve as a useful resource for the government and development partners to inform adaptation policy development and decision making. MCRDP is a sub-grants program that extends considerable technical training and capacity building to its partners in terms of formal trainings as well as mentoring, coaching, and guidance on CCA / DRR and on program management. The project will also be a 'learning laboratory' to identify good practice to inform other civil society programs in Cambodia, and contribute to an emerging international evidence-base concerning community-based adaptation and DRR.

e.   This report documents the first phase of the MCRDP-CSSM program and present a detailed workplan, strategies and methodologies for the remainder of the program.

f.   During the inception phase (April to August 2015), the full team (Team Leader -part time 50%, a Training and Capacity Building Specialist, two Project Officers, two Finance and Compliance Specialists, and one part time Technical CCA Advisor) were mobilized. The team has a variety of relevant technical skills and experience in DRR, capacity development, monitoring and evaluation, financial management, infrastructure development, climate change, agriculture, and community development in general.

g.   During this period the project conducted numerous stakeholder consultations with various relevant experts, project and civil society networks working in CCA and DRR in Cambodia, to inform them about the incoming program and solicit inputs, views and experiences. Plan representatives undertook a more formal Capacity Needs Assessment addressed to 35 CSOs to inform the projects' upcoming series of trainings. Findings from the sessions were cross-checked with key informant interviews and discussions during the Inception Workshop that was held on July 8th 2015.

h.   The main findings were that despite the number of trainings taking place on climate change and related topics in Cambodia, there has been insufficient follow-up and follow-through with practical applications on the ground. Despite respondents high attendance to past trainings (81%) they perceive to only have a medium knowledge of CCA and DRR. They generally are sufficiently aware of the existence, causes and effects of climate change but many are not always able to reformulate them clearly, and some do not always know what to do about it and where to start. Many are uncertain about how to "mainstream" CCA and DRR into their operations and how to climate proof their whole project portfolio. Many CSOs tend to focus on specific sectors or technical solutions rather than looking at climate change adaptation across the board. It was also noted that agencies' weaknesses in general organization capacity and program management hinders their ability to successfully implement acquired technical knowledge on climate change. The project will make sure to include sufficient tools and general project life-cycle management, financial management and monitoring guidance in its training programs and that selected CSO staff who attend project ongoing training sessions become key project personnel expected to provide onward training to their CSO colleagues.

i.   The distinguishing features of the MCRDP-CSSM will be (i) the strong emphasis on follow-up one-on-one coaching and mainstreaming aspects across CSO operations, (ii) the tri-partite Government-Civil-Society-ADB nature of the project and in particular the opportunity to strengthen direct two-way channels between Civil Society and Government and their direct partnership in implementation and with supporting policy dialogue promoted by the ADB TA, and (iii) the diverse sector and geographic nature of the project that will allow it to be truly flexible, demand-driven, and responsive to the priorities of communities and their civil society partners, unbiased by funding agenda.

j.   The Capacity Building Plan will include a series of two initial four-day trainings: The first one (October/November 2015) will be extended to a list of 35 CSOs shortlisted through the partner selection process to building understanding of CCA and DRR in general, provide skills to successfully implement Vulnerability

Reduction Assessments (VRA), and develop project proposals according to project guidelines. The second four-day training will take place in March 2016 once the 20-25 CSO partners have been identified to reinforce knowledge acquired during the first training, provide skills and tools to successfully manage and implement CCA and DRR projects according to standards, and provide additional sector and theme specific guidance based on the nature of the proposals. MCRDP-CSSM will provide further training to consolidate or build on skills acquired, and more in-depth sessions to all partners or a sub-set of partners on particular themes and topics: DRR, CCA and DRR mainstreaming, accounting and financial management, youth and climate change, gender and climate change, agriculture, water resources management, health and climate change etc… The project will continuously strengthen CSO capacity through mentoring and coaching and facilitate peer-to-peer learning through exchanges, Reflection Workshops, and participatory development and dissemination of knowledge products.

k.   The sub-grant development and partner selection process is the following: (i) the project will widely and aggressively advertise the project and disseminated it request for Expressions of Interest (EoIs) through national civil society networks and through more local provincial channels via its field offices; (ii) (expected) 100-150 EoIs received (September 2015) will be reviewed by a 5-person selection committee including members from the Plan project team, Plan country office and MoE, and the 35 preferred will be shortlisted based on a set of selection criteria and background checks; (iii) the 35 CSOs will attend a first round of training, conduct Vulnerability Reduction Assessments (VRA) in their proposed communities and develop project proposals; (iv) proposals received (December 2015) will be evaluated against a set of criteria by a selection committee, the 10 top preferred proposals will be put forward to ADB and MoE for concurrence pending budget negotiations, and the project will ask candidates to revise the next 10 to 15 preferred proposals based on evaluators' recommendations; (v) once the final 20-25 partner list has been identified, reviewed and approved by ADB and MoE, the CSOs will join a second round of training and sign grant contracts (March 2016); (vi) sub-projects are expected to begin in second quarter 2016.

l.   Collection, generation and dissemination of knowledge regarding CCA and DRR are of upmost importance in the project. Key staff, and close collaboration with experts within and outside of Plan, relevant programs and networks within Cambodia and South East Asia will play a great role in this regard. At all times, the project will aim to infuse best practices to partners, local communities and local authorities through outreach, communication and capacity building. In addition to the extensive number of manual and tools on CCA and DRR already available and which the project will draw upon, the project in collaboration with its partners will produce a series of 8 knowledge products to document experiences and lessons learned on various sectors and cross-cutting topics. Multi-media will also be used in some cases to reach the wider public. MCRDP-CSSM will be personally engaged with key coordination bodies around CCA and DRR in Cambodia as well as with national and subnational government, all the way down to grassroots isolated civil society in provinces for which Plan field offices (Progam Units) will play a key role.

m.   The project has a comprehensive reporting and monitoring and evaluation plan. It will produce regular monthly updates shared with ADB and MoE, quarterly

progress and financial reports, a mid-term progress review and workshop, and a completion workshop and report. In addition, it will expect and review quarterly progress and financial reports from each of its partners and hold two reflection workshops. The overall project logframe was prepared during the inception, and is coherent with the TA's overall outcome, and indicators included in Plan's proposal. It also has some relevant element of MOE's official Reporting, Monitoring and Evaluation framework and SPCR's national M&E framework indicators. Only those national indicators that are directly relevant to the program will be informed in project reports. Each sub-project on the ground will have its own set of often activity specific indicators, only some of which will be a pre-set standard across all CSOs, and cumulated to feed into project overall indicators. The project will also adopt a CSO capacity assessment tool that will be conducted 3 times over the life of the project: at the beginning, mid-term and at project completion. It is a set of simple questions across 7 organizational performance dimensions ("7S") to measure the impact of the project in relation to CCA and DRR mainstreaming within the CSO themselves.

n.   The report outlines additional minor project revisions: the workplan was slightly updated during the inception phase and the budget is for now identical with the exception of the training and capacity building budget which has been presented in more detail (still same total amount for now).

o.   The key challenges identified during the inception phase are the following: (i) limited project staffing levels and partner capacity relative to sector ambitions of the project, (ii) insufficient funding for logistical support (per diem, local transport) relative to geographic ambitions of the project, (iii) insufficient resources and material to produce eight knowledge products given external technical input time allocations remaining after project start-up. There are a variety of strategies which the project will adopt to remediate to those challenges. However, some additional much needed funding for specific line items will also be necessary: (i) roughly $50,000 are expected to be needed for the training and capacity building budget, (ii) and additional $30,000 will be required to cover domestic transport and lodging of staff to properly monitor and support CSOs on the ground, (iii) double the amount allocation for Technical Advisor to the project by an additional $50,000 as Ms. McGuinn's input will most likely be used up by IIQ2016 given the key role she plays in backing up the 50% part time Team Leader.

p.   There are additional assumption and strategies the project has identified and plans to adopt to help it overcome various risks and maximize the depth and sustainability of its impact in Cambodian communities vulnerable to climate change. Those are outline at the end of the report. One concern is the length of the sub-projects themselves. 18 months are unlikely to be a sufficient amount of time to sustainability transform CSO practices in regards to CCA and DRR, and irreversibly see communities fully adapting to climate change. It is suggested that, based on mid-term results of this first set of grants, additional funding be considered to allow a new round of grant or contract extensions, and so that systems and practices established are fully reinforced and consolidated over time.

I. Introduction

1.   Cambodia features among the most climate-vulnerable countries in the world according to numerous studies and comparative rankings[1]. Already prone to floods and droughts, Cambodia's climate vulnerability is worsened by high sensitivity and low adaptive capacity due to a combination of high poverty rates, high dependence on climate-sensitive livelihoods, increasing environmental degradation as well as limited institutional capacity, technology and infrastructure[2]. With the risk of flood, drought, coastal inundation, and disease set to increase under climate projections, there is an urgent need to improve the capacity of communities, local government and local development actors to better prepare for disasters and climate variability across all sectors of development.

2.   At the national level, the government of Cambodia has recognized these challenges and is acknowledged to having one of the most comprehensive climate change policy regimes among less-developed countries (LDCs). It was one of the first to formulate a National Adaptation Program of Action (NAPA) to Climate Change in 2006, for example. Subsequent policy instruments include the Strategic National Action Plan (SNAP) for Disaster Risk Reduction 2008–2013 (which covers a number of climate change adaptation themes), the National Action Plan for Disaster Risk Reduction (NAP-DRR) 2014-2018, and the Cambodian Climate Change Strategic Plan (CCCSP 2014-2023) to provide a strategic framework for responding to climate change. Cambodia also developed the national Green Growth Strategy and Roadmap for 2013-2030 (March 2013), and sectorial Climate Change Action Plans (CCAP) prepared by eleven line ministries (2014). In addition, the 2014-2018 National Strategic Development Plan (NSDP) includes a number of specific actions and activities around climate change across the various sectors it addresses. In June 2015, the Government of Cambodia enacted the Law on Disaster Management which includes adaptation as part of its three key goals. The National Council for Sustainable Development (NCSD) was established in 2015 to coordinate national climate change responses.

3.   A lot of the strategies and policies listed above make special mention of the importance of the role of civil society and community-based approaches in national

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[1] See, for example:
- The ND-GAIN Adaptation Index for 2013, which gives Cambodia a score of both high vulnerability and low readiness, at only 133 out of 178, and notes Cambodia "has both a great need for investment and innovations to improve readiness and a great urgency for action".
 http://index.gain.org/country/cambodia
- The MapleCroft Climate Change Vulnerability Index, which ranks Cambodia as 8th most vulnerable, and lists the vulnerability as "extreme":
http://reliefweb.int/sites/reliefweb.int/files/resources/Climate_Change_Vulnerability_Index_%20201
4_Map_0.pdf
- DARA's Climate Vulnerability Monitor, which lists Cambodia's 2010 vulnerability as 'severe': http://daraint.org/climate-vulnerability-monitor/climate-vulnerability-monitor-2012/country-profile/?country=Cambodia.
[2] See above, as well as the Enrich Institute's research on the effects of climate change in Cambodia: http://www.enrichinstitute.org/climate-change.html, and Cambodia's NAPA: http://unfccc.int/resource/docs/napa/khm01.pdf.

CCA and DRR mechanisms. For instance, strategic objective 6 of the CCCSP 2014-2026 promotes "adaptive social protection and participatory approaches in reducing loss and damage due to climate change". This includes item e: "institute public engagement, participation and consultations as primary entry points for adaptation planning, promoting the involvement of multiple stakeholders including NGOs, community-based organizations (CBOs), youths[3], indigenous communities and the private sector". Also point d. of strategic objective 2 of the CCCSP promotes "community-based adaptation approaches and strengthening of partnerships between development partners, civil society, the private sector and the Government." The National Action Plan for Disaster Risk Reduction (NAP-DRR) 2014-2018 recognized the role of community-based DRR in generating innovative tools and approaches, and the importance of building the capacity of Commune Committee for Disaster Management (CCDM) (chapter 2.2.3), and recommends scaling up community level DRR work in all vulnerable regions under the 4th strategic component of the policy. Finally, the Law on Disaster Management recognizes the role of civil society in 4 of its articles.

4.   Concerted efforts are now needed to operationalize these strategies, especially to ensure that they are effectively implemented at the sub-national and commune levels.   Supporting and strengthening civil society's capacities and contributions to climate change is essential to this process at the community level. Civil society organizations (CSOs), which include local non-government organizations (LNGOs) and community-based organizations (CBOs), provide a key medium for building the capacity of Cambodian communities to cope with climatic risks and increase their resilience. To this end, the ADB and Plan International have entered into a Consultant Services Contract to strengthen the capacity of CSOs to implement community-based climate change adaptation (CCA) and disaster risk reduction (DRR) activities, and to mainstream adaptation and DRR into their operations.   The Mainstreaming Climate Resilience into Development Planning – Civil Society Support Mechanism (MCRDP-CSSM) will contribute to this aim by extending capacity building and sub-grants to CSOs, as well as developing knowledge products to contribute to the emerging global evidence base on community-based adaptation and DRR.

5.   The CSSM is a sub-component of a larger ADB TA-8197 CAM ($11 million), which aims to enhance resilience to climate change in Cambodia through sustained institutional and technical capacity to integrate adaptation concerns into development planning. The Ministry of Environment is the Executing Agency for the project in close collaboration with Line Ministries, Private Sectors and Development Partners. The Package 1 activities hosted by the Ministry of Environment taking place along side the civil society component implemented by Plan International (Package 2) will be to: (i) coordinate the Strategic Program for Climate Resilience[4] (SPCR) for the

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[3] Definition of the term you as well as other key vocabulary used by the project is included in a glossary in Annex 11.
[4] In 2009, Cambodia was selected as one of the pilot countries to receive funding from the Pilot Program for Climate Resilience (PPCR), one of the three sub-programs of the Strategic Climate Fund under the framework of Climate Investment Funds (CIF). The objective of the PPCR for Cambodia is to mainstream climate resilience into national and sub-national development policies, plans and projects by building on the NAPA and other relevant country studies and strategies, and supported by scaled up financing of adaptation activities in the water resources, agriculture, roads and urban infrastructure sectors. The Pilot Program for Climate Resilience (PPCR) subcommittee endorsed the

Government of Cambodia, (ii) conduct detailed feasibility studies for NAPA projects and, (iii) develop and disseminate related knowledge management products. The CSSM will also benefit from a 3rd parallel package under the SPCR TA that will come on board in 2016, with the objective of (i) mainstreaming climate resilience at sub-national levels (district and commune), (ii) integrating gender considerations into climate change adaptation in partnership with the Ministry of Women's Affairs, and (iii) strengthening the monitoring, reporting and evaluation of climate change investments.

6.   The MCRDP-CSSM is structured to complement and ideally harmonize larger efforts by ADB and other development partners to mainstream climate change into development planning. Local CSOs will be implementing community-based projects, but will apply policies and standard tools also being rolled out to sub-national government structures (such as the Vulnerability Reduction Assessment-VRA methodology). Local partners will be expected to fully coordinate with government structures and generally support the Government's democratic development approach. The project is a place where CSOs and Government will partner to be accountable to investment as well as respond to the need of the most vulnerable, and strengthen approaches of how to work directly with communities. MCRDP-CSSM will also be extending training, mentoring, and capacity building, which will enable both civil society and community members to more fully and effectively participate in government planning and implementation processes. Lesson learned from the project and the larger TA will be documented and shared in anticipation of the mid-term revision and next CCCSP and NAP for DRR.

7.   CSOs have communicated that in addition to funding, they expect to gain tools, knowledge, and experience on how to address climate change concerns in their ongoing work with vulnerable communities. While there is broad understanding that climate change is underway and that it exacerbates floods and droughts, there is limited understanding and capacity of what exactly to do about it. Participating in the MCRDP-CSSM program will give them the training, perspectives, and practical tools to better address climate risk and resilience.

8.   This Inception Report has two main aims. It documents the very first phase of start-up activities for the MCRDP-CSSM program. Secondly, it lays out a detailed workplan, strategies and methodologies for the remainder of the program. It builds directly on what was outlined in Plan's proposal to ADB, but with greater focus and detail on activities, timeframes, and other practicalities. (The proposal, by contrast, is more conceptual). It also represents an opportunity to make adjustments from what was in the proposal, in reflections of new information and evidence that was gathered during the inception phase, input from new team members, and also clarifies the program's timeframe and sequence.

SPCR prepared by the Government of Cambodia with support from ADB and the World Bank Group in June 2011, to focus on 7 major investment projects and the proposed TA.

II. Project Overview

9.   In line with the mission of Cambodia's Climate Change Strategic Plan (CCCSP), MCRDP-CSSM will contribute to creating a national framework for engaging civil society organizations, development partners, and the public in a participatory process to meet the twin aims of responding to climate change and supporting sustainable development.   The goal is to build safe and resilient communities in which women, men, boys, and girls[5] are active participants in managing the risk of a changing climate.   The specific objective of this TA is to strengthen the capacity of CSOs especially in the most climate vulnerable areas of Cambodia to implement community-based CCA and DRR activities and to mainstream adaptation and DRR into their operations.   MCRDP-CSSM will pursue these aims via three channels:

- *Output 1:* CSOs are trained on climate change impacts and vulnerabilities, policies and adaptation options, participatory CBA and DRR tools, as well as project development and project cycle management.

- *Output 2*: Inclusive small grants CBA and DRR scheme is implemented.

- *Output 3:* Participatory knowledge products on community-based adaptation and DRR are developed that will serve as a useful resource for the government and development partners to inform adaptation policy development and decision making.

10.   MCRDP-CSSM is essentially a sub-grants program, but one that extends considerable technical training and capacity building to its partners, both in terms of formal trainings as well as mentoring, coaching, and guidance on CCA and DRR and on general program management.   MCRDP-CSSM is also set up as a 'learning laboratory' to identify good practice to inform other civil society programs in Cambodia, and contribute to an emerging international evidence-base concerning community-based adaptation and DRR.

III. Progress Update

11.   MCRDP-CSSM has made considerable progress during the inception phase of the program, primarily in terms of establishing a core team, setting up key plans and administrative systems, liaising with stakeholders, and overall setup.   These are discussed in more detail below.

A.   Project Team Establishment

12.   Recruiting and orienting a new team is complete. A diagram of the team structure and terms of references are included in Annex 8.   This process has

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[5] A glossary clarifying age brackets and definitions used for the sake of this project is included in Annex 11.

progressed well, although with some difficulties which led to minor delays. The initial Team Leader was occupied with other commitments during project start-up and then resigned in late June. Fortunately an outstanding candidate was quickly recruited – Jeanne Everett – with a mobilization date of August 10th. We expect a smooth transition, with full support from Plan's Country Program and the Technical Advisor, Dr. Colleen McGinn. Ms. Everett is a civil engineer with extensive experience and expertise managing community-based development programs, including those funded by ADB. Dr. McGinn, an expert in community-based climate change adaptation, has made critical contributions during the start-up phase and will continue supporting the project in an ongoing role as Technical Advisor.

13.   Cambodian staff have also been recruited. The National Capacity Building and Training Specialist, YUN Sina, began his duties in April and effectively assumed many leadership responsibilities during the absence of a Team Leader. Mr. Yun has a long and excellent track record within Plan International, most recently as Project Manager for a program that aimed to build bridges between civil society and government disaster management programs. The Finance and Compliance Officer, UNG Chanpisey, also began in April. Previously, she managed a gender mainstreaming program at the Ministry of Women's Affairs, with funding from JICA. Two Project Officers have also been recruited. OEUN Samposh mobilized in July, and CHHAM Sokha in August. Ms. Oeun holds a Master's degree in Rural Development and has been working as Plan International's Disaster Risk Mangement Project Officer in Kampong Cham. Mr. Chham is also a longstanding Plan employee with expertise and experience working with DRR and local partner organizations.

14.   The project continues to be backstopped technically by Plan's Australia National Office, and from a project delivery perspective by Plan's Finland National Office. The Asia Regional Office provides further support on compliance and additional technical expertise. Examples of support provided include sharing of resources from relevant projects implemented in other Plan offices – such as the "Inclusive Community-Based Disaster Risk Reduction" Training of Trainers packet developed by Plan Myanmar; the "Guidelines for Facilitators To Conduct Climate Change Assessments and Adaptation Response Selections" developed by Plan Indonesia; the draft "Resilience Building Toolkit" and "Child-Centered Disaster Risk Reduction Toolkit" both developed by Plan International (Global Headquarters); and Plan's disability and gender frameworks to name just a few – as well as ongoing technical and procedural backstopping. This includes support on Plan's internal processes (financial, project management, etc), as well as review and input to deliverables, such as the inception report.

B.   Stakeholder Consultation

15.   During the inception phase, Plan International completed stakeholder consultations. The Team Leader, in some cases accompanied by another member of the MCRDP-CSSM team, met with a wide range of CSOs, government representatives, and experts. These consultation meetings served to introduce others to the incoming program, and to solicit their input, views, and experiences. To this end, stakeholders were queried along two main channels. The first focused on learning about various agencies' own experiences with CCA programming – sector,

geography, extent of mainstreaming, understanding of core climate change concepts and issues, coordination with others, social inclusion, tools applied, etc. The second line of inquiry focused on their specific recommendations for MCRDP-CSSM.

16.   Meetings were held with a total of 23 individuals, who are listed in the table below.

	Name	Organization	Position	E-mail
Development Partners	Chanthou Hem	ADB	Project Officer	chem@adb.org
	Math Kob	ADB	Consultant	mkob.consultant@adb.org
	Julien Chevillard	Cambodia Climate Change Alliance	Trust Fund Administrator	Julien.chevillard@undp.org
	Julian Abrams	UNCDF	Consultant/ Local Development	julianabrams@gmail.com
	Navirak Ngin	GEF Small Grants Programme	National Coordinator	Ngin.navirak@undp.org
Government	Meas Sophal	Ministry of Environment	DGD of GDANCP and Program Director	ppcr_moe@yahoo.com
	Kong Chanthan	NCDD	National Climate Change Planning Advisor	Chanthan2003@yahoo.com
International Agencies	Sok Phoeuk	Asian Disaster Preparedness Centre	National Project Manager	Sok.p@adpc.net
	Yumiko Kura	World Fish	Regional Programme Manager	ykura@cgiar.org
	Nop Polin	Dan Church Aid	Climate Change Advisor	nopo@dca.dk
	Brian Lund	Oxfam	Regional Director	blund@oxfamamerica.org
	Pisey Rith Luy	Oxfam	Rural Development Coordinator	pluy@oxfamamerica.org
Cambodian Agencies	Chong Ear	Cambodia Community Based Adaption Programme	M&E Officer	Chong.ear@undp.org
	Youk Senglong	Fisheries Action Coalition Team (FACT)	Programme Manager	y.senglong@fact.org.kh

Om Savath	Fisheries Action Coalition Team (FACT)	Executive Director	ed@fact.org.kh
Kep Kannaro	PADEK	Executive Director/ Humanitarian Forum Coordinator	Kannaro.kep@gmail.com
IM Phallay	NGO Forum	Environment Programme coordinator	phallay@ngoforum.org.kh
Sey Pheou	NGO Forum	Programme Officer	peou@ngoforum.org.kh
Chem Phalla	Cambodia Development & Research Institute	Senior research Fellow & Programme Coordinator	phalla@cdri.org.kh
Theng Vuthy	Cambodia Development & Research Institute	Research Fellow & Programme Coordinator	vuthy@cdri.org.kh
Socheath Sou	Live & Learn Environmental Education Cambodia	Director (CCCN Coordinator)	Socheath.sou@livelearn.org
Christopher Wilson	Social Venture Development Foundation	Founder	Chris.wilson@socialcapitalventure.net

17.   In addition, program staff attended five network meetings attended by groups of agencies. These network meetings were:
- Network for Development of Food Security and Safety in Cambodia – monthly meeting. Forty-two NGOs sent representatives to this meeting.
- NGO Forum Environment and Climate Change Alliance. Nineteen NGOs participated.
- Cambodia Climate Change Network's quarterly meeting, attended by 18 NGOs.
- NGO Forum Regional Hub Workshop on Climate Change Adaptation attended by over 15 NGOs and programs.
- CHF Annual Planning and Lessons Learned Workshop

To the formal consultations and network meetings above which took place during the inception phase, the project team members continue to be active participants of various conferences, trainings and workshops in the CCA and DRR sector to disseminate project information and updates and collect information about relevant developments in Cambodia. Once the CSO selection process begins, the review of expressions of interest received from and expected 100-150 CSOs describing of CSO capacity and track records in the CCA and DRR will be a chance to collect further detail and confirm observations made during initial consultations.

18.   Several themes emerged during the course of these consultations. These are summarized briefly below:

a.   Experience on CCA

19.   Most of the stakeholders consulted had been working on climate change adaptation as a continuation of their development programs. There is clearly a high level of awareness about certain CC-related problems (e.g., global warming / greenhouse gas emissions, more extreme and unpredictable weather). The gap, however, is what to do about it. Many stakeholders were more uncertain about how CC directly affects their programs, and what adjustments should be made in order to ensure that they are more 'climate-smart.' In other words, agencies are aware of CC as a problem, and recognize certain implications for their work. Many are, however, uncertain as to how to mainstream climate perspectives or 'climate-proof' their portfolios in a way that is demonstrably different from what they are already doing. More sophisticated knowledge about CCA-specific strategies seems to be best amongst those stakeholders working on research (e.g. CDRI), CC coordination bodies (e.g., Cambodia Climate Change Network, NGO Forum), and livelihoods (e.g. Oxfam). There are numerous NGO networks federating these NGOs around CCA and DRR. These various networks are an effective means to share grant publication, technical resources and exchanges of lessons learned. Starting with the NGO Forum, there is also the Cambodia Climate Change Network (CCCN), the NGO Environment and Climate Change Alliance (NECA) of the NGO Forum, the Joint Action Group (JAG) and the Cambodia Humanitarian Forum (CHF) for DRR. Stakeholders specialized in DRR, by contrast, do not seem to have changed anything in their work. Their understanding is that DRR has become more important due to CC, but the work itself is unchanged. These agencies seem unclear how to mainstream CCA into their projects, and what distinguishes CCA from DRR 'business as usual.'

b.   Type of Programs

20.   Almost all stakeholders consulted work with communes and communities in a fairly straightforward manner, first conducting an assessment of the local situation, and then an appropriate action plan or strategy. A lot of NGOs use the toolkit developed by the Joint Climate Change Initiative (JCCI), although some apply UNDP's Vulnerability Risk Assessment (VRA) manual.

21.   Most agencies limit their interventions to 'technical fixes,' i.e., specific, boundaried projects or interventions which promote a new technology, skill, or behavior. A common criticism of this approach – expressed by several stakeholders – is that it sidesteps underlying drivers of climate vulnerability like poverty, inequality, and destruction of natural resources. They argued that larger social, political, economic, and environmental factors need to be considered more directly. Cambodia is undergoing rapid and transformational changes, many of which are placing intense stress on the country's ecosystems. Power abuses are frequent, and coping strategies of the rural poor are to shift from farming and fishing in favor of migration and paid labor. Meanwhile, the impact of environmental degradation and

over-exploitation of natural resources represents a more urgent, immediate, and profoundly political concern, which climate change contributes to but does not drive.

22.   There is broad consensus that CCA interventions are more effective when they simultaneously address climate concerns as well as broader sustainable development aims. It is also essential that Cambodian laws are respected and any violations or disputes are solved with justice by the authorities whilst adequate protection is given to villagers.   The most common sector for CCA-related development programming is DRR, followed by agriculture and irrigation, livelihoods and natural resource management.   Commune Councils, meanwhile, can now access small pots of funding for CCA. They tend to spend it on small infrastructure projects, especially road rehabilitation and the funds help them make the infrastructure more resilient to climate hazards, especially floods.

23.   More specifically, there are a wide variety of International NGOs (INGOs) working with local CSOs on various grants programs related to CCA and DRR (Heks, Dan Church Aid, Oxfam, Action Aid, People in Need, Heifer) with primary focus on DRR and/or CCA. While there has been a lot of attention in projects to integrating efforts into Community Investment Plans and mainstreaming CCA/DRR as part of commune level government activities, it does not appear as if projects have explicitly focused on mainstreaming CCA/DRR into CSO themselves. Other INGOs are implementing CCA or DRR projects directly with communities or CBOs without a local NGO as intermediary. This is the case of World Vision, Habitat for Humanity, Caritas. Some agencies who also work in the sector through contracting local civil society are UNDP, through its various Special Grant Funds (SGF) and the Cambodia Community Based Community Adaptation Program (CCBAP completion in December 2015). The CCBAP project structure and objective are very similar to that of MCRDP, but its sector focus has been more narrow, working primarily in the agriculture and water management sector in rural areas across most of the national territory. Similar to CCBAP, the Cambodia Climate Change Alliance (CCCA) under MoE has also been administering a grants program for CCA. Past grants targeted various national government bodies and institutions but the next round, focusing on research and innovative approaches to CCA, is likely to involve local NGOs. USAID also gives grants to civil society in the agriculture and biodiversity/ forestry sector through umbrella private contracting organizations (USAID Harvest and USAID Supporting Forests and Biodiversity Project).

24.   Depending on the various programs, the two main distinguishing aspects of the MCRDP-CSSM project are:
    i)   The ADB - Civil Society - Government tripartite relationship and in particular the direct linkage it forms between the Government and Civil Society. Civil society grants programs funded by other donors often have no or much less formal involvement from Government. The project has an opportunity to really strengthen two-way channels between Civil Society and Government, and strengthen the Cambodian Government's Democratic Development approach through joint implementation of projects and integrated Donor – Government - Civil Society policy dialogue facilitated by the larger MCRDP TA.
    ii)   Although not without its own challenges, the breadth of possible sectors covered by the project gives the opportunity for community-based

adaptation projects to be truly demand driven. It gives flexibility to CSOs to design interventions that truly respond to the prioritized community needs that surface during vulnerability assessments, unbiased by any funding source's agenda.

c.   Recommendations for Plan

25.   MCRDP-CSSM is, of course, a sub-grants program which will consider an array of proposals that are prepared by local CSOs. While the program does not direct which projects are proposed, it will select those which best demonstrate impact on climate risk and resilience of vulnerable populations. In terms of sectoral priorities, stakeholders largely agreed that access to water for drinking, household needs, and livelihoods is essential. Many thought that for small village projects, access to clean water would have the greatest impact. If a village has water, the villagers have more disposable income; if not, they are poorer, easily get sick, and livelihood options are limited.

26.   DRR and agriculture are also seen as adaptation priorities, including new agriculture approaches such as system of rice intensification (SRI), which is being promoted by several organizations including Plan and Oxfam. However, other stakeholders claimed that due to out-migration of young people from rural villages, there is a labor shortage. The elderly cannot do all the hard work that SRI requires such as careful transplanting and water management, etc. However there are other, simpler agriculture techniques that help farmers adapt to climate change such as:
  • Mulching the soil to minimize evaporation
  • Small-scale irrigation schemes (e.g. drip irrigation) to optimize water use in agriculture
  • Agro-forestry, i.e., combining rows of crops and trees that provide shade to the crops, to reduce evaporation and optimize the use of the soil to maximize production.

27.   Oxfam is also promoting the use of simple machinery that can help farmers do their agricultural tasks in less time, such as the 'rice dragon'[6] which reduces the time women spend on weeding the rice fields. The rice dragon works manually and can be easily manufactured locally.

28.   Stakeholders also argued that farmers need more detailed and localized weather information and local forecasts that can help them adapt their agricultural calendars to the changing climate. So far the Government of Cambodia provides rough, national-level information to farmers across the whole country. This information is insufficient, because it is too general. It does not guide farming decisions, because rainfall and temperature varies considerably across the country. There is also no functioning Early Warning System (EWS). EWS and localized weather forecasting would fall well outside the scope (and budget) of MCRDP-CSSM

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[6] See https://www.facebook.com/nieksrer?fref=photo

sub-grants, nevertheless it is noted that lack of localized, accurate weather forecasts are a major concern.

29.   Most stakeholders consulted claim that vulnerability to climate change is highest in the lowlands of Cambodia along the Mekong River and around the Tonle Sap. Here is where rural communities suffer from the recurrent floods and droughts. However, it is something of a fallacy to term one area vulnerable and another area not. Different parts of the country are vulnerable in different ways and to different climate risks. Moreover, poverty and inequality are pervasive across Cambodia, and vulnerability to climate risks is shaped by socio-economic drivers as well as climate hazards per se. In the plateau provinces of the North-East, especially Mondulkiri and Ratanakiri, all stakeholders agreed on the high levels of vulnerability, mostly because of the low levels of education and language barriers amongst the local population. On the other hand, these two provinces are very sparsely populated and projects there would need high expenditure on transport to reach few beneficiaries. Overall, MCRDP-CSSM will welcome proposals from Cambodia's different geographic regions. Those that will be selected must provide a compelling rationale for how the project addresses climate risk and vulnerability in the CSO's area of operations.

IV. Capacity Gaps and Needs Assessment

A. Assessment Process

30.   Plan has undertaken a Capacity Needs Assessment (CNA) to inform Plan's upcoming series of trainings. Two major training courses will be delivered in 2015/2016, aim to build the capacity of Cambodian CSOs in regards to implementing climate change adaptation (CCA) and disaster risk reduction (DRR) projects, and to mainstream these perspectives into their overall strategic planning. The purpose of the assessment is to ensure that Plan's training and capacity building strategy is fully informed and guided by clear evidence and the perspectives of key stakeholders. The full assessment report is available upon request. A slide show summarizing the report that was presented during the Inception Workshop is included in Annex 4.

31.   Plan adopted a mixed-methods approach to the assessment, with evidence and data triangulated from four sources:

- *Key Informant Interviews.* Six interviews were conducted with key stakeholders who had direct hands-on experience in training/capacity building efforts in Cambodia related to DRR and CCA. Mr. Yun met with representatives from Plan International, Danish Church Aid, the United Nations Development Program, Ministry of Environment's Climate Change Department (two separate interviews), and the Asia Disaster Preparedness Center.

- *Survey and Group Discussion with Cambodian CSOs.* An invitation was sent to thirty-five Cambodian CSOs to attend a half-day forum on 5 June 2015 in

Phnom Penh. Mr. Yun gave an overall presentation about the program, and facilitated a group discussion about their agencies' experiences, strengths, and needs in regards to CCA/DRR capacities and gaps. The list of participants is included below.

	Name	NGOs	Position	From
Group Discussion and Survey				
1	Chey Chanthy	LNU	Finance	Prey Veng
2	Sok Sam Art	PTEA	Project Officer	Svay Rieng
3	Pok Sar Vasna	AKAS	Programme Manager	Batambong
4	Ang Chamroeun	NAPA	Executive Director	Kamong Speu
5	Lov Chamnan	ANKO	Executive director	Pusat
6	Ang Pheakdey	DKC	Executive director	Kampong Cham
7	Horn Hoeun	OOO	Executive director	Takeo
8	Chum Chanputhy	COWS	Executive director	Kampong Thom
9	Sem Sam An	CRID	Executive director	Kampong Cham
10	Prum Mao	FIDAC	Executive director	Siem Reap
11	You Sopheap	CFED	Programme Manager	Svay Rieng
12	Yun Sarith	Chethor	Executive director	Prey Veng
13	Nong Samei	SCO	Programme Manager	Phnom Penh
14	Sith Sovong	SOFDEC	CFT	Kamgong Speu
15	Ouk Socheath	Rachana	Assis-Program Mgt	Takeo
16	Eang Sovannara	Wathnakpheap	M&E Manager	Phnom Penh
17	Vann Saravuth	SVC	Executive director	Ratanakiri
18	Hong Sophea	Phumi Baitong	Programme Manager	Kampong Speu
19	Som Sopheakdey	AFD	Programme Manager	Kamong Thom
20	Ban Sodavy	ATSA	Programme Manager	Phnom Penh
21	Sok Chamroeun	KFA	Executive director	Kandal
22	Sim Chanborina	Ponloeu Koma	Executive director	Batambong
23	Leng Bunhong	SACRED	Executive director	Pusat
24	Choeu Vicheth	PDAO	Executive director	Phnom Penh
25	Tang Vanchan	HUREDO	Executive director	Siem Reap
26	Mean Sangmil	Sre Khmer	Executive director	Phnom Penh
27	Sok Sopheak	TDSP	Executive director	Banteay Meachey
28	Thorn Thun	NAPA	Project Officer	Kampong Speu
29	Chov Uksa	SSO	Propgramme Manager	Svay Rieng
Key Informant Interviews				
30	Mr. Ung Soeun	CCCA/NCSD	Coordination officer	Phnom Penh

31	Chea Chanthou	MoE	Deputy direct of CCD, MoE	Phnom Penh
32	Ear Chong	M&E Officer	UNDP	Phnom Penh
33	Heng Sok	DRM specialist	Plan	Phnom Penh
34	Phoeuk Sok	Program Mgt	ADPC	Phnom Penh
35	Nop Polin	Consortium Coordinator	Dan Church Aid	Phnom Penh

A questionnaire was also distributed, and 28 were completed (i.e., 80% of the agencies which were approached). Findings from the survey were triangulated with what has been said in interviews, group discussions, and other consultations. The table below lists those who participated in the half-day workshop and survey, as well as those who were interviewed individually.

- *Consultation Session within Inception Workshop.* The Inception Workshop on 8 July 2015 in Phnom Penh included an opportunity to present the preliminary findings of the Capacity Needs Assessment for further review, discussion, and feedback. Insights from this are incorporated into the CNA.

- *Ongoing Consultations.* Formal and informal consultations are on-going, and will continue throughout the course of the program to continuously improve the training/capacity building components of the program, stay up to date with sector developments, and strengthen collaboration across programs. These will include discussions with a wide range of stakeholders, post-training evaluations, and participation in periodic workshops and network meetings. It also includes reading relevant reports, studies, and documents.

B.   Preliminary Findings

32.   The needs assessment to date has highlighted several key points to consider, and also identified some gaps and contradictions. We will summarize the most important findings here; these were also presented at the Inception Workshop. Although data has been gathered using mixed methods from diverse sources, together it does paint a consistent picture. We are confident that our evidence and findings are sound.

33.   The main area of consensus was that CCA trainings absolutely need to be reinforced with hands-on follow-up and "learning by doing." There is broad agreement that despite many capacity building trainings in climate change (and other topics!), often very little capacity is actually built. A fundamental weakness has been limited follow-up and follow-through to actually apply what has been learned in a practical setting on the ground. MCRDP-CSSM is addressing this issue in three ways. Firstly, formal trainings will include an emphasis on practical exercises and field visits. Secondly, the projects will be supported throughout, with regular field visits by MCRDP-CSSM staff to extend mentoring, coaching, and guidance. Thirdly, the program will regularly convene Reflection Workshops in order to facilitate peer-

to-peer learning. The most prominent gaps identified across the 3 fields of CCA, DRR and general project management are listed in the table below along with approaches as to how the project will address those.

Subject	Gaps and Need	Approach
DRR	• Concepts (Terms and Definition) • Disaster Risk Assessment Tools • Disaster risk reduction Mainstreaming tools and process into development	• In class training in the concepts. • Practice after training include award small grant to implement. • Coaching and mentoring, reflecting along with their small grants implementation period. • Sharing experiences through reflection workshops and documenting lesson learned. • Adopting and sharing clear and comprehensive project administration and finance guidelines.
CCA	• Terms and Definition • Concepts (Causes and effects) • Climate Risk Assessment Tools\ • Climate Change Adaptation Mainstreaming tools and process into development	
Project Manage-ment	• Project design • Proposal writing • Reporting include lesion learn documentation • Financial management • Monitoring and Evaluation specific to CCA and DRR	

34.   Survey respondents reported a high level (81%) of having ever attended a lecture, seminar, workshop, or training on climate change adaptation. They also overwhelmingly (93%) self-reported that they had a "medium" level of knowledge about CCA and DRR. However, when asked open-ended survey questions, the answers were typically vague or incoherent – for example, a list of buzzwords rather than an explanation. In other words, there is a high incidence of having attended training, but very few of those trained demonstrated that they were able to articulate core concepts clearly. This confirms one of the key themes in the expert interviews – that the effectiveness of the trainings has lacked practicality and follow-up to reinforce learnings. As outlined above, MCRDP-CSSM has specific plans to address this in its program.

35.   Key informants were able to provide considerable insight into pitfalls that have compromised the effectiveness of past training efforts. These issues – and strategies for addressing them - include:
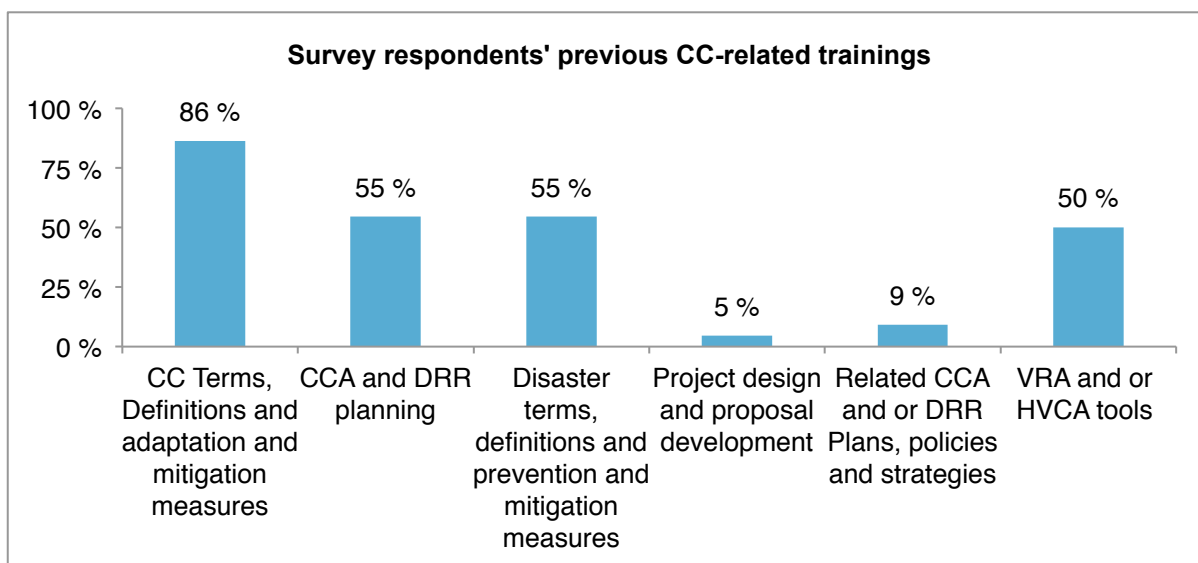
- *Staff turnover*. A certain level of staff turnover is inevitable, and too often knowledge and learnings are lost altogether when the trained staff departs. This can be addressed with refresher trainings. While MCRDP-CSSM has not scheduled repeat trainings per se, doing so is a strong possibility. The team will be continuously exploring the best avenues for further training throughout the course of the program. A general refresher course is a strong probability, but that decision will be made at a later date and in consultation with our partners. Ongoing mentoring will also smooth over transitions from one staff to others.

- *The 'wrong staff' attend trainings.* Some interviewees emphasized a separate problem, however – i.e., that the "wrong staff" are sent to trainings. There are three major underlying contributors to this:
  - o Too often, agencies select someone to attend a training who does not have any follow-up role or responsibility on that topic. For example, a senior director might go to an international training on climate change – but not the program management staff who are actually responsible for day-to-day implementation.
  - o Very junior staff or even interns/volunteers might be sent to a training when others in the office are 'too busy.' In other cases, agencies have a formal or informal 'training queue' and send whoever's 'turn' it is. Moreover, an eclectic mix of junior and senior participants makes it difficult for trainers to 'pitch' the material in a way that is effective for everyone.
  - o Language barriers are often very problematic; many international-sponsored trainings are conducted in English, but are attended by people with only limited grasp of the language.

The MCRDP-CSSM team will take steps to address these issues. Firstly, all trainings will be conducted in Khmer. Secondly, the team will clearly communicate to the grant partners who the training is aimed at – in most cases, whoever is managing the sub-grant. We will carefully avoid general invitations to agencies to send "a representative" but instead be specific about the audience, and otherwise communicate with the partner agency to ensure an appropriate fit. Finally, the project will invite 2 representatives from each CSO to attend trainings to make it easier for returned trainees to build momentum in their organization to implement changes and to provide onward training to their colleagues. CSO partners will be expected to ensure that their staff trained by the project appropriately transfer knowledge to other staff of the CSO and relevant stakeholders.

36. Another key finding, highlighted in the evaluation of the Joint Cambodia Climate Change Initiative[7] and confirmed in the assessment, was that specialized CCA training is not fully applied because agencies have weaknesses in non-technical areas. For example, the JCCI evaluation indicated that many of the local agriculture NGOs were hampered not by lack of climate change technical knowledge, but because they utilized generic, top-down approaches to their work in general. In other words, capacity building was not simply a matter of infusing new technical knowledge, but also capacity building on a more basic level. Our stakeholder consultations confirmed that at least some are concerned that technical training must be paired with support for general organizational capacity development. The survey data also confirmed this finding: while respondents indicated that they had been trained on key CCA/DRR concepts, far fewer had been trained in topics like advocacy, or project design/proposal development in these fields. They survey highlighted that CSO staff have had very little exposure to CCA planning, policies or strategies. Given the overall aims of the MCRDP-CSSM program, this is clearly a gap that we aim to address.

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[7] http://seachangecop.org/node/2959

Survey respondents' previous CC-related trainings

Category	Percentage
CC Terms, Definitions and adaptation and mitigation measures	86 %
CCA and DRR planning	55 %
Disaster terms, definitions and prevention and mitigation measures	55 %
Project design and proposal development	5 %
Related CCA and or DRR Plans, policies and strategies	9 %
VRA and or HVCA tools	50 %

37.   MCRDP-CSSM is committed to capacity building broadly – not just imparting technical information. To this end, the second major formal training will focus on program management tools and skills. While the climate change context will be fundamental, this training will focus on the specific and practical skills the agencies need to implement their proposed projects on the ground.

C.   Capacity Building Plan

38.   Capacity building is a core component of MCRDP-CSSM, and Plan is strongly committed towards an approach which goes beyond simply one-off training, and instead embraces the breadth of capacity building. To this end, the capacity building components of the program include:

a.   Formal trainings for local NGOs/CBOs

39.   Plan will initially conduct two major formal training programs, supplemented by other smaller-scale ones as the program unfolds over time.

Training #1: Mainstreaming Climate Change: Community-Based Adaptation Projects.

40.   This first training has two major aims:
  • To build the capacity of 35 shortlisted CSOs to mainstream CCA and DRR into their program operations.
  • To provide potential partners with the tools and skills to prepare a fundable CCA / DRR project proposal.

41.   This training will include the following topics:
  • Understanding climate change and its impacts based on various scenarios.
  • Climate change adaptation, DRR policy and strategy versus mitigation measures.

- Climate vulnerability and capacity analysis and use of climate risk screening tool.
- Participatory tools for community-based adaptation planning.
- Preparing a project proposal and budget[8].

42.   The training will be held in two batches over four days each in October/November 2015, with half of the CSOs attending training in one of two locations: in Kampong Cham Province, and in Siem Reap. Two persons[9] from each of the thirty-five CSOs short-listed to be potential MCRDP-CSSM partners will be invited. The training will include field practice in communities which Plan already works in. There will be a strong emphasis throughout the training on gender, social inclusion, community empowerment, participatory approaches, and innovative approaches for Cambodia.

43.   The training will be facilitated by Mr. YUN Sina, MCRDP-CSSM's National Capacity Building and Training Specialist, with support from facilitators from UNDP, experts from civil society, local government technical personnel, technical advisor from Plan Australia and the Plan project staff. It will be delivered to approximately 35 CSOs who will have submitted successful EOIs and who will be invited to submit a full proposal. A major component of the training will be in Vulnerability Reduction Assessment (VRA), utilizing a manual already developed by UNDP and endorsed by key government agencies. Government officials who attended the MCRDP-CSSM's inception workshop strongly recommended that we use this manual, which is available in Khmer as well as English. This handbook is intended to serve a diverse audience of development practitioners, and provides a straightforward methodology and clear directions. It is used by various agencies in Cambodia, and includes step-by-step guidance for identifying local risks, perceptions, impacts, adaptive capacities, barriers, and prioritizing adaptation interventions. This manual is widely used by both CSOs and local governments in Cambodia. MCRDP-CSSM will also selectively supplement this manual with appropriate other sources, including Plan's *Child-Centered Participatory Capacity and Vulnerability Assessment Guide*.

Training #2: Mainstreaming Climate Change: Managing Community-Based Adaptation Projects.

44.   This second training will meet the following objectives:
- Reinforce and build upon key themes and technical knowledge from the first workshop on climate change adaptation.
- Provide the skills and tools to partner CSOs so that they can successfully implement their project according to MCRDP-CSSM standards.

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[8] The Project Proposal module will cover various important aspects of the expected project design and proposal development including beneficiary identification, targeting of vulnerable groups including women, risk analysis, logical framework, innovation, CCA and DRR mainstreaming, and sustainability.

[9] Specific budget allocations have been made under the detailed training budget in Annex 5, to provide a lumpsum contribution towards covering the cost of travel and participation into the training by CSOs. This amount will be sufficient to cover at least one participant and the CSO can top up the participation cost for a second participant as needed.

- Provide additional sessions on key themes and sectors put forward under the proposals.

45.   MCRDP-CSSM will award sub-grants to a total 20 to 24 partner CSOs. The Program Management training will last for four days. Each partner will send two representatives to the training, which will be held in Kampong Thom. The training will be in March 2016, once the grants are awarded. Training modules will include:
- Overview of climate change impacts, vulnerability, and resilience.
- Review of CCA/DRR strategies and approaches.
- The program management cycle.
- Monitoring, evaluation, and reporting.
- Financial management and reporting.
- Mainstreaming CCA&DRR into development planning.

46.   The training will be fully participatory and emphasize practical exercises and hands-on learning. Participants will also receive copies of all required monitoring and reporting templates and guidelines.

47.   The MCRDP-CSSM trainer is encouraged to utilize existent training materials produced by Plan and others, rather than 'reinvent the wheel.' While the full suite of training materials is of course still under development, it will be informed by the following materials:
- Program management sections of CARE's Community-Based Adaptation Toolkit.
- CARE's Key Resources for Project Managers series (including Report Writing, Finance, and Project Manager Basics).
- Idasa and Pact's Project Management Handbook Series for Community-Based Organisations.
- Participatory Development Training Manual
- ADB NGO Center's Guide to Participation.

A list of possible additional references is included in a bibliography in Annex 10.

a.   **Further Training**

48.   *Follow-Up Training.*   MCRDP-CSSM's two foundational trainings will be followed up with ongoing learning opportunities, which will be conducted across the country. Training elements and modules will be incorporated into the Reflection Workshops and other fora as is necessary or appropriate. Topics will be selected at a later date, together with partners, to address the specific needs of the selected CSOs.   Possible modules or short courses to be integrated into Reflection Workshops may include:
- Refresher training on CCA concepts and principles.
- Training on DRR
- Participatory self-documentation with multimedia (video, photos, etc).
- Mainstreaming CCA and DRR into CSO strategic planning.
- Child-centered approaches to CCA and DRR.
- Gender, social inclusion, in CCA and DRR.
- Building bridges with national and sub-national government.

- Accounting, budgeting, and financial reporting.
- Specialized trainings for specific sectors (e.g., climate-smart agriculture, diversifying rural livelihoods, water resources management and irrigation, health and climate change etc…).

49.   MCRDP-CSSM has allocated funding for additional training to each of the twenty CSO partners. This funding can be used to support trainings, workshops, or symposia that MCRDP-CSSM itself delivers or contracts for all or some of its partners.   Alternatively, the funds can be directed towards attending events sponsored by others. Decisions about training priorities will be made in an iterative, step-by-step way depending on priority needs and opportunities that unfold during the course of the program, informed by the additional skills and knowledge that the selected partners require as per reflections and successive partner capacity assessments. MCRDP-CSSM is particularly committed to field-based and hands-on learning opportunities,

50.   *Mentoring and coaching.* MCRDP-CSSM is strongly committed to the full breadth of capacity building efforts, and to follow up training with mentoring and coaching. This will primarily be performed in the form of field visits by MCRDP-CSSM staff.   The exact schedule will depend somewhat on the geographic distribution of the projects, but each project site will receive (at least) quarterly visits from MCRDP-CSSM Program Officers and/or other members of the team. MCRDP-CSSM staff will extend guidance and support in such areas as participatory community engagement, M&E, gender mainstreaming, good practices in CCA and DRR, and compliance with accounting and financial reporting standards.

51.   *Peer-to-peer learning.* Exchanges with peers are essential to the capacity building component of MCRDP-CSSM. Partner agencies and communities will have many opportunities to learn and share with one another. The primary vehicle for these will be the two Reflection Workshops, which will be held upcountry. Partner agencies and community representatives will both be welcome to these events. These workshops will also be a key forum for deriving community-based lessons and learnings for MCRDP-CSSM's series of Knowledge Products (see below). Formal training components will also be included in the Reflection Workshops. At a later point in the program, MCRDP-CSSM may also sponsor study tours, exchange trips, and other peer-to-peer learning opportunities. The project and its partners will take proactive steps in participating in any reflection efforts and events on the subject of community based CCA and DRR in Cambodia, and is likely to play a major role in any ADB driven workshop or discussion on the topic of Government and Civil Society engagement, on the topic of mainstreaming climate resilience into CSO operations. Formal research reports only reach a limited audience, and CSOs themselves are more likely to benefit from and apply from more hands-on learning opportunities. MCRDP-CSSM will especially encourage building bridges and mutual learning between CSOs, government, and international agencies, and otherwise foster a culture of knowledge exchange and learning among counterparts working in a given geographic area or sector.

52.   A detailed workplan can be found in Annex 3. In summary:
- Preparing Community Based Adaptation Projects (2 batches): Oct /Nov 2015
- Managing Community-Based Adaptation Projects: March 2016

- Follow-Up Trainings

For each of these trainings, external facilitators from relevant agencies will be invited as resource persons to share tools and lessons. This will include relevant persons from line Ministries or provincial level departments (Provincial Department of Agriculture, PD of Water Resources And Meteorology, PD of Women's Affairs, PD for Rural Development, Provincial Committee for Disaster Management…) as well as Civil Society actors, experts and other development partner programs, all with whom the project will nurture a collaborative relationship and continued coordination.

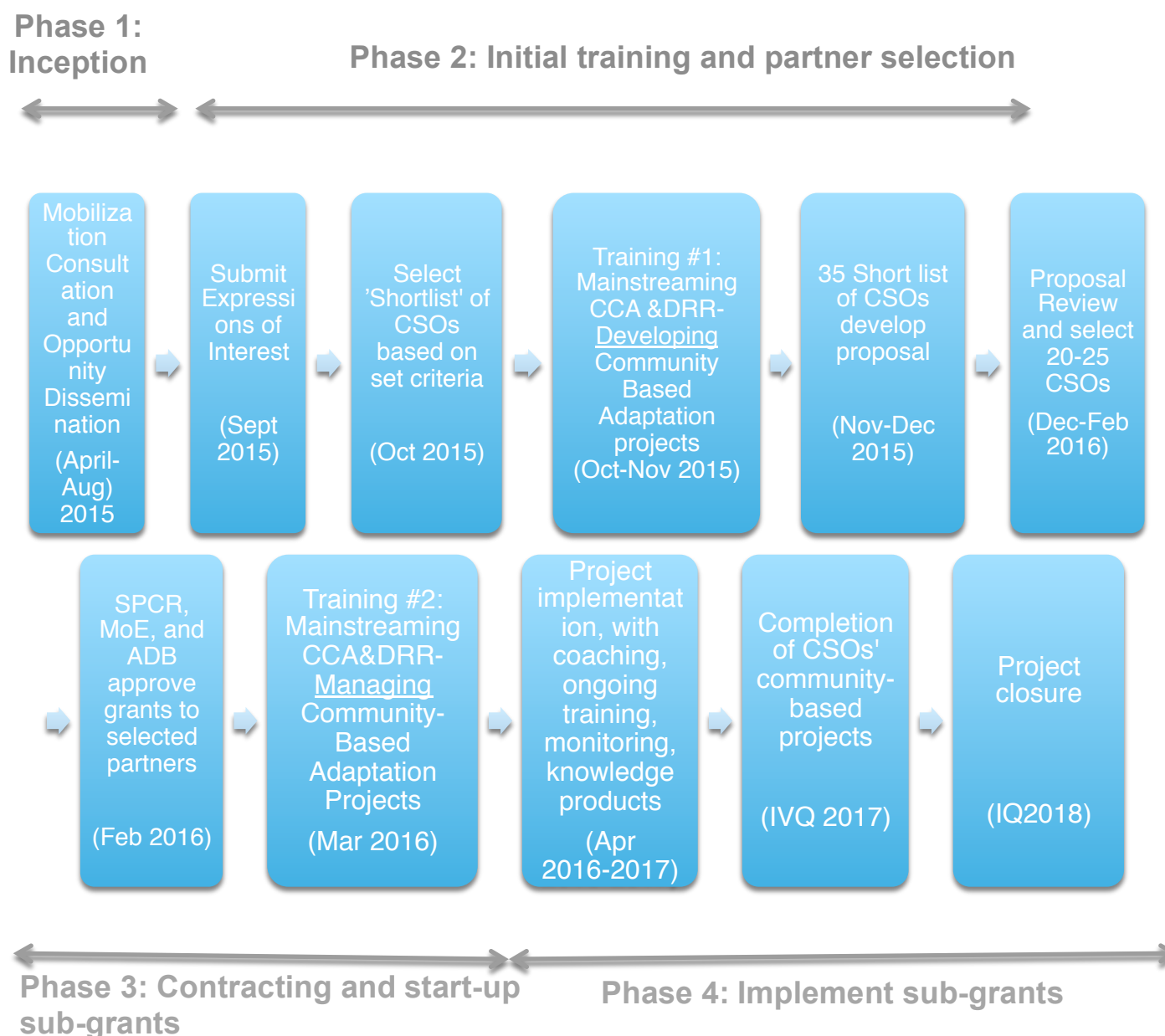## V. Sub-Grant Development and Proposal Process

53.   MCRDP-CSSM has developed a clear, transparent, and straightforward process for informing potential partners, soliciting proposals, and evaluating them. The key steps of sub-granting process are represented in the diagram on the next page.

54.   During the *Stakeholder Consultation* and *Capacity Needs Assessment* processes, MCRDP-CSSM staff held a series of individual meetings with a range of CSOs and other actors to inform them about the program and learn from their own experiences and perspectives. MCRDP-CSSM also invited thirty-five CSOs to participate in a capacity needs assessment workshop; this workshop also served to introduce the overall program to them. MCRDP-CSSM has a draft brochure (see Annex 1) which is being disseminated widely.

55.   *Informing potential partners.* Early on in the project, Plan pro-actively started identifying and informing potential local partners about the program and how they might participate in it. Several lists of potential partners were prepared and are continuously updated, identified via their participation in various relevant coordination committees convened by MOE, National Committee for Disaster Management (NCDM), and NGO Forum as well as through discussion and sharing of database with other relevant donor programs engaging CSOs. Local agencies will be invited to prepare a formal Expression of Interest letter briefly describing their agency, and its capacity and motivation to conduct a CCA/ DRR project in Cambodia.

56.   In the end, Plan used an aggressive number of dissemination *channels to advertise its Request for Expressions of Interest* (close to 190 different ways including before and after deadline extensions): local newspapers, Plan website and facebook page, facebook pages and websites of 6 relevant Cambodian CSO network organizations or of other similar programs or donor programs with wide civil society networks, committee newsletters, Ministry of Environment and personal contacts within NCDM, Plan field offices in Siem Reap, Kampong Cham and Mondulkiri, and finally direct mailing to personal networks in Phnom Penh and in Provinces from under-represented sectors and geographic areas. Plan's 3 field offices or Program Units (PU) are playing a key role in disseminating program information and advertisements onward to smaller more local provincial or district level organizations which might not have a direct access to national level mainstream civil society networks. The dissemination list is included in Annex 12.

Diagram: Project implementation Phases and Partner Selection Stages

Phase 1: Inception

Phase 2: Initial training and partner selection

| Mobilization Consultation and Opportunity Dissemination (April-Aug) 2015 | Submit Expressions of Interest (Sept 2015) | Select 'Shortlist' of CSOs based on set criteria (Oct 2015) | Training #1: Mainstreaming CCA &DRR- Developing Community Based Adaptation projects (Oct-Nov 2015) | 35 Short list of CSOs develop proposal (Nov-Dec 2015) | Proposal Review and select 20-25 CSOs (Dec-Feb 2016) |

| SPCR, MoE, and ADB approve grants to selected partners (Feb 2016) | Training #2: Mainstreaming CCA&DRR- Managing Community-Based Adaptation Projects (Mar 2016) | Project implementation, with coaching, ongoing training, monitoring, knowledge products (Apr 2016-2017) | Completion of CSOs' community-based projects (IVQ 2017) | Project closure (IQ2018) |

Phase 3: Contracting and start-up sub-grants

Phase 4: Implement sub-grants

57.   Selection will be done using a predetermined point-based evaluation matrix by an *EOI Evaluation Committee* composed of: two Plan Project Officers, the Plan Project Coordinator, one representative from Plan's Partnerships Department, and

Mr. Ou Chanthearith, Program Manager of MRCDP of MoE was assigned as selection team[10]. Selection will be based solely on those which best demonstrate that they have the organizational capacity to fully participate in the program, have a track record in community-based programming in a relevant sector, and are suitably motivated to take on community based climate change adaptation and DRR programing. Among the CSOs that submit Expressions of Interest, thirty-five (35) will ultimately be selected to attend the formal *Training course #1 on CCA, VRA, and Proposal Preparatio*n.

58.   *Selecting partners and awarding grants.* The 'long list' of 35 CBOs who complete the first training will be invited to prepare a full proposal. A preliminary project preparation micro-grant will be extended to each partner (up to $500) to finance proposal preparations costs, including conducting a participatory VRA. This money will be charged to the $1.4 million lump sum for "grants support" under the program budget. MCRDP-CSSM national staff may also provide hands-on guidance and support to the 35 potential partners when they do their field VRA.

59.   Criteria for acceptance have already been drafted (see below) but not yet finalized[11]. The final list of criteria and scoring mechanism will be approved by the SPCR Coordination team and the ADB. Once completed, to ensure transparency, the criteria will be made available to potential partners. *MoE will be closely involved* and consulted throughout the EoI advertisement, shortlisting and proposal evaluation process. Request for EoIs will be shared with MoE and disseminated on their website, detailed shortlisting method and proposal selection process will be explained to MoE and all EoI and CSO proposals will be communicated in full to the MoE appointed representative sitting on the partner Selection Committee[12]. The MEF representative was proposed to be a member of the selection team also.

60.   *Minimum criteria for project selection.* MCRDP-CSSM has not yet finalized its criteria and scoring mechanism to select projects. A *draft* list of required criteria is:
- CSO compellingly demonstrates that this project addresses climate and/or disaster risk, and adaptive capacity of community or population.
- Proposal includes participatory VRA of satisfactory quality.
- Project is gender-sensitive: it includes women's participation and reflects gender considerations.

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[10] In addition, the possibility of having other government representatives such as from MOI/National Committee for Democratic Development at sub-national level as part of the selection committee was discussed. The person was not included in the end for the reasons that ADB's position was that "ADB and the government should not be in the evaluation committee, as the SPCR coordination team and ADB will approve the final selection of sub-grantees" and that certain representatives are unlikely to have the technical background on climate change adaptation, and that very senior people are unlikely to have the time to dedicate to the very cumbersome task of systematically reviewing and evaluating all EOIs and proposals.
[11] The criteria were in the end finalized at the time this report was finalized and, without wanting to change the original text of the report, are now included in Annex 7.
[12] Feedback from MoE throughout the process that ensued (and which took place after the inception phase and thus is only prematurely inferred to in this report) was all very positive and collaborative. They have also been positive in acknowledging monthly updates shared with them the first week of every month.

- CSO demonstrates capability to manage a project effectively, including budgeting, accounting, and financial reporting.
- The project is practical and 'do-able' within 18-month timeframe and budget, and does not exceed agency's capacity or make exaggerated claims.
- CSO has a demonstrated track record with other partners and donors, particularly within CCA, DRR, or a climate-vulnerable sector.
- CSO successfully passes Plan's standard initial Partnership Assessment Process.
- CSO is committed to pro-actively engage and coordinate with other government and non-government agencies, and also MCRDP-CSSM workshops, follow-up trainings, and knowledge generation.
- Partners are not allowed to sub-grant to third parties; however we welcome proposals from coalitions or partnerships (for example, a local NGO that is working with CBOs). In any case, there should be a lead agency which is responsible for the project as a whole.
- The partners have not been blacklisted or given very negative reviews by other development partners and donors.

61.   A tentative list of additional *preferred criteria for selection* includes:
- Project proposes solutions, approaches, or sectors in CBA that are innovative in Cambodia (e.g. testing of new or application of traditional technologies, child/youth- led activities, etc.).
- Project shows clear potential for linking with other CCA initiatives/ investments in the area, including ADB-financed investment projects.
- Project involves media, education, or outreach. We especially welcome projects that include use of participatory monitoring and evaluation for documentation of lessons and impact through multiple forms of media.
- Project directly involves and benefits children/youths, minorities, or other marginalized populations.
- Project incorporates user-friendly, locally-appropriate, and high quality climate change education material that CSOs can adapt and reproduce.
- CSO demonstrates readiness to mainstream climate resilience and DRR across its portfolio and beyond the life of the project, and apply tools/learnings to other projects.
- CSO is linked to GMS program activities, and work in provinces close to neighboring countries
- CSO demonstrates willingness and capacity to adopt a community-driven process and strengthen community ownership.
- Project generates significant support from local authority, including formal endorsement. Infrastructure projects in particular must secure all appropriate permissions.

62.   As per Plan's contract with ADB (pg. 6), the portfolio of sub-grants as a whole will also have to include:
- *A balance among geographic areas/ecological zones most vulnerable to climate change (including coastal areas, low-lying central plains, and mountain ecosystems).* To support this, the project will seek to have at least one grant in three different geographic areas.
- *Preference for proposals that mobilize additional financing for community-based CCA and DRR projects.*

- *A balance among sectors.* To enforce this, a strict maximum of seven projects will be allocated to any one climate vulnerable sector or field of intervention.
- *Gender considerations such that at least 20%[13] of the selected projects directly address gender concerns on CCA and DRR.*
- *Youth consideration* of including a proportion of youth activities who can contribute to CCA and DRR.
- Some projects where *grassroots-based CBOs will participate*, formally or informally.

The MCRDP-CSSM team will seek to ensure that the portfolio of projects meets this balance, however that is contingent on receiving a sufficient number of qualified EOIs and fundable proposals that meet project specifications. For that reason, the project will aggressively distribute its initial request for EOI to a broad base of organizations, sectors, networks and provinces.

63.   *Project selection process.* A *Proposal Evaluation Committee* composed of the Plan Training Coordinator, the Plan Project Coordinator, the CCA Technical Advisor, one representative from Plan's Partnerships Department, and one representative from MOE, will review proposals and rate them. The top ten (approximately) proposals will be recommended for immediate funding provided some expected budget adjustments and negotiations; however the SPCR Coordination Team and ADB must review and approve the list before the CSOs are informed.

64.   The projects which are not immediately funded will be returned to the CSOs with brief comments on how to strengthen their application. These agencies will be invited to revise and re-submit their proposals. Of the second batch, another ten (maximum 15) CSOs will be selected and proposed for approval by ADB and MoE. Once approved, All 20-25 agencies will be invited to attend the second Program Management Training. Each grantee will then select two staff to attend the formal *Training course #2 on Program Management*. The selection will not extend to previously non-shortlisted NGOs at this time. If need be, criteria for acceptance may be adjusted relative to the first round of proposals, in full consultancy with ADB and transparency to potential partners, in order to fill any gaps (for example, as per required criteria, seeking a balance of sectors, geography, etc.).

65.   A detailed workplan and schedule can be found in Annex 3. Key milestones include:
- Deadline for submitting Expression of Interest letters: 30 September 2015.
- 'Long list' of 35 promising CSOs selected: October 2015.
- Full proposals due: December 2015.
- First round (≈10) of proposals accepted; others are invited to revise and re-submit: January 2016.
- Revised proposals due: February 2016.
- Program Management Training: March 2016

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[13] The 20% stated on page 6 of the PLAN-ADB contract will be considered a minimum that must be achieved. .However, the project will attempt to achieved a 30% target as referenced elsewhere in program documents (Design and Monitoring Framework of the TA paper),

- Start-up of projects: 2nd Quarter 2016.

VI. Knowledge Management, Communication, and Dissemination Plan

66.   One of the key aims of MCRDP-CSSM is generating and disseminating knowledge to advance the emerging field of community-based CCA programming, which is characterized by a diverse proliferation of initiatives but a weak evidence base. Knowledge management refers to "the process of capturing, distributing, and effectively using knowledge."[14] Internal knowledge management processes are largely incorporated into MCRDP-CSSM's Monitoring and Evaluation system, and will not be repeated here. This section instead focuses on infusing the program with international best practice; generating knowledge to contribute to the evidence base concerning community-based CCA and DRR; and disseminating that knowledge to others in both Cambodia and globally. Once partners have been selected and sectors and provinces of intervention are finalized, a detailed communication plan will be finalized and implemented. Details will be shared in upcoming Quarterly Progress Reports for the project.

A.   Infusing Best Practice

67.   MCRDP-CSSM will administer the program consistent with standards of best practice for both program management and technical knowledge. The Capacity Building Specialist (Mr. Yun Sina) is a highly experienced DRR professional with experience and expertise on climate change and community programming in Cambodia. The program is also being supported by Dr. Colleen McGinn, globally recognized as an expert in climate change adaptation, who is serving as technical expert to provide key guidance. Further technical guidance will be provided by Ms. Pia Treichel, a climate change adaptation expert based in Plan Australia and other experts in Plan International's global headquarters.

68.   The MCRDP-CSSM Team will actively cooperate and coordinate with other key stakeholders in Cambodia to ensure that the program reflects others' experiences and lessons regarding past and ongoing sub-grant and civil society capacity building programs generally, as well as those which specifically address CCA and DRR. This includes for instance the CCCA program under MoE, UNDP's CCBAP and SGP, UNDP's NAPA Follow Up project Promoting Climate Resilient Water Management and Agriculture Practice under MAFF, DRR work conducted by various members of the JAG and CHF network, as well as the Community-Based Disaster Risk Management – Farmer Water User Committee (CBDRM-FWUC) Component under MoWRAM.   To this end, the team will coordinate and learn from a broad range of stakeholders and experiences, and apply those lessons to the Plan

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[14] http://www.kmworld.com/Articles/Editorial/What-Is-.../What-is-KM-Knowledge-Management-Explained-82405.aspx

program. This includes experiences from Plan International's CCA and DRR programs in other countries in the region.

69.   Infusing best practice into the program includes outreach, communication, and capacity building to local partners, the communities they work in, and local authorities. As outlined above, Plan is fully committed to embracing the broad scope of capacity building, and this includes extensive mentoring and tutoring for partner agencies and communities, to impart them with skills, knowledge, and perspective. At the same time, MCRDP-CSSM is a learning partnership and the team will adopt an attitude of inquiry and learning from communities themselves, and in taking those key learnings to others.

B.   Generating Knowledge

70.   Consistent with Plan's contract with ADB, MCRDP-CSSM will produce or participate in the production of eight separate knowledge products which document best practice and lessons learned from the program's experience with mainstreaming climate change and DRR into civil society programming. It will identify specific models, case studies, lessons, and examples which advance the field of community-based adaptation. It will represent diverse sectors and experiences. The specific topics and schedule for publication will be determined at a later date after grants are awarded, enough time has passed to identify key learnings, and the team has a sense of what are the model projects and best examples for others to learn from. Decisions will be made in consultation with ADB, MoE, and project partners. All knowledge products will be prepared and disseminated in both Khmer and English.

71.   *Tentative List of Knowledge Products, 2016-2018.* The following is an *illustrative* list of policy briefs, good practice papers, and multimedia projects, together with a tentative schedule.,. MCRDP-CSSM is also strongly committed to creative use of participatory multimedia and research methods, and not all the "knowledge products" will be in the form of written studies. The project budget currently indicates policy briefs, "training manual and other knowledge products," and video documentaries. However, it is possible that specific line items may be adjusted without changing the total budget, depending on which topics, projects, and methodologies emerge as the most suitable. For instance, MCRDP-CSSM anticipates that at least two of these knowledge products derive from participatory multimedia research, such as photovoice methodologies (see www.photovoice.org).

72.   The eight knowledge products will likely cover topics indicated in the contract: water, agriculture, transport, urban development, gender, monitoring and evaluation, and mainstreaming of CCA and DRR into CSO operations. However, some variance from that is also possible for the reasons described above. These knowledge products will be published in a staggered schedule from 2016. A tentative schedule is outlined below and a more detailed workplan can be found in Annex 3.
- Opportunities for mainstreaming CCA & DRR
  into CSO operations: July 2016
- Applications to the Water sector: October 2016
- Applications to the Agriculture sector: January 2017
- Applications to the Child Centered CCA sector: April 2017
- Applications to Urban Development: July 2017

- Gender mainstreaming in CCA: October 2017
- Monitoring & Evaluation in community-based CCA: January 2018
- Effective mainstreaming of CCA into CSO operations: April 2018

C.   Disseminating Knowledge

73.   Generating new knowledge has little impact if others are not aware of new learnings, and do not apply it. MCRDP-CSSM is strongly committed to disseminating its knowledge products and communicating findings widely, both within Cambodia and internationally. We are especially sensitive to the fact that different audiences must be reached in different ways, and that for a community-based program like MCRDP-CSSM, it is especially important that the communication and dissemination must also reach actors at the grassroots. MCRDP-CSSM will thus communicate and disseminate knowledge through several channels.

74.   Key online portals that reach an audience of policymakers and practitioners. Plan's knowledge products will be included on plan's intranet and external publications website, and other key online portals such as the Asia-Pacific Adaptation Network (APAN) and Open Development Cambodia. These portals will be selected at a later date, and different studies may be appropriate for one but not another. For example, a briefing paper on M&E of community-based CCA may be a good fit for the GEF's ClimateEval online library, whereas one on food security would fit the UNSCN's Agriculture-Nutrition Community of Practice (AG2NUT COP). Plan will especially work with ADB, MoE, and other key government partners to ensure that the MCRDP-CSSM knowledge products are appropriately included on any of their online portals or resource libraries. All products will be produced under cc licensing, enabling others to include them within various libraries, portals, and platforms. In addition, the project will create its own Facebook page where relevant information and documents produced by the project as well as other relevant materials publicly available duly accredited can be shared with partners and wider CCA and DRR networks in Cambodia.

75.   Pro-active and visible presence at formal workshops, etc. MCRDP-CSSM will actively participate in regional, national, and subnational forums, conferences, workshops, and activities that concern mainstreaming adaption and DRR into CSO strategic planning. The team will accept and pro-actively seek opportunities to present findings and disseminate publications, especially those which reach civil society organizations and sub-national government. The CSOs themselves also have funding to attend such fora and speak for themselves. As a starting point, the project will submit project update articles to the SPCR newsletter issued on a quarterly basis and share project updates during SCPR Coordination Committee Meetings in Cambodia.

76.   Personal engagement of key policymakers, decision-makers, and civil society leadership. MCRDP-CSSM will actively collaborate with key coordination bodies including the Cambodia Climate Change Alliance (convened by MOE), the Joint Action Group (a committee of NGOs engaged in DRR), the Cambodian Humanitarian Forum (CHF), the national DRR platform (convened by the National Committee for Disaster Management), the Cambodia Climate Change Network

(CCCN) and the NGO forum's climate change network. Maintaining a good working collaboration with other development partners and NGOs working on Climate Change and DRR in Cambodia such as UNDP's CCBAP and SGF or CCCA, as well as with other relevant ADB funded investment projects[15] will be a priority of the project in order to maximize progress towards common goals and avoid any overlap and duplication of programs. A lot of useful tools and manuals have already been developed by past and parallel projects and, when applicable, MCRDP-CSSM will aspire to use existing tools and material, naturally with full consent and credit to its originators. A sample list of documents is included in a bibliography in Annex 10. It will invite resources persons with a known track record from other programs to add value to the project. In doing so, this will allow harmonization of approaches across the country and allow project resources for knowledge management to go towards true knowledge gaps rather than "reinventing the wheel". In the same spirit, project will solicit input and collaboration from peers on draft documents and design and widely disseminate its finished material for the benefit of other projects working on CCA and DRR in Cambodia.

77. **Outreach and communication with key grassroots actors, including communities and local government.** In Cambodia, personal contacts, connections, and communication is essential – and most especially for grassroots actors who are outside of Phnom Penh, speak little or no English, and lack affordable or reliable internet access. MCRDP-CSSM is strongly committed to reaching this population as well, and for this there is no substitute for personal engagement and contact. As outlined above, the team will regularly visit field sites and engage with stakeholders. Khmer-language materials will be made available, however 'downwards' dissemination will also emphasize in-person communication at meetings, workshops, and other fora. Multimedia knowledge products will also target social media, television, radio, and internet, reaching an especially large audience of Cambodians.

D. Stakeholder Communication Plan

78. A stakeholder and communication plan serves the purpose to ensure transparency and accountability, and foster a learning environment. Two way communications between the various stakeholders from civil society, government, development partners and their implementing agencies, private sector, and populations are critical to ensure that all parties are continuously given the space to be heard, to hear others, and to grow throughout this process in a supportive and conducive environment. This plan is a living document and will be updated throughout the life of the project as gaps are opened and closed, and needs change. The various avenues of communications are summarized in the table in Annex 9.

VII. Project Monitoring and Evaluation Plan

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[15] GMS Disaster Management Project and its Community Based Disaster Management Program in Pursat Province with MoWRAM, Rice Commercialization Project with MIH, ADB Upland Flood Management Project with MoWRAM, ADB Rural Road Investment Program (RRIP) with MRD, etc…

A. Reporting Process and Schedule

79.   MCRDP-CSSM will comply with all Plan International and ADB M&E requirements. Key reports include the following documents.

80.   *Inception report*. A draft Inception Report was submitted as per approved schedule, on 30 June 2015. The report was reviewed by ADB and MoE; this revised final report incorporates their recommendations and feedback.

81.   *Monthly Updates to ADB*. At the end of each calendar month, the Team Leader will send a brief report to the program's liaison at ADB. This report will summarize the program's major activities, achievements, and challenges during that month. It will also include technical matters and highlight key agencies and individuals that the program has coordinated with.

82.   *Quarterly progress reports and financial reports*. The reports will include overall progress, completed activities, and contributions towards targets and indicators specified in the logframe. It will also discuss any challenges or setbacks, and highlight how they are being addressed. Each quarterly report will also include a workplan for the next quarter. Financial reports will also be submitted quarterly.

83.   The reports will cover the following time periods of each calendar year: January – March; April – June; July – September; and October – December. CSO partners will be required to submit their own quarterly reports one week after the end of each quarter. MCRDP-CSSM will consolidate data and findings and submit reports by the end of the month *following* each quarter. For example, the Q1 report covering January – March will be submitted by April 30. The first Quarterly Report will be submitted by October 31, covering July – September 2015.

84.   *Final report:* This report will include project achievements, lessons learned, and recommendations for the SPCR Coordination team and will be submitted 1 month prior to completion of the assignment.

85.   A detailed schedule/workplan can be found in Annex 3. The following table highlights key dates for monitoring reports:

Date	Report	Submitted to
30-Jun-15	Draft Inception Report	ADB, relevant government departments, civil society
31-Jul-15	Monthly update	ADB
31-Aug-15	Final Inception Report (*English and Khmer*)	ADB, relevant government departments, civil society
31-Aug-15	Monthly update	ADB
30-Sep-15	Monthly update	ADB
31-Oct-15	Quarterly report (Jul-Sep)	ADB, relevant government departments
30-Nov-15	Monthly update	ADB
31-Dec-15	Monthly update	ADB
31-Jan-16	Quarterly report (Oct-Dec)	ADB, relevant government departments
29-Feb-16	Monthly update	ADB

31-Mar-16	Monthly update	ADB
30-Apr-16	Quarterly report** (Jan-Mar)	ADB, relevant government departments
31-May-16	Monthly update	ADB
30-Jun-16	Monthly update	ADB
7-Jul-16	CSO Quarterly reports** (Apr-Jun)	Plan Cambodia
31-Jul-16	Quarterly report (Apr-Jun)	ADB, relevant government departments
31-Aug-16	Monthly update	ADB
30-Sep-16	Monthly update	ADB
7-Oct-16	CSO Quarterly reports (Jul-Sep)	Plan Cambodia
31-Oct-16	Plan Quarterly report (Jul-Sep)	ADB, relevant government departments
30-Nov-16	Monthly update	ADB
31-Dec-16	Monthly update	ADB
7-Jan-17	CSO Quarterly reports (Oct-Dec)	Plan Cambodia
31-Jan-17	Quarterly report (Oct-Dec)	ADB, relevant government departments
28-Feb-17	Monthly update	ADB
31-Mar-17	Monthly update	ADB
7-Apr-16	CSO Quarterly reports (Jan-Mar)	Plan Cambodia
30-Apr-17	Quarterly report (Jan-Mar)	ADB, relevant government departments
31-May-17	Monthly update	ADB
30-Jun-17	Monthly update	ADB
7-Jul-16	CSO Quarterly reports (Apr-Jun)	Plan Cambodia
31-Jul-17	Quarterly report (Apr-Jun)	ADB, relevant government departments
31-Aug-17	Monthly update	ADB
30-Sep-17	Monthly update	ADB
7-Oct-17	CSO Quarterly and final reports (Jul-Sep)	Plan Cambodia
31-Oct-17	Quarterly report (Jul-Sep)	ADB, relevant government departments
30-Nov-17	Monthly update	ADB
31-Dec-17	CSO final reports (outstanding)	Plan Cambodia
31-Dec-17	Monthly update	ADB
31-Jan-18	Quarterly report (Oct-Dec)	ADB, relevant government departments
31-Jan-18	Monthly update	ADB
28-Feb-18	Draft final report	ADB, relevant government departments
31-Mar-18	Monthly update	ADB
15-Apr-18***	Final Report (*English and Khmer*)	ADB, relevant government departments

*Note that quarterly reports include a financial report while monthly reports are narrative only. Unless otherwise indicated, reports will be submitted in English only.

** Plan and CSO quarterly reports will include Quarterly Financial Reports. Disbursement and replenishment of sub-grant funds between ADB and Plan will follow the rules indicated in the Plan-ADB contract. Disbursement and replenishment of sub-grant funds between Plan and Partners will follow Plan's standard partner disbursement and financial control rules. Those will be explained in more detailed in a future quarterly progress report.

*** Or 4 weeks after comments from ADB and Government on draft report if received after 15 March 2018.

B. Logical Framework and Reporting

86.   A logical framework ("logframe") for the overall program has been prepared during the program's inception period (see Annex 2). This logframe outlines goals, objectives, and results for the overall program, as outlined in the program documents. It includes:

- TA Impact and Outcome as specified in TA paper:
  - Impact: Enhanced resilience to climate change in Cambodia.
  - Outcome: Sustained institutional and technical capacity to integrate adaptation concerns into development planning.
- Objective, which is derived from Output 3 of the TA paper.
  - Objective: Strengthen the capacity of CSOs especially in the most climate vulnerable areas of Cambodia to implement community-based CCA and DRR activities and to mainstream adaptation and DRR into their operations through establishment of civil society support mechanism.
- Three Outputs, (or "results" as specified in Plan's proposal).[16]
  - Output 1[17]: CSOs are trained on climate change impacts and vulnerabilities, policies and adaptation options, participatory CBA and DRR tools, as well as project development and project cycle management
  - Output 2: Inclusive small grants CBA and DRR scheme implemented.
  - Output 3: Participatory knowledge products on community-based adaptation and DRR developed that will serve as a useful resource for the government and development partners to inform adaptation policy development and decision making.

The logframe also includes key elements of SPCR's and MOE's Monitoring, Reporting and Evaluation (MRE) frameworks, including five core indicators for *each*. This is consistent with commitments made in the proposal "to align indicators to those existing within… existing M&E frameworks that ADB's larger program is utilizing." Please note that the logframe *does not list* activities and milestones. These can be found in the program workplan (see Annex 3).

87.   Each of the partner CSOs will be required to submit quarterly progress and financial reports, and each will have its own set of indicators tailored to the specificities of each project. In order to monitor the portfolio as a whole and collect evidence/data that needs to be reported for the program overall, each of the 20 CSO partners' individual reporting system will feed data into one consolidated set of 15 very simple indicators uniform across all 20 partners.

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[16] These results or coherent with the Plan proposal, but vary from the three performance targets/indicators listed in the TA paper for Output 3.
[17] The "results" listed in Plan's proposal are equivalent to "outputs" under ADB's Design & Monitoring Framework.

88.   MCRDP-CSSM is also in the process of adapting the '7S' instrument for organizational assessment that ICEM is using under MCRDP-1[18]. These indicators will be combined into Plan's own Partnership Assessment standard Process that is performed before Plan enters into any partnership with a local organization, MCRDP-CSSM will undertake a simple assessment at the start of the program, and one at the end of the project. This assessment will measure how CSOs successfully mainstream CCA and DRR into 7 "performance dimensions" adapted to the specific nature of the project (Strategy, Structure, Systems, Style of governance, Staff management, Skills, Stakeholders). A list of 7 key questions under the 7S framework have been prepared and will be answered through a Focus Group Discussion process with each of the partner CSOs. Those are included in Annex 6. This tool will have two purposes: to assess and monitor organizational capacity and improvement over the course of the program in regards to mainstreaming climate resilience; and to identify areas which would benefit from specialized capacity building, whether through mentoring or further training. The results of the 20-25 CSOs together can be aggregated and presented alongside ICEM's spider charts of its government ministry partners. This provides complementarity between the material presented by the two implementing partners and provides a means to assess progress in a consistent and clear way. The results of the 7S assessments, along with other partner monitoring, will be used to report against the program's Outcome.

89.   *Contributions toward the national-level M&E frameworks adopted by SPCR and MoE.* The MCRDP-CSSM logframe also includes the SPCR CCCSP national M&E framework indicators. MCRDP-CSSM will only comment or provide data on the SPCR indicators which directly apply to the program. Those are:
   • Quality and extent to which climate responsive instruments/investment models are developed and tested.
   • Extent to which vulnerable households, communities, businesses, and public sector services use improved PPCR supported tools, instruments, strategies, and activities to respond to climate variability or climate change.
   • Number of people supported by the PPCR to cope with the effects of climate change. [Note: MCRDP-CSSM will disaggregate this number by gender and age.]

90.   Other SPCR and CCSP indicators are well beyond the MCRDP-CSSM program's scope and it would not be appropriate to measure its performance against them. Moreover, both ADB and MoE have other mechanisms for scoring these indicators in collaboration with multiple stakeholders. However, MCRDP-CSSM's Quarterly Reports will highlight and discuss contributions towards these aims and indicators to the extent that information is available and relevant (e.g., "evidence of strengthened government capacity and coordination mechanism to mainstream climate resilience").   MCRDP-CSSM will also participate in the stakeholder

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[18] From speaking with various other programs, it appears that there is no standard civil society assessment tool widely adopted in Cambodia that would be suitable to the needs of the project. The GPP certificate (Governance and Professional Practice) is used as a voluntary certification system for NGOs in Cambodia. Because of its different emphasis, it cannot be used as a direct measurement of the project impact but ownership of this certificate will influence shortlisting and will be strongly encourage for all partners.

consultations to score these indicators, and present solid examples and evidence to justify these scores.

C. Workplan and Budget

91.   During the inception phase, the MCRDP-CSSM team closely reviewed the workplan and budget. While there are no major changes, the schedule has been modified somewhat to reflect input from the newly-recruited team, stakeholders, and other considerations. The training schedule in particular has been streamlined and clarified, and the line items in the training budget have been modified accordingly. The total training budget, however, remains identical. The updated workplan and detailed training budget are presented in Annexes 3 and 4.

92.   MCRDP-CSSM will report against the budget and workplan on a quarterly basis. The workplan and budget will also be updated annually. Please note that the MCRDP-CSSM logframe does not include activities/outputs. This was deliberate insofar as when the reporting frameworks for 20 sub-grants are included, the matrix will already be 'crowded.' The workplan activities/milestones found in Annex 3 can be used to guide and monitor the program.

D. Mid-Term Participatory Progress Review

93.   During the first quarter of 2017, Plan will convene a mid-term participatory progress review. (Please note that the earlier program documents referred to an annual one, but because the sub-grants are only for eighteen months there would only be one "annual" review. To avoid confusion, we are now referring to this as a mid-term review.) This will be an internal assessment conducted by the MCRDP-CSSM Team itself. It will include wide consultation with stakeholders. Each of the sub-grantees will conduct its own participatory self-assessment as well. Each will gather project beneficiaries and stakeholders to assess the outcomes and/or impact of the project to date. Modified plans of actions of sub-grantees will be made based on this consultation. This activity will help ensure that successes attained do not remain islands of success but true success that is shared and can be replicated on a larger scale. It will also help redirect any efforts that may not have achieved anticipated results. This mid-term Participatory Progress Review will coincide with one of ADB's annual review missions expected to take place in the first quarter 2017.

E. Final Workshop

94.   At the conclusion of the program, MCRDP-CSSM will convene partners and stakeholders for a final reflection workshop aimed at consolidating learnings from the program and suggesting ways forward for policy and practice in mainstreaming CCA into CSO planning. This will feed into the final report as well. The final workshop will

coincide with the last of ADB's review missions to take place in the last quarter 2017 or first quarter 2018.

VIII. Updates and variations from Proposal

95.   This section summarizes the major updates highlighted throughout this report and which have been necessary to the approach relative to what was submitted in Plan's proposal in April 2015.

96.   *Direct support to 'long list' of 35 agencies with training, to conduct VRA and with Small grants for proposal preparation.* MCRDP-CSSM received very strong recommendations to provide direct assistance – both technical and financial – to the 'long list' of 35 promising CSOs to support them in conducting a VRA. To this end, MCRDP-CSSM is extending project preparation micro-grants of up to $500/CSO to cover participatory community assessments and support proposal preparation costs. These organizations are unlikely to have unrestricted or available money to finance proper assessment and other costs. Those 35 CSOs will be invited to attend a comprehensive 4-day formal training on CCA and VRA methods, and receive direct guidance and supervision by project field staff during proposal preparation.   The funds for those grants will be taken directly from the $1,400,000 allocation for *Small Grants to Local NGOs* in the project budget. (Work-plan timelines have also been adjusted to give the agencies more time to prepare the proposals). In addition to helping increase the quality of proposals, these grants will give the opportunity for CSOs to dedicate resources to participate in training, on-the-ground capacity building while conducting its own assessments.

97.   *Update of workplan and timeframe*.   There were some unexpected delays during the start-up phase of the program, and the entire workplan had to be adjusted accordingly. Following the stakeholder consultation, we also built in some extra time for certain activities, including proposal preparation.

98.   *Greater clarity on training schedule, topics, and budget*.   We added more specificity, detail, and days to the initial two trainings. We also made the decision that because partners and projects had not yet been selected, it was premature to specify exact topics, timelines, etc. for follow-up training.   We therefore revised the workplan (and budget) to add details to the first two trainings, but also made the follow-up trainings open-ended and flexible rather than prescriptive.

99.   The *training budget was revised*. While total amount remains the same, Plan is *only* extending travel/per diem costs for the first training.   CSO partners are expected to use their own project budgets to cover those expenses in the future. This will eliminate the need for a proliferation of administrative paperwork for very small amounts of money. Each agency is also earmarked an average lump sum for future on-going trainings (although this may fluctuate slightly from CSO to CSO depending on final needs and costs).   This will not be given directly to individual CSO partners on top of their project budgets. Instead it will be used to cover direct training costs (facilitators, venue etc.) for trainings that Plan conducts directly or contracts out.   It may also be used to cover fees to attend other relevant training

courses. (Again, travel/per diem costs *would* be charged to the project budget). The detailed budget in attachment shows that the project was able to fit all of the minimum training and workshop requirements under the small $30,000 budget currently available under the contract. However, the budget is very tight and leaves no or only very little room to organize ongoing formal technical training. 40% of the training budget will have been spent within the first 6 months by the Inception Workshop and Training #1. To give sufficient room to organize substantial trainings beyond initial start up activities, an additional $50,000 of funding is recommended and will be requested after the first year of implementation.

100. *Detailed M&E framework and logframe*. The proposal and contract outlined broad aims some of which in the context of the larger TA project MCRDP-1. A more detailed logframe has been prepared, which also includes key elements to feed into the PPCR and national MoE M&E systems. The team has also streamlined some sections of the M&E section in this inception report.

101. *Additional section* to this report which outlines key challenges and assumptions and offers strategies to prevent and/or mitigate those.

102. *Adjustment in certain key terms*. All references to Climate Vulnerability and Capacity Assessments (CVCA) have been change to Vulnerability Reduction Assessment, which is the term used and preferred by Cambodian government agencies. Additionally, we have adopted Civil Society Organization (CSO) to encompass both NGOs and CBOs. We have also replace the "annual" review to a "mid-term" one. The CSO projects are only 18 months so there would only be one annual review. Referring to a "mid-term" review eliminates any confusion.

IX. Challenges and Assumptions

103. The MCRDP-CSSM program is poised to meaningfully build the capacity of Cambodian civil society partners to implement CCA projects and to mainstream CCA perspectives into their overall strategic planning. However, there are a number of risks which may affect smooth implementation of the program. These include:

104. *Limited project staffing levels and partner capacity relative to sector ambitions of the project.* The MCRDP-CSSM team is small, and while very qualified and capable, the staffing level is insufficient to allow extensive, hands-on support to partner agencies and projects which may be widely spread across the whole national territory, cover a large variety of themes and sectors (gender, ethnic minorities, youth, agriculture, infrastructure, water supply, urban services, health etc..) and which are truly struggling to achieve international standards. The MCRDP team only has 5 full time and 2 part time staff and does not have deep expertise in every single one of those sectors and themes. MCRDP-CSSM is addressing this risk in several ways, including:

- MCRDP-CSSM's selection process includes considerable emphasis on partner capacity. CSOs applying for grants must demonstrate their capability to manage a project of this size, and to adequately document their progress and account for all funds. For example, the first stage of the selection

process – 'long listing' of 35 promising CSOs – is entirely focused on their organizational capacity to manage a CCA-type project. While the program will extend considerable coaching, training, and capacity building, we will only accept proposals from agencies which demonstrate that they are able to implement a program within the level of support we are able to provide within our budget and level of staffing.

- MCRDP-CSSM is developing monitoring tools to assess partners' strengths and weaknesses, in order to provide targeted capacity building.

- The team has realigned the training budget in a way which allocates more funding towards follow-up training courses, which will be selected according to capacity gaps and needs and, as mentioned above, is requesting additional funding of $50,000 to support training activities on top of the $29,000 allocated in the project.

- As part of their project design and proposal writing, CSOs will be strongly encourage to identify sources of relevant technical support and collaborative partnerships with expert organizations in country, so that those can be built into the design and cost structure of the projects and tailored to each CSO's specific field and needs, to complement to the support and capacity building assistance they will be receiving from Plan throughout the project life cycle.

- Performance incentives will be put in place to encourage maximum performance of partner CSOs, starting with a competitive multi-step selection process, and a phased sub-grant disbursement based on clear milestones and recorded expenditures to be negotiated and agreed upon on a project-by-project basis. The MCRDP-CSSM team will continuously attempt to adopt simple incentive schemes as the project evolves, such as non-financial performance awards, CSO visibility and notoriety through published knowledge product, etc…

However, it is possible that the project will find itself significantly understaffed at some critical points during project implementation and that project progress will suffer from the insufficient allocation of personnel to select, train, manage and supervise as as many as 20 sub-grantees. This diagnosis will be re-evaluated after the first year of implementation to assess the need for supplementary human resources for the project.

105. *Insufficient funding for logistical support (per diem, local transport) relative to geographic and on-the-ground support and monitoring ambitions of the project.* The monthly allowance for vehicle rental ($176/ month) and per diem[19] for the whole

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[19] For instance, 132 days have been allotted to each of the Project Officers, who are expected to spend the most time in the field. After taking out 20 days provision for the two batches of the two formal trainings of 4 days each and 10 days of various program start up travel, this leaves them with approximately 100 days or 5 days per month of the 18 month sub-grant implementation period. If each PO is assigned 10 partners, they would ideally spend 2 days on average with each in a two month period, conducting various coaching and monitoring activities. This is equivalent to 20 days / 2-month period or 10 days/month excluding travel time, which is double the number of per diem days currently allocated in the budget.

project is unlikely to be sufficient to cover transportation and per diem needs of field staff in charge of monitoring 20 different CSO locations across the country in up to 20 provinces in Cambodia. Monthly expenditures for project staff transportation and per diem costs combined may reach $4,000[20] in particularly busy months. Therefore an average monthly cost estimate of at least $2,000-$2,500 per month starting in 2016 through all of 2017 are more realistic. Thus, it is expected that an additional $30,000 funding will be required to cover those needs until the scheduled end of the project. The national territory will be divided into two zones that will be defined once the locations are known. Two teams of 1 PO + 1 Finance officer will each oversee a batch of 10 CSOs simultaneously. This will require two vehicles traveling in opposite directions visiting 10 different CSO locations ideally every 2-month period. An official request for supplementary budget for logistical support will be made to ADB after the first year of project implementation.

106.   The wider the number of provinces the project will work in, *the greater the number and variety of Government counterpart entities the project will want to closely collaborate with a central and provincial level* (Provincial Government, PDRD, PAD, PDoWRAM, PDoWA, PDEYS, PDH etc…). In order to maximize the functionality of these various working relationships, the project will do two things: i) it will request CSOs bidding for project grants to include official letters of support from relevant administrative and technical authorities and articulate anticipated collaboration as part of their proposal, and ii) once final project areas and specific sectors have been identified and approved, will request key counterpart persons within Ministries and local line departments to be identified as key interlocutors for the umbrella grant and its sub-grant projects.

107.   *Sufficient resources and material to produce eight knowledge products and external technical input.* MCRDP-CSSM is committed to producing a series of eight knowledge products on community-based adaptation, utilizing participatory methods on some of them. There are some risks and assumptions that underpin this commitment. One is that there will be sufficient 'good practice' and innovative examples to produce case studies of interest to a wide audience. Participatory community-based research can also take considerable time and skills. It will be very important to ensure that the scope and length of the Knowledge Products is aligned with staff availability, and to *not* make them more ambitious than there are resources for. Meanwhile, if partner CSOs are experiencing challenges, it is possible that this would draw the time of regular staff from development of high-quality knowledge products. There are several possible contingencies in this case. The most obvious is relying on expert support within Plan, including the program's in-country Technical Advisor (Dr. Colleen McGinn), its international Climate Change Adaptation Manager in Australia (Pia Treichel), and other key support staff within Plan. However, 50% of Dr. McGinn's allotment of days were already depleted by end 2015 since she assumed many Team Leader responsibilities during June-August 2015 in the midst of turnover of the originally assigned project Team Leader. By the time CSO

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[20] At the time when this report was finalize, actual expenditure for the 1 month period between 20 October and 20 November, (during which 2 4 day CSO training and filed based VRA assessments were conducted by a number of potential partners) was available. The monthly expenditure amount for transport and per diem combined of project staff reached $4,500.

selection is finalized in IQ2016, it is estimated that Dr. McGuinn's will have used up 80% of her input. It is anticipated that an additional contract of similar size and input as Dr. McGuinn's (est. $50,000) will be needed for a Technical Advisor to fully meet the needs under the project through 2016 and 2017. This request will be officially formulated after the first year of project implementation. Other strategies include: to consolidate one or more publications, to access possible contingency funds from the TA outside of the current PLAN-ADB contract (which does not presently have any contingency allocation), and/or access the contingency budget or Plan's own independent funding to bring in additional consultants. Any decisions in this regard will be undertaken with full consultation with ADB and other stakeholders.

108. *Stable operating environment.* This program was designed with the assumption that the current operational environment in Cambodia would hold. The next election is scheduled to be held in July 2018, after all projects will be completed. Nationwide political instability is thus likely, and the team has not made any specific security or contingency plans which account for political instability. A more likely – but still remote – threat is local-level land or other resource conflict in a partner project's operating area. The MCRDP-CSSM team has not made any specific contingency plan for either national or localized political conflict, because this is unlikely to occur. However, the team is aware of this possibility and will monitor security conditions and provide support to any affected partner.

109. A general or localized *disaster such as a flood or drought is a* likely prospect. Indeed, the increasing frequency and severity of climate-related disasters is one of the most compelling reasons why this program is needed. A disaster during the course of program operations would almost certainly slow down operations, in which case partner agencies might need a no-cost extension on their projects. Other contingencies will need to be addressed on a case-by-case basis, depending on the extent of the crisis. A disaster will be an unfortunate learning opportunity to put mainstreaming climate change perspectives into development programming at the top of the Government's and Civil Society's agenda. MCRDP-CSSM would make appropriate adjustments to support disaster-affected partners and communities and seek to identify ways to integrate the disaster experience and lessons in a way that is meaningful and constructive.

110. *Timely and sufficient program support and coordination.* There were some delays in program start-up during the inception phase. The main impediment was staffing. It took time for senior staff to fully join the program, there was unexpected staff turnover when the Team Leader resigned shortly after starting, and expatriate staff within both Plan and ADB had holidays scheduled during the "summer" months. In addition, it has become clear that it takes time to secure clearance and approval from stakeholders and authorities. MCRDP-CSSM is confident that these processes can be made more prompt, especially now that the program is fully staffed. However, the team is also taking steps to speed up approval processes, including ensuring that materials are fully developed/polished before sent to senior-level stakeholders; placing clear deadlines (or at least expectations) on when comments need to be in by; and taking steps to ensure that there is a clearly-designated 'back-up' who can approve materials if a key person is absent. This would apply to external stakeholders as well as internal ones. We are confident that these processes can be speeded up, provided dedication and commitment from all

approving authorities. Aside from that, MCRDP-CSSM has been happy with the participation of CSOs and Government partners during the inception phase. Over 20 CSOs joined the Inception Workshop and a lot of comments and suggestions were given during the event and during the numerous consultation meetings prior.

111. *Sustainability, replicability, and strategy.* The MCRDP-CSSM program's implicit theory of change (TOC) is that funding and capacity building surrounding a community-based project can serve as a vehicle to achieve better mainstreaming of climate resilience into CSO development planning in general. In order to achieve this aim, CSOs will need more than simply technical training and experience. The aims of this program are more likely to be achieved if the CSOs:

- Are committed to mainstreaming climate change adaptation.
- Diffuse acquired skills and experience throughout the organization, away from limiting it to one person (who may leave the agency or project site).
- Fully coordinate with local and national government and other CSOs.
- Can secure follow-up funding from the project or from others to have a greater chance to sustainably integrate CCA and DRR mainstreaming strategies and tools over time. 18 months is a short-time frame by which to expect CSOs to fully and permanently mainstream CCA and DRR into their operations and by which to expect communities to robustly adapt to climate change.
- Are committed, and are given all the right incentives to replicate and promote climate change adaptation beyond the sub-grant throughout its present and future portfolio, as well as through its potential government, community, and private sector partners.

112. MCRDP-CSSM is taking specific steps to ensure that these conditions are met. For example, within the two-step process for selecting projects and partners, the team will specifically screen for evidence of commitment and co-financing. As outlined previously, capacity building strategies are specifically designed to impart sustainability. CSO staff turnover may be the most important risk in this regard, although this can be addressed in part with follow-up trainings, mentoring/coaching, and including two or more people at trainings insofar as funds allow. MCRDP-CSSM will also take active steps to ensure the partners are coordinating and engaging with government and non-government stakeholders at all levels, and this will be reflected in the monitoring and reporting frameworks for the partners. From the initial selection process to project completion, MCRDP-CSSM will actively seek and reinforce any possible synergies with government-led efforts (MCRDP-1, local government support programs…), especially in regards to ongoing funding. Similarly, initiatives that may reinforce more self-sustaining, market-based commercial approaches involving the private sector will also be pursued and encouraged. It is undeniable that some factors however remain beyond MCRDP-CSSM's sphere of influence. The program can encourage coordination with sub-national government, but ultimately the extent to which such fora are functioning and effective is beyond the scope of the program itself. MCRDP-CSSM will work throughout the timeframe of the program to promote long-term sustainability.

113. *Making a difference.* The project team observed that there are many projects in Cambodia trying to achieve similar objectives through similar methods and with the same set of stakeholders as MCRDP-CSSM. It is important that the project

avoids the pitfall of reinventing the wheel. That said, the sector of CCA is no longer new in Cambodia, is fairly homogenous (mainly focused on water and agriculture) and uses methods that are not diverse (civil society grants programs). There is thus an opportunity for MCRDP-CSSM to differentiate itself in order to add value and make a difference beyond what other projects are doing. To do that, MCRDP-CSSM will (i) extend the stakeholder assessment undertaken during the inception phase to further analyze and understand missing links in the community-based CCA sector in Cambodia to give the project further direction, (ii) invite candidate CSOs to keep an open mind and be demand-driven as to what initiatives they and partner communities want to undertake until they have received training and coaching throughout the proposal development process, where innovation and creativity will be stimulated in CSO group and individual basis, (iii) will include innovativeness as a preferred proposal selection criteria if not a required one, and (iv) will promote innovation within its knowledge research and knowledge product development and distribution throughout project implementation, (v) will emphasize and reinforce the tri-partite Development Parner – CSO - Government nature of the project and in particularly the CSO-Government link which is some times not strong in Cambodia.

Annex 1: Draft Brochure on Civil Society Support Mechanism

(see PDF document attached)

Annex 2: Logframe

	Performance Targets and Indicators	Data Sources and Reporting Mechanisms	Assumptions and Risks	Comments
TA Impact Enhanced resilience to climate change in Cambodia	By 2022, a 20% reduction from the 2012 baseline is expected in the number of households affected by and the economic losses resulting from extreme climate events.	National and local statistics including from NCDM Reports from development agencies Data from the International Emergency Disasters Database	**Assumption:** Government remains committed to integrating climate concerns into development planning and provides staff and resources. **Risks:** TA recommendations fail to be adopted due to political, economic, and other constraints Extremely frequent and intense climate induced disasters happen	*Identical to text in TA Document*
TA Outcome Sustained institutional and technical capacity to integrate adaptation concerns into development planning	By 2018: Agreed strategies on adaptation and DRR are integrated into at least 3 sectors at national and provincial levels At least 25% of approved investment projects are climate-proofed Improved coordination mechanism for climate resilience established among key sectors Degree of in tegration of adaptation and DRR in annual development plans Routine application of climate information in decision making Climate risk and vulnerability analyses become standard procedure in development planning Budget allocation for adaptation and DRR increased by 10%	Government policy and development plans documents Project documentation Project progress and monitoring and evaluation reports National communication to the UNFCCC	**Assumption:** National and local government units and user communities support climate change risk management tools and measures **Risks:** High staff turnover and insufficient incentives and budget allocation for climate change development programs, policies, and projects	*Identical to text in TA Document*
d. MCR DP-CSSM Outcome Civil society support mechanism established, and capacity of NGOs and CSOs to implement community-based CCA and DRR activities and to mainstream adaptation and DRR into their operations strengthened	20 CSOs in diverse sectors demonstrate increased capacity in CCA and DRR after receiving capacity building, implementing projects, and acquiring new knowledge.	Annual self-assessments using 7S Tool Partner reports against their individual logframe/list of key indicators frameworks Plan Quarterly Progress Reports Training pre- and post-tests Monitoring visits, Reflection workshops, and other assessments 8 Knowledge Products on community-based adaptation	**Assumption:** Enabling environment remains stable (i.e., absence of serious political instability or disaster) Timely and sufficient program support and coordination from Plan management, ADB and MOE. The skills and perspectives gained from implementing a single community-based project will influence the CSO's overall strategy and direction **Risks:** High partner staff turnover or poor partner HR policy Low partner capacity Insufficient project resources (staff, logistics, travel budget) to provide needed level of coaching and supervision. Program benefits are not sustained nor are they replicable: partners, communities, and local government lack funding and incentives to sustain or replicate service and activities after	*Objective statement derived from Output 3 of the TA. Newly developed general objective indicator, assumptions and risks.* *All references to NGOs, LNGOs, CBOs, CSOs, etc. have been replaced with the general term "CSO."*

			project completion.	
Output 1 CSOs are trained on climate change impacts and vulnerabilities, policies and adaptation options, participatory CBA and DRR tools, as well as project development and project cycle management	35 CSOs have an understanding of climate change impacts and are able to apply participatory tools for Vulnerability Reduction Assessments (VRA) by 2018	Training pre- and post- tests (% increase in correct answers re: climate change impacts and other key concepts). Training evaluations Proposals and documents which reflect a satisfactory VRA process.	**Assumption:** Training participants have experience working in various development sectors, but limited knowledge on CCA specificities. The training will build on their existing expertise/experience and they will be able to apply new concepts and tools to their other development work **Risk:** Not all partners are capable of conducting a satisfactory VRA given the level of resources/support this program can provide to them	*All 3 key outputs and indicator statements pasted from the Results put forward in Plan proposal and broadened to include DRR. Indicators were made time bound and vocabulary on gender slightly revised. Means of measurement and assumptions and risks are new.*
Output 2 Inclusive small grants CBA and DRR scheme implemented.	At least 20 CSOs are able to design and implement community based CCA and DRR projects and have documented their lessons by 2018.	Project documents: Grantee reports; post-training follow-up; monitoring visits	Assumption: All 20 grantees are able to complete their proposed project and meet quality standards Grantees are capable and willing to participate in knowledge generation and dissemination	*The TA paper refers to Climate Vulnerability and Capacity Assessments (CVCA), however VRA is the tool preferred by the Cambodian government.*
	At least 20% (and an ideal target of 30%) of projects directly improving the climate resilience of women and girls and 100% of projects are gender sensitive.	Project documents (grantee reports, monitoring visits, etc)	**Assumption:** Grantees are structured to genuinely empower and benefit women, not overburden them.Gender analysis conducted as part of VRA is sound and project genuinely reflects women's needs and strengths	
	70% of sub-grantee CSOs apply a climate risk screening tool to integrate CCA and DRR considerations into their development project portfolio by 2018.	Project documents	**Assumption:** Grantees apply CCA/DRR screening tools to other programs/projects beyond the one that we are funding **Risk:** Skills, tools, and learnings remain specific to the single project rather than diffused throughout the organization.	*Adoption of general term "CSO." (see note above)*
Output 3 Participatory knowledge products on CBA and DRR developed	At least 8 knowledge products on community-based adaptation published by 2018 of which at least 20% captures lessons learnt in a participatory manner. At least 3 out of 8 knowledge products	8 published Knowledge Products (KPs) on community-based adaptation Project documents	**Assumption:** Projects are implemented in a timely and participatory manner and produce sufficient evidence in time to prepare KPs according to specified deadline. There are sufficient national and provincial platforms which Plan is invited to participate in with	*Note: TA paper refers to 15 products, however this figure was later reduced to 8*

that will serve as useful resource for government & development partners to inform adaptation policy development & decision making.	will be shared to the decision makers in at least 4 provincial and 2 national platforms by 2018.	Project documents	opportunities to present and disseminate our CPs. **Risks:** Not sufficient resources have been allocated to the production of these knowledge products and some have been prematurely depleted (CCA Technical Advisor input) to resolve early project coordinator staffing issues.	*in the ADB-Plan contract.*
SPCR Mandatory MRE Framework	Core Indicator 1: Degree of integration of climate change in national, including sector, planning.			*Scoring for PPCR Core Indicators 1 and 2 are outside the scope of Plan's program. Scoring will be done at a national-level SPCR workshop.. However, Plan will share any available or relevant evidence on its contributions to these two aims as part of its reporting.*
	Core Indicator 2: Evidence of strengthened government capacity and coordination mechanism to mainstream climate resilience.			
	Core Indicator 3: Quality and extent to which climate responsive instruments/investment models are developed and tested.	Project documents (QPR, KPs). -		
	Core Indicator 4: Extent to which vulnerable households, communities, businesses, and public sector services use improved PPCR supported tools, instruments, strategies, and activities to respond to climate variability or CC.	Project documents (QPR, KPs)	**Assumption:** CSOs have sufficient capacity and support to complete their projects and document how they applied their learnings.	
	Core Indicator 5: Number of people supported by the PPCR to cope with the effects of climate change	Project documents (QPR)		
CCCSP National M&E Framework	Status of development of national policies, strategies, and action plans for climate change response			*These 5 Indicators will be scored collectively by stakeholders attending an annual national workshop convened by MOE. Plan will share any available or relevant evidence on its contributions to these in its general reporting[21].*
	Climate change integration into development planning		**Assumption:** CSOs have sufficient capacity and support to complete their projects and document how they applied their learnings. Community-level projects will engage other stakeholders	
	Coordination			
	Climate information			
	Climate integration into financing			

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[21] More specific definitions can be found in MOE/IIED program documents.

Annex 3: Updated Workplan

(see excel document attached)

Annex 4: Capacity Needs Assessment Presentation during Inception

(see PDF slide handout document attached)

Annex 5: Updated Training Budget

The total training amount is identical to the contract. Specific line items have been created to reflect the updated work plan. Figures below are tentative estimates and will be adjusted to reflect actual spent amounts over the life of the project.

Seminars, Workshops, Trainings	Unit	Unit cost, in USD	Qty.	Amount, in USD
Training #1 (CCA & Project Proposal Preparation). Two separate 4-day trainings for 35 CSOs (2 people each). Kampong Cham and Siem Reap.				
Venue/Meeting Package (including lunch). [average cost between KC and SR locations]	pppd	15	320	4800
Contribution to CSO travel, accommodation, meal expenses*	lump sum	133	35	4655
Transport to/from field sites (15-person van + driver, including fuel)	per day	50	6	300
DSA for governemnt guest	per day	45	4	180
Materials (photocopies etc.)	per person	1	70	70
Training #2 (Program Management) for 20 NGOs (2 people each -- 2 separate trainings) for 4 days in Phnom Penh				
Venue/Meeting Package (including lunch)	pppd	22	180	3,960
Materials	per person	1	40	40
Reflection Workshops (two times, 2 people from each projects, in TBD provinces, 2 days each)				
Venue/Meeting Package (including lunch)	pppd	10	180	1,800
Transportation for field visits	per day	50	12	600
Material	per person	1	40	40
Translator	per day	95	4	380
Mid-Term Participatory Progress Review				
Venue/meeting package	pppd	22	60	1,320
Materials	per person	1	60	60
Simultaneous translators	per day	250	1	250
Backdrop etc.		75	1	75
Final Workshop				
Venue/meeting package	pppd	22	45	990
Materials	per person	1	45	45
Simultaneous translators	per day	250	1	250
Backdrop etc.	lump sum	75	1	75
PR/Communications	lump sum	97	1	97
Additional training, workshop, seminar, etc.t.b.d.	average per CSO	380	20	7,600
Miscellaneous training supplies and unforeseen costs etc.	lump sum	400	1	400
Inception workshop (66 people x 1 day)				
Venue/meeting package	pppd	22	66	1,452
Simultaneous translators	per day	250	1	250
Backdrop etc.	lump sum	100	1	100
Communications/PR	per news agency	20	5	100
Material	per person	1	66	66
Sub-total Seminars, Workshops, Trainings				**29,955**

Note: contribution to CSO participant travel, accommodation, and meal expenses will be paid explicitly by the project under the training budget for Training #1. For all subsequent planned trainings, workshops etc.. CSOs will be requested to include explicit line items to cover cost of participation in these trainings as part of their grant applications budgets. Subsequent and anticipated CSO DSA amounts after training #1 will thus be covered by the sub-grant funding.

Annex 6: Project Specific Questions for assessment the mainstreaming of CCA/DRR by CSOs using a 7S tool

The questions below will be directly answered by a project staff facilitator during a focus group discussion with CSO personnel, clients, and possibly partners. The facilitator will prompt discussion using a set of predefine simple verbal questions that will help him gather the information necessary to produce answers to the questions below.

1. **Strategy**
   - Has the agency mainstreamed climate change / DRR into its overall strategy?
   - % of programming budget on CCA/DRR

2. **Structure**
   - Are there staff with specific roles and responsibilities regarding CCA/DRR?

3. **System**
   - The organization applies CC/DRR tools and frameworks to relevant projects *outside* of its partnership with Plan. (Exclude projects which may not be relevant to CCA/DRR aims.) If so, which ones?
   - Agency accesses and applies data, information, and learning about CCA/DRR in its relevant programs. If so, which ones?
   - Do staff know find and use to information and data about CC/DRR?
   - Does the agency have any climate financing (other than Plan's MCRDP-2 program)?

4. **Style of Governance**
   - Does the agency's senior management and Board champion DRR/CCA?

5. **Staff Management**
   - In general, does the agency consider skills, experience, and expertise on CCA/DRR when it recruits program and senior management staff?

6. **Skills**
   - Do program staff have specific training, skills, and expertise on CCA/DRR *other* than what was given by Plan's MCRDP-2 program? What skills specifically?
   - Is CCA/DRR as a priority for staff training?

7. **Stakeholders**
   - Does the list of the CSOs target groups include disaster affected populations?
   - How much does the organization actively coordinate with external stakeholders regarding climate change and/or DRR? Which ones ?

Annex 7: EOI and Proposal selection criteria

EOI Selection Criteria:

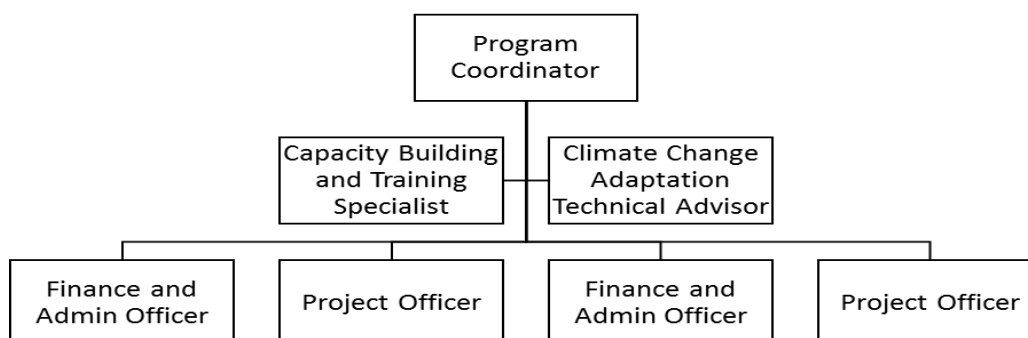|	
Organizational Overview[22]	40%
CCA/DRR Capability	40%
Motivation for implementing community-based Climate Change and disaster risk reduction projects (look at Innovation, Sustainability, Vulnerable group target)	20%
TOTAL	**100%**
Tie breaker points: geographical distribution & involvement of CBOs as partners (community participation)	*+ 10%*
Criteria for elimination: A. Application is not in English B. Application was past the deadline C. Any section exceeds length limit (too long) or total #pages 5 or more (4 is ok) D. CSO submitted more than one application E. General Information is incomplete F. Organizational overview, or Capability and Experience statement are empty G. Motivation statement is empty or does not address the question H. Registration or other official document is missing (note: can be in Khmer) I. Financial statement is missing (audited or other donor report) J. The outcome of the background check of the organization was mostly negative.	

Proposal Selection Criteria:

Executive Summary	5%
Project Description	20%
Beneficiaries	20%
Management[23] (+ staff bios and most recent annual or project report as attachments)	20%
Coordination and Collaboration (+letter of support attachments)	5%
Sustainability, CC Mainstreaming & Innovation (+ any co-financing document attachment)	5%
VRA Analysis Report	5%
Logframe	5%
Workplan	5%
Budget	10%
TOTAL	**100%**
+ EXTRA Tie-breaker if needed (geo distribution,research track record, media & IEC use)	*3x10%*
Criteria for elimination: A. Application is not in English (VRA report attachment can be in Khmer) B. If length of main body of the proposal excluding attachment exceeds 10 pages C. Scores on: Project Description, Project Management, Coordination and Collaboration, VRA Report, Workplan, Budget are 2 or less D. Project concept is not gender sensitive E. If the attachment showing letter of support from authorities is not included F. If commitment to reporting, participation, and knowledge generation boxes in final part of proposal are not checked G. The outcome of the background check of the organization was mostly negative.	

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[22] A combination of more experienced, and less qualified NGOs but with a good track record of organizations commitment and accountability will be considered in this process. CSOs for which the annual budget is many times larger than this grant and therefore does not particularly need this extra funding will not be retained. Similarly, cases of very small CSOs with very limited staffing and past annual budgets relative to requested grant size will be closely examined prior to approval.
[23] Under management the evaluator will also look at how the CSO will do knowledge capture and dissemination, and the existence and relevance of partners.

Annex 8: Project Team Structure and Individual Terms of Reference

Position 1	Team Leader / Program Coordinator for ADB/MOE
Department & Location	Grant Project from ADB/ MOE Mainstreaming Climate Resilience into Development Planning- Civil Society Component
Reports to	Project Manager / Team Leader
Purpose:	Provide the overall leadership, management and technical support of the three-year Mainstreaming Climate Resilience into Development Planning (MCRDP) project in Plan Cambodia. S/he will manage all activities of sub-grantees, coordinate all project-focused strategic planning and decision making, and manage some key personnel. S/he will also serve as key liaison with Strategic Programme for Climate Resilience (SPCR) coordination team, and Focal Point of Asian Development Bank (ADB) and all other agency counterparts, implementing partners, and alliance partners involved with the project.

Responsibilities of the Position:

- Identify and oversee implementation of capacity building approaches relevant to the assignment.
- Provide technical backstopping to sub-grantees in mainstreaming Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) into their operations.
- Synthesize key findings and lessons learned into knowledge products and policy briefs, through ensuring the accuracy and quality of reports prepared by the team.
- Responsible for overall coordination, supervision, and management of activities of the project and the timely delivery of outputs for this assignment, including undertaking quality assurance of all outputs
- Ensure efficient management of financial resources, including the review and approval of project budgets and monitoring expenditures.
- Liaise with the Strategic Programme for Climate Resilience (SPCR) Coordination team, ADB and other relevant stakeholders including sun-grantees to ensure effective project implementation.
- Oversee the preparation, and finalisation of inception, quarterly, and final reports, which will include detailed project outcomes and achievements, and recommendations for the SPCR Coordination team and ADB, for submission to the government, ADB, and the Pilot Programme for Climate Resilience (PPCR) Subcommittee.
- Conduct spot checks to identified demonstration projects, as needed.
- Build and oversee managerial accountability, with particular attention to project quality and timely utilisation of budgets in line with annual plans and donor conditions.
- Fulfill all Plan internal organisational compliance obligations.

Education, Knowledge, Skills, and Experience Required available upon request in a detailed version of theTOR.

Position 2	National Training and Capacity Building Specialist for Mainstreaming Climate Resilience into Development Planning-ADB (24 months)
Department & Location	Programme Support Department/ Cambodia Country Office
Reports to	Project Coordinator
Purpose:	Enhance capacity of NGOs/CSOs to mainstream CCA and DRR into their operations by developing the training materials and providing training on topics related to Community-based CCA and DRR in the Mainstreaming Climate Resilience into Development Planning (MCRDP) project.

Dimensions of the Position:

The National Training and Capacity Building Specialist will assist the Project Coordinator in training and capacity building activities and support the project team in developing the training materials and providing training to staff of sub-grantees for national and community levels to implement the project for three-year MCRDP project from January 2015 to December 2017. S/he will also coordinate and monitor training activities directly with sub-grantees and work closely with the project team.

Responsibilities and Accountabilities of the Position:

Enhance capacity of NGOs/CSOs to mainstream CCA and DRR into their operations:

- Assess the training needs of the selected NGOs/CSOs and communities;
- Develop the training materials and tools to provide training for the local staff and local NGOs to ensure the delivery of consistent Community-based CCA and DRR activities
- Conduct national and provincial capacity building seminars to CSOs/NGOs to increase their awareness on CCA and DRR, proposal preparation, project implementation, and monitoring and reporting;
- Provide training for NGOs/CSOs by using various approaches and tools to mainstream CCA and DRR into their day to day operations;
- Offer technical and logistical assistance to NGOs/CSOs in conceptualizing and developing the CCA and DRR projects.
- Provide technical support and back up to NGOs/CSOs periodically when conducting community-level training.
- Fulfil all Plan and ADB's organizational compliance obligations

Dealing with Problems of the Position:

- Handle interactions with the project team, sub-grantees and other agency counterparts.
- Advocate, share and influence LINGOs and government officials to raise Plan's profile, scale up Plan's programmes and best practices.

Communications and Working Relationships of the Position:

Internally: The position will communicate and coordinate closely with Plan's colleagues and all departments at the Country Office on a daily basis during the implementation of the project activities, monitoring and evaluation.

Externally: This position will communicate with national government officials, ADB Technical Support Team, sub-grantees and other concerned agencies during project implementation.

Education, Knowledge, Skills, and Experience, Attitude and Behaviours Required available upon request in detailed version TOR.

Physical Environment and Demands of the Position:

The position is based on Phnom Penh, and is required to travel frequently and on the need basis to provinces to oversee project implementation. S/he is required to occasionally and on the need basis to travel overseas to participate in regional/or global network meetings/forum, and trainings.

- Office base 50%, Travel 50%

Position 3	Climate Change Adaptation Technical Advisor
Department & Location	Mainstreaming Climate Resilience into Development Planning-ADB, Cambodia Country Office
Reports to	Deputy Country Director for Program
Purpose:	Provide technical support to the Mainstreaming Climate Resilience into Development Planning (MCRDP) project in Plan Cambodia, including providing input to project-focused strategic planning and decision making. S/he will lead on technical Climate resilience aspects and setting up Monitoring and Evaluation systems.

Dimensions of the Position:

The Technical Advisor will provide technical direction of the entire three-year MCRDP project from January 2015 to December 2017, with regular short term inputs. S/he will support the project to collect information, analyse, and report the outputs and outcomes of the project, and will ensure the M&E plan and frameworks are developed for this project.

Responsibilities and Accountabilities of the Position:

- Identify and oversee implementation of climate change adaptation capacity building approaches relevant to the assignment
- Support to develop/ adapt training materials on climate change adaptation
- Provide technical backstopping to sub-grantees in mainstreaming Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR) into their operations
- Support the project coordinator to synthesize key findings and lessons learned from the project into knowledge products and policy briefs
- Liaise with the Strategic Program for Climate Resilience (SPCR) Coordination team, ADB and other relevant stakeholders including sun-grantees to ensure technical consistency and quality
- Develop the overall project M&E framework, including indicators
- Establishing the M&E system and monitoring the data collection and reporting
- Supporting SGs to develop, review, and monitor their M&E matrices and data, building their capacity in M&E.
- Conducting M&E training for the team members and sub-grantees

Dealing with Problems of the Position:

Deal with managers, government, partner NGOs, NOs, and consultants when conducting and coordinating technical support and M&E on the assigned projects, and ensure the findings and recommendations are shared to all relevant staff

Communications and Working Relationships of the Position:

Internally: The position will communicate and coordinate closely with Plan's management and all departments at the Country Office on a daily basis during the implementation of the project activities, monitoring and evaluation.

Externally: This position will communicate with with ADB focal point persons, SPCR coordination team, government officials, sub-grantees and other concerned agencies during project implementation.

Education, Knowledge, Skills, and Experience, Attitude and Behaviours Required available upon request in detailed version TOR.

Physical Environment and Demands of the Position:

The position is based on Phnom Penh, and is required to travel occasionally and on the need basis to provinces to oversee project implementation. S/he may be required to occasionally and on the need basis to travel overseas to participate in regional/or global network meetings/forum, and trainings.

Position 4 (x2)	Project Officer, Mainstreaming Climate Resilience into Development Planning-ADB
Department & Location	Programme Support Department/ Cambodia Country Office
Reports to	Project Coordinator
Purpose:	Provide technical support to sub-grantees to implement the Mainstreaming Climate Resilience into Development Planning (MCRDP) project in Plan Cambodia, including planning, monitoring, and reporting of all activities of sub-grantees.

Dimensions of the Position:

The Project Officer will assist the Project Coordinator and provide technical support to sub-grantees to implement the project for three-year MCRDP project from January 2015 to December 2017. S/he will coordinate and monitor project activities directly with sub-grantees and work closely with the project team.

Responsibilities and Accountabilities of the Position:
- Assist in formulating criteria for selecting NGOs/CSOs to be awarded with small grants to conduct studies on climate change impacts and implement community-based CCA and DRR projects.
- Disseminate and coordinate the call for small grant proposals to NGOs/CSOs. Support on the design and implementation of selected community-based CCA and DRR initiatives of NGOs/CSOs.
- Represent Plan Cambodia in climate change adaptation and DRR sectors upon request by PC ADB
- Assist in developing quantitative and qualitative indicators and conduct regular project monitoring and coordinate project evaluation/mid-term review to project implementation is on the right track and provide the appropriate recommendations/feedback, as a result of project monitoring, to Manager and sub-grantees for their appropriate actions/supports to improve project implementation accordingly.
- Provide technical support to NGOs/CSOs in implementing awarded projects.
- Write and review project reports (including grant utilization), field visit report and best practices and lesson learns to ensure they are well documented, submitted/shared on time, accurate and followed requirements of Plan and donors and submit to direct line manager.
- Fulfil all Plan and ADB organizational compliance obligations

Dealing with Problems of the Position:
- Handle interactions with the project team, sub-grantees and other agency counterparts.
- Advocate, share and influence LINGOs and government officials to raise Plan's profile, scale up Plan's programmes and best practices.

Communications and Working Relationships of the Position:

Internally: The position will communicate and coordinate closely with Plan's colleagues and all departments at the Country Office on a daily basis during the implementation of the project activities, monitoring and evaluation.

Externally: This position will communicate with government officials, sub-grantees and other concerned agencies during project implementation.

Education, Knowledge, Experience, Attitude Required available upon request in a detailed version of the TOR.

Physical Environment and Demands of the Position:

The position is based on Phnom Penh, and is required to travel frequently and on the need basis to provinces to oversee project implementation. S/he is required to occasionally and on the need basis to travel overseas to participate in regional/or global network meetings/forum, and trainings.
- Office base 20%, Travel 80%

Position 5 (x2)	Finance and Compliance Officer (FCO) for ADB/MOE
Department & Location	Grant Project from ADB/ MOE Mainstreaming Climate Resilience into Development Planning- Civil Society Component
Reports to	Project Manager / Team Leader
Purpose:	Provide accounting function, internal control services, and monitoring and capacity building of finance / admin capacity of local CSO partners for the ADB Mainstreaming Climate Resilience into Development Planning- Civil Society Component project to ensure accuracy, transparency, effectiveness and efficiency in managing grants with sub-grantees in accordance with donor and Plan requirements.

Dimensions of the Position:

Total budget of the project is 2 million USD for 36 months for about 15 provinces.

This position performs regular financial reviews of sub-grantee's quarterly financial reports, conducts regular planned audits, capacity building sessions, and surprise spot-checks to the field. Each NGO should be visited/monitored for finance compliance aspects as soon as there is a need and at least once every 2 months.

Assist the other Finance and Compliance Officer for the project with negotiating final partner contractual budgets, and reviewing and filing all projects' invoices/receipts to ensure timely financial transactions and accurate financial records and reports into Plan financial systems..

Also assist the National Training and Capacity Building Specialist in developing and delivering training modules to partners in finance and administrative procedures and compliance monitoring.

(The post holder will also be required to support the Admin& Procurement officer to prepare procurement documents and processes according to EFAP and Plan rules and procedures. This includes the preparation of procurement plans, contracts with suppliers organization of procurement committees and so forth.) [24]

Responsibilities and Accountabilities of the Position:
- Participate and contribute in developing team's annual planning and budgeting to ensure budget and activities are complied with project agreement and donor's policies and guidelines
- Consolidation partner quarterly financial reports to feed into overall project financial reports and support the preparation of all required financial reports in collaboration with the other Finance and Compliance Officer for the project. This must be submitted to PM for review and sent to donor on time and reflect accurate figures and codes based on donor's and Plan's requirements
- Provide financial and procurement training and actual coaching to sub-grantees to ensure their capacity in financial and procurement management is enhanced and able to comply with donors ' and Plan's requirements
- Monitor on site, rolling and review the expenses of project and sub-grantees to ensure payments\disbursements are timely and in accordance with project work plan and reimbursement schedule
- Fill the financial statistic and outstanding CMP (Community Manage Project) on monthly basic for finance manager

Dealing with Problems of the Position:
- Work with Plan finance department in the Country Office, project team, sub-grantees and if required government officials and ADB to maintain a spirit of absolute transparency, honesty and strong supportive collaboration.
- Prevent incidents of non-compliance and eliminate any opportunity for corruption or misuse of funds, and minimise risks.
- Maintain strong ethics and attention to detail to ensure compliance
- As required, assist in handling questions on financial matters raised by ADB and Project Manger.

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[24] This point is only included for one of the two FCO who will be more country office based and expected to travel only 30% of the time instead of 70% as indicated here.

Communications and Working Relationships of the Position:
Internally: The position will coordinate tasks with project team and, as needed, relevant Plan departments and on the daily basis.

Externally: This position communicates and coordinates with the following institutions/groups:
- CSO (partners) to clarify their financial reports on the monthly and quarterly basis
- As needed, ADB/MOE to finance reports and reimbursements
- As needed, ADB/MOE clarify on financial reports when they need to on the monthly and quarterly basis

Education, Knowledge, Experience, Attitude Required available upon request in a detailed version of the TOR.

Physical Environment and Demands of the Position:
Office base, but with significant travel to field (up to 70%)

Annex 9: Stakeholder Communication Plan

Stake-holder	Power/ Interest	Key Interest & Issues	Communication Vehicle (from-tp project team IA)	Frequency
ADB	Approving authority (oversight and reports + $)	• Achieve project success on all levels (Government, IE, and Beneficiaries) • Raise ADB profile in SEA and filed of CCA/DRR • Grow as an organisation	• Email • In person (rev. missions) • Larger forums and workshops	Weekly Once/ 2 months Once/ quarter
MOE	Approving authority (oversight, reports)	• Successfully Implement Policy • Contribute to overal development of Cambodia • Successfully implement overall TA • Coordination within SPCR program	• Formal Printed letter & reports • Emails and phone calls • Face-to-face meetings • Joint workshop & training • Online FB pages and website postings and newsletters	Once/quarter Once/week, Twice/ month Once/ 2 months Once/ 2 months
Plan international & Country Office	Supporting Authority	• Successfully implement project • Meet donor requirements • Meet organizational requirements • Grow as an organization	• Face to face • Emails • Workshops and forum meetings, or trainings	Daily Daily Monthly
Plan Project Team	Implemen-ting Agency-	• Achieve project objectives • Help CSOs mainstream climate resilience into their operations • Enhance long term resilience of project beneficiaries • Meet donor & government requirements • Integrate into Plan ops & grow as an organization	(Internal team communication) o Emails o Phone calls o Face to face o Team meetings o Team building occasions	 Daily Daily Daily Once/2 weeks Once/ quarter
Civil Society Organisations	Sub-partners and intermediaries with communities	• Support vulnerable communities • Sustain themselves financially • Grow as an organization	• Emails and phone calls • Meeting • Filed monitoring visit and 1-on-1 coaching • Training events and workshops	Once/ 2 weeks Once/ month Once/ 2 months Once/ quarter
Local Government & Line Minist.	Implementation partner / facilitator, exit strategy Beneficiary	• Implement Government Policy and contribute to socio economic development of constituency	• Consultation and co-implementation • Planning and feedback meetings • Workshops, fora	• Once / 1 or 2 weeks (w/ CSO) • Once/ two months (w/ Proj. team) • Once/ quarter
Communities	Ultimate Beneficiaries	• Enhance socio economic development • Build overal resilience and reduce vulnerabilities.	• Project activity implementation • Consultation and feedback	• Twice / week (w/ CSO) • Once/ two months (w/ Proj. team)

2 way communication to support policy dialogue and implementation (policy brief, trainings, formal project events…) once/ 6 months

Consult, needs identif., plan, coimplement, , monitor (1ce / 2w)

Annex 10: Bibliography

ADAPTATION AND RESILIENCE IN GENERAL

- ❖ A Guide to Climate Change Response: A Learning Manual for Cambodian Organizations & Institutions, by Joint Climate Change Initiative (JCCI).

- ❖ Building Climate Resilience: A Training Manual for Community Based Climate Change Adaptation (Learning Institute Cambodia and Regional Climate Change Adaptation Knowledge Platform for Asia, 2014)

- ❖ Cambodia Community Based Adaptation Program (CCBAP) Programme Review Final Report (UNDP, 2013) and Case Studies (2013 and 2015)

- ❖ Climate Change and the Clean Development Mechanism (MoE, CRCD and IGES, 2010)

- ❖ Community Resilience Assessment and Action Handbook, Braced Myanmar Alliance includes Plan International, UKAid)

- ❖ Resilience Building Toolkit (Plan International, 2015)

- ❖ Toolkit for Integrating CCA into Development Projects, (CARE International 2010)

- ❖ Learning for Resilience: Insights from Rural Cambodia's Communities and various other publications (Learning Institute, 2015)

- ❖ Many Factors in an Uncertain Future: Situation Climate Change among Local Community Priority in Cambodia (Cambodia Climate Change Network, 2014)

- ❖ Learning resource on Rethinking Resilience: includes good case studies from Vietnam and globally (CARE International)

- ❖ Guidelines for Mainstreaming Climate Resilience into Commune Development Plans (NCDD, 2015)

- ❖ Climate Change and Rural Communities in the GMS: A framework for assessing vulnerability and adaptation options (ADB, 2014)

- ❖ Shockwaves: Managing the Impact of Climate Change on Poverty (World Bank, 2015)

AGRICULTURE & IRRIGATION

- ❖ Climate Change and Food Systems, Global Assessments and Implications (FAO, 2013-2014)

- ❖ Climate Resilient Irrigation Training, (UNDP MAFF PSU, NAPA FU Project, 2015)

- ❖ Experience of Farmer Water User Community Cambodia (UNDP NAPA Follow-Up 2015)

- ❖ Farmer Book (Cambodia ECHO Consortium, 2015)

- ❖ Promoting Climate Resilient Water Management and Agricultural Practices in Rural Cambodia (UNDP NAPA Follow-Up, 2015)

- ❖ Understanding the technology of rice seed production (IFC-EU)

DRR

- ❖ Cambodia Disaster Management Reference Handbook (Center for Excellence in Disaster Management & Humanitarian Assistance, 2014)

- ❖ Toolkits and Training Manual for Disaster Risk Reduction (Cambodia Humanitarian Forum, CHF)

- ❖ Training Manual on Emergency Preparedness and Response Plan for sub-national level (Plan Cambodia and NCDM, 2013)

ENERGY

- ❖ The Energy Story (Plan International and ASSIST, 2015)

GENDER

- ❖ Gender and Climate Change Green Growth and Disaster Risk Management- Cambodia Gender Assessment (MoWA, 2014)

- ❖ Learning from Gender Responsive Approaches to CCA (Canada-UNDP CCA Facility, 2015)

- ❖ Making It Count: Integrating Gender into Climate Change and Disaster Risk Reduction: A Practical How-to Guide (CARE International, UNWomen and GIZ, Vietnam, 2015).

- ❖ Gender Sensitivity in Disaster Management (Action Aid, Oxfam, Save the Children, EU 2015)

- ❖ Gender Equality within Climate Change Programming (CARE International)

- ❖ Country-driven Gender and Climate Change- Policies, Strategies and Program Development, ADB & NDF, 2015

INDIGENOUS POPULATIONS

- ❖ Indigenous Knowledge Identification and Use in Community Based Adaptation Practices (CARE International)

MIGRATION

- ❖ Addressing Climate Change and Migration in Asia and the Pacific, Final Report (ADB, 2012)

M&E

- ❖ PMERL Manual: Participatory Monitoring, Evaluation, Reflection and Learning for Community-based Adaptation to Climate Change (CARE International, 2012)

- ❖ Evaluation of the Joint Climate Chang Initiative, SIDA, 2013

NRM AND BIODIVERSITY

- ❖ CCA Planning: A Toolkit for Biodiversity Conservation Project Sites (Fauna and Flora International)

TRANSPORT

- ❖ Guidelines for Climate Proofing Investments in the Transport Sector (ADB, 2011)

VULNERABILITY ASSESSMENT

- ❖ Implementing the Vulnerability Reduction Assessment, 2nd Edition (UNDP, SGP 2015)

YOUTH

- ❖ Child Centered Climate Resilience (Plan International and Save the Children, AusAID 2015)

❖ Child Centered Participatory Capacity and Vulnerability Assessment Guide (Plan International and Save the Children, Philippines, 2015)

OTHER

❖ Guidelines for Preparing a Design and Monitoring Framework (ADB, 2007)

❖ Strengthening Participation for Development Results: ADB Guide to Participation (2012)

❖ Technical Assistance Disbursement Handbook (ADB, 2010)

Annex 11: Glossary

Adaptation: The adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.

Beneficiaries:
Direct Beneficiaries: The people who are directly affected by one or more of the outputs of a specific project. For example people who receive training or who are members of a savings group)
Indirect Beneficiaries: The people who are affected by the benefits that one or more outputs of the specific project may bring to the community. For example the children and parents who benefit from the training given to teachers, or the community members who benefit from the improvements in community health services in their community. It may also include members who benefit from a direct intervention of the project being replicated by others. This does not include the potential benefits for the general population of national and international changes in policy or legislation.

Boy/Girl: Children: Girls and boys below 18 years of age.

Community: A group of people (larger than the household unit) who live in geographical proximity to one another, who interact and consider themselves as a community. It is often the lowest administrative unit, for example the level at which a health clinic is established. This definition applies equally to rural and urban settings.

Climate Change: "a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods"

Disaster: A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Disaster Risk: The potential disaster losses, in lives, health status, livelihoods, assets and services, which could occur to a particular community or a society over some specified future time period.

Early Warning System: The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss.

Exposure: People, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Preparedness: The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.

Prevention: The outright avoidance of adverse impacts of hazards and related disasters.

Recovery: The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors.

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate to and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Response: The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.
"Vulnerability is the degree to which a system is susceptible to, and unable to cope with, adverse effects of climate change, including climate variability and extremes. Vulnerability is a function of the (nature), magnitude, and (speed) of climate change (…) to which a system is **exposed**, its **sensitivity**, and its **adaptive capacity**." (IPCC WGII. 2007: 883)

$$\text{Vulnerability} \approx \frac{\text{Exposure x Sensitivity}}{\text{Adaptive Capacity}}$$

- **Exposure**: in harm's way...
- **Sensitivity**: susceptible to damage...
- **Adaptive capacity**: the ability to get out of harm's way, or reduce susceptibility to damage

Social Vulnerability: Social vulnerability is the vulnerability of people and groups that arises from their inherent characteristics: wealth, voice, gender… This means that vulnerability is not equally distributed (differences within countries, islands, villages, gender, economic class...). Vulnerability arises from **social processes** as well as environmental ones. Vulnerability to climate change is only partly about changes in climate and location,...it is also very much about the distribution of social opportunities.

Youth: Young women and men between the ages of 15 and 24 years of age (in line with the most commonly used definition used by the UN (http://www.un.org/esa/socdev/documents/youth/fact-sheets/youth-definition.pdf).