

PROCEEDINGS

SECOND TRAINING ON SUBMISSION OF RESEARCH PROPOSALS AND PREPARATION FOR LAUNCHING OF RESEARCH PROJECTS



**12th - 14th June 2019
Angkor Century Hotel
Siem Reap Province, Cambodia**

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List of Abbreviation

ADB	Asian Development Bank
AE	Accredited Entity
CARDI	Cambodian Agricultural Research and Development Institute
CC	Climate Change
CCCA	Cambodia Climate Change Alliance
CCTWG	Climate Change Technical Working Group
CDRI	Cambodia Development Resource Institute
DCC	Department of Climate Change
DGE	Department of Green Economy
DST	Department of Science and Technology
EE	Executive Entity
FAO	Food and Agriculture Organization
GCF	Green Climate Fund
GDA	General Directorate of Agriculture
GEF	Global Environment Facility
GSSD	The General Secretariat of the National Council for Sustainable Development
ITC	Institute of Technology of Cambodia
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Forestry and Fisheries
MCU	Mean Chey University
MIH	Ministry of Industry and Handicraft
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MME	Ministry of Mines and Energy
MOE	Ministry of Environment
MOH	Ministry of Health
MOI	Ministry of Interior
MOT	Ministry of Tourism
MOU	Memorandum of Understanding
MOWRAM	Ministry of Water Resource and Meteorology
MPWT	Ministry of Public Works and Transport
NAP	National Adaptation Plan
NCDDS	National Committee for Sub-National Democratic Development Secretariat
NCDM	National Committee for Disaster Management
NDA	National Designated Authority
NGO	Non-Governmental Organization
NIE	National Implementing Entity
NSDP	National Strategic Development Plan
PNCA	Prek Leap National College of Agriculture
RUA	Royal University of Agriculture
RUPP	Royal University of Phnom Penh
SAP	Simplified Approval Process
SDGs	Sustainable Development Goals
SGP	Small Grant Project
TOR	Term of Reference
TOT	Training of Trainer
UHST	University of Heng Samrin Thbongkhmum
UNDP	United Nations Development Programme
WA	World Agroforestry
WB	World Bank
WFP	World Food Programme
WOCAT	World Overview of Conservation Approach and Technologies

1. Background

The General Secretariat of the National Council for Sustainable Development (GSSD), through its Department of Climate Change (DCC), and academia from different national universities, have recently agreed to step up their joint efforts to stimulate research on policy relevant research in the field of climate change (CC). The work program formulated for the first period of implementation of the MoUs in the area of climate change includes the development of research grant proposals, so as to mobilize resources for climate change policy relevant research. It was also identified by some institutions the need for a training on research proposal writing to consolidate knowledge acquired in previous trainings on grant proposal development.

DCC/CCCA, with the active participation of universities and interested representatives from government agencies working on climate change, has engaged the support of an international consultant to deliver a training program on development of research grant proposals and facilitate the successful submission of grant proposals for funding as well as the collaboration with other researchers/ universities in the region. First training was organized on 4th-7th March 2019, providing an overview of the resources available for climate change research (both funding sources and relevant research networks), and improving participant's skills on how to select relevant funding opportunities and to successfully develop research grant applications. Currently, participants are working on the development of proposals under selected topics, with the remote support from the international consultant. The second and final training was organized on 12th-14th June 2019 gave the participants the opportunity to receive direct support from the international consultant to finalize research proposals and prepare for submission.

2. Objectives and Process

There were totally 61 participants (23 females) attended this second training (see **Annex 2**); they include GSSD (DCC/DST/DGE) staff who involved in the CCCA program, researchers referred by CCTWG members, researchers from relevant research organisations such as CARDI and CDRI and the 6 academic institutions that signed MoU with the CCCA Program including: Royal University of Agriculture (RUA), Royal University of Phnom Penh (RUPP), Meanchey University (MCU), University of Heng Samrin Thbongkhmum (UHST), Prek Leap National College of Agriculture (PNCA), and Institute of Technology of Cambodia (ITC). Most of the participants were the same persons attended the first training in March, but a minority of them were newcomers replacing those who used to attend but could not participate in this second training due to prior urgent commitments.

The overriding aim of the entire capacity building initiative (the first and second training) is designed to provide training and coaching on development of research proposals which can support climate change response in Cambodia. These initiative includes the identification of funding opportunities, methodological aspects research proposal development, identifying resources required (human, technical and financial), and preparing grant submissions. After the first training in March, four working groups were formed with participants from different universities and research institutions to work on four consensual research grant proposals (see **Annex 3**). The four teams collaborated to develop and polish their proposals through both face-to-face and online means of communication among team members, with the remote support of the international consultant for the last three months (i.e. from March to May).

Therefore, the main objectives of this second training of the program was to finalize the four draft grant proposals and provide further training on research project management that haven't been covered in the first ones by highlighting good case studies, and on how to expand research networks. Specific anticipated results include:

- Increase capacity of researchers to define and finalize budget and funding issues
- Submission of at least two research grant proposals in areas that will contribute to support priority CC policy issues in Cambodia;
- Strengthen relationships amongst researchers/academia (including with international researchers), and between researchers and policy makers.

Consequently, during this workshop three major proactive activities were designed to optimize group works and interactions, as well as sharing of knowledge and experiences, and eliciting direct face-to-face inputs from consultant/trainer, fellow group members and entire workshop participants were employed as follows:

1. Intermittent presentation by consultant concerning more aspects of project management, grant submission and networking expansion, which include 5 major topics (see Annex 4 for detailed presentations):
 - Research project and budget management
 - Cost and detailed budget design
 - Contract issues: grant and consortium agreement
 - Communication, dissemination and transferability of research results
 - Good case studies and ways to expanse research proposal
2. Continuous team work following each presentation in order to collaboratively polish the corresponding aspects of the proposals that will improve and finalize each team's specific proposal with direct face-to-face guidance and clarification from consultant;
3. Presentation of draft grant proposals by representatives of the groups from the beginning and at the end of the workshop to elicit more inputs and constructive criticism as well as sharing improved knowledge and experiences among workshop participants on the research topics (see **Annex 3**).

3. Training Report

3.1. Opening Speech

The second training was honourably chaired by Dr. Heng Chanthoeun, Deputy Director of DCC of the GSSD. In his speech at the opening ceremony on the 12th June, Dr. Chanthoeun warmly welcomed back the international trainer and all participants of the workshop, while profoundly thanked them for their strenuous and continuous efforts concerning grant proposal development over the last three months since after the first training in March. He further subtly reminded participants of the identified gaps concerning the utilization of scientific research results in climate change policy making efforts that initially led to this initiative from the onset, and the specific objectives and results anticipated from this program and the second training. He expressed strong hope that all participants will do their best to grab opportunities provided through this training program in order to enhance their research capacity and improve their research network. Additionally, he strongly expressed DCC/CCCA and GSSD's firm support of the initiative so that all research group will finally be able to submit successful grant applications that eventually can bridge the identified gaps and enable climate change policy-making based on scientific research results.



Photo 3.1: Salute to the national anthem at opening ceremony of the second training

3.2. Summary of Trainer's Lessons

Throughout the 3-day second training workshop, Dr. Guido Mattei, an international consultant contracted for this training program, has additionally provided five presentations concerning further aspects of project management to enable all participants to further furnish and finalize their draft proposals accordingly. Summary points of each presentation are as follows (see **Annex 4** for slide presentation of all lessons):

3.2.1. Research Project and Budget Management



Photo 3.2: Dr. Guido Mattei delivered a presentation at the second workshop

At the onset of this session, the trainer introduced and elaborated the cycle of project management – programming,

identification, appraisal, financing, implementation, and evaluation – in an attempt to make the training participants comprehend the common philosophy and logic of project development and management. In order to develop and manage a project in a timely and effective manner, it was explained that each specific organization needed to understand the key roles of the organization in a project, and especially, the project manager needed to have several fundamental characteristics and capability to handle the project from the beginning till successful project completion. During project organization, project team creation, precise project management system (work structure and administrative procedures, roles and responsibilities, guideline or ToR for work conduct, etc.), and diversity of composition of the executive group within a project were indicated as crucial elements leading to project success.

Subsequently, the trainer emphasized on key features of an international project that should take into consideration by project developers and managers. These features included but not limited to: supporting resources; timing and sequencing of key project activities in compliance with funding requirements; good management of project development, planning and implementation; clear and implementable guidelines for project conduct by project members or participants; capacity building for project staffs and smart project leading; project chairmanship; sound project management system; sophisticated M&E; and well-planned and managed budgeting. The trainer also highlighted the significance of using a concrete and effective communication system to support the project management processes. Such a technical system embraced a number of key activities and tools, such as face-to-face meetings, information exchange supported tools, virtual meetings, and virtual work environment. At the end of the session, project risk and crisis management concepts were introduced to the training participants in order to understand while at the same time be able to identify proper treatment strategies to address them when doing or managing a project

3.2.2. Cost and detailed budget design

The trainer explained that costing and budgeting were key attributes of the project's financial plan, which was supposed to be indicated and estimated within the limits set by the call of the funding agencies. In addition, as further explained, it had to be balanced between the allowances and the expenses throughout the project management and implementation processes and needed to be consistent with the planned actions and the produced results of the project as well as with the roles and the extent of participation by each partner in the project. This issue was simply articulated that budget allocation and expenses had better align with each implementation stage of the project whilst correct compilation of the individual financial statements and reports was considered a substantial activity to ensure smooth, coherent, and successful conduct of the project. This signified the accurate, holistic, and comprehensive costing and budgeting was much needed for project success.

Sound costing and budgeting for a project were linked to key cost items or fundamental resources (people, equipment, services, and materials) required to support the entire project. It was indicated by the trainer that budget management was as important as budget preparation and effective documentation approaches were much needed to support the effective financial management of a project. Yet, the categories of expense or cost items had to be eligible in accordance the funding requirements. Usually, during the evaluation phase to select project grantees, four things of financial plan were reported to be usually taken into account by the evaluators. These included: hourly or daily rates, balance between planned activities and number of hours consumed or the expected outputs, balance between budget distribution and cost sharing by partners involved in the project, and co-financing mechanism.

3.3.3. Contract issues: grant and consortium agreements

In this session, the trainer started to first and foremost define and explained some key terminologies, such as grant, grant beneficiary, and terms of reference in addition to the elucidation of key attributes of each them alongside individual and institutional roles and responsibilities expected by the project as well as by funders. The issues of eligibility (e.g. eligible costing and budgeting), co-financing, granting requirements and processes, grant limits and non-retroactivity, and contact or contractual agreement and related procedures (from negotiation to contract preparation and signing) were also indicated and expounded during this session. The trainer then emphasized the possibility that the contract could be modified based

on what conditions as well as when and how to address them by the project grantees in response to funding or granting requirements.

Five major principles were introduced to the training participants in order to understand about the issues related to contract modification. These involved: (1) no modification to the contract may alter the award conditions prevailing at the time the contract was awarded; (2) a request for contract modifications should not automatically be accepted by the contracting authority; (3) there must be justified reasons for modifying the contract; (4) contracts can only be modified within the execution period of the contract; and (5) the purpose of the contract modification must be closely aligned with the nature of the project covered by the initial contract. As further elucidated by the trainer, to comply with the contractual agreement with the granting agency / authority, the project grantees needed to work well with project documentation related activities, such as evidences of financial transactions, reports on financial flow and management (expenditure, income, and revenue, etc. with supporting invoices and financial statements), and reports on progress of the project (including key achievements of all project partners too). At the end of this session, the trainer explained about key affiliations, roles, responsibilities, communication and coordination approaches, administrative procedures, compliant activities as well as other key issues necessary for building and maintaining quality partnership agreements with all project partners from the beginning till the project conclusion and beyond.

3.3.4. Communication, dissemination and transferability of project results

Following specific explanation of what and why dissemination was important for project management, the trainer articulated that the project holders or grantees were supposed to have proper dissemination plan using holistic and comprehensive strategies to define an integrated and structured plan and procedure, to identify target groups, recipients, or key stakeholders at micro and macro levels to whom dissemination was meant to, as well as suitable and smart communication means and tools with specific timelines of activities. The main impetus of dissemination was referred to its core contribution to improve knowledge management system, promote networking, enhance stakeholder engagement, and stimulate and visualize project impacts anticipated to be vital for both grantees and funders as well as for all project partners, beneficiaries, and the society as a whole.

Mainstreaming of project results into future decision-making, policy-making, and planning by relevant state and non-state stakeholders and the adoption of project results by end-users (multiplier effect or impact) were reported to be essential benefits that the project funders would like to see as part of impact of the projects and their funding policies. However, as further explained by the trainer, there were specific roles for lead partner and project partners in dissemination processes. Lead partner or project holder was usually alleged with developing a dissemination plan, monitoring progress, identifying and developing dissemination means and tools, and providing supports to partners, while partners were often seen to get involved in digitalizing project results on their own websites or via their networks, composting new articles, contributing to newsletter writing, and providing dissemination reports.

The training participants were encouraged to apply effective dissemination model using practical approaches that cover rationality and objectivity, focus on selectivity, consider differences, identify and gather key results, and carry out proper M&E efforts. Since the main purposes of dissemination were reported to be central mostly to awareness raising, impact extension, stakeholder engagement, knowledge and solutions sharing, policy and practice influence, and new partnership development, several key elements were considered the must-disseminate ones, including but not limited to: dissemination plan, web portal, project leaflet,

project logo, dissemination means (social media, mass media, printed media, etc.), and dissemination monitoring tools.

3.3.5. Good practices and ways to expand research networks

10 specific green climate fund (GCF) best practices or key winning proposal attributes were demonstrated and clarified by the trainer during this session. Those best practices encompassed: (1) clarify your project focus; (2) use specific impacts and vulnerabilities in your design; (3) build private sector ownership; (4) design an investment vision; (5) articulate your “theory of change”; (6) build on what is there regardless of who did it; (7) address gender issue; (8) fully engage relevant stakeholders; (9) align with other funds; and (10) maximize the use of GCF Adaptation Planning fund over time.

In order for project holders to understand and be capable of expanding research networks, the trainer introduced several strategies, such as collaborative decision and planning, partnership building, network planning, networked governance, social capital building, etc. with some obvious examples of previous projects on the ground. The trainer explained that there were somehow noticeable ways to expand research networks, including but not limited to: (1) purpose, focus, roles, and shared values and understanding; (2) leadership and coordination; (3) knowledge sharing and communication skills; (4) understanding short- and long-term needs and outcomes; (5) organizational capacity and commitment; (6) monitoring and assessment [relevance, effectiveness, efficiency, impact and sustainability]; (7) timing; (8) relevance; (9) relationships; and (10) resources.

3.3. Research Group Presentation

Presentations of the four research team were designed to be conducted at the beginning and at the end of the training workshop. Presentation at the beginning is done for the specific purposes of allowing trainer and all participants to learn from the onset the climate change priority issues came into each group’s attention, what theory and progress each group has made so far and what could be done in this workshop to finalize and ready these grant proposals for submission to potential donors, which in this case is primarily anticipated to be CCCA Phase 3 or GCF. Presentation at the end of the workshop is to ascertain that issues or problems identified on the first day were appropriately addressed and at least two grant applications are actually ready for submission, while the remaining issues or challenges that participants and research team still face will be collected and taken into account for further actions and next step. Underneath are brief summary of each proposal developed by the four research teams (see Annex 3 for detail research concept note in GCF format application).

3.3.1. First Group Proposal

The title of the first group’s proposal is, “*Adaptation to climate change for smallholder farmers in Cambodia through evidence-based practices of agroforestry systems*”. This research group has been convened by a lead researcher, Ms. Chea Navin, from the RUA; and it presently consisted of 15 members from seven institutions that expressed their willingness to become implementing partners in this research endeavors including RUA, MCU, USTH, PNCA, Ministry of Environment (MoE) National Committee for Sub National Democratic Development Secretariat (NCDD-S) and Cambodia Institute for Research and Development (CRDI) (see name list in **Annex 3**). Beside these internal partners, this research team also aim to invite some other internal and external stakeholders such as General Department of Agriculture (GDA) of the Ministry of Agriculture Forestry and Fisheries (MAFFs), the Ministry of Rural Development (MRD), World Agroforestry (WA) and World Overview of

Conservation Approach and Technologies (WOCAT) that have the most information concerning their field of interest, agroforestry, to be executive entities (EEs) too.

In brief, the proposal is positioned within the context of climate change adaptation focusing on increasing the resilience of: 1) most vulnerable people and communities, 2) health and well-being, and food and water security, and 3) ecosystem and ecosystem services. Particularly, the proposal identified agroforestry to be an effective mechanism to help marginalized vulnerable people and ecosystem coping the harsh impacts of climate change that in Cambodian context mainly seen to be caused by unsustainable land use and economic growth strategies. The team planned to implement the project over the period of six years, but they do not have precise amount of budget to propose from GCF and other co-financing institutions yet.

Although agroforestry has been widely evident and adopted in many parts of the world to provide dual substantial benefits of climate change adaptation and mitigation, scientific evidence of best practices in local contexts of Cambodia remains unknown, hindering appropriate policies to be issued for promoting nationwide practices of agroforestry systems. Therefore, this group's grant proposal aims to provide scientific evidence for policy recommendation aiming for scaling up best agroforestry technologies through multi-criteria suitability modelling of existing agroforestry systems and applying farms trials of the promising agroforestry models in Cambodia's different agro-ecological zones. The project will set up 5,000 smallholder farms trials of resilient and rich ecosystem services agroforestry models, with the co-benefits of a certain amount of estimated soil carbon sequestration over the 5 years.



Photo 3.3: Ms. Chea Navin presented her group's research proposal

This grant proposal has just been partly completed based on simplified format of GCF; some major justification and refinement of the logical framework needs to be further accompanied. To ascertain that this research project appropriately responses to climate change priorities and policies, as well as provides intended benefits to people and ecosystems, the team endeavor to consult the following documents and work collaboratively for further clarification of their research logical framework and activities, as well as budget and financial plan: National Strategic Development Plan (NSDP), National Strategic Action Plan on Climate Change, Climate Change Sectoral National Action Plan from MAFF, Sustainable Development Goals

(SDGs), Cambodia's National Action Plan to Combat Land Degradation Neutrality Target Setting Program (LDN TSP) 2030, etc.

3.3.2. Second Group Proposal

The title of the second group's proposal is, "*Water and Environmental Evolution and Vulnerability Under Global Changes in Coastal Catchments of Cambodia*". This research group has been convened by a lead researcher, Dr. Chhuon Kong, from the ITC; and it presently consisted of 11 members from seven institutions that expressed their willingness to become national implementing partners in this research endeavors including ITC, USTH, PNCA, MoE, NCDD-S, GSSD and Cambodia Agriculture Research and Development Institute (CARDI) (see name list in **Annex 3**). Another institute, French Research Institute for Development (IRD), has also been identified as an external potential partner for this research project.

The project results are placed in the context of adaptation strategies to increase resilient of: most vulnerable people and communities, health and well-being and food and water security, infrastructure and built environment, and ecosystem and ecosystem services in the coastal area of Prey Thom upstream and Kbal Chhay catchments in Preah Sihanouk province. It is planned to be implemented over the period of three years with the budget estimation of around USD 60,000.00. Objectives of the project include: 1) Understanding the functioning of the socio-hydrosystems in coastal catchments; 2) Producing an integrated modelling tool capable of testing evolution scenarios; and 3) Ensure adaptability of the tool for end users in order to enhance quality of infrastructure development and livelihood improvement in the study areas.

The project results will complimentary contribute to climate-resilient development, driving a paradigm shift in the global response to climate change which align with GCF investment criteria. In overall the project will give the following results: 1) Data on climate vulnerability at the costal area for policy recommendation; 2) Investment to build climate resilience at the coastal area; and 3) Contribute to livelihood improvement and project sustainability implementation. Particularly, it is intended to benefit the following key target beneficiaries: 1) At least 120 families in Prek Thom basin (improve the economic aspect for farmer through water quality assessment that will provide the baseline condition for environment and 10,500 ha of paddy field); 2) National authority as result of the project will be used as scientific information for developing or revising local investment plan, etc.; and 3) Policy makers such as MoE and NCCDM as it provide scientific supporting information concerning current conditions of water and environment so that relevant tools and mechanisms can be provided to assist vulnerable people coping with and adapting to changing environment.

This is one of the project that has nearly been fully completed according to the simplified format of the GCF. The project logical framework consists of six major work plans including:

- WP1: qualitative assessment of the water situation with a clear picture of institutions and actors related to the water resource with the main challenges and constraints.
- WP2: develop a clear picture of 1) the water resource potential, 2) the basins water budgets, and 3) the current dominant hydrological and contaminant processes that impact water availability and use. Results from this research project should be published in at least one scientific paper.
- WP3: identify the different origins and the related main drivers of global changes, and in addition will highlight major impacts on the quality and quantity of water resources.
- WP4: develop integrated modelling tool adapted to the targeted end users and able to represent the water evolution in the two coastal basins under global changes scenarios in order to assess the vulnerability of the water resources.

- WP5: build up the community resilient to climate change through infrastructure development. The community in Prek Thom basin can have more water for domestic and agricultural use.
- WP6: contribute to increase the food supply and household incomes to the local community in Prek Thom basin through promoting the mulita cropping and aquaculture practices to build their better economic with strong adaptive capacity

3.3.3. Third Group Proposal

The title of the second group's proposal is, "*Study on Urban Climate Resilience and Mitigation in Cambodia: Case Studies in Phnom Penh, Siem Reap, Preah Sihanouk and Kep Provinces*". This research group has been convened by a lead researcher, Dr. Seak Sophat, from the RUPP; and it presently consisted of 8 members from three institutions that expressed their willingness to become national implementing partners in this research endeavors including RUPP, MoE, and RUA (see name list in **Annex 3**).

This team observed that climate change is becoming a crucial problem for urban area, especially for urban poor in low-income countries such as Cambodia. The country is located in the highly sensitive location to climate change, the urban area is also vulnerable to climate extreme events, and the urban systems of its country have been affected by extreme climate events such as flood and drought due to low adaptive capacity in adapting to climate change effects. As climate change mitigation becomes pervasive on all spatial scales, mitigation options related to urban spatial planning and behavioral change become increasingly important. Therefore, the team's grant proposal will focus on the following key research objectives: 1) To analyze the impacts of climate change on the urban ecosystems, including solid waste, drainage system and wastewater management in four urban areas; 2) To develop adaptation planning and best practices to cope with climate change impacts and disasters; 3) To implement the pilot projects by using the research findings to scale up the climate resilience for urban residents; and 4) To provide policy recommendations for responses to climate change through conduction of the pilot projects in the targeted project sites to build the cities more resilient to climate change. To conduct this research project, the team adopts HIGS (Hazards, Infrastructure, Governance and Socio-economic indicators) framework for climate responsive urban development. The proposed project is planned to be implemented over the period of five years with the budget estimation amounted to USD 5,000,000.00. The target areas of this study are Phnom Penh, Siem Reap, Kep and Preah Sihanouk provinces.



Photo 3.4: Dr. Seak Sophat presented his group's proposal

This research is anticipated to benefit the concerned ministries including MoE, Ministry of Public Work and Transport (MPWT), Ministry of Land Management, Urban Planning and Construction (MLUPC), NCDD, NCDM (National Committee for Disaster Management), and relevant private sector and NGOs. The result will provide clear recommendations and ways forward for improving adaptation and resilience capacity, and mitigation strategy for reducing impacts of climate change on urban ecosystem in Cambodia. Identically, this study also benefits urban planner, university, local people and farmer – that could be shown as practical cases to students; and integrated those proposed adaptation and mitigation strategies for coping with climate change issues and increasing the resilience capacity. Particularly, this research project will address the gap of knowledge and practical implementation project in main mainstreaming climate resilience into planning and implementation of development projects for protection of urban ecosystem in Cambodia. It is in line with the Cambodia Climate Change Strategic Plan (2014-2023) that is the key policy document directing government ministries to be well-prepared for combating and adapting to climate change, including the education sector. In accordance with the project objectives, the following are key expected outputs: 1) Scientific reports written on Urban Climate Resilience and Mitigation in Cambodia; 2) Policy brief on urban climate resilience for policy makers and planners to build the resilient city in support to sustainable city goal; 3) Training of trainer in support to academics, researchers, urban planners, and practitioners for effective urban climate resilience and mitigation; 4) Case studies to document the best practices on building resilient cities in the four provinces; and 5) Scientific publications – journal articles related to Urban Climate Resilience and Mitigation in Cambodia.

3.3.4 Fourth Group Proposal

The title of the second group’s proposal is, “*Development and sustainable of Energy Manager Program in Cambodia*”. This research group has been convened by a lead researcher, Dr. Kinnalesh Vongchanh, from the ITC; and it presently consisted of 14 members from seven institutions that expressed their willingness to become national implementing partners in this research endeavors including GSSD, MoE, ITC, MCU, UHST, PNCA and GDA (see name list in **Annex 3**). Some of the group members have been formed since the first training, but some are new comers for this second training who are interested in the research topic. Among all the four teams, this team’s proposal has just started to actually materialized in the second training.



Photo 3.5: Group discussion to polish their concept note

The team convener began the concept note development by selecting their potential donor first, Erasmus, so that their proposal may progress according to the required format. This proposal is not specifically research project, but rather a capacity building proposal instead. The team aims to request up to USD 1,000,000.00 and work collaboratively with another government partner, Ministry of Mine and Energy (MME). The major purpose of this proposal is to develop core human resources supporting the energy efficiency implementation toward national energy security and climate change mitigation. Its specific objectives include: 1) Create energy manger training center; 2) Provide training of trainer on energy management program; 3) Develop energy management curriculum course; 4) Deliver pilot training course; and 5) investigate method to sustain the training center and the course.

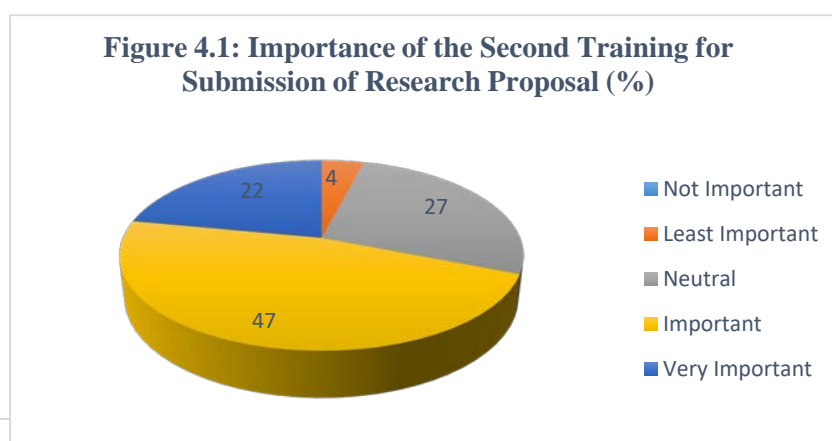
4. Workshop Evaluation

On the third day of the workshop, all participants were requested to complete an evaluation form designed to obtain their opinions concerning the effectiveness of the second training, as well as their experiences in the entire initiative and their further needs, which may possibly be addressed in the next step. The evaluation was divided into three major session: 1) the trainees' perception of significance of lessons provided in the this second training, and the adequacy and quality of training facilities, environment, and facilitation; 2) participants' experiences in teamwork to construct research proposal over the last three months and quality of support gained from international consultant; and 3) their concerns and suggestion for further support to eventually enable them to successfully complete the proposal and submit them all to identified potential donors.

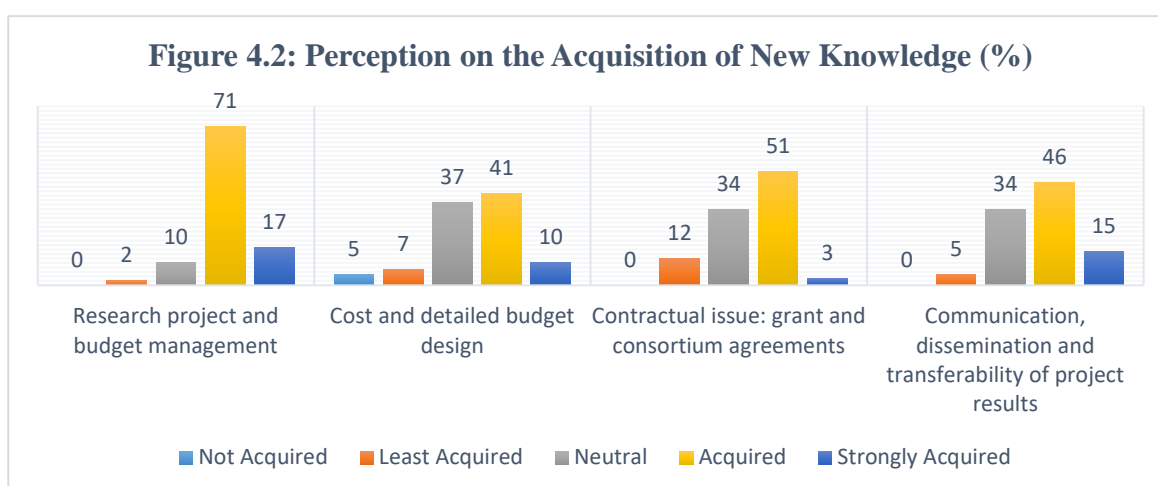
4.1. Evaluation on Second Training

Six indicators were employed to evaluate the significance and effectiveness of the second training; they include: 1) the perception on the importance of the second training for submission of research proposal; 2) the perception on the acquisition of new knowledge concerning the four additional lessons delivered by the trainer; 3) the perception of the appropriateness of the second training with regard to submission of research proposal and implementation of research project; 4) the perception of balance between the activities designed for this second training (i.e. presentation, discussion and group work); 5) the perception of the training topics in relation to supports needed to finalize the research proposal.

In general, majority of trainees perceive that this second training is important for enabling them to submit the research proposal since approximately 70% of them scored the corresponding indicator more than medium (3 score in the Likert scale); only 4% of them thought the training is not important (2 score) and 27% of them perceived it to be just moderately important (3 score). See **Figure 4.1** for distribution of score given by trainees concerning the importance of this second training.

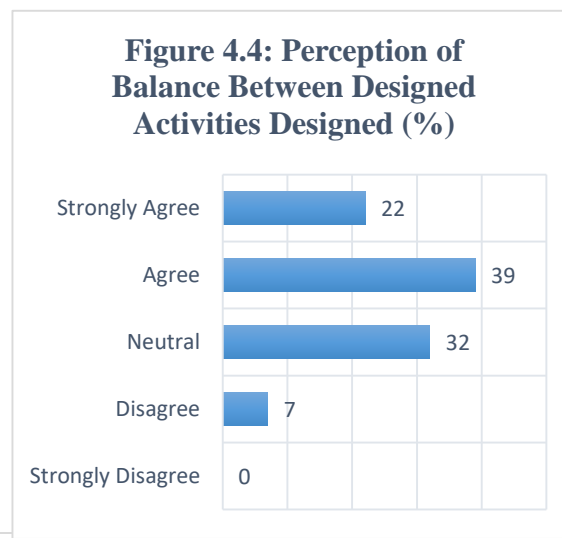
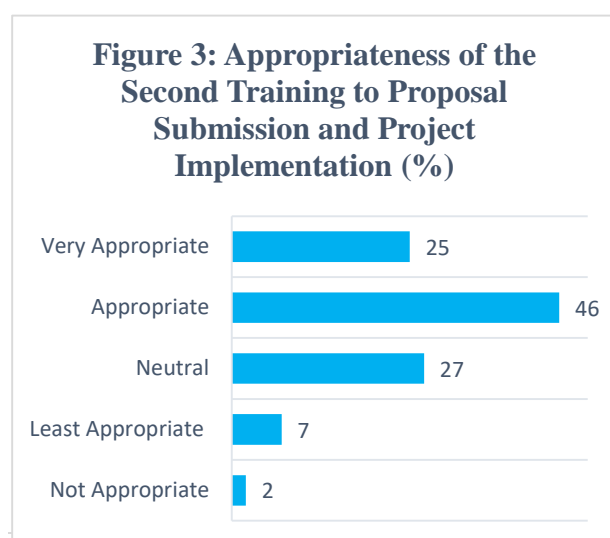


Trainees' perception on their acquisition of new knowledge concerning the four additional topics delivered by the trainer is divided into both positive and negative camp with nearly equal measure. Concerning the topic research project and budget management, nearly 80% of trainees believed they understood and learned new knowledge. Yet, concerning cost and budget design only about 50% of trainees thought they have learned the new knowledge. Trainees' perception on contractual issues and communication measures is quite similar; approximately 50% of them thought they have learned, while the remaining 50% assumed they have not learned anything new. Refer to **Figure 4.2** for distribution of score given by trainees concerning acquisition of new knowledge from the topics delivered by the trainer.

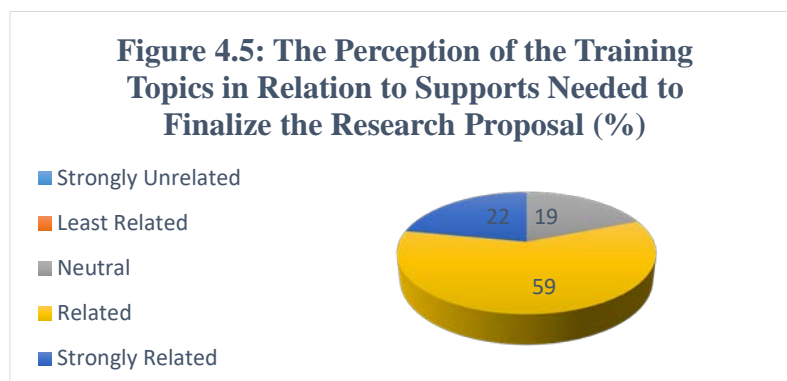


The trainees' perception of the appropriateness of the second training with regard to submission of research proposal and implementation of research project as good as their perception on the importance of this training stated above. More than 70% of trainees believed the training is appropriate and timely; only less than 10% of them though it is not really appropriate (see Figure 4.3 for detail distribution of opinion).

The perception concerning balance between the activities designed for this second training, which include trainees' and trainer' presentation, plenary discussion and teamwork seem to be moderately impressive because only about 60% of trainees saw it as well-organized and proactive, while about 40% others presumed the organization to be just fine (score 3 and 2). See Figure 4.4 for detail distribution of opinions concerning training organization and facilitation during the training.



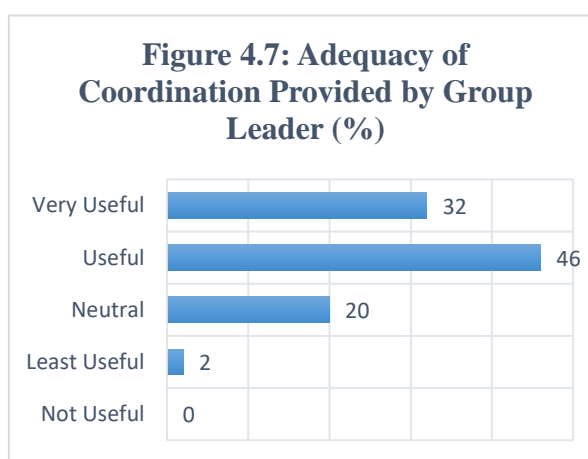
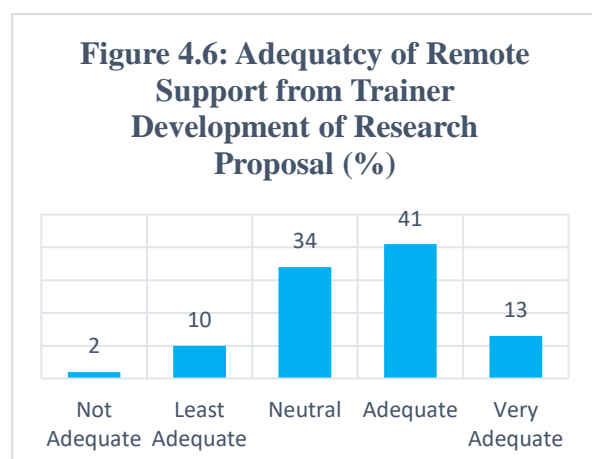
Finally, the perception of the training topics in relation to supports needed to finalize the research proposal is very good. Up to 80% of trainees believed the training did support their course for finalizing the proposal and none gave score less than 3 (medium). (See Figure 4.5 for detail distribution of opinions based on the Likert scale score).



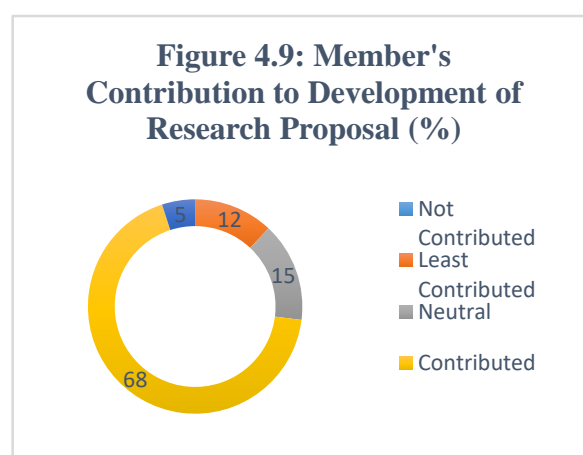
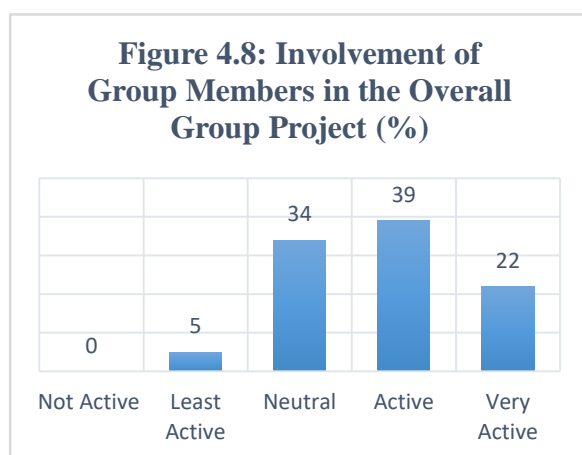
4.2. Overall Evaluation on Training Program

The overall evaluation of the trainees' experiences in the training program here focused only on the quality of: 1) remote support provided by international consultant during the three-month proposal development stage, 2) the coordination provided by team leader, 3) the participation from team members, 4) the trainee's particular contribution to proposal development, 5) the program's contribution to network expansion, and 6) the overall satisfaction of the facilitation and organization of the training and supports in the entire program.

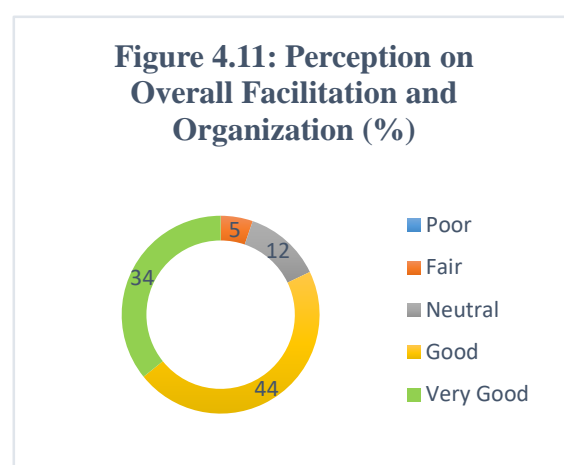
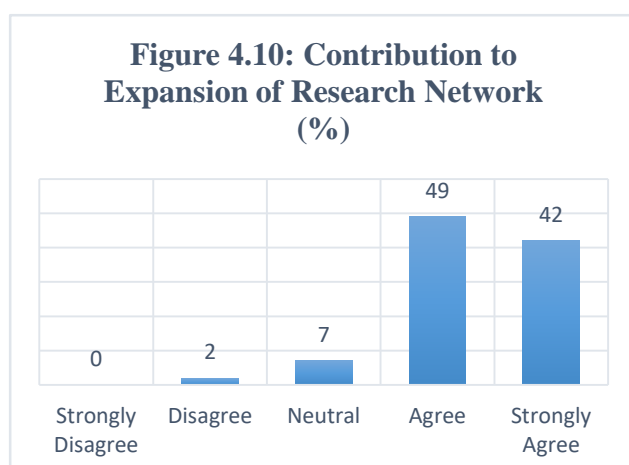
About half of the trainees indicated that remote support provided by international consultant is important and very important, while nearly equal amount of them thought them to be less than necessary due to barriers that normally associated with online communication (e.g. language barrier, misunderstanding and misinterpretation). In contrast, most trainees (nearly 80%) thought team leader provided more needed support and have done good job with regard to coordinating group members for advancement of their proposal development. See Figure 4.6 and 4.7 for detail distribution of opinions.



Concerning the perception on active participation of other group members beside team leader and their own contribution, trainees have quite a contradicting opinion. Approximately half of them believe others to be actively participative, but more than 70% of them thought they have been meaningfully contributing to the team's proposal (see Figure 4.8 and 4.9).



The last two indicators concerning the impacts of the training program on expansion of research network and satisfaction concerning the training initiative in general gained very high score. About 90% of the trainees believed they have made more social capital and expand their network of acquaintance among fellow researchers, while approximately 80% of the trainees expressed strong satisfaction for the overall training initiative (see **Figure 4.10** and **4.11**).



4.3. Challenges and Suggestion for Next Steps

Questions and apprehensions have been raised by both trainees and participants during the training session, as well as in the evaluation form concerning the limitation and challenges trainees faced with regard to the topics delivered in the second training, their experiences of the proposal development over the last three months and intention to submit the grant proposals in the near future. These concerns and challenges include:

- Gaps and limited consideration of the linkage between research project's results and its contribution to climate change policy making;
- Challenges concerning change of team member composition that hinder full understanding of their team's research proposal that have been developed for over the last three months already, as well as the topics being delivered at the second training
- Difficulty concerning digital communication measures in order to obtain inputs from team members who reside in different cities and who have limited time to devote to this proposal development due to other commitments continually assigned by their own permanent organization (i.e. universities or research institutions);
- Uncertainty and lack of precise understanding among some participants with regard to suitable sources of funding for climate change research project and applicable format for grant proposal required by those funders;

- Ambiguity concerning the contents of the lessons being delivered at the second training due to language barrier and perceived lack of hands-on experience on the side of the trainer concerning Cambodian climate change context and funding mechanisms.

Participants understood that some of the challenges they have facing (e.g. difficulty with online communication) may not be easily solved and it is something they have to overcome in order to expand their research networks both within and beyond Cambodia. Nonetheless, they are challenges that they need support from organizer to overcome in order to both enhance effectiveness of the initiative and spirit of scientific research and contribute to climate change policy making in Cambodia. Their suggestions include:

- Organization of a consultation workshop that will include wide range of participants from relevant climate change policy making agencies and potential climate change funders in order to provide opportunities for the four research teams to present their grant proposals to obtain more inputs that directly corresponding to climate change policy priorities and requirements of potential donors so that their chance for success can be enhance exponentially;
- Organization of another workshop to provide specific information with regard to potential donors or funders for climate change research project with particular attention being given to specific deadline, legitimacy, as well as appropriate grant application submission process and procedure;
- Selection of Cambodian trainer, for further trainings if any, with relevant expertise and profound experiences in managing climate change research project in Cambodian context and successful grant submission procedure to the global level funders;
- Provision of longer support for such large scale of proposal development (i.e. such as the one required by GCF) and especially add more training contents concerning monitoring and evaluation, as well as audition required by specific climate change funders and relevant stakeholders.

5. Conclusion



Photo 5.1: Dr. Heng Chanthoeun delivered closing remark at the second training

At the end of the training, Dr. Heng Chanthoeun, once again expressed his sincere thanks to participants for devoting their valuable time attending the intensive three-day workshop and committing to develop the four grant proposals that will contribute immensely to the efforts on climate change responses at policy level in the future. He humbly prompted all participants that although this second training is ended but many climate change works are waiting for all of them to find scientific solutions that will contribute to support national policy planning endeavors. He sincerely emphasized that DCC/CCCA and GSSD will strive their best to support submission and implementation of the four proposals and other climate change research proposals in the future as much as they can.