

TERMINAL EVALUATION REPORT

“BUILDING AN ENABLING ENVIRONMENT FOR SUSTAINABLE DEVELOPMENT”



Implementing Partner: National Council for Sustainable Development - Royal Government of Cambodia
Agency: United Nations Development Programme (UNDP)
Donor: The Swedish International Development Cooperation Agency (Sida) and UNDP

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Region: Asia and the Pacific

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Acronyms and abbreviations

ADF	Archaeology and Development Foundation
APR	Annual Progress Report
BIOFIN	Biodiversity Finance Initiative
CDP	Commune Development Plan
CF	Community Forest
CLIP	Community Livelihood Improvement Plan
CPA	Community Protected Area
CPD	Country Program Document (UNDP)
GAP	Gender Action Plan
GDP	Gross Domestic Product
TE	Terminal Evaluation
IA	Implementing Agency
IP	Implementing Partner
MAFF	Ministry of Agriculture, Forestry and Fisheries
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MME	Ministry of Mines and Energy
NCSD	National Council for Sustainable Development
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NUM	National University of Management
PES	Payments for Ecosystem Services
PMU	Project Management Unit
RECOFTC	Regional Community Forestry Training Center for Asia and the Pacific
REDD+	Reduction of Emissions from Deforestation and Forest Degradation in developing countries
RGC	Royal Government of Cambodia
RUPP	Royal University of Phnom Penh
TCO	Trailblazer Cambodia Organization
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program

Executive summary

Project Details		Project Milestones	
Project Title	Building an Enabling Environment for Sustainable Development	PIF Approval Date:	n/a
UNDP Project ID	00093203	PAC meeting date	29 November 2018
Project ID:	00085640	ProDoc Signature Date:	28 December 2018
Country/Countries:	Cambodia	Start date:	1 January 2019
Region:	Asia & Pacific	Planned Operational Closure Date:	31 December 2020 (with cost extension to 30 June 2021)
Focal Area:	Multi-Focal Areas	TE Completion date:	August 2021
Strategic Priorities/Objectives:	<p>UNDAF (CPD):</p> <p>Outcome: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</p> <p>Indicative Outputs:</p> <ul style="list-style-type: none"> - Output 2.1: Targeted cities and urban centers prepare and operationalize solid waste management plans to reduce environmental pollution impact from solid waste. - Output 2.3: Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy. 		
Donor:	Sida, UNDP		
Implementing Partner:	National Council for Sustainable Development (NCSD)		
Responsible Parties:	The Ministry of Environment (MoE), the National Committee for Sub National Democratic Development Secretariat (NCDD-S) and the Ministry of Mines and Energy (MME).		
NGOs/CBOs partners:	ADF, RECOFTC, TCO, RUPP, NUM		

Brief project description

Over the past two decades, Cambodia has undergone a significant transition, reaching lower middle-income status in 2015 and aspiring to attain upper middle-income status by 2030. Driven by garment exports and tourism, Cambodia's economy has sustained an average real growth rate of 7.7 percent between 1998 and 2019, making it one of the fastest-growing economies in the world (World Bank, 2021).

Sustaining economic growth while fully incorporating Sustainable Development Goals (SDGs), Cambodia now faces new development and environmental challenges. The first challenge is the degradation of natural resources, with a decline in forest cover from 57% to 47% between 2010 and 2014 (RGC, 2017). The second challenge is the growing volume of waste. Solid waste disposal in municipal landfills has drastically increased from 318,000 tonnes per annum in 2004 to 1.5 million tonnes in 2017. Finally, rural Cambodians still have limited access to affordable, sustainable, and clean energy. Electricity cost in Cambodia remains one of the highest within the region.

To address these challenges, with funding support from the Embassy of Sweden, UNDP has supported the National Council for Sustainable Development (NCSD) in the implementation of the Building an Enabling Environment for Sustainable Development (BESD) project since 2019. BESD aims to deliver the following outputs:

Output 1: Community-based natural resources management (CBNRM) and Payment for Ecosystem Services (PES). This output tests and supports community-based natural resource management (CBNRM) and strengthens CBNRM institutions' networks to address and solve challenges collectively. Under this output, the project also targeted operationalising the Payment for Ecosystem Services (PES) pilots and proposed recommendations for a national-level PES scheme through sustainable financing mechanisms for conservation.

Output 2: Circular Economy (CE) for waste management aims to develop policy and economic measures to promote 4Rs (refuse, reduce, recycle and reuse) waste, raise public awareness, mobilise stakeholders and support business innovations towards a circular economy for municipal, industrial waste management.

Output 3: Solar energy for ensuring access to sustainable and clean energy for the poor. Renewable energy sources such as solar energy offer crucial opportunities for the Royal Government of Cambodia (RGC) to increase reliable and affordable electricity access to all Cambodians, specifically for the poorest and vulnerable people living in rural and remote off-grid communities.

Terminal evaluation ratings

The project's overall performance is rated as "highly satisfactory," taking into account the level of project outputs achieved which exceeds expectations, and there were no significant shortcomings. The project delivered most of the planned outputs and reached most of the targets despite the challenges posed by the COVID-19 pandemic and the short duration available for actual implementation. Table 1 shows the ratings against each criterion set for assessing project performance.

Table 1. Rating project performance

1. Monitoring & Evaluation (M&E)	Rating
M&E design at entry	Satisfactory
M&E Plan Implementation	Satisfactory
Overall Quality of M&E	Satisfactory
2. Implementing Agency (IA) & Implementing Agency (IA) Execution	Rating
Quality of UNDP Implementation/Oversight	Highly Satisfactory
Quality of Implementing Partner Execution	Highly Satisfactory
Overall quality of Implementation/Execution	Highly Satisfactory
3. Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Highly Satisfactory
Overall Project Outcome Rating	Satisfactory
4. Sustainability	Rating
Financial sustainability	Likely
Socio-political sustainability	Moderately Likely
Institutional framework and governance sustainability	Moderately Likely
Environmental sustainability	Likely
Overall Likelihood of Sustainability	Moderately Likely

Summary of conclusions and recommendations

The “Building an Enabling Environment for Sustainable Development” (BESD) project was highly relevant and opportune in that it sought to address the growing environmental challenges of Cambodia. The project facilitated the implementation of a set of capacity development activities, public awareness campaigns, and interventions targeting government staff at the local, sub-national and national levels. The project has had a remarkable and sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable Sustainable Policies in Renewable Energy, Circular Economy and Community-Based Natural Resource Management. (CBNRM).

Stakeholders very much recognise the project as a leader in terms of inter-sectorial coordination and environmental sustainability. Remarkably, the project builds closer ties with crucial government institutions (NCSD, MoE, MME and NCDD-S). The BESD initiative is considered as a policy-oriented project that was designed to support the Government in addressing long-term environmental challenges. The project has made a great effort to address policy barriers and develop policy measures, supporting (i) the Circular Economy, (ii) Payment for Ecosystem Services, (iii) Solar Energy, and (v) the strengthened institutional capacity of five Community Protected Areas (out of 152 CPAs) with an integrated approach for the improvement of livelihoods. The RGC and its government entities (NCSD, MoE, MME, NCDD-S), and Sida view the BESD project as a strong policy advocate for creating an enabling environment for natural resource management and sustainable development.

The project is considered highly relevant to the international environmental obligations and national strategies for Cambodia’s sustainable development priorities. Notably, it is aligned with Cambodia’s National Environment Strategy and Action Plan (NESAP) 2016–2023, the Cambodia Climate Change Strategic Plan 2014–2023, the National REDD+ Strategy 2017–2026 and the National Strategic Plan on Green Growth 2013–2030.

In addition, the project is considered highly relevant to the UNDP country strategy in Cambodia, as articulated in the United Nations Development Assistance Framework (UNDAF, 2019-2023). Notably, it is aligned with UNDAF Outcome 3 – “Planet: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.” and UNDP Cambodia’s Country Program Document (CPD), 2019-2023, through Output 2.1 “Targeted cities and urban centres prepare and operationalize solid waste management plan to reduce environmental pollution impact from solid waste” and output 2.3 “Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy”.

The BESD project was relevant and opportune to address the growing environmental challenges in the target areas. It has achieved good partnerships

with relevant stakeholders and has successfully managed to engage most of the key stakeholders and targeted groups listed in the project document. The project has strengthened the role of ministries (MoE, MME), NCSD and NCDD-S, Kep municipality, private sector, NGO partners and CPAs to engage in addressing a wide range of project issues. This would be the preferred approach for future partnerships, as the project resources and timing focused on long-term impacts, rather than outputs, for creating an enabling environment around the sustainable development challenges.

Over the last 2.5 years, the BESD project has built on its work to prioritize reflective learning and knowledge management with global principles. Those include the principal values of human rights, gender equity, cooperation, and partnership. Thus, BESD Project plays a remarkable role in coordinating exchanges and interactions across all project implementers. As it embarks on policy orientation, the most significant is that BESD is poised to build on the momentum from the last few years of UNDP support to the NCSD and government's ministries. There are some notable successes to further build on institutional and policy change.

PES piloting: NCSD initiated the PES policy in 2017, and there is a solid commitment to improving this policy draft under the BESD project during 2019-2021, focusing on two primary sources of watersheds in Kbal Chhay Multiple Use Area in Preah Sihanouk and Phnom Kulen in Siem Reap province.

The PES policy development provides financing options and mechanisms for PES implementation. A PES roadmap was developed to guide the implementation, for example, the establishment of (i) National Board, (ii) National PES Implementation Committee, and (iii) sub-national PES implementation committees for Preah Sihanouk and Siem Reap Provinces. The core of PES policy is to encourage the commercial sectors to pay to the communities for conservation of upstream watershed and natural resources.

The PES policy also intends to motivate local communities, indigenous people, the public, and civil society in the management and conservation of biodiversity, ecosystems, and sustainable use of land, water, and groundwater of the target sites. It is expected that this policy draft will be endorsed by MoE in 2021. The local communities have no concern for PES policy to be effectively implemented, but they need more engagement and capacity building. However, there is a substantial concern with the private sector that are supposed to pay PES for its benefits from Kbal Chhay Multiple Areas. More engagement with the private sector is urgently needed. There are many policy challenges due to a lack of clear responsibilities for efficient and effective implementation of the PES policy and its roadmap. Furthermore, additional work is needed to create a fair and transparent distribution of its benefits.

The BESD project achieves relevant results on PES, such as a roadmap for upscaling, strategies as well as action plans and business models at the sub-

national level, including the management of CPAs and key watersheds. All this is well achieved as demonstrated by PES drafting policy, community capacity gains, expansion of CPAs and five CPA management plans were developed, approved and operational locally. A significant area of the CPA expansion was officially endorsed by the RGC, with improved CPA management plans. In addition, there is an evident commitment to conservation and community development, which is aided by the project through supporting alternative community livelihoods. Furthermore, the capacity of all project partners and the working relationships between different levels of the government has been elevated, and local communities seem to be more functional than in the past. They are able to strengthen their CPA network at the local level and connect to the national level. Technical and financial commitments to conservation and livelihood development have been made at all levels. Although alternative livelihoods have been prosperous to some extent, more support in this area is needed. Remarkably, a comprehensive agriculture and ecotourism value chain analysis, markets developments, and an action plan with adequate financial support remain to be developed.

Circular Economy: (CE): During 2017-2018, with funding support from UNDP, NCSD initiated the CE concept for the Cambodia policy to be developed, introducing CE as a high-level strategic approach for the long-term growth of the country's economy. With the support of the BESD project, NCSD has officially endorsed the CE Strategy and Action Plan (2021-2035) in late June, 2021.

With support from the BESD project, the MoE has drafted a new sub-decree on plastic waste management. The drafting process includes consultation with national and sub-national governments and the private sector, Development Partners (DPs), and other parties concerned with plastic management at present and the future. In addition to the draft sub-decree, DoSWM has also created Prakas on on-site incinerators for city governments, expecting approval of MoE's minister in mid of 2021.

With this project, MoE has been proactive in promoting solid waste and plastic management in coastal and touristic provinces. To enable this proactive role, the MoE has achieved significant improvement in building partnerships with other development partners, while maintaining its national ownership to succeed in the policy and legal framework responsive to national, regional, and global contexts.

Solar Energy: Through the project, both the local council and community have expressed their appreciation for the significant impacts of solar energy. A new business model has been established in the local communities. At least 145 families in three remote villages in Kampong Chhnang province have access to solar energy, and the solar community-based management committee was established and trained for maintenance and services of the solar grid system.

This initiative is fully aligned with the MME's policy for achieving its long-term vision that all villages in Cambodia have access to electricity and ensure security, reliability, and affordable prices of electricity. With the existence of local

community structures with clear responsibilities for the services and maintenance of the solar system, villagers are willing to access this kind of renewable energy for reducing the use of electrical machines and air pollution and enjoy their livelihoods and healthy environment.

Adaptive management was also applied for this output. Covid-affected and saving budget was allocated to invest in a new AC solar minigrid in Ratanaki Province. The business model is replicated from the first minigrid invested in Kampong Chhnang province, benefiting 80 households of indigenous people. It was the first time that this community has access to public street and home lighting at night from the solar system provided by the project.

There are many solid and positive indications of potential sustainability through future support, but more efforts are needed to mobilise the funds for follow-up activities. Based on the ongoing discussion between UNDP and the RGC, the project's minutes of meetings, project review meetings, and government commitment prospects for sustainability are almost sure. It has managed to identify funds to sustain circular economy and renewable energy activities. Stakeholders and beneficiaries interviewed expressed the project's added value and emphasised that another phase to follow up on the project's main achievement and continue the work started is critical and needed.

Most government respondents confirmed that the end of this project does not mean the end of their work. The government's ownership is robust, which is key to building the project's future sustainability. For example, the CE is well reflected in NCDD/IP-3, which creates a window of opportunities for SNAs to implement their mandate and transfer of functions further. For example, PES is piloted in Phnom Kulen, and this will be continued within national frameworks such as the new creation of the national and sub-national committees.

As BESD seems to be three projects built into one, the main weakness is the integration of related activities from each output. Despite this, good examples of integration and synergies were identified. For instance, the solar water pump in Kulen National Park and the Tonle Sap tree nursery integrates different project outputs. It showcases how the project mainstreams solar energy to other sub-activities to bring a positive impact. Furthermore, the synergy between BESD and BIOFIN project is well established and will ensure the sustainability and scale-up of results on the output one.

Gender mainstreaming has been considered in the project design by advocating equal opportunities for women and men to participate in the activities. Monitoring and reporting on project activities have kept account of participants by gender. Gender-disaggregated data shows that the project was implemented with a good balance of men and women. Nevertheless, the indicators provided limited opportunities to fully mainstream gender issues and to promote gender equity actively.

In order to achieve enabling conditions for sustainable development, transitions in the current system are needed, and actions should be taken to support transitions and contribute to short-term and long-term goals. Therefore, it is necessary to have knowledge of transitions and understand the different phases of transition. The original project design was 5 years, but due to the funding cut from Sida, it was narrowed down to 2.5 years. The scale of the project interventions in the field were by design limited. However, the long-term impact could be assessed during the implementation of related initiatives (e.g. marine plastic project, GoAI Waters project, BIOFIN, etc.)

The path to scaling up for reducing prevailing stress on ecosystem services and bringing landscape-level improvements in the environmental conditions is unclear, and additional continued support is needed to achieve enabling conditions for Sustainable Development.

Recommendations

The following recommendations provide concrete, practical, feasible, and targeted suggestions directed to improve the benefits of all stakeholders. The target stakeholders, scope, and timeframe are defined. Recommendations for short-term under the BESD project are presented in Table 2.

Table 2. Recommendations

R #	TE Recommendations	Entity Responsible	Timeframe
A.1	<p>A sustainability plan or exit strategy should be prepared.</p> <p>It would be advisable to prepare a sustainability plan that outlines the follow-up actions and institutional financing to ensure the sustainability of the results achieved—for example, endorsement of the policy development and operationalisation of PES, inter-alia. Pursue and develop sustainable financing and environmental governance mechanism for ecosystem services, building on the work done by the project and roadmap for leveraging political and private sector support.</p> <p>Also, the exit strategy needs to be elaborated to inform participating stakeholders and beneficiaries of project closure and the process to achieve long-term goals. It is recommended to organise a terminal meeting that invites all known stakeholders, including local communities and others interested in the project's products, services, and related initiatives, such as the GEF-6 INRM-WB project.</p> <p>The sustainability plan could also include an analysis of the risks and opportunities associated with the COVID-19 pandemic, institutional capacity and co-financing further to nurture the outcome and legacy of this project.</p>	<i>All project partners</i>	2021
A.2	<p>Enact Policies and instruments developed under the project.</p> <p>It is recommended that both RGC and UNDP engage more actively with ministers, and high-level officials, to encourage quick adoption of the draft policies. There has been significant progress in developing the policy and regulatory instruments for PES development and management (but needing full endorsement and</p>	<i>RGC, UNDP</i>	2021

	implementation).		
A.3	<p>Monitor and evaluate the medium and long-term benefits of the project.</p> <p>It is considering the impossibility to have been conducted field visits to the targeted communities. It would be interesting to conduct a post-evaluation study to quantify and report the project's impacts on the medium and long-term and the endurance and sustainability of the achievements on the ground.</p>	UNDP, Sida	2021
A.4	<p>Promote actions to reinforce benefits through MoE support in terms of capacity development and technical guidance, and explore opportunities link with the National REDD+ strategy, Voluntary Carbon Markets, PES and ecotourism initiatives. The REDD+ strategy is now coming on-stream, and there is a growing interest in the potential opportunities of linking it with CF management.</p>	MoE, UNDP	2021
A.5	<p>Ensure availability of management plans and zoning maps to local communities.</p> <p>It is recommended, following participatory mapping and planning, CPA committees, with support from PDoE and local authorities, to return to each village to explain the critical aspects of the management plan, the boundaries of the different zones and their associated rules and to distribute permanent maps. They are aiming to mobilise the support of all community members to protect CPA activities. The CPA committee should be considered for some incentives to promote and sustain CPAs actively. Following the same objective of ensuring that the communities are well informed, it is recommended to prepare a summary of the management plan and PES proposal, possibly in the local language, for the members of the village communities.</p>	MoE	2021

1. Introduction

1.1 Purpose of the evaluation

Following UNDP M&E policies and procedures, all full -and medium-sized UNDP projects must undergo a Terminal Evaluation (TE) at the end of the project. This report sets out the expectations for the TE of the project titled "Building an Enabling Environment for Sustainable Development" implemented by the National Council for Sustainable Development. The project started on 1 January 2019. It reached its two and half years of implementation when it closed on 30 June 2021. The TE process follows the guidance outlined in the document 'Guidance for Conducting Terminal Evaluations of UNDP-Supported Projects'.

The TE was conducted in three phases: 1) desk reviews, data collection, analysis, and preparation of Final Evaluation inception report; 2) remote engagement phase to conduct interviews with the project team, implementing and executing partners, and stakeholders; and local communities 3) preparation of the Terminal Evaluation Report. The methodology proposed for the TE was discussed in phase 1, where the final methodological approach was agreed upon between UNDP, the evaluation team, and key stakeholders.

1.2 Overall objectives of this assignment

The overall objectives of the evaluation are:

- To review and assess the overall achievements of results (outputs, outcomes, and impacts) of the BESD Project (in comparison with the resulting framework)
- To design, implementation and management, including recommendations for additional possible actors to be engaged in the next phase project;
- To identify lessons learned and impacts from the BESD project, with potential for replication for each output and potential and successful model for replication for each output and scopes for scaling up in the medium and long-term;
- To what extent the program contributed to the UNDP Country Programme and national priorities;
- To evaluate how the project relates to Sida's country strategy for Cambodia and Sida's five perspectives (poor peoples' perspectives, the rights perspective, conflict perspective, environment perspective, and gender perspective).

The specific objectives of the assessment are as follows:

- Assess policy and regulatory tools developed by the BESD project to advance

the agenda on an enabling environment of sustainable development, especially NRM, waste, and energy sectors;

- Assess how the BESD project has strengthened the capacities of governments and other relevant stakeholders that would contribute to advancing sustainable financing, circular economy policy, and solar energy;
- Review the extent to which the planned project activities can lead to longer-term outputs/outcomes by government and if any adjustments would be required;
- Identify lessons learned (including unsuccessful practices) and any best practices which should be fed into national/sub-national approaches/policies or practices that have significant potential for replication and highlight strategic recommendations.

1.3 Scope and methodology

As stated in Terms of Reference, the purpose of the evaluation is to provide the project partners with an independent assessment of the project's impacts on the project's two years' implementation. In addition to this, assess the expected outcomes and their sustainability and identify and discuss the lessons learned, through measurements of the changes in the set indicators, summarise the experiences gained and recommendations for future policy dialogues and changes to the implementation strategy.

The TE was conducted according to the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the ToR and the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported Projects. The TE report provides evidence-based information that is credible, reliable, and useful. The evaluation followed a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts, Implementing Partner, Responsible Parties, the UNDP Country Office, direct beneficiaries, and other stakeholders.

The detailed criteria matrix as per the overall design of this evaluation is presented in the annex. In addition, the evaluation covers the degree of convergence of the project with other UNDP and Sida priorities, including poverty alleviation and cross-cutting issues such as gender equality, women's empowerment and support for human rights. These criteria address how gender equality and human rights have been integrated into project design, planning and implementation, as well as the results achieved. They also aim to capture broader impacts on gender equality and women's empowerment, livelihood benefits and human rights through the use of socio-economic co-benefits and sex-disaggregated/gender-responsive indicators.

The Evaluation approach to this assignment is evidence-based, participatory, and utilisation-focused.

Evidence-based: Multiple streams of evidence were collected at every step of the evaluation process. In addition to data triangulation from evidence collated during

this evaluation, the Team cross-references its emerging findings and areas of recommendation to the relevant scientific literature to search for commonalities as well as areas of convergence and divergence. Substantial differences of opinion and data exist to probe more profoundly and better understand the factors contributing to such differences. Though the findings integrate the views and perspectives of key stakeholders, they likewise were fact-based and informed by triangulating sources of evidence.

Utilisation-focused: The purpose of this evaluation extends beyond the project's reporting and accountability requirements. In light of the pressing concerns of climate change and natural resource degradation, the project's performance cannot be considered in isolation of its broader context, including other UN and Sustainable Development initiatives in the country. Hence, the TE primarily focuses on the extent to which the project meets its intended objectives and results. In addition, it is important to consider if whether the initiative is helping to build enabling conditions that will lead to fundamental changes in the way the environment is considered and managed in Cambodia. With the threat of irreversible natural resource degradation looming high, the role of the TE is not merely that of identifying what works well and what does not, but to highlight the challenges and opportunities that the sustainability faces and attempt to draw valuable and realistic recommendations for the way forward.

Opportunities to review evaluation progress were provided at critical points during data collection and analysis. The purpose of these interactions was to ensure the usefulness and applicability of the evaluation findings and recommendations. This approach does not decrease the impartiality and independence of the evaluation, as the evaluation team maintains the final say on the content of the evaluation report, and it will not accept changes that contravene the evidence-based principle discussed above.

Consultative and participatory: The project staff and stakeholders were consulted for their views on the project's performance. In addition, they were given opportunities to comment on the draft report before finalisation, to indicate factual errors of fact and provide additional information for analysis. The TE was conducted in strict adherence to the Terms of Reference received and include the following three stages.

1.3.1 Inception phase

This initial stage involved an extensive review of all relevant sources of information, including documents prepared during the preparation phase (i.e. UNDP Social and Environmental Screening Procedure/SESP). The review also includes the Project Document, project reports, project budget revisions, lesson learned reports, national strategic and legal documents and other materials that the evaluators considered helpful for this evidence-based evaluation. A list of documents reviewed is presented in Annex 3.

Initial consultations were conducted with several key project stakeholders to brief on the purpose and methodology of the TE and to finalise the engagement schedules and arrangements. As part of the inception phase, an Inception Report was prepared and presented to UNDP for discussion and agreement. The report includes an itinerary for the engagement approach, a tentative list of interviewees selected to provide a wide-ranging sample of project stakeholders, and a guide questionnaire to conduct the semi-structured interview with the project team, partners, and stakeholders.

1.3.2 Remote engagement

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new virus rapidly spread to all world regions. Travel restrictions to Cambodia have been since 16 March, and travel in the country is also restricted.

To adhere to the principle of no harm, the TE will not engage in any activity or promote engagement in any activity that may place either a project team, a stakeholder or respondent, or a third party at risk of being infected by the virus. Practically, this means that data collection efforts, team meetings, and engagement with stakeholders were held virtually. Therefore, the engagement methodology has been developed for the remote conduction of the TE. The evaluation used methods for data collection and interviews that did not require travelling or physical meetings. This includes remote interview methods and comprehensive desk reviews, data analysis, online surveys, and evaluation questionnaires. The pilot site studies were carried out as planned, but all activities will take place via online platforms. Field visits on pilot sites by the national consultant were not possible due to lockdown status in the country at the time of the evaluation.

A qualified and independent national consultant was hired to undertake the interviews in the country as long as it is safe to do so. Thus, the international consultant works remotely with national evaluator support in the country and pilot sites. The national consultant interviewed key stakeholders, community members, and project beneficiaries. The TE relies on the national consultant to support data collection through his early-on contact with local respondents. The national consultant will spend considerable time encouraging the participation of local counterparts, some of whom may be less familiar with ICT.

Stakeholder availability was carefully taken into consideration alongside the ability and willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many governments and national counterparts may be working from home. Using ICT to conduct virtual data collection comes with risks. Access to communication technologies is not equal across societies and social groups. The TE identified who is being left out of virtual data collection, constraints or fears that interlocutors may face in interviews over the telephone or internet, and any biases resulting in the data. Considering the

remote conduction of the TE due to pandemic COVID-19 travel restrictions, there is a higher-than-usual risk that the evaluation plan may be subject to unforeseen changes along the way.

Furthermore, it is acknowledged that the risk of getting too little data (quantity and quality) is higher than what usually is the case due to the challenges of validation and the likely challenges posed by insufficient internet capacities. Virtual interviews presented several technological challenges for both the evaluators and respondents. In particular, it was challenging to communicate with field beneficiaries and vulnerable groups and to observe changes or document results on the field. Online data generation also reduced the evaluator's ability to observe contextual clues, which are helpful during data generation.

An amicable opening of all interviews is essential to awake respondents to be open the information about the project as much as possible. Some of the respondents were unavailable at the appointed time and date, which caused the need for rescheduling or low participation in a few cases. Women, in particular, young girls and youth, were difficult to locate for the evaluation. It also impacted the dynamics of focus group discussions – which are harder to manage and maintain online. Therefore, the local consultant focuses on pre-event preparation to prepare participants, particularly community members, for potential challenges on the online format of interviews.

Beneficiary/community interviews served the purpose of validation of the results reported. The emphasis was on observing and ascertaining credible information on progress being made towards attaining results—benefits—and their quality and sustainability.

The main objective of the interviews is to i) obtain common impressions from diverse community members and project beneficiaries as well as ii) local governments involving in solar energy and iii) plastic waste management initiatives. The interviews are an efficient way to quickly obtain insights and a high degree of range and depth of information but are subject to sampling bias. The evaluators avoided the bias of single informants by combining multiple data sources, methods, analyses. Additionally, the respondent bias was reduced by asking indirect and craft open-ended questions to understand better the context of the responses and attitudes toward the topics of the questions.

The number of interviews depends on many factors, including the number and diversity of beneficiaries and community groups, the level of community interest, and the potential contentiousness of issues regarding the intervention. A small number of interviews was sufficient in small communities, where few residents are affected and fully involved in the piloting and local government processes.

Nevertheless, it is recommended to interview a broad range of people to gain the greatest variety of perspectives about the community and the project. The interviews were conducted transparently and should be culturally appropriate. Interviews were not limited to the most visible or vocal groups of individuals. Indeed, special efforts were made to interview residents not affiliated with any

group and include all community stakeholders. The first step was identifying the various stakeholder groups in the community, then the specific organisations and individuals who should be represented in the interviews, including:

- o Individuals and groups that are likely to be benefited feel they are affected by or are likely to be concerned about the project.
- o Individuals and groups may be disadvantaged, underrepresented, or not represented due to social, economic, or cultural factors.
- o Identify specific individuals to interview who represent each group or segment of the community using templates and samples presented in Annex 3.

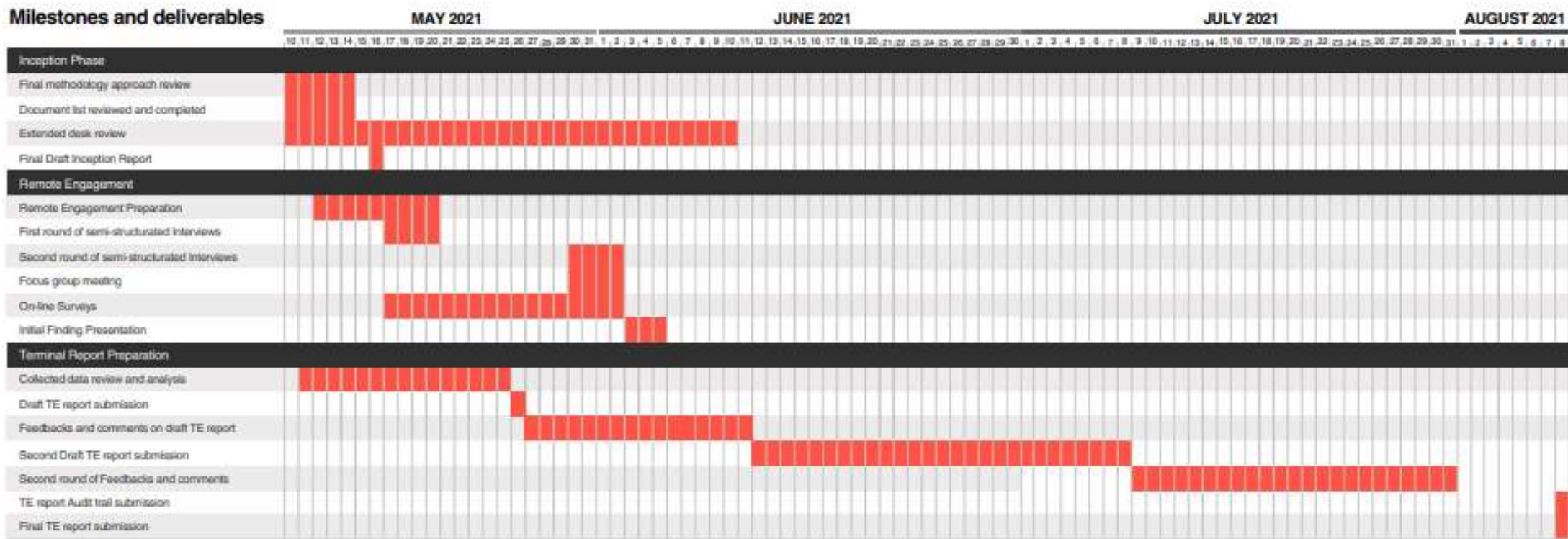
The interviewees were informed in advance of the evaluation with a clear purpose and overview of the evaluation, evaluation team, and interview expectations. A list of questions (see Annex 3) was shared with interviewees in advance to speed up the process and facilitate interviewee preparation. The interviewees were consulted on which virtual tools the interviewee is more comfortable with (Zoom, Skype, Telegraph, phone). An online survey was conducted among project staff and government representatives, direct beneficiaries, academia, the private sector, and CSOs. The instrument was developed on evaluation matrix questions. The list of questions used is presented in Annex 3.

The remote engagement phase was held from 6 April to 7 May 2021. It included a wide range of stakeholders, using "semi-structured" interviews, with a pre-set of key questions tailored to each interviewee in a conversational format. A list of individuals and institutions consulted to provide a wide-ranging sample of project stakeholders and a guided questionnaire to conduct the semi-structured interviews and focus groups are included in Annex 2.

1.3.3 Preparation of the final evaluation report

The collected data, updates, and materials received are carefully reviewed and analysed following the remote engagement phase. The information is compiled, summarised, and organised according to the evaluation criteria and ratings. The analysis is provided in matrices and tables to best present findings and critical recommendations using a result-based approach. Follow-up interviews were also conducted as necessary. A draft report was prepared and submitted to the UNDP CO to check for inaccuracies and completeness and subsequently circulated to all project partners and key project stakeholders to go through the review process. Questions and comments on the draft TE Report received from UNDP CO was consolidated and incorporated into the Final Report. An "audit trail" was prepared in separate files to indicate how the comments received were (or were not) addressed in the final evaluation report. This final TE report describes the whole TE approach taken and the rationales for the approach making explicit the underlying assumptions, challenges, strengths, and weaknesses about the methods and approach of the evaluation.

Figure 1 Evaluation timetable



1.4 Evaluation ethics and adherence

The consultants maintained neutrality and independence at all stages of the evaluation process. They considered all the views received from stakeholders applicable to any activity related to planning, gathering, organisation, processing, and assessing information.

The evaluators have respected institutions' rights and applied the no-harm principle to all individuals in providing available information in confidence. The sources of specific information and opinions in this report are not disclosed except where necessary. This evaluation report aims to provide transparent information on its sources, methodologies, and approach. The evaluation was conducted following the UNEG Ethical Guidelines for Evaluators, and the evaluator has signed the Evaluation Consultant Code of Conduct Agreement form (Annex 6).

1.5 Limitations to the evaluation

The assignment was conducted during the coronavirus COVID-19 pandemic. Due to international and in-country travel restrictions, this TE has been conducted remotely. The impossibility of an in-country mission and field site visits were a major constraint to the evaluation. Not being able to closely observe project activities on the ground and interacting with beneficiary communities has greatly limited the impact of project impact on the targeted communities.

Key informant and semi-structured interviews and focus group discussions were conducted online through videos when possible or audio when the internet bandwidth was limited. Online data generation meant reducing the evaluators' ability to observe contextual clues, which are helpful during data generation. The virtual approach also impacted the dynamics of focus group discussions which are harder to manage online. Some of the respondents were unavailable at the appointed time and date, which caused the need for rescheduling or low participation in a few cases. Women, in particular, young girls and youth, were difficult to locate for the evaluation as only 19% (women/girls: 9/47 respondents) were able to participate. Only one RUPP female student was able to participate through the digital solution using the RE-Five plastic campaign.

Although it is not as efficient as in-person interviews, the evaluators could collect evaluative evidence and triangulate the collected information to ascertain how well the project meets its expected targets.

1.6 Structure of the report

The structure of the TE Report corresponds to the Evaluation Report Outline as documented within the TOR for the assignment. This TE is based on a

performance assessment approach guided by the principles of results-based management. The evaluation tracks impact per the project's Logical Framework. The contribution of project outputs and project management is evaluated regarding achieving the project outcomes and overall objective. This TE reviews the implementation experience and achievement of the project results against the Project Document endorsed by UNDP, including any changes made during implementation. The project performance assessment was conducted based on expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation and their corresponding means of verification. The evaluation covered the criteria of relevance, effectiveness, efficiency, sustainability, and impact. Ratings are provided on the performance criteria. The findings were rated in conformity with the UNDP guidelines for evaluations using the following divisions: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory.

2. Project description

2.1 Project start and duration

The project started on 1 January of 2019 for two years with a planned closure date of December 2020. All parties signed the Project Document, and the final annual work plan (AWP) was approved in May 2019. The project extended until 30 June 2021 upon official communication with the board members and from His Excellency Dr Tin Ponlok, the Secretary of State, MoE/NCSD, who functions as the National Project Director. Table 3 lists the project milestones and their dates.

Table 2. Project milestones

Project milestones	Date
Appraisal Committee Meeting	29 November 2018
The signing of the Project Document	28 December 2018
First Project Board Meeting	11 March 2019
Second Project Board Meeting	20 September 2019
Third Project Board Meeting	13 March 2020
Official communication of project extension	11 November 2020
Fourth Project Board Meeting	18 December 2020
Final Project Board Meeting (via email approval)	21 June 2021
Completion of Final Evaluation of the Project	June 2021
Extended project end date	30 June 2021

2.2 Development context

Whereas Cambodia has attained impressive economic growth over the last 20 years, it presents developmental challenges regarding its environment. In 2020, Cambodia's population reached 16,718,971 million, more than double compared to 6.9 million in 1980 (World Bank, 2018). Accompanying this rapid population growth, GDP grew at an average annual rate of over 8% between 2000 and 2010 and about 7% since 2011. The tourism, garment, construction and real estate, and agriculture sectors accounted for the bulk of growth. Around 700,000 people, the majority of whom are women, are employed in the garment and footwear sector. An additional 500,000 Cambodians are employed in the tourism sector. With an average annual gross domestic product (GDP) growth of 7% for the 1st decade, Cambodia has become one of the fastest-growing economies in Asia (*ibid*).

Since the early 2000s, the RGC has promoted large-scale economic development in rural and urban areas. There has been a rapid expansion of Economic Land Concessions (ELCs) for large-scale commercial agriculture, Social Land Concessions (SLCs) for poor households, and construction of hydropower dams and roads in rural areas. An ELC is a long-term lease that allows a concessionaire to clear land to develop industrial-scale agriculture and be granted various activities, including large-scale plantations, raising animals, and building factories to process agricultural products. A social land concession (SLC) is a land concession that responds to a social purpose that allows beneficiaries to build residences on granted land or cultivate it for subsistence.

Formalised in the 2001 Land Law, an ELC is a long-term lease that allows a concessionaire to clear land to develop industrial-scale agriculture. As stated in the National Strategic Development Plan (NSDP) 2014-2018, the government's vision is to modernise Cambodia's agriculture and transform the sector to use new technologies and techniques and to diversify agricultural activities in an environmentally sustainable way. The overall objectives of ELCs are to promote long-term investment in high-capital agro-industrial activities, increase rural employment and livelihood opportunities, encourage investments in ELCs, and generate state revenue.

The main legal framework for granting and utilising ELCs is set out in the 2001 Land Law and Sub-Decree No.146 on Economic Land Concessions. Key provisions in the environment and forestry laws also apply. The Ministry of Agriculture, Forestry, and Fisheries (MAFF) is the government entity with the legal authority to grant ELCs; however, the Ministry of Environment (MoE) has also granted ELCs. A government report combined the figures for MAFF and MoE for the first time in September 2015. According to this report, a total of 1,934,896 hectares of ELCs were granted to 230 companies (Colchester,2013) of which 122 companies received licenses from MAFF while 133 others received licenses from the MoE. In May 2012, Order 01BB on “Measures for Strengthening and Increasing

the Effectiveness of the Management of Economic Land Concessions” suspended approval of new ELCs and called for a review of existing ELCs.

In urban areas, the RGC has supported industrialisation establishing Special Economic Zones (SEZs). A special economic zone (SEZ) is a defined area within a country subject to different laws and regulations from other countries areas. These vast industrial areas provide preferential incentives to investors and offer government import-export administrative support to facilitate trade. Their creation entails significant infrastructure development, and they are designed to attract foreign investment, enhance global competitiveness and promote economic development. As of September 2020, the RGC has established 46 SEZs (Open Development Cambodia, 2021). The garment industry is the largest in Cambodia, accounting for 80% of total exports and employing over 600,000 people (upwards of 90% are women). Regarding energy access, the RGC has also made impressive progress. Household electrification rates rose from 14% in 2006 to 81% in 2020 (Electricity Authority of Cambodia, 2021). The RGC committed to ensure electricity access for 100% of villages by 2022 and to connect 90% of households (HH) to the electricity grid by 2030. These Initiatives are some of the significant driving forces contributing to the impressive growth rates attained by the Cambodian economy, bringing with them significant socio-economic benefits to the Cambodian nation and its citizens.

2.3 Problems that the project sought to address

Over the last twenty years, the RGC has pursued a progressive development agenda. This period has seen recovery from a protracted conflict and genocide, rebuilding infrastructure and human resources. Carrying this forward, the RGC endorsed the Sustainable Development Goals (SDGs) at the UN General Assembly in 2015, working since then to adapt the goals to Cambodia's context to craft a fully nationalised framework – the Cambodian SDGs (CSDGs).

In 2019, Cambodia was part of the Voluntary National Review (VNR) of the High-Level Political Forum on Sustainable Development. The VNR reported on efforts to: adapt and deliver the SDGs through the establishment of institutions and mechanisms; their integration within the National Strategic Development Plan (NSDP) 2019-2023 and public budgeting; and SDG advocacy and citizen engagement.

The VNR also reviews progress to date of all Cambodian SDGs, with an in-depth review of the six prioritised SDGs (Education, Decent Work and Growth, Reduced Inequalities, Climate Action, Peace and Institutions, and SDG Partnerships). Moreover, these six figures within the RGC's strategic planning priorities set out in the Rectangular Strategy IV (RS IV) and the NSDP. RGC recognises that it is early in the implementation process that sustained efforts are needed and has set out concrete delivery proposals on management oversight, monitoring & evaluation (M&E), and resourcing.

Going forward, Cambodia faces both opportunities and challenges. Cambodia's economy remains buoyant – growth, investment, and public revenues are substantial and provides a solid basis. Driving these trends are more profound changes in the economy towards high value-added industries and the emergence of a young and dynamic population. Nevertheless, maintaining this path also presents challenges – including how to finance the ambitious CSDG agenda and growing public expectations, alongside declining overseas aid.

Second is the overarching threat posed by climate change, which has implications for many SDGs. While the RGC has sought to mitigate and adapt to climate change, Cambodia remains highly exposed to severe weather events and ongoing global warming. The need to combat environmental degradation in a rapidly developing country is a key priority.

The RGC is keen to emphasise the environmental impacts of rapid social and economic development. Greater attention will be given to better management of natural resources and responding to the impacts of climate change. This focus is explicitly recognised in Rectangle 4 of the RS-IV. There are two specific policy initiatives. Firstly, there is a need to improve the management of Cambodia's abundant forests and watercourses.

For this reason, the Environment and Natural Resources Code is being drafted to enable the sustainable development of Cambodia by protecting the environment and conserving, managing, and restoring natural and cultural resources. Secondly, efforts are needed to mitigate the effects of rising temperatures. The Cambodia Climate Change Strategic Plan 2014–2023 (CCCSP) has been endorsed to reflect the political will and the firm commitment and readiness of the RGC to reduce climate change impacts on national development and contribute to global efforts for mitigating Greenhouse Gas (GHG) emissions. Integration of climate change into national and sub-national level planning and developing climate change strategies, action plans, and financing frameworks are priority actions for the RGC.

Moving forward, Cambodia now faces a new set of developmental challenges, which relate to sustaining its economic growth in a manner that fully integrates Sustainable Development Goals (SDGs). Achieving this task requires overcoming a wide range of environmental challenges:

- Degradation of natural resources;
- Growing volume of waste, and;
- Limited access to affordable, sustainable, and clean energy among the poor.

2.4 Degradation of natural resources

Natural resources have been subject to growing pressure. The total forest cover of Cambodia's land declined from 57% to 47% between 2010 and 2014 (RGC, 2017). While there are several explanations for this, increased economic activities and

demand for natural resource products is identified among the main reasons. Degradation of natural resources may threaten the depth of environmental and socio-economic benefits they offer. It also risks the biodiversity of wildlife living adjacent to natural resource boundaries. Such consequences are likely to be borne by all Cambodians, especially women.

Cambodia's natural resources offer many integral socio-economic benefits to rural livelihoods, such as health and well-being, food security, and various crucial environmental goods and services. Examples of the latter include biodiversity conservation and climate change mitigation and adaptation.

The next challenge facing the RGC is managing this geographically vast protected Area system effectively and sustainably. Even though Protected Areas (PAs) cover more than 40% of Cambodia, the actual implementation is still limited. There are many challenges that stakeholders such as the Ministry of Environment, local communities, organizations, and other relevant ministries have been encountering. The recognized challenges are as follows:

- Lack of land registration and boundary demarcation, management, and zoning to identify and protect core and conservation zones inside PAs;
- Difficulties ensuring the sustained reduction or eradication of illegal activities;
- Limited contributions of existing PAs to local rural livelihoods;
- Difficulties resolving land-use conflicts in and around PAs;
- Limited collaboration between Ministries;
- Insufficient technical training of Rangers and PA staff.
- Inadequate government funding to maintain effective management of protected areas.

Drivers of deforestation and forest degradation are unique to Cambodia's national circumstances, capacities and capabilities. This has resulted from the drivers below:

- Improvements inaccessibility to remote forested areas, commercial logging, and infrastructure projects; and inadequate government capacity to manage forests in these areas;
- Uncertain land tenure, land speculation, unauthorized encroachment of forest lands;
- Rapid expansion of agriculture into forest lands, grant of large scale agro-industrial economic land concessions, and distribution of land titles under

social land concessions between 1996-2012;

- Unauthorized logging and unsustainable harvesting of forest and non-timber products;
- Weak forest governance, law enforcement, and monitoring of forest and land-use sector;
- Increasing regional and global demand for raw materials such as rubber and sugar;
- Population increase and demand for agricultural land;
- Rural poverty and lack of alternative livelihoods.

Other drivers include:

- Migration into forest areas.
- Weak implementation of land laws.
- Inadequate implementation of environmental and social impact assessment regulations.
- A lack of state land registration and forest estate demarcation strategy.

The recommended priority interventions to address these drivers of deforestation include:

- Land-use planning.
- Strengthening community-based forest management.
- Enhancing economic benefits from sustainable management of the protected forests and the restoration of degraded areas.

Specifically, these relate to several barriers that can be summarized as a) limited human resources, b) limited financial resources, and: c) limited incentives for communities to engage in the sustainable production of forest resources.

2.5 Growing volume of waste

The combination of rapid population growth and industrial development has led to an exponential surge in the volume of municipal and industrial solid waste, proving to be an imminent challenge for waste management in Cambodia.

In 2017, the amount of garbage and solid waste was estimated at 3.65 million tons or more than 10,000 tons per day—3,000 tons in Phnom Penh, 600 tons in Preah Sihanouk. More than 90% of municipal waste in Phnom Penh consists of recyclable materials, including organic (about 50%), plastic (about 20%), paper (5%). Ten million plastic bags are used in Phnom Penh daily. People living in Phnom Penh produce around 1kg of garbage per day and 0.5kg for rural area Waste Management. 1.5 million tons of waste, or 41% of total waste, collected annually was sent to dumpsites. About 400,000 tons, or about 11%, were recycled. The remaining 48% was illegally dumped into water bodies or open burnt Institute for (Global Environmental Strategies (IGES), 2021). The rapid increase of waste generation is a significant problem, and it continues to pose a challenge in Phnom Penh and many other urban areas in Cambodia.

Despite the difficulties already faced, current solid waste disposal rates in municipal landfills are expected to double by 2029, reaching 2.1 million tons (NCSD, 2021). At this rapid speed, the capacity of all existing landfills in Cambodia, preeminent cities such as Phnom Penh and Siem Reap, will be exceeded shortly.

Unfortunately, the current waste management practices in Cambodia focus mainly on collection and disposal. Private companies collect and dispose of waste at dumpsites without sorting, recycling, or reusing waste. A smaller volume is collected informally by people who gather waste in towns and cities and from landfills. They sell the recovered valuable recyclables to intermediaries, usually destined for Thailand or Vietnam. These informal garbage collectors tend to face health risks directly exposed to toxic substances and accidents on landfill sites. In addition, the large amount of untreated waste has created numerous issues such as water pollution, the spread of disease, GHG emissions, odour nuisance, and air pollution from burning garbage. There is a need to create a compatible policy environment to design and test a circular economy.

2.6 Limited access to affordable, sustainable, and clean energy

While the RGC seeks to ensure access to clean, affordable, and sustainable energy for all of Cambodia, the full implementation of SDG 7 is likely to remain a challenge. The RGC committed to ensure access to electricity for 100% of villages by 2022 and to connect 90% of households (HH) with grid electrification by 2030. The RCG aims to expand access by extending the national grid based on a centralized approach. Cambodia's current and projected future energy supply relies on hydropower, oil, and coal as primary energy sources. There remain several challenges to providing clean, affordable, and sustainable energy to all

Cambodians, specifically poor households living in rural and remote communities. Although the RGC has committed to ensuring household access rates to the electric grid reach 90%, this number implies that 10% of households may remain without grid access. These are likely to be poor households in remote areas.

One of the crucial challenges is to overcome the affordability of available energy for the rural and remote population as electricity costs remain high in Cambodia. In rural areas, diesel engines are commonly used for irrigation pumps and post-harvest processing by small-holder farmers. Diesel generators are also the primary sources of electricity generation for rural enterprises (e.g., rice milling, ice-making). Due to a lack of access to capital, farmers and rural enterprises tend to buy cheaper or second-hand diesel engines that tend to be less fuel-efficient. The lack of affordable grid electricity and the high cost of diesel leaves limited economic opportunities for the rural population and rural enterprises.

The government is providing finances (through loans and grants) to expand the coverage of grid electricity, but the high cost of building national grids and distribution networks is likely to keep the electricity price relatively high for the rural population.

For these reasons, renewable energy sources, such as solar energy, offer the RGC to increase renewable and affordable electricity access for the Cambodian people. Solar energy can also offer other benefits such as employment and GHG abatement. New technology, such as solar home systems (SHS) and solar irrigation pumps, have emerged as significant energy access opportunities for off-grid households. Although the renewable energy market for solar is growing, a set of existing barriers impedes the adoption of various solar technologies in Cambodia. General barriers in the solar market include policy, technical, financial, and information barriers.

The project aims to address the barriers to clean, affordable, and sustainable energy for rural communities. Specific attention was given to addressing these barriers for women. Barriers targeted under the project include:

2.6.1 Policy Barriers

- Unclear policies and lack of incentives facilitating the application of solar technologies
- No standardized Power Purchasing Agreements (CPAs) for solar farms;
- Inconsistent enforcement of laws and rules, including import duties, VAT, taxes, leading to an unequal situation in the market for different solar companies;
- Limited coordination among solar companies to provide inputs to proposed government regulations

2.6.2 Technical barriers

- Limited skills and limited availability of technicians to design, install and maintain good quality solar systems.
- Limited abilities to design good quality solar PV rooftop systems or solar farms suitable for local situations

2.6.3 Financial barriers

- The high cost of solar systems, in particular for vulnerable rural communities.
- The high-risk perception of investors and limited experience among solar companies to manage finances and bookkeeping following the laws and attracting external financiers.

2.6.4 Information barriers

- Limited awareness about the benefits of solar energy and how to use and operate the systems among various actors, including vulnerable populations.
- There is limited awareness among entrepreneurs about new technological developments in the solar sector and business models developed in other countries.
- Limited support is available for start-up SME businesses (incubation).

Achieving universal renewable access for off-grid households and villages requires changing an existing policy, technical, financial, informational assistance, and specifically tailored policy measures.

3. Project objectives

According to the project results framework, the project has been designed with the objective is “To assist Cambodia in achieving the Sustainable Development Goals related to 1) Natural Resources Management (NRM) 2) Circular Economy 3) Clean, Affordable and Sustainable Energy”.

To achieve the objective described above, the following three project components were conceived:

Output 1: CBNRM institutions strengthened and financial resources mobilized for sustainable NRM.

Output 2: Waste reduced, recycled, and reused through the application of circular economy models.

Output 3: Solar energy for ensuring access to sustainable and clean energy for the poor.

3.1 Expected results

The BESD project was designed to deliver the following outputs under each project component/ outcome:

Component / Outcome 1: CBNRM institutions strengthened and financial resources mobilized for sustainable NRM.

Output 1.1: CBNRM institutions strengthened

Output 1.2: Headed households benefit from CBNRM

Output 1.3: PES approaches are operationalized in Kulen Mountain

Output 1.4: PES approaches are operationalized in Kbay Chal

Output 1.5: National PES policy is developed

Output 1.6: Gender concerns are integrated into the proposed policy measures

Output 1.7: Financial resources mobilized to support proposed measures

Output 1.8: Improved awareness on benefits of biodiversity and PES approach

Output 1.9: Families being enrolled in income-generating activities such as tree-planting, a forest plantation, and nursery development

Output 2.0: Female-headed households being enrolled in income-generating activities such as tree-planting, a forest plantation, and nursery development

Output 2.1: Cash compensation for work under output 1.9

Component / Outcome 2: Waste reduced, recycled, and reused through the application of circular economy models

Output 2.1: Circular economy pilot is designed and implemented (municipality)

Output 2.2: Circular economy pilot is designed and implemented (industry)

Output 2.3: Raising awareness on appropriate waste management

Output 2.4: Enabling policy for the support of circular economy developed

Output 2.5: resources mobilized to support waste management measures

Component / Outcome 3: Solar energy for ensuring access to sustainable and clean energy for the poor.

Output 3.1: Rural households benefit from Solar PV systems installed for access to energy, including for productive uses.

Output 3.2: female-headed households benefit from Solar PV systems installed for access to energy, water, and productive uses

Output 3.3: Technicians with enhanced capacities to design, install and maintain solar PV as per installation standards/guidelines (to be prepared) for access to energy, water, and productive uses

Output 3.4: Community members with improved awareness on the benefit of the solar and appropriate use of solar technology

Output 3.4: National quality standards/guidelines for Solar PV technologies developed

3.2 Project stakeholders

A wide range of project stakeholders was identified in the project document. The main stakeholders related to the project were the NCSD staff, technical staff of partner ministers, including MoE, NCDD-S, and MME, legal officers, sub-national and local governments, local community members, and a range of other stakeholders such as NGOs, private sector and academia. The role of the project in building the needed relationships and collaboration with main stakeholders is described in the sub-section planned stakeholder participation.

3.1.1 Theory of change

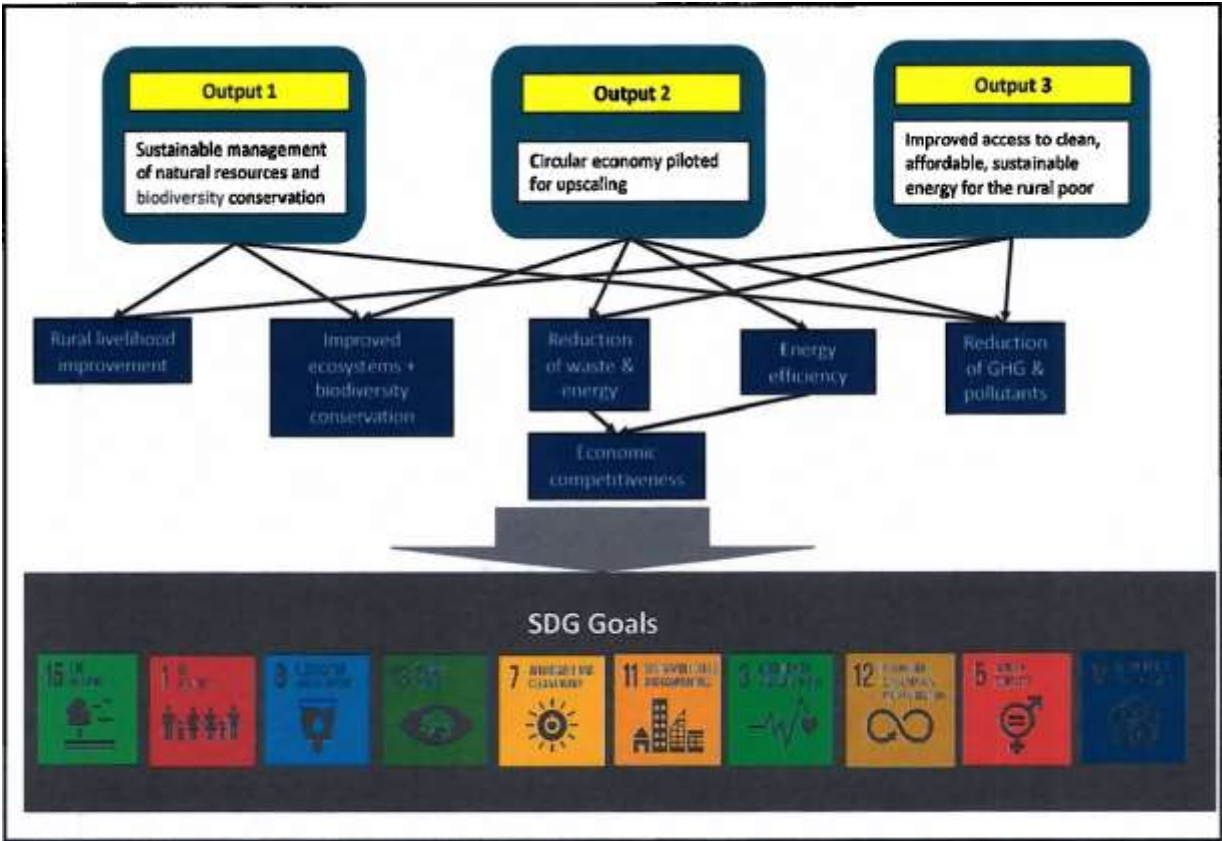
The project's Theory of Change (ToC) described change processes by outlining the causal pathways from outputs through direct outcomes towards expected impact (environmental and social benefits target of the project). Changes are mapped as a set of interrelated pathways, showing a credible sequence of events that includes significant barriers and enablers to transformation.

Through the ToC, the Evaluator attempts to identify 'intermediate outcomes'

necessary for intended higher-level impact. For the BESD project, the long-term, higher-level impact is that the expected outcomes contribute to building an enabling environment for sustainable development and attaining Sustainable Development Goals (SDGs).

The analysis of the impact pathways was conducted in terms of the 'assumptions' and 'drivers' that underpin processes involved in transforming outputs to outcomes to impacts via the intermediate states. The assumptions are external factors that are expected to contribute to the realization of the intended impacts but are generally beyond the control of the project. The drivers are the significant external factors expected to contribute to realizing the intended impacts and can be influenced by the project. A theory of change for the BESD project is presented in figure 2.

Figure 2 Project's Theory of Change



4. Findings

4.1 Project design / formulation

The project design is highly relevant to the government's international environmental obligations, national plans, and strategies and relates strongly to Cambodia's sustainable development and environmental conservation priorities. The project is functioning in a policy framework that includes, among others:

- o Cambodia's National Environment Strategy and Action Plan, 2016–2023 (NESAP);
- o Cambodia Climate Change Strategic Plan 2014–2023
- o Environmental and Natural Resources Code of Cambodia (2018)
- o National Forest Program 2010–2029
- o National Policy on Green Growth (2013)
- o National Strategic Plan on Green Growth 2013–2030
- o National REDD+ Strategy 2017 –2026
- o National Strategic Development Plan 2019–2023
- o The National Biodiversity Strategy and Action Plan
- o Cambodia Climate Change Strategic Plan 2014-2023
- o National Adaptation Plan (NAP) Financing Framework and Implementation Plan (2017)

In addition, the project is considered highly relevant to the UNDP Cambodia's country strategy in Cambodia, as articulated in the United Nations Development Assistance Framework (UNDAF, 2019-2023). Notably, it is aligned with UNDAF Outcome 3 – “Planet: By 2023, women and men in Cambodia, in particular, the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods and are resilient to natural and climate change-related trends and shocks.” and UNDP Cambodia's Country Program Document (CPD), 2019-2023, through Output 2.1 “Targeted cities and urban centres prepare and operationalize solid waste management plan to reduce environmental pollution impact from solid waste” and output 2.3 “Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy”.

The Project Document (ProDoc) successfully addressed main cross-cutting capacity issues and barriers. It defined the way to deliver sustainable impact by addressing the critical need to enhance the capacity of relevant policy and institutional stakeholders.

4.1.2 Analysis of project's results framework and logic

While the project objective is clearly stated and highly relevant, it is a higher-level objective exceeding the project interventions' scope and timeframe. The project output and constituent targets are well-defined and indicate what the project realistically sought to achieve each outcome within its limited timeframe and funds. The results framework was reviewed at the beginning of the project during the inception phase, but no changes were made. The PMU and UNDP CO used the original results framework in their planning and reporting.

The project design was sensible, the baselines and targets for some of the indicators were found to be congruent and complete. The targets achievement per the end of the project as formulated during project development are SMART. The Project Document established a rational strategy to enhance institutional capacities to create enabling environment and develop sustainable development models in three main areas: CBNRM, Circular Economy, and Solar Energy. The project strategy focused on strengthening institutional capacities for community-based natural resource management, work towards standards for sound environmental management, and enhancing management capacities for the implementation of renewable energy. The Strategy was a well-rounded plan; it addressed the apparent barriers, challenges, and risks and coherently identified the basis for a plan of action. The project, thus, has made considerable progress towards achieving the overall project objective. Furthermore, the Strategy has been kept from the inception phase and effectively remains the Strategy for the project, as there have been no significant revisions to the resulting framework.

A minor revision of the project design, including the results framework, was undertaken after the COVID-19 pandemic started. The revision included formulation and incorporation of a set of three outputs and activities for project component one. The new sub-outputs were formulated under components one and three, considering what was possible to achieve considering the COVID-19 related restrictions and addressing the urgent needs of local communities.

The baselines and targets for some of the indicators were found to be congruent and complete. The targets achievement per the end of the project as formulated during project development are SMART.

4.1.3 Assumptions and risks

Nine assumptions and risks were set out in the ProDoc. They were classified as financial, operational, political, and regulatory risks. External shocks, such as global economic crises, diseases outbreaks, or climate disasters, were not identified at the ProDoc. Consequently, there was no mitigation plan in the case of their occurrence. The project results framework identified several assumptions and risks about the achievement of the project objective. These are outlined below:

- Government staff capacity is not fully available for program implementation
- Government agencies do not cooperate and coordinate activities effectively.
- Lack of adequate skills and knowledge among NGO partners
- The private sector may not be cooperative and coordinate activities effectively
- Governments do not commit to promoting renewable energy circular economy
- Subnational activities entail environmental and social impacts that significantly affect land tenure arrangements and, or traditional cultural ownership patterns
- Program inputs (funds, human resources) are not mobilized on time
- Potential impact on gender equality, women's empowerment, and human rights
- The project's primary focus is testing new approaches for scaling up. However, reflective and timely learning does not effectively incorporate lessons from pilots for successful scaling.

The project document does not outline any risks related to social and environmental issues. The ProDoc outlined the Environmental and Social Review Criteria and stated that no further environmental and social review was required. However, sub-activities were also screening using SES, and the overall risk was low.

4.1.4 Lessons from other relevant projects incorporated into the project design

The project was designed to demonstrate sustainable models, building on the past and ongoing results. The project is built upon a range of financing opportunities (including tourism fees, Payment for Environmental Services (PES), and REDD+ and has drawn on existing studies on the valuation of ecosystem services in the context of natural capital accounting (e.g., the works done by Conservation International (CI), Greening Prey Lang (GPL) Project, and Wildlife Conservation Society (WCS). UNDP will support the MoE in enhancing, designing, and supporting the Environmental and Social Fund and other relevant funds created by the MoE.

Component 2 builds upon the existing initiatives of solid waste management in Kep and Siem Reap. Also, the project was aligned to the ongoing and future initiatives concerning solid waste and sustainable cities from the Global Green Growth Institute (GGGI), the Asia Foundation, and UN Environment.

Component 3 builds upon lessons learned and good practices from solar projects. The Electricité du Cambodge (EDC) led Rural Electrification Fund on solar home system (SHS) provision to off-grid households, the MME/AFD Green Micro-Finance Programme implemented by the Netherlands Development Organisation (SNV) for the SHS activities, and the MME/ADB 10MW solar farm project in Bavet district, Svay Rieng province.

4.1.5 Planned stakeholder participation

As outlined in the project document and project inception report, the project stakeholders and their role envisaged during project implementation are outlined in Table 4.

Table 3. Project stakeholders and their role in the project

Project Stakeholder(s)	Roles and Responsibilities
National Council for Sustainable Development (NCSD)	As the Project Implementing Partner, provided strategic decisions, oversaw and monitored project implementation and accomplishment of project objectives and tasks, ensured government co-financing in kind, and facilitated institutional coordination and collaboration and participation of project stakeholders. They acted as focal points for components 1 and 2 from two departments: Biodiversity and Green Economy. The PMU was based in the NCSD.
Project Management Unit, NCSD	Day-to-day project management and coordination with various project partners to deliver project outputs quickly and effectively. Facilitation of project-related planning activities and coordination is done with the UNDP team.
General Department of Energy, Ministry of Mines and Energy (MME)	A significant project partner as the focal point for component 3. It has facilitated project activities related to the components described above, including necessary technical guidance and backstopping. MME was included as a member of the Project Board.

Project Stakeholder(s)	Roles and Responsibilities
General Directorate of Local Community (GDLC), Ministry of Environment (MoE)	A significant project partner as the focal point for component 1. Guidance and policy support in matters related to the development and revitalization of target community-protected areas.
General Directorate of Environmental Protection (GDEP), MoE	A significant project partner as the focal point for component 2. MoE was included as a member of the Project Board.
National Committee for sub-National Democratic Development Secretariat (NCDD-S)	A crucial project partner as the focal point for component 2. NCDD-S was included as a member of the Project Board.
Ministry of Economy and Finance (MEF)	Technical support, advice, and inputs were relevant for the component 1 and 3.
Archaeology & Development Foundation (ADF)	NGO played a crucial role as a critical project partner for component 1, particularly in community training and advocacy on sustainable agriculture and natural resource management practices and community participation in sustainable livelihoods, including agroforestry, water supply systems, community forestry, CPA, and ecotourism.
Royal University of Phnom Penh (RUPP)	Academic institution played a crucial role in the engagement of youth-led plastic campaigns, especially for component 2.
National University of Management (NUM)	Academic institution played a vital role in the engagement of youth-led plastic campaigns, especially for component 2.
UNDP Country Office (UNDP CO)	As Implementing Agency, provided quality assurance, coordinated the delivery of project funds, monitored project progress, and rendered programmatic and strategic support for project implementation through the CO. UNDP was a member of the Project Board.
The Embassy of Sweden	As a project donor, they were sitting as the board member of the project, providing strategic advice and approval on funds and repurposed plans.

4.1.6 Linkages/ synergies between project and other interventions within the sector

The project design identified several projects/initiatives with which synergies and linkages were developed. As mentioned above, the project design considers lessons learned to identify by Programmes/projects of UNDP, UNEP, GGGI, USAID, WB, ADB, UNESCO. The project design also included close cooperation with similar activities of other donor programs/projects. Nevertheless, synergies and close collaboration with these projects did not materialize as planned. However, one example of a remarkable example of the synergy that the BESD project was able to achieve is with the Investment in Infrastructure (3i) project of the Australian Development of Foreign Affairs and Trade that will invest USD 900 million during 2021/22, applying the off-grid business model **piloted** in the BESD project.

4.1.7 Gender responsiveness of the project design

The project document recognizes that women play in environmental issues. The project's results framework targets mention the number of women representing the beneficiary households and have dedicated one specific output to producing gender-specific results. The project can be said to be gender-targeted in its design. The project results focused on the number of equities of women and men targeted for project interventions, and planning of project activities took account of women beneficiaries wherever relevant.

4.2 Project implementation

4.2.1 Adaptive management

The project has used adaptive learning and management to secure project deliverables while maintaining adherence to the overall project design. Adaptive management has been used to adapt to changing environments and unforeseen situations. Early in 2020, the outbreak of the COVID-19 pandemic had affected the implementation of project activities and required the implementation team to learn and adapt to this new situation. Challenges and delays related to the COVID-19 pandemic occurred at various levels. To properly allocate the financial resources available, find effective ways to procure goods and services to the project on time and budget, and deliver the expected results. The best example of this successful flexibility using adaptive management was the decision to repurpose project resources and implement activities that responded to a stakeholder's needs and adapt to external shocks such as the COVID-19 pandemic. The project added new activities and sub-outputs with additional funding for tree planting, which was of great importance to engage local community people to learn and create a healthy environment and provided them with some cash to support their families during the

economic crisis caused by the COVID-19 outbreak.

Challenges and interruptions related to the COVID-19 pandemic have been produced at various levels; however, the project appeared with high flexibility in exercising reprogrammed budgets, ensuring efficient implementation of critical activities in time, and bringing project issues to the attention of the Project Executive Board (PEB).

Furthermore, the project made an effort to gain lost ground through intensive planning of project activities. However, it often resulted in under-achievement of the work plan as existing capacity within government partners was inadequate to implement intensive work plans (e.g., construction of waste stations in Kep province and endorsement of city's regulation on plastic waste management).

Adaptive management has been used extensively to adapt to a changing environment. All revisions in project work plans and budgets were presented before the PEB and undertaken with its approval.

The project implementation team has demonstrated its ability to use adaptive management measures to adapt to new situations while maintaining adherence to the overall implementation plan, ensuring progress toward the expected results, and adequately to allocate available financial resources. Throughout the implementation of the BESD Project, the project management team has demonstrated the ability to anticipate challenges through a risk monitoring system and respond to challenges and opportunities in a flexible, positive, and optimized manner.

4.2.2 Actual stakeholder participation and partnership arrangement

The project was developed based on consultations with key stakeholders and has developed some critical partnerships with stakeholders at the national level and across different sectors. Relationships with these critical stakeholders appeared to be pleasant, and there is considerable support.

The project has achieved good partnerships with relevant stakeholders and has most successfully managed to engage the stakeholders listed in the project document. In addition, built partnerships with the private sector, were at the core of the project's efforts, while not the explicit focus in the project design. The project sought to build relationships with Knai Bang Chatt Resort, Kep Province, to promote CE sustainable businesses, linking to the newly adopted CE strategy of the government. A CE private sector platform was created. The platform provides the information of easy-to-implement CE actions for different target sectors (e.g. hospitality, delivery, garment sectors). Four eco-friendly hospitality businesses in Kep were selected and awarded by MoE.

Another critical stakeholder group was youth groups, with full involvement of RUPP and NUM in youth-led plastics campaigns on social media and training in high schools for plastic waste reduction. The plastic water bottle-free campus was approved by the NUM, so its impacts will last beyond the project ends.

On the other hand, the partnership with the private sector for PES (e.g. Kulen water bottling company) has been less effective and not yet materialized to ensure the PES will be feasible in the future, under this phase because the donation for the restoration of the ecosystems of Kulen has been set aside through ADF.

The relationship with Okra, the private contracted to supply and install the mini-grid for establishing community solar energy, could be efficient. However, it is a contractor in nature. This kind of partnership could lead to building the future sustainability of the communities to manage solar mini-grids. Nevertheless, community members have raised concerns about the need for a comprehensive mechanism to track and follow up the business model at the community level. Strong support from MME and financial mechanisms to sustain the community operation is in place to overcome the limited capacity of the community. MME also contracts Okra to Operate and Maintenance the system (16 Dec 2020), effective until 31 Dec 2022. The O&M contract supports them in gaining technical support for Okra, operating the mini-grid, and replacing faulty and malfunctioning equipment. MME has established the committee with transparent terms and mandates in Mar 2021. However, due to the COVID-19 travel restriction, the community members and location authority signed the community mandate on 24 Jun 2021. MME has contacted the community regularly to monitor the usage and identify any issues from the mini-grid.

UNDP and PMU/NCSD initiate and maintain transparent processes of dialogues through effective project board meetings. Therefore, this has provided the representatives of key ministries, donors, technical consultants, UNDP, and Sida itself the legitimacy and credibility to guide the wishes of all stakeholders. UNDP and all implementing partners and responsible parties are poised, as mentioned above, to build on the momentum from the last few years where there are some notable successes on policy and institutional change regarding new draft guidelines and regulations for CE and PES. The institutional ingredients are present, the relationships and capacity are all in place to do the project into a vibrant force for the present and future change.

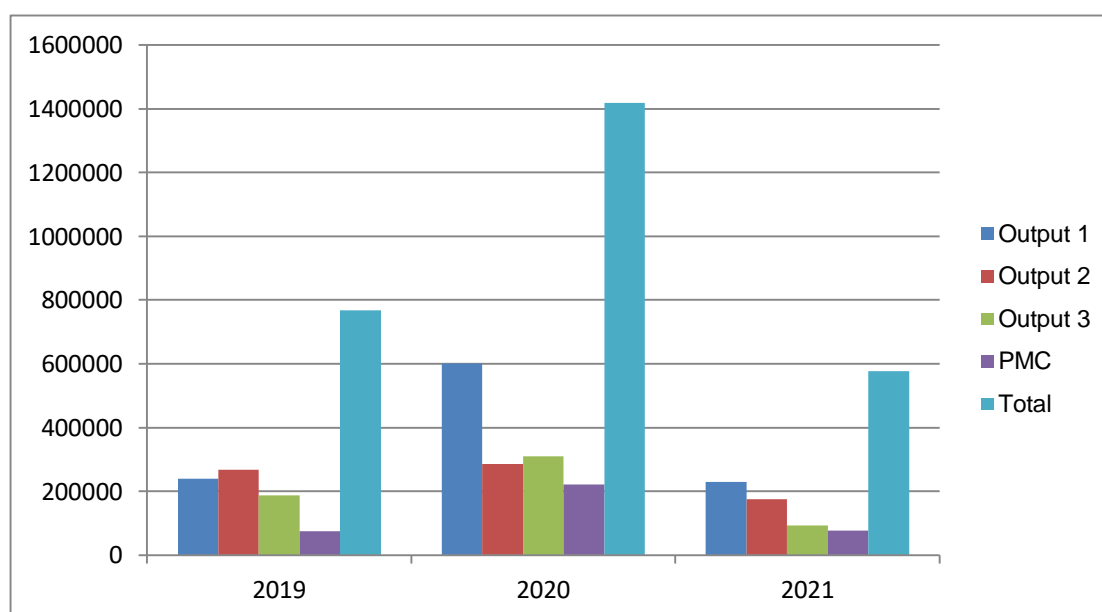
4.2.3 Project finance and co-finance management

The TE has assessed the differences between the actual expenditure, the changes made to fund allocations due to budget revisions, the results of financial audits, and the leveraged financing and co-financing, which provides an overview of the budgeted expenditures of the project funds. At the outset of the project, the total budget was USD 2,208,268.00, of which USD 1,848,268 was Sida grant and USD 200,000 co-financing from UNDP and USD 160,800 the in-kind contribution of the government.

The project underwent four budget revisions. One of them referred to the re-allocation of resources for implementing new, unplanned activities. Others referred to the re-allocation of unspent and Covid-19 affected budget and additional funds provided by Sida donors and the 6-month cost extension. The justifications for the revisions were presented to and approved by the PB. The final total budget (version G05) is USD 3,221,078.84, and the UNDP co-financing increased from USD 200,000 to USD 316,240.

As of 31 May 2020, USD 2,761,266.94 or (86%) of the total project budget had been disbursed. As given in Table 5, the breakdown of the cumulative expenditure by the outcome was USD 1,104,878.68 for outcome 1; USD 852,540.47 for outcome 2; USD 832,961.30 for outcome 3; and USD 430,698.38 for project management. As reflected in the budget G05, the final project budget is summarized by component in Table 5. The most significant proportion (34.3%) of the project budget was allotted to achieve component 1 on CBNRM. Components 2 and 3 accounted for 26.45% and 25.86% of the project budget, respectively (see figure 3).

Figure 3 Project expenditure (USD) by output



At the outset of the project, the co-financing commitments totalled at UD 160,800 from the RGC as an in-kind contribution. The review noted that this commitment was confirmed by an official letter at the outset of this project. The evaluation team was provided with a detailed breakdown of each of these contributions as evidence of the co-financing. The evaluators confirmed that the RGC has contributed with many in-kind resources to the implementation of this project. Their involvement in project activities such as PEB meetings, workshops, office overheads and utility costs of the management, government staff time dedicated to project activities, government staff travels to monitor and backstop project activities, and logistics involved in organizing project-related meetings and other events are clear evidence to their in-kind contribution. As of 31 May 2021, the confirmed project co-financing from the Government has amounted to an estimated USD 205,800 (125%) following the actual project implementation status, with details provided in Table 7. UNDP provided more than the planned financial support. As of May 2021, the confirmed UNDP co-financing amounted to an in-cash contribution of USD 316,240 (158.12%) from UNDP core resources.

Table 7 provides a breakdown of the confirmed sources of co-financing by name and type. UNDP also provided financial oversight of the project. Annual work plans, Combined Delivery Reports, and project budget balance appeared to have been prepared timely and systematically and in a manner consistent with the UNDP financial guidelines. The project demonstrated due diligence and established strong financial controls in the management of funds. Although formal audits were not undertaken, a spot check and an internal control audit were conducted by independent accounting firms during the implementation of the project. Spot check on fund utilization was carried out in December 2020. No high priority findings noted during the spot check. Only two low risks were found and addressed, as presented in Table 6.

Table 4. Risks identified during the spot check

Observation	Recommendation
<p>No Segregation of duties: Point 3.10.3 of Operation Manual of General Secretariat of NCSD states that, “The key of the safe vault is kept by the Head of Finance or Accountant and the safe vault’s password is kept by the Cashier”. It is noted that the IP is not complying with the above provision of the Operational Manual of General Secretariat of NCDS. As per the current practice, the Project Manager is responsible for both key and password of the safe vault for petty cash.</p>	<p>IP should comply with the guidelines and procedures as stated in the Operational Manual of General Secretariat of NCSD.</p>
<p>Non-compliance of procurement policy: Point 4.3.4.5 of Operation Manual of General Secretariat of NCSD states that. “Local Shopping is a procurement method involving informal price competition. Under this method, it is recommended to get three competitive proposals through in an informal process (the quotes received must be in writing, either in a letter, fax or electronic mail). We noticed that in few cases there are only 2 quotations obtained for procurement of services. Details are mentioned in Annex 1.</p>	<p>IP should ensure the adherence of all the procurement procedures mentioned in Operational Manual of General Secretariat of NCSD.</p>

The project has completed all planned project activities and achieved the expected project results within the allocated budget. The evaluators consider that the financial resources were used prudently and followed the financial rules and regulations of both the Implementing Agency (IA), (UNDP) and the Executing Agency (EA), the NCSD strictly.

Table 5. Project expenditure until 31 May 2021 in USD

Activities - Description	Total Budget (2019-2021) G05	Cumulative Expenditure			Balance	Delivery [%]
		Gov't	UNDP	Total		
Output 1: CBNRM institutions strengthened and financial resources mobilized for sustainable NRM	1,104,878.68	476,772.72	593,856.82	1,070,629.54	34,249.14	97%
Output 2: Waste reduced, recycled and reused through the application of circular economy model.	852,540.47	222,586.81	100,507.73	728,226.79	124,313.68	85%
Output 3: Improved access to clean, affordable, and sustainable energy for the rural poor	832,961.30	178,450.24	152,904.30	591,043.46	241,917.84	71%
Project management (PMC)	430,698.38	130,840.20	83,338.96	371,367.15	59,331.23	86%
Total	3,221,078.84	1,008,649.97	1,752,616.97	2,761,266.94	459,811.90	86%

Table 6. Confirmed sources of co-financing at TE stage (in million)

Co-financing (type/source)	UNDP Financing (USD)		Government (USD)		Partner Agency (USD)		TOTAL (USD)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	0.2	0.31624	N/A	N/A	N/A	N/A	0.2	0.31624
Loans/Concessions	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
In- Kind support	N/A	N/A	0.1608	0.2058	N/A	N/A	0.1608	0.2058
Other	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Totals	0.2	0.31624	0.1608	0.2058	N/A	N/A	0.3608	0.52204
Sources of co-financing	Name of co-financier			Type of co-financing			Investment Mobilized	Amount
Cambodia Government	NCDS			In-Kind			Recurrent expenditures	0.2058
Donor Agency	UNDP			Grants			Recurrent expenditures	0.31624
Total co-financing								0.52204

4.3 Monitoring and evaluation: design at entry and implementation

4.3.1 M&E design at entry

Monitoring Framework and Evaluation was further substantiated in the ProDoc. The project document included a description of the budgeted Monitoring and Evaluation (M&E) plan with identified responsible parties for M&E activities, allocated indicative budget, and specified time frame for each M&E activity. According to the M&E plan, M&E should be conducted following established UNDP policies. The indicative M&E budget was USD 6,480 or 0,4% of the total budget. The UNDP standard M&E tools were included in the project document. The M&E design at entry is rated as satisfactory.

4.3.2 M&E implementation

The project has applied an adequate M&E system and has followed standard UNDP monitoring modalities. The project management team actively has overseen implementation and regularly track and report their activities. Monitoring and reporting have been carried out with due diligence, and the UNDP role as project assurance has been effectively applied.

The UNDP CO has been very active in preparing project annual progress reports, preparing, discussing, and finalizing annual work plans in line with the UNDP guidelines, following up on financial payments and transactions, and providing crucial support to mobilize consultants to support project implementation.

The UNDP CO has helped the PMU recruit consultants in line with the established Rules and Regulations of the United Nations. UNDP had conducted several monitoring exercises, including preparing and reviewing the project progress reports and participation in the project board meetings.

The UNDP's provisions of financial resources have also been following project norms and in the timeframe. The UNDP has also provided the needed review and support to prepare the project's annual work plan, issuing the project authorized spending limits and following up on the project's annual reporting. Based on the above assessments, the ratings on project monitoring and evaluation plan are provided in Table 8.

Table 8. Monitoring and evaluation (M&E) plan rating

Monitoring & Evaluation Plan	Rating
M&E design at entry	Highly Satisfactory
M&E Plan Implementation	Highly Satisfactory
The Overall Quality of M&E	Highly Satisfactory

4.4 Project implementation and oversight

4.4.1 UNDP Implementation and Oversight

The Senior Supplier is UNDP as the Implementing Agency. UNDP has the Project Assurance role, supporting the project by carrying out objective and independent project oversight and monitoring functions. The critical aspects of the UNDP implementation are as follows:

- There have been many monitoring and review exercises conducted by the UNDP, including preparation of the Annual Project Review and production of the Combined Delivery Report.
- The UNDP has also been very active in reviewing and following up on the project's financial reports and project annual work plans (AWP).
- The UNDP provision of financial resources has also been under project norms and in a timeframe that supports covering the costs of project activities
- The UNDP CO has facilitated the recruitment and engagement of several consultants (national and international) in the implementation.
- UNDP Country Office has offered full support to project implementation, including administrative support and high-level support by the participation of the UNDP senior management in project meetings and activities.
- UNDP followed up on the project and continuously examined if it is being implemented focusing on project activities.
- The UNDP support to the PMU is regarded by the project team and the Government officials as highly satisfactory and timely.

UNDP is recognized as a very supportive partner. The RGC could see the UNDP's comparative advantages mainly in mobilizing international consultants, providing the needed technical support, and sharing best practices. From the different verification tools, it was evident that UNDP fulfilled its oversight and supervision responsibilities with solid communication with the executing partners. The project is considered as well managed according to the UNDP guidelines.

4.4.2. Implementing partner project execution

The NCSD, as the project IP, took responsibility for the day-to-day supervision and functioning of the project. The Head of NCSD assumed the National Project Director (NPD) responsibility and functioned as the National Project Manager with the support of the PMU based within the NSCD. The project followed the NIM modality, executed by the NSCD through a PMU to support a group of national and international consultants and UNDP oversight. According to the Project Document, the Executive is represented by a senior official of NCSD as an individual representing the project ownership to co-chair the group. The PMU oversees running the project daily on behalf of the NPD, which is day-to-day management and decision-making for the project with approval from NPD. The Project Finance officer provides project administration, management, and support.

The NCSD has provided the project with the needed co-financing and has contributed significantly to support the project's activities. The Secretary-General and top management of the NCSD are very supportive of the project and continuously follow up on its work. Based on the above assessments, the ratings on project implementation and execution by IA and IP are provided in Table 9.

Table 9. Implementing rating

UNDP Implementation & Implementing Partner Execution	Rating
Quality of UNDP Implementation/Oversight	Highly Satisfactory
Quality of Implementing Partner Execution	Highly Satisfactory
The overall quality of Implementation/Oversight and Execution	Highly Satisfactory

4.4.3 Risk management

Potential risks were examined at the project formulation stage and recorded in the Project Document, along with mitigation strategies and assumptions. As mentioned in the sub-section environmental and social safeguards, when assessed against the various parameters of social and environmental standards at the project design time, the project was categorized as having "low risk." When a project is categorized as Low Risk, social and environmental assessment is required. Nevertheless, stakeholders have not raised any concerns regarding the project's social and environmental aspects, and no new

risks were identified during implementation. However, the SES Programming Principles still apply, and measures to strengthen human rights and gender quality should be incorporated.

The COVID-19 pandemic restrictions affected project implementation and progress but were not foreseen in the project design. Implementation of project activities was slowed down as travel and meetings had to be curtailed for safety and to contain the virus's spread. Training and field monitoring was particularly affected. Some of the critical training was not conducted due to the outbreak of the COVID-19 pandemic. For instance, the approach has changed from direct training with SNAs on plastic management to produce two videos on (1) Circular Economy concept and waste management and (2) methods for 5R (refuse, reduce, reuse, recycle, remind), and production of billboards and pretty rubbish dumps for public awareness. In addition, Kep's authority keeps pending the council's endorsement of local decision (Deka) on plastic waste management, which is interruptive to reinforce local training and dialogue on this initiative. For PES, COVID-19 has changed the project approach from physical meetings or workshops to use technology such as online platforms for knowledge sharing and dialogues and videos on the importance of the PES initiative in Kbal Chhay and Phnom Kulen Protected Areas. This approach seems insufficient for key actors, particularly local people (PAs/CPAs), to understand PES concepts and principles. Therefore, it is critical to do more public awareness and mobilization of stakeholders on PES and different roles of various actors for future engagement. In the initial period of the pandemic, several organizations, including UN agencies, employed 'work-from-home and 'no travel' measures to keep their employees safe. Community-based ecotourism activities have been brought to a standstill as tourism, in general, has been struck by the pandemic.

4.5 Project results and impacts

4.5.1 Progress towards project results

The summary of an evaluation of the project's attainment of objectives and outcomes is in Table 1. The assessment of progress based on observations, findings, and data collected during the TE, interviews, data provided in the quarterly and annual reports, technical reports reviewed. The overall attainment of the Project objectives and results is satisfactory.

Output 1: CBNRM institutions strengthened and financial resources mobilized for sustainable NRM

The project has successfully achieved the targets of this theme, as presented in Table 10. Before the BESD project, NCSD, with funding support from UNDP, initiated the PES policy in 2017. NCSD then received financial support from BESD in 2019 to continue improving PES policy and defining options for PES to be developed and piloted in Kbal Chhay and Phnom Kulen. Thus, the project has conducted a series of policy dialogues with senior government policy officials, sub-national governments, and the private sector actors involved in the PES system. A national discussion on PES options based on voluntary participation and the PES policy lacked vital data and mechanisms at early stages. Thus, the BESD project supported the NCSD through substantial inputs from international and national consultants to set up land use mapping, PES options, instruments into PES draft policy. All of these studies provided critical inputs for developing the PES roadmap. The project has successfully created the core elements of the PES systems, and the project results have provided an excellent basis for future cooperation. However, targets 1.3 and 1.4 have not fully achieved as foreseen in the Project Document, as the pilot PES approaches for Kulen Mountain and Kbal Chay, respectively, have not yet been implemented and are not in operation.

The evaluators confirmed that the CBNRM improved by strengthening the CPAs, their management plans, and improved community livelihood activities. The project team starts to discuss with the CPA management committees about the community survey and how the community's willingness to cooperate with the BESD project in terms of reforestation, availability of land plots for creating tree nursery, community assessment of available water sources, and selection of beneficiaries for livelihoods using ID Poor I & II criteria. Many respondents confirmed that the crux of the project is to help community people to develop a CPA by-law regulation. These include the management plan development, train how the committee conducts patrol activities of the community forestry, maintain tree nurseries for replanting and selling to the project, and improve livelihoods (e.g., organic pig and chicken raising, vegetable growing). All respondents confirmed that information related to making the community grow and sustain in the long run is critical for them. With support from the project, the CPA committee had the opportunities to join study tours to other communities in some provinces, namely Pursat, Ratanakiri, Koh Kong, Preah Sihanouk. The study tours help them learn and share experiences with other communities on financial management, forest management, livelihoods, income activities, inter-alia.

The project provides sufficient and clear info to the community, especially the project wanted to select the proper beneficiaries in terms of poverty with their willingness to join the project. For example, in the preparations of community

by-law, applied a consultation process to discuss with villagers first and then with the CPA committee to consolidate all views and ideas. The CPA committee was trained and advised to implement some activities such as forestry inventory and CPA boundary demarcation for the management plan. Then, the CPA committee used all these results to consult with all villagers following a step process:

- Verification among committee members.
- Broader consultation with village/commune authorities.
- Finally, go back to consult with villagers as the final step.

Usually, the project organizes regular meetings with the CPA committee and villagers, including documents and other awareness materials. At least 90% of community people cannot read and write, while most meetings speak complex and technical terms, making it challenging for some to understand. Talkative meetings with many speakers are not an adequate method for the community. All respondents confirmed that most information is only accessible to the CPA committee, and they can share this information with villagers only in a limited manner. It is necessary to enhance conversations between the CPA committee and community members and apply a targeted approach to include additional community members. There is a general view that the CPA committee's capacity to decide and mobilize people to protect the forest remains weak. An issue that was also acknowledged by CPA members who work voluntarily. More engagement with the local authorities to support CPAs in strengthening community plans and enforcing government regulations is needed. More support is also required to enhance the capacity of CPAs to make decisions, mobilize citizens, proactively engage with local authorities, mobilize resources, and use information technology. The support of the project is not enough for strengthening the capacity of the committee to manage ecotourism. The committee wanted to make CPA a good tourist place for villagers to earn an income. Capacity building on community-based ecotourism activities remains an urgent demand from the community.

Some community members have expressed that the project lacks follow-up and monitoring on the ground. For example, people can now produce greater volumes of organic chickens but cannot find the markets to sell them. Some project beneficiaries are reluctant to continue. Also, the lack of field coaching from the project on vegetable growing with selected families was mentioned. CPA committee members consider that the project should provide transparent information about budgets and priorities allocated for the CPA committee.

Despite the COVID-19 pandemic, the project has engaged stakeholders, delivered good results, and achieved the most expected outputs. Sida, NCSD and UNDP discussed and agreed on adapting or adjusting the project to deal

with the pandemic. The adaptive project management appeared with high flexibility to ensure efficient implementation and project delivery in responding to emerging challenges and the COVID-19 outbreak. The project added a “cash for works” component to get cash into the communities affected by the pandemic, loss of income between informal or migrant workers, and villagers. This approach focused on reforestation in many hectares in the areas managed by communities, including land preparation, tree nursery and tree planting activities. A successful example is how to handle the impact of a pandemic and how UNDP and MoE can adapt to this challenging situation. The tree planting as covid-19 response activity added value as a constructive engagement approach adopted by the project.

Under output 1, the project has achieved the following key results as follows:

Strengthening of CBNRM

- The community proposed the extended CPA areas to include four non-visited waterfalls. A CPA expansion was proposed covering hiking trails and four waterfalls with high potential for community-based ecotourism. The linking tracks, rest huts, and waterfalls were established and managed by a newly created community-based tourism committee.
- 130 forest inventory plots were conducted by the communities in Kulen Mountain's CPAs (Preythom, Along Thom, Prey Thom Popel, and Prey Phnom Mos) to understand the availability of timber and non-timber forest products within the CPA and to prepare for the CPA Management Plan. This process engaged 91 participants (31 women) and park rangers. MoE endorsed four Management Plans.
- MoE endorsed 5 CPA Prakas. The project team promoted woman's participation in CPA management committees, forest inventory, and capacity-building events.
- The CPA increased the number of families connected to the water system and the project installed 13 ring wells, increasing the reservoir storage in the village.
- Alternative livelihood activities of organic chicken and pig raising, fruit trees growing, black ginger farming involving at least 32 families with eighteen being women and eight widows
- 97,800 native trees were planted by community members through CBNRM to restore an ecosystem of 131.93 ha in two provinces: Pursat

and Siem Reap.

- A nursery of flooded trees for reforestation in the Tonle Sap Lake conservation area has been established. Over 50,000 flooded tree seedlings of five local species were produced and maintained by the community.
- 1,345 community workers who were affected by COVID-19 participated in CBNRM and got paid a total of USD 148,275. 51% of them were women, and there were 301 women-headed households.

Designing of PES pilots and national PES policy

- Policy briefs and options for financial mechanisms were developed during the project and discussed with the senior management of MoE/NCSD for PES pilots in Phnom Kulen National Park and Kbal Chhay Multiple Use Area (KCMUA).
- Biodiversity and land-use baseline mapping assessments were conducted, which identified 29 critical endangered species in Kbal Chhay. The land-use and micro-catchment mapping show that Kulen and Kbal Chhay are under server threat from sustaining their water sources to the downstream cities, Siem Reap and Preah Sihanoukville.
- The formulation of the PES pilot mechanism is mainly set up the implementation structure, which covers the financial flow and its management.
- The cost estimation for implementing the PES in both provinces was conducted. The conceptual design and result framework have been done in Phnom PKNP and KCMUA by the MoE.
- Draft National-level PES scheme as sustainable financing mechanisms for conservation
- Technical guidance documents for Kulen and Kbal Chhay drafted, including 1) conceptual design and result framework, 2) PES funding mechanisms, 3) PES Management Plan for Kbal Chhay, 4) Draft National PES Roadmap (2021-2030).

Table 10. Ratings of achievements of output 1

OUTPUT INDICATOR	Rating					
	HS	S	MS	MU	U	HU
1.1. Extent to which CBNRM institutions are strengthened						
1.2. Number of total and female-headed households benefit from CBNRM						
1.3. Extent to which pilot PES approaches are operationalized for Kulen Mountain						
1.4. Extent to which pilot PES approaches are operationalized for Kbal Chay						
1.5. Extent to which a national PES policy is developed						
1.6. Extent to which gender concerns are integrated into the proposed policy measures						
1.7. Volume of financial resources mobilized to support proposed measures, measured in USD						
1.8. Number of people with improved awareness on benefits of biodiversity and PES approach						
1.9.1. Number of families being enrolled in income-generating activities such as tree-planting, a forest plantation, and nursery development						
1.9.2. Number of Hectares new tree-plantation and number of Ha maintained						
1.9.3. Dollars paid out as cash compensation for work under activity 1.9						
Overall rating of achievements of output 1						

Note on ratings: HS: Highly Satisfactory; S: Satisfactory; MS: Moderately Satisfactory; MU: Moderately Unsatisfactory; U: Unsatisfactory; and HU: Highly Unsatisfactory.

Output 2: Waste reduced, recycled, and reused through the application of circular economy models

The outcome and the related outputs of this theme (develop policy and economic measures to promote 4Rs (refuse, reduce, recycle and reuse) of waste, raise public awareness, mobilize stakeholders and support business innovations towards a circular economy) have been most successfully achieved, as presented in Table 11. The only target that was not achieved is target 2.2, as a circular economy pilot for the garment industry sector was not developed.

Before the project started, the Department of Solid Waste Management (DoSWM) consulted with Provincial and Municipal Administrations in Kep and targeted communities, including a few hotels/guesthouses and the Rabbit Island community. Target communities/hotels have shown their willingness to participate in whether the central government and city government can address their challenges through national policy and city regulations. Thus, it is wise for the city government to issue and execute their regulations for these communities regarding solid waste and plastic waste management.

As an implementer of the BESD project, the DoSWM is responsible for policy development critical for long-term plastic management. DoSWM took a big step forward with the draft of the plastic management sub-decree (in addition to sub-decree no. 113 on Solid Waste Management for the cities issued in August 2015). The government's view to create a new sub-decree on plastic management intends to manage the excessive plastic use in Cambodia for the last decade. The government considers strict measures for imports, public education, and capacity building of national and sub-national institutions, improved governance and mechanisms across the government's sector ministries, processing, and penalties.

In 2017, the government issued a sub-decree on the management of plastic bags focusing only on portable hanging plastic bags and their thickness. Overall, the 2017 sub-decree applied in many supermarkets and shopping, not general plastic management.

Considering the gaps in sub-decrees (2015 & 2017), MoE, with support from the BESD project, has drafted a new sub-decree on plastic waste management. The drafting process includes consultation with national and sub-national governments and the private sector, development partners, and other parties concerned with plastic management at present and the future. It seems that this drafting process will be complicated, complex, and perhaps completed and approved before 2023. The main actors to accelerate the preparation and approval of this new sub-decree would be the Ministry of Economy and Finance (MEF), the General Department of Tax (GDT), Ministry of Justice, and competent ministries involved in the reform programs (1. Admin, 2. Decentralization and de-concentrating, and 3. Public finance). In addition to the draft sub-decree, the DoSWM has also created a draft Prakas and guidelines on on-site incinerators for city governments (e.g., Kep municipal pilot), expecting approval of MoE's minister in mid of 2021.

Other activities included awareness-raising on the intent and importance of zero plastic use for schoolboys and girls conducted in several schools in Kep and Kampong Cham provinces, including providing a nicely designed rubbish

dump for public places. Due to the COVID-19 community outbreak, mass campaigns on plastic use were dropped.

The intents and contents of the new sub-degree are highly relevant to the national, regional, and global challenges regarding the reduction of plastic use. For Cambodia, a sub-decree in 2015 on solid waste management was created along with the government's evolving fiscal decentralization process while more resources and functions were transferred to sub-national administrations, particularly Districts/Municipalities. Therefore, the new draft sub-decree is well aligned to the national policy on municipality solid waste management strategy for 2020-2033, aiming to improve solid waste and plastic management and capacity in the capital and cities and nationally in Cambodia. The MoE is responsible for policy guidance and technical support to the sub-national administrations (SNAs) for efficient and effective implementation. With this project, MoE has been proactive in promoting solid waste and plastic management in coastal and touristic provinces. To enable this proactive role, MoE has achieved significant improvement in building partnerships with other developments and maintain its national ownership to succeed in the policy and legal framework responsive to national, regional, and global contexts.

The DoSWM works closely with the Department of Green Economy (DGE) because solid waste and plastic waste management are relatively interrelated, and also learned about the project progress and challenges through the project's board meetings – guidance and decision-making meetings. Overall, the project built good cooperation and participation across key ministries and stakeholders, as witnessed by the project achievements in the last years of project operation.

The NCDD-S conducted some orientations/training on new fiscal transfers (transfer of functions and resources), particularly solid waste management, but this has not been well mainstreamed into local plans and budgets yet.

A Deka (popularly known as a local council's decision) following all relevant Sub-Decrees for Kep province have already been drafted. Such a decision is complicated to enforce with local communities for its strict measures and penalties for improper waste management. Deka's drafting process was finalized in March 2021, but pending discussion of the council meeting and probably take time for final approval of the Municipal council.

As mentioned, the draft of the local decision has been integrated key issues for broader dissemination to female households on the separation and disposal of the sorted wastes in the right places – new stations to be built before June

2021. This approach ensures excellent efforts for promoting a sustainable waste management system in Kep province as one of the essential touristic provinces in Cambodia.

During the project lifespan, the effort was made to orient the local government on the concept of waste management and localize sub-decree (113) into the local decision for future implementation with community people. Nevertheless, there is still uncertainty about how local people will use the waste stations. The most critical challenge identified are domestic tourists who come to visit this province. Therefore, it is found very important to the scale-up engagement of all small businesses, hotels, and restaurants as the entire community to have a better understanding and participation in solid waste and plastic management.

One significant challenge is the time and strong coordination required from the central government to translate all policies such as Sub-Decree, municipal council's decisions, and other guidelines into practice.

The project's limited budget for piloting is not able to make more significant impacts at Kep municipality. Municipal officials claimed that only sufficient investment would make the impact. This outcome has a limited budget but colossal scope. Therefore, NCDD-S only focused on waste separation by developing local decision regulations to take responsibility and play their role soon. NCDD-S team faced many problems to push for the roll-out of this pilot since the beginning with local authority due to the challenges mentioned.

Political commitment and technical support from the central government, especially NCDD and MoE, to local governments are critical factors. As a general output, NCDD-Secretariat and Kep municipal officials better understand challenges due to policy development. We would need sufficient budgets for implementing all these policies rather than say.

Under output 2, the project has achieved the following key results as follows:

Develop policy and economic measures to promote circular economy

- NCDD-S has incorporated the circular economy approach into solid waste management through a 5-year development plan and three-year rolling plan of KEP province for 2020
- Drafted a Decree on Solid waste management and designed the legal framework for implementation of sub-decree 113 on the Solid Waste Management in Kep province
- Development of CE business models on proper waste separation and

storage at three locations Kep.

- The Department of Solid Waste Management has drafted a guideline for on-site incinerators.
- Draft of a national Circular Economy Strategy and Action Plan. The Action Plan has integrated key points for engagement with private stakeholders and private sector engagement.
- The department of Solid Waste Management has drafted a sub-decree on plastic management.
- Draft of zero plastic guidelines for hotels and guesthouses.
- Sixty separate trash bins were installed in Kep city for improving solid waste management.
- The plastic communication strategy was drafted to support the Department of Green Economy.

Raise public awareness, mobilize stakeholders and support business innovations towards a circular economy

- On January 30th, 2020, the DGE of the NCSD conducted an awareness-raising event on plastic in Kep province to share the impact of plastic use on the target audience and strengthen the cooperation between the sub-national and national levels. There were 136 participants (60 women) from line ministries, including the Department of Solid Waste Management, General Directorate of Environment Protection (GDEP), and the representative's sub-national government, city hall, and the Provincial Department of Environment (PDoE).
- 35 signboards with 5Rs were installed in several highly visible areas in seven touristic provinces, including Kep, Kampot, Battambang, and Preah Sihanouk.
- Two virtual sessions for the 2020 Waste Summit were hosted. The first, titled "Circular Economy as a solution for resource and waste challenges for Cambodia" featured MoE and NCSD. The second, titled "What can businesses and citizens do to promote green and circular economy business models?" featured representatives from the private sector.
- Ten interviews and one focus group were conducted to identify the impact of COVID-19 on the informal waste sector. In December 2020, relief packages were distributed to 600 informal waste pickers in Phnom Penh.
- A database was developed to document circular economy best practices by the private sector in Cambodia.
- Contents for a website including ten awareness-raising posters and six blog posts were developed to increase awareness on actions private sector business can take in promoting circular economy options and the information of organizations and businesses that can support interested

businesses for the transition.

- Ninety-four businesses and organizations throughout Cambodia (4 in Kep) received a certificate of appreciation for their environmentally positive practices.
- Resource mobilization: A funding proposal of USD 3,862,851 was developed and approved for two new projects on Combating Marine Plastic Waste and Medical waste.

Table 11. Ratings of achievements of output 2

OUTPUT INDICATOR	Rating					
	HS	S	MS	MU	U	HU
2.1. Extent to which a pilot is designed and implemented (municipality)						
2.2. Extent to which a circular economy pilot is designed and implemented (industry)						
2.3. Number of people outreached for raising awareness on appropriate waste management						
2.4. Extent to which enabling policy measures are developed for the support of circular economy						
2.5. Extent to which a private sector engagement strategy is designed and implemented						
2.6. Volume of financial resources mobilised to support proposed waste management measures						
Overall rating of achievements of output 2						

Note on ratings: HS – Highly Satisfactory; S – Satisfactory; MS – Moderately Satisfactory; MU – Moderately Unsatisfactory; U – Unsatisfactory; and HU – Highly Unsatisfactory.

Output 3: Improved access to clean, affordable, and sustainable energy for the rural poor models

The outcome and the related outputs of this theme (improving energy access and increasing the resilience of rural communities) have been successfully achieved, as presented in Table 12.

Through the project, both the local council and community have expressed appreciation for the significant impacts of solar energy and its business model being established in the local communities. Provided energy access to 225 households (including 85 HHs of Jarai indigenous community – under progress) in 4 villages with solar mini-grids, and the community groups were established and trained for maintenance and services of the solar grid system. The following success factors were identified replicated:

- Solar mini-grid is suitable for the villages/communities that are not connected to the national electricity grid in the next 4 years or more.

- Acceptance of the solar system by the community
- Community by-law is critical for functionality, and sustainability
- The houses of families/beneficiaries in clusters are the most important criteria for the (microgrid) system to be established.
- Streamline the electricity tariff of the mini-grid to align with the EAC national tariff, thus mini-grid users will pay the same rate as the rest of the country.
- Respondents note that community members understand the benefits of solar energy and are involved in its maintenance. They mentioned that the applications of solar energy use are cooking, lighting and water pumping, which will improve their livelihoods significantly.
- Technical support from supplier and MME.

This initiative is fully aligned with MME's policy for achieving its long-term vision that all villages in Cambodia have access to electricity and ensure security, reliability, and affordable prices. With the existence of local community structures with clear responsibilities for the services and maintenance of the solar system, villagers are willing to access this kind of renewable energy for reducing the use of electrical machines and air pollution and enjoy their livelihoods and healthy environment.

In addition, the incubation programme gave birth to 3 teams (Cricket House, Sunla, and GFC), and supported jobs both direct and indirect, including 47 women impacted by the project. Cricket House used solar-powered technology to raise micro-livestock to create alternative livelihoods for marginalised farmers whilst connecting them to local and global markets. Sunla (Bong Snacks) used solar dryer technology to combat post-harvest income loss for rural farmers. Green Farmer Community (GFC) used solar-powered incubators for hatching eggs and environmentally friendly production techniques.

The local communities strengthened technical capacity for installation and maintenance of Solar home system (SHS) and awareness-raising on solar energy (168 participants, of which 55 were female) and distributed SHS leaflet/guidelines and videos.

Four policy briefs were completed and submitted to NCSD-MOE for internal circulation within the energy sector government bodies, i.e., MEF, MME, EAC, EDC. The topics are:

- Responding to Cambodia's power sector challenges and role of sustainable energy.
- Analysis and proposed adjustment of solar regulation.
- Evaluation of the potential excess supply of power from existing solar rooftop systems in Cambodia.
- Cambodia: De-risking renewable energy investment.
- Technical study and policy advocacy through economic appraisal of the

potential of PV Solar in Cambodia.

Table 12. Ratings of achievements of output 3

OUTPUT INDICADOR	Rating					
	HS	S	MS	MU	U	HU
3.1. Solar PV energy business models or new technologies developed to provide electricity, incl. for productive use						
3.2. Number of rural households benefit from solar PV system installed for access to energy incl. for productive use						
3.3 Number of female-headed households benefit from solar PV system installed for access to energy, water, and productive use						
3.4 Number of technicians with enhanced capacities to design, install and maintain solar PV as per installation standards/guidelines (to be prepared)						
3.5 Number of community members with improved awareness on benefits of the solar and appropriate use of solar technologies						
3.6 Number of National quality standards/guidelines for solar PV technologies developed						
Overall rating of achievements of output 2						

Note on ratings: HS – Highly Satisfactory; S – Satisfactory; MS – Moderately Satisfactory; MU – Moderately Unsatisfactory; U – Unsatisfactory; and HU – Highly Unsatisfactory.

4.5.2 Relevance

The project is relevant to the priorities identified in Cambodia and the national development strategy of Cambodia. It mainly addressed the priorities of the UNDP. The overall project concept was very relevant to the national circumstances and Cambodia's main environmental problems. The project strategy was consistent with the United Nations Development Assistance Framework (UNDAF) 2019– 2023. The UNDAF outlines the partnership between the United Nations (UN) and the Royal Government of Cambodia (RGC) in support of the national development priorities as articulated in the Rectangular Strategy-Phase IV (RS-IV) and the 2030 Agenda.

At the national level, the project conformed with and contributes to Cambodia's sustainable development and environmental agenda at the time of project design and the current context as defined by crucial national strategies and plans. These include the RGC's Rectangular Strategy - Phase IV (2018), National Strategic Development Plan (2019-2023), National Environment Strategy and Action Plan (2016-2023), Cambodia Climate Change Strategic Plan (2014-2023) and National Adaptation Plan (2018-2027).

The choice of most of the project interventions, specifically pilots, small-scale water supply systems, collaboration with companies, CF and CPAs,

ecotourism, and institutional strengthening of CBNRM bodies as a mechanism to foster sustainable development concept, approach, and practices were appropriate and relevant to the needs and circumstances of the project stakeholders both within the government and at the local community level.

All evidence showed that the project is highly relevant to Cambodia and the stakeholders and addressed beneficiaries' needs. The BESD project was relevant and opportune in that it sought to address the growing environmental challenges in the communities' targeted areas.

In light of the observations described above on the relevance of project design, including conformity and linkage to UNDP/SIDA strategic areas and SDGs, choice of project interventions, selection of project sites, and partnership arrangements, the project is rated as highly Relevant.

4.5.3 Effectiveness and efficiency

The following observations were made related to project effectiveness:

- The project has made tangible progress towards the achievements of its overall objective.
- Despite a COVID-19 pandemic, the project has engaged stakeholders, delivered good results, and achieved engaged stakeholders, delivered good results, and achieved most of the expected outputs, showing a high delivery efficiency.
- Most of the planned outputs had been achieved, with a few remaining activities scheduled to be completed by the project's end.
- Project partnerships were well established with clearly defined work plans and budgets, which aided effectiveness in project implementation. The NGO, local communities and government partnerships worked with complementarity in sharing knowledge, experience, and integrated approach.
- The project effectively leveraged existing groups, knowledge, activities, and funding for pilot projects and sustainable business models development.
- All proposed co-financing resources were mobilized, and the project management unit was hosted at the government's premises.
- The government elaborated several policy documents, frameworks, tools, and guidelines that the project has delivered.

Following observations were made concerning the efficiency of the project as follows:

- The engagement of project partners based on project arrangement

provided the fundamental framework for the efficiency of the partnerships, which was instrumental in attaining most of the planned activities.

- The project exercised flexibility in resource use influenced by the value and significance of the project interventions to the target beneficiaries and the objectives of the project.
- The project has implemented all project activities with the Sida resource allocated, while additional activities not initially included in the project were supported by additional financing.
- Given the limited resources, the project has productively focused on actions at the local level to revitalize CF/CPAs, develop sustainable livelihoods as alternatives to forest exploitation, and increase awareness within government and communities about CBNRM.
- Annual work planning and budgeting were undertaken as required. The project was efficient as it was hosted within the NCSD premises, close to other UNDP and other development partners' projects, and the government's high-level officials. This has helped in facilitating project management and dealing quickly with the project's operational issues. The cost-effectiveness of the project is considered Satisfactory.

4.5.4 Overall project outcome

Based on the assessments described above, the overall project outcome is rated in Table 13.

Table 13. Overall project outcome rating

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Satisfactory
Efficiency	Highly Satisfactory
Overall Project Outcome Rating	Satisfactory

4.5.5 Sustainability

The project's primary approach to sustainability is to implement capacity development and enable environmental activities so that the sustainability of project achievements should be ensured over the long term. It includes several features forming the project's sustainability strategy: The project will build upon existing government strategies. The need for better coordination and an enabling environment addressing sustainability was identified as a national priority. Therefore, this project is a complete response to these needs; it will address these identified capacity gaps. As a result, the project is part of the government strategy to address these needs, providing excellent opportunities to institutionalize results and implement the project, hence contributing to the long-term sustainability of project achievements.

The project's critical feature of sustainability is that the project is implemented by the key Ministries involved in each component; therefore, facilitating the institutionalization of project achievements. It was overseen by the National Council for Sustainable Development (NCSD), the national council that the government mandates to monitor and report on the state of the environment. The project's primary focus is to improve the coordination among key organizations and improve the legislation and policy frameworks in place for environmental management. Through the implementation process done within these key organizations, capacities are developed, and at the same time, results/achievements are being institutionalized. This approach contributed to the long-term sustainability of the project's achievements.

The project was designed to sustain its achievements through the learn-by-doing approach. Each project activity seeks the active participation of key stakeholders that are involved in the process. The main benefit of having the government executing this project is to build their capacities for the long-term implementation of appropriate project activities, contributing to their institutionalization. Thus, the project's sustainability rests on the success and replicability of the activities and interventions.

The project's attention also strengthens sustainability to resource mobilization, including searching for new sustainable financing and creating new and innovative financing mechanisms. For example, the "GoAI Waters" project focused on freshwater PES was approved for Kbal Chhay. It will directly contribute to the PES-related work of the areas to develop a monitoring framework for watershed services. Additionally, the World Bank sustainable landscape project focusing on PES and sustainable financing could scale up BESD results. Under output 2, a project focused on Marine Plastic will take the CE pilots and build upon BESD policy development and priority action. Under output 3, Solar mini-grids are in the process of being scaled up. The Investment in Infrastructure (3i) project of the Australian Development of Foreign Affairs and Trade will invest USD 900,000.00 during 2021/22 (and if successful, an additional USD 550,000.00 will be invested in off-grid), applying the off-grid

business model piloted in the BESD project.

Notwithstanding a high level of commitment, championship, and strong baseline, the sustainability of project outcomes will require a certain amount of new and additional resources that are currently not available outside of the project's construct. The mobilization of project resources explores the resources needed to sustain project outcomes and identify government, private, and official development assistance sources. As stated in the UNDP-GEF guidance for TE, sustainability is considered to be the likelihood of continued benefits after the project ends. Consequently, the sustainability assessment considers the risks that are likely to affect the continuation of project outcomes.

Sustainability associated risks are identified as the following:

- **Financial risks to sustainability:** The RGC is very interested in continuing with the project's activities using its financial resources. The financial risks are limited, and no significant financial risks were identified.
- **Socio-political risks to sustainability:** The RGC recognizes waste, energy, and ecosystem services problems and has strategies and plans to address these problems but lack adequate funds. The evaluation does not foresee any significant political risk to ongoing efforts to address these issues through the piloted interventions. No significant social or economic risks were identified. However, the project's outcomes and outputs would not impact if support does not continue over the long term through advocacy, technical support, and marketing facilitation.
- **Institutional framework and governance risks:** The RGC is interested in continuing the work of the project, and the project's outcomes have already established the needed institutional capacities and infrastructure that would ensure the project's outcomes on sustainability, the need to link these outcomes/deliverables to the RGC work is initiated and will continue by the other projects.
- **Environmental risks to sustainability:** There are no activities that may pose any environmental threats to the sustainability of the project's outcomes.

An assessment of sustainability against the four risk categories is presented in Table 14.

Table 14. Sustainability rating

Assessment of Outcomes	Rating
Financial resources	Likely
Socio-political	Moderately Likely
Institutional framework and governance	Moderately Likely
Environmental	Likely
Overall Likelihood of Sustainability	Moderately Likely

4.5.6 Country ownership

The country ownership is evident in high-level government officials' vital interest in the project's implementation meetings, project review meetings, and project steering committee meetings. As a result, all project activities were approved by all authorized parties presented in the Project committees.

The project was considered strategic as it helped Cambodia respond to a targeted set of underlying barriers to environmental management towards meeting and sustaining global environmental outcomes. Precisely, the project facilitated the proactive and constructive engagement of decision-makers across environmental focal areas and socio-economic sectors.

4.5.7 Gender equality and women's empowerment

Gender mainstreaming has been considered in the project design by advocating equal opportunities for both women and men to participate in the project activities, specifically in the CBNRM. All of these have registered relatively high levels of participation of local women. All progress reporting has been disaggregated by gender when relevant. It should be noted that the Project Team composition was not very well balanced in terms of gender representation. However, gender-disaggregated data shows that the project was implemented with a good balance of men and women.

Nevertheless, the indicators provided limited opportunities to fully mainstream gender issues and to promote gender equity actively. The project did not have a comprehensive, standardized gender analysis completed during the project development phase. A Gender Action Plan to ensure the meaningful participation of women and girls was not formulated during the project life cycle.

Sustainable development depends on addressing the fundamental issues of gender inequality. Gender gaps exist in natural resource governance, and women face challenges to their legitimacy as critical actors. Creating gender-transformative change requires identifying and supporting individuals and

organizations working in natural resource management to drive such change at the institutional level. A deeper and more focused approach is needed to achieve these changes. Specific actions throughout the project cycle are required: a gender-gap assessment, a plan of action for interventions, and a focus on monitoring and evaluation that tracks the narrowing of gender gaps. The design and development of community-based projects should be based on a complete understanding of gender gaps and opportunities for the needs of women. Experience has shown that placing women at the centre of community-based interventions can drive more profound and sustainable development outcomes. For example, as decentralized renewables for energy access technologies increasingly become the cost-effective energy option for the poor, women have enormous potential to create distribution and service networks in rural areas.

In addition, the RGC has promoted a set of policies for gender equality and women's empowerment, including the Cambodian National Council for Women (CNCW) and the Ministry of Women's Affairs (MoWA). These policies are strengthened through the Technical Working Group on Gender (TWG-G) and the Gender Mainstreaming Action Groups (GMAGs) in line with ministries and government agencies. The images were established in all line ministries, and most of them have developed their own Gender Mainstreaming Action Plans (GMAPs). Close coordination with these policies is necessary to ensure effective gender mainstreaming.

4.5.8 Catalytic/replication effect

This project serves as a catalyst of a longer-term approach to Sustainable Development by strengthening a coordination mechanism and upgrading the enabling environment (legislation and policies). One particular area where up-scaling is possible and needed is strengthening environmental governance at the local level. Capacity development activities and future pilot projects to strengthen the capacity of local communities to protect and conserve their natural resources on the ground may be based on the project outputs, experience, and tools. Part of the catalytic role of the project is demonstrated by the value of the achievements to replicate activities at the local level and build regional approaches.

5. Conclusions, recommendations and lessons learned

5.1 Conclusions

The evaluation has endeavoured to give a balanced view of the accomplishments, successes, challenges, and lessons learned over the past two and half years. The BESD project was relevant and opportune in that it sought to address the growing challenges of environmental degradation. The project objective conformed with and addressed national and international priorities for sustainable development and environmental conservation.

All evidence showed that the BESD project is highly relevant to the Government of Cambodia and the stakeholders and addressed beneficiaries' needs. The key stakeholders and beneficiaries interviewed expressed the project's added value and emphasized that another phase to follow up on the project's main achievement and continue the work started is critical and needed.

The project has had a remarkable and sustainable effect on enhancing the capacity of relevant policy and institutional stakeholders to enable Sustainable Development. The project facilitated the implementation of a set of capacity development, public awareness, and measures to target and train government staff at the local, regional, and national levels.

The project is very much recognized and respected by the Government of Cambodia. It is considered very relevant to the national context and the UNDP programmatic direction.

Many positive results have already been achieved at the national and local levels. There are many solid and positive indications for potential sustainability, but more efforts are needed to mobilize the needed fund for follow-up activities. Based on the ongoing discussion between UNDP and the RGC, the project's minutes of meetings, project review meetings, and government commitment prospects for sustainability are almost certain.

The BESD project was relevant and opportune in that it sought to address the growing environmental challenges in the communities' targeted areas. The project has achieved good partnerships with relevant stakeholders and has successfully managed to engage most of the key stakeholders and targeted groups listed in the project document.

There has been significant progress in developing the policy and regulatory instruments for PES development and management, although full endorsement and implementation is still needed. A significant total area has been brought into the CPA process, with improved management plans and evident commitment to the conservation process, aided by project initiatives supporting alternative livelihoods. Further, the capacity of all conservation partners in the project has been elevated, and the working relationships between different

levels of the government and local communities seem to be more functional than in the past. Moreover, technical and financial commitments to conservation and livelihood development are being made at all levels. Nevertheless, additional work remains to be done in the struggle for more policy change and implementation to ensure significant impacts in the future.

The efforts to develop alternative livelihoods have been successful to some extent, but more support is needed. A comprehensive value chain analysis and an action plan need to be developed.

The project has made tangible progress towards the achievements of its overall objective. Despite the COVID-19 pandemic, the project has engaged stakeholders, delivered good results, and achieved most of the expected outputs.

The project's main weaknesses were a weak integration of project activities, the lack of solid synergy and linkages with other relevant projects and initiatives, and the inability to leverage adequate scaling up interventions to ensure more comprehensive changes in sustainable management.

The BESD initiative is deemed a policy-oriented project designed to contribute to the government in addressing long-term environmental challenges. The project has made a great effort to address policy barriers and guidelines for (i) Circular Economy, (ii) Payment for Ecosystem Service, (iii) Solar Grid Energy, and (v) reservation of six Community Protected Areas (out of 152 CPAs) and a community forest and a community fishery with an integrated approach for the improvement of livelihoods and tree planting activities. The Government of Cambodia and its ministerial counterparts (MoE, MME, NCDD-Secretariat) and Sida view the BESD project as a strong policy advocate for creating an enabling environment for natural resource management and sustainable development.

Over the last two and a half years, the BESD project is building on its work to adopt more reflective learning and knowledge management approaches that embodies its values of human rights, equity, cooperation, and partnership. Thus, BESD Project plays a remarkable role in coordinating exchanges and interactions across all implementers. What is most important, as it embarks on policy orientation, BESD; as mentioned early; is poised to build on the momentum from the last few years of UNDP support to NCSD and government's ministries, where there are some notable successes, to further build on institutional and policy change.

Circular Economy: During 2017-2018, with funding support from UNDP, NCSD initiated the CE concept for the Cambodia policy to be developed, introducing CE as a high-level strategic approach for the long-term growth of the country's economy. With the support of the BESD project, NCDS has endorsed the of the CE Strategy and Action Plan in mid-2021. The CE strategy is fully aligned with the country's topmost priorities and SDGs, aiming to

improve many aspects of Cambodia's economy and society and the attainment of environmental sustainability. Although, the CE strategy was endorsed and publicly available in English using the global terms and terminology, the Khmer version is being translated to share with a wider national audience and policy makers. It has been found that this Strategy was complemented by the 2020-2030 Solid Waste Management Policy for urban cities, which the government approved in February 2021.

Through fiscal decentralization, sub-decree no.113 (2015) has allowed the district/municipal administrations to carry out their functions on solid waste management. Given that the approval of the CE strategy will take more time, there are many policy obstacles for local governments to translate national policy into practice in terms of limited local capacity and resources. The draft of the plastic management sub-decree has been initiated under the BESD project. Once again, this was challenging for this national policy to be endorsed and allow the local government in Kep province to regulate its plastic management decision (e.g., Dekka in local language) in the municipal city.

PES: NCSD initiated the PES policy in 2017, and there is a solid commitment to improving this policy draft under the BESD project during 2019-2022, focusing on two primary sources of watersheds in Kbal Chhay Multiple Use Area in Preah Sihanouk and Phnom Kulen National Park in Siem Reap province.

The PES policy provides options and mechanisms to be implemented. A National PES roadmap was developed to guide the implementation, for example, the establishment of (i) a National Executive Board, with its National PES Committee, and (ii) sub-national PES implementation committees for Preah Sihanouk and Siem Reap provinces. The core of PES policy is to encourage the commercial sector to pay to the communities and actors who help conserve ecosystem services in the upstream.

The PES policy also intends to motivate the involvement and engagement of local communities, indigenous people, the public, and civil society in the management and conservation of biodiversity, ecosystems, and sustainable use of surface water, and groundwater. It is expected that this draft policy was endorsed by MoE, perhaps in the middle of 2021. For PES policy to be effectively implemented, there is a general view that there is no concern with the local communities. However, there is a substantial concern with companies (e.g., Anko water-pump company, Cambodia Brewery, Hotels, Casinos on Preah Sihanouk) that are supposed to pay ecological services for its benefits from Kbal Chhay Multiple Area. There are many policy challenges due to a lack of clear responsibilities for efficient and effective implementation of the PES policy and its roadmap.

Solar Grid Energy: Through the project, both the local council and community have expressed appreciation for the significant impacts of solar energy and its business model being established in the local communities. At least 145 families (men: 707, women: 362, children: 185) in three remote villages have access to solar energy, and the community groups were established and trained for maintenance and services of the solar grid system.

This initiative is fully aligned with MME's policy for achieving its long-term vision that all villages in Cambodia have access to electricity and ensure security, reliability, and affordable prices. With the existence of local community structures with clear responsibilities for the services and maintenance of the solar system, villagers are willing to access this kind of renewable energy for reducing the use of electrical machines and air pollution and enjoy their livelihoods and healthy environment. There is no clear policy guidance on how the business model would be created, promoted, and financed for the local communities, the private sector, and the government during the project lifespan.

5.2 Recommendations

The following recommendations provide concrete, practical, feasible, and targeted suggestions directed to improve the benefits of all stakeholders. The target stakeholders, scope, and timeframe are defined. Recommendations for short-term under BESD are presented in Table 15. In addition, lessons learnt and suggestions for future programming are presented in Table 16.

The evaluators believe that these recommendations will be important for Sida, UNDP and the RCG to reinforce and sustain the benefits of the BESD project, as they will continue on the crucial path towards the solid vision of creating an enabling environment for sustainable development.

Table 7. Recommendations under the BESD project

R #	TE Recommendations	Entity Responsible	Timeframe
A.1	<p>A sustainability plan or exit strategy should be prepared.</p> <p>It would be advisable to prepare a sustainability plan that outlines the follow-up actions and institutional financing to ensure the sustainability of the results achieved—for example, endorsement of the policy development and operationalisation of PES, inter-alia. Pursue and develop sustainable financing and environmental governance mechanism for ecosystem services, building on the work done by the project and roadmap for leveraging political and private sector support.</p> <p>Also, the exit strategy needs to be elaborated to inform participating stakeholders and beneficiaries of project closure and the process to achieve long-term goals. It is recommended to organise a terminal meeting that invites all known stakeholders, including local communities and others interested in the project's products, services, and related initiatives, such as the GEF-6 INRM-WB project.</p> <p>The sustainability plan could also include an analysis of the risks and opportunities associated with the COVID-19 pandemic, institutional capacity and co-financing further to nurture the outcome and legacy of this project.</p>	All project partners	2021
A.2	<p>Enact Policies and instruments developed under the project.</p> <p>It is recommended that both RGC and UNDP engage more actively with ministers, and high-level officials, to encourage quick adoption of the draft policies. There has been significant progress in developing the policy and regulatory instruments for PES development and management (but needing full endorsement and</p>	RGC, UNDP	2021

	implementation).		
A.3	<p>Monitor and evaluate the medium and long-term benefits of the project.</p> <p>It is considering the impossibility to have been conducted field visits to the targeted communities. It would be interesting to conduct a post-evaluation study to quantify and report the project's impacts on the medium and long-term and the endurance and sustainability of the achievements on the ground.</p>	UNDP, Sida	2021
A.4	<p>Promote actions to reinforce benefits through MoE support in terms of capacity development and technical guidance, and explore opportunities link with the National REDD+ strategy, Voluntary Carbon Markets, PES and ecotourism initiatives. The REDD+ strategy is now coming on-stream, and there is a growing interest in the potential opportunities of linking it with CF management.</p>	MoE, UNDP	2021
A.5	<p>Ensure availability of management plans and zoning maps to local communities.</p> <p>It is recommended, following participatory mapping and planning, CPA committees, with support from PDoE and local authorities, to return to each village to explain the critical aspects of the management plan, the boundaries of the different zones and their associated rules and to distribute permanent maps. They are aiming to mobilise the support of all community members to protect CPA activities. The CPA committee should be considered for some incentives to promote and sustain CPAs actively. Following the same objective of ensuring that the communities are well informed, it is recommended to prepare a summary of the management plan and PES proposal, possibly in the local language, for the members of the village communities.</p>	MoE	2021

5.3 Lesson learnt

The following lessons for future programming can be drawn from this project

[Flexibility in the design of interventions helped adjust to urgent and unexpected needs and has proven essential for adaptive management.](#)

COVID-19 outbreak has required refocus project interventions to support COVID-19 relief and response and maintain a pace of implementation despite pandemic-related constraints. Flexible structures and adaptive management decision-making have timely allowed reallocating funds towards COVID-19 activities, including addressing new and emerging needs. The project management considered the implementation challenges through learning which guided flexibility in project interventions and allowed for greater flexibility and adaptation to changing situations. Challenges in project implementation have highlighted the need for a clear risk management plan, flexible project design and appropriate result framework, and the necessity to incorporate these lessons learned into post-pandemic interventions.

[Procuring needed deliverables brings tangible results to beneficiaries, contributing to more robust participation in project activities.](#)

The success of local activities was because they were designed to address local needs, vulnerabilities, and perceptions, to sustain livelihoods while developing the policy framework. Livelihoods activities in environmental and natural resource management interventions are critical in many contexts and can help change practices and achieve results. Community groups understand the implications of natural resources degradation, and they will participate in projects that address threats to their livelihoods if they realise benefits from their efforts.

[Environment and natural resources management taking a value chain approach, while sensitive to socio-economic inequalities, are likely to achieve more sustainable results.](#)

Addressing sustainability models entails a multi-sectoral approach with both vertical and horizontal levels of coordination and management. Multiple institutional synergies and multi-sectorial coordination are vital to strengthening policy interventions. Creating more partnerships and structures is critical to improving the operationalization of the legal and policy reforms. Coordination among the various partners has brought adequate resources required to support the policy change and sustainability.

Capacity building with active participation and collaboration between project implementing entities and beneficiaries enables community-based organizations to form strategic alliances with state institutions, increasing community ownership over the interventions and long-term engagement with local stakeholders.

Projects should extend beyond simply collecting disaggregated data on how many men and women turned up at a project event or activities but ask questions such as why and how this impacts women.

One of the critical results of the project has been developing several national strategies and policies. The development of these documents provided a prime opportunity to mainstream women's engagement in the governmental system. However, there was limited gender mainstreaming of significance within these documents. Reporting on the number of women does not describe the actual impacts on gender equality that having this experience might have on both that individual and the community around them. It is necessary to measure more than women's participation. This kind of project provided a unique opportunity for the voices and stories of women to be heard and highlighted. Qualitative data aligned with UNDP and SIDA guidelines that determine women's participation in decision making, natural resource ownership and access, and socio-economic benefits will create a fuller understanding of how the project has impacted gender equality.

In order to scale up pilot projects and obtain the necessary funding, it is necessary to develop a common approach to environmental and social safeguards, including a Grievance Mechanism (GRM), a Free, Prior and Informed Consent (FPIC) mechanism, and human rights-based approach mechanisms to strengthen accountability and transparency towards stakeholders.

Safeguards play a vital role in achieving project benefits at the local level. They guide how we engage local communities to plan and manage our work to improve and protect their lives, rights and livelihoods while conserving nature and ecosystem services. Safeguards are designed to manage risks, uphold human rights, and ensure conservation projects deliver better communities and nature. An environmental and social safeguards framework is essential for the long-term goals, sustainability, and scaling up. It is recommended to apply an Environmental and Social Safeguards Framework that establishes a common set of standards, policies, planning and implementation mechanisms, and compliance systems that govern how activities on the ground are carried out. The safeguards approach of the National REDD+ Strategy and the REDD+ safeguards information system could be used to report on activities in local communities and CPAs.

In addition, specific suggestions for future programming for each outcome are presented in Table 16.

Table 8. Lessons learnt and suggestions for future programming

#		Entity Responsible
B.1	<p>Enhance coordinated support to local communities' livelihoods.</p> <p>Explore options to continue and strengthen some good sustainable livelihood and community-based natural resource management interventions initiated through the project but require more support for consolidation, sustainability, and more substantial impact.</p> <p>Poverty is an obstacle to the involvement of local communities in the participatory delimitation and management of CPAs. The implementation of a shared governance model for CPAs requires coordinated and more consistent support from all stakeholders concerned with the well-being and quality of life of local communities to be able to meet their basic needs and support them in the development of sustainable livelihoods, such as water, sustainable agriculture/farming and capacity building.</p> <p>Sustained collaboration between NCSD, Local Government and communities, should be recognised as a priority to ensure activities directed at PES operation are implemented and communities are receiving benefits. Focus on creating resilient benefit-sharing opportunities for communities that reduce pressures on natural resources by developing a wide range of self-managed, sustainable alternative income-generating activities for communities that support local and regional community needs.</p> <p>Continue engaging stakeholders and supporting enhanced inter-agency communication and coordination at the national, sub-national and community levels. Active participation of all Ministries and local level stakeholders should continue to be encouraged after the project ends to ensure, in particular, that the momentum gained be maintained and supported. Broaden stakeholder engagement among the agriculture, water resources management, and biodiversity sectors. Engagement with these sectors is imperative for developing land-based strategies that consider the complex linkages between community livelihood and ecosystem conservation.</p>	RGC

<p>B.2</p>	<p>Promote community-based Eco-tourism</p> <p>Eco-tourism has been identified as the core for NRM and alternative livelihoods for local people; however, more time and resources are required for capacity building and further development of services.</p> <p>As part of the evaluation, the communities involved discussed eco-tourism, based on the endangered species and associated conservation experiences, as an economic and livelihood opportunity. The communities involved in the project would benefit from ongoing support and guidance from government and international partners in many aspects of developing eco-tourism. Nevertheless, there were still fundamental questions to be addressed of what the eco-tourism product and market would be.</p> <p>Eco-tourism profit model and economic benefit need to be developed, including operations, such as entertainment capacity, marketing ability, and close liaison between home-stay and local tourism authority in charge. There is a strong need for capacity development of local governments, local community and private sector staff in their respective roles of PA management and participation in tourism employment opportunities associated with eco-tourism, accommodation, local craft and cultural tourism and local, regional and international marketing to establish CPAs as a recognised tourism destination and to attract private sector investment if required.</p> <p>There is much enthusiasm regarding the potential of eco-tourism, but no comprehensive survey or eco-tourism study was undertaken to demonstrate tourism demand. Local capacity lacked a deep understanding of tourism development. It could have benefited from working with an experienced tourism consultant to develop a business plan for eco-tourism that comprehensively assessed the potential and identified a process, with timelines, to develop eco-tourism opportunities effectively.</p> <p>Stakeholders indicate good eco-tourism development potential, but there is a need for additional tourism development infrastructure, greater private sector interest and investment and increased marketing of eco-tourism opportunities.</p> <p>Networking and collaboration is an essential building block of the foundation for eco-tourism development. NCSD should prioritise work that continues to explore and build partnerships with all stakeholders and the private sector on mutually beneficial eco-</p>	<p><i>NCSD, UNDP, Sida, Others partners</i></p>
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	tourism marketing and development strategies. A community-based eco-tourism management plan would be developed.	
B.3	<p>Enhance the synergies the project created and build on those partnerships.</p> <p>The project described several projects/initiatives with which the BESD project could develop synergy and linkages. Synergy and linkages with other projects and initiatives should be proactively sought and developed further.</p> <p>Partnership development with other related initiatives is crucial to ensure that Cambodia has created an enabling environment with an enhanced capacity of relevant institutions and stakeholders to enable Sustainable Development. Involve key actors and sectors in designing and implementing follow-up initiatives.</p> <p>It is also recommended to build partnerships with the academic community to enhance further the development and implementation of innovative approaches to sustainability. Facilitate collaboration with existing businesses and start-ups. Collaboration with key stakeholders would build knowledge and identify synergies.</p>	RGC, UNDP, Sida
B.4	<p>Promote Circular Economy throughout</p> <ul style="list-style-type: none"> a) Measures to integrate the informal waste sector and elaborate a strategy to engage the informal waste sector into the circular economy policies. Facilitate informal waste workers' organisation and formal recognition, create resource recovery opportunities through the informal sector and establish partnerships with the private sector to improve the informal sector's linkages to industrial value chains. b) Develop sub-national strategies and facilitate coordination with the national government. Coordinating with the national and sub-national governments would help align local and national strategies and objectives and ensure consistency. c) Development guidelines for specific sectors. Through guidelines for several sectors, the government could clarify the opportunities and practicalities to help promote the transition 	NCDD-S, NCSD, and MoE

	<p>and identify those sectors with a higher impact on the circular economy.</p> <p>d) Develop linkages between urban and rural areas. The bio-economy sector could incorporate circular economy principles into their activities.</p> <p>e) Economic and fiscal tools incentivise behaviour to move from a linear to a circular economy and change production modalities and consumption patterns. Explore the measures that the municipality can apply according to its fiscal competencies.</p> <p>f) Implement Green Public Procurement as a catalytic tool that the government can use to promote eco-efficiency and circular economy, reducing the negative environmental impacts of public purchases at the local level.</p>	
B.5	<p>Promote partnership on decentralised renewable energy access</p> <p>a) Standardise business models for financing mini-grids, including the supply chain, project finance, and consumer finance. Create a mini-grid industry consortium to pursue the standardisation and scale-up, including mini-grid developers, hardware suppliers, and service providers focused on reducing hardware costs through scale and joint industry work streams. The consortium would enable funding from ideation, pilot demonstration, and scaling through a pre-agreement between funders who traditionally fund those stages.</p> <p>b) Continue to assess the applicability of debt instruments that have been used to finance off-grid solar (OGS) companies. Explore catalytic tools that could be used alongside the grant, debt, and equity financing instruments, including match funding, first-loss guarantee, foreign exchange hedges, tax incentives, collateral buy-back facilities, and pooling of solar home system (SHS) units across companies.</p> <p>c) Develop a tariff structure for mini-grid operator and introduce minigrid standards for different type of technologies. These standards will help to integrate these mini-grids with the national grid in the future. Policies can help reduce private sector risk</p>	MME

	<p>through clear grid expansion plans, allowing clear tariff structure and mini-grid operator to apply for licenses from EAC.</p> <p>d) Set up a framework to strengthen coordination between financial institutions. Coordination between international financial institutions and commercial banks, equity providers and funds should include discussing areas of cooperation, such as through blended investing. Aggregate projects to access finance. Putting together more extensive portfolios of projects can engage more prominent investors, optimising the risk-return ratio.</p>	
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6. References

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Annex 1: Terms of reference

Individual Contractor

1. Assignment Information

Assignment Title:	Senior international Consultant for Final Evaluation for the BESD Project
UNDP Practice Area:	Environment, Circular Economy and Energy
Cluster/Project:	Building an Enabling Environment for Sustainable Development in Cambodia (BESD) Project
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home based, Phnom Penh and/or field visit when possible
Expected Place of Travel:	Total of 10 working days - Phnom Penh, Siem Reap, Preah Sihanuk, Kep where possible
Contract Duration:	25 working days from 18 January to 30 April 2021

2. Project Description

In 2018, Cambodia's population has reached 16 million, more than double compared to 6.9 million in 1980 (MoP, 2019). Accompanying this rapid population growth, the Gross Domestic Product (GDP) per capita rose from USD 300 to USD 1,308 in 2000 and 2016 respectively. Cambodia has experienced an average annual GDP growth of 7% for the last decade (MEF, 2018), which makes Cambodia become one of the fastest-growing economies in Asia.

Sustaining the economic growth while fully incorporating Sustainable Development Goals (SDGs), Cambodia now faces a new set of development and environmental challenges. The first challenge is the degradation of natural resources with a decline in forest cover from 57% to 47% between 2010 and 2014 (RGC, 2015). The second challenge is a growing volume of waste. Solid waste disposal in municipal landfills has drastically increased from 318,000 tonnes per annum in 2004 to 1.5 million tonnes in 2017. Finally, the rural Cambodians have limited access to affordable, sustainable and clean energy. Electricity cost in Cambodia remains one of the highest within the region.

To address these challenges, with funding support from the Embassy of Sweden, UNDP has supported the National Council for Sustainable Development (NCSD) in the implementation of the Building an Enabling environment for Sustainable Development (BESD) project since 2019. BESD aims to promote the following innovative solutions for the three environmental challenges:

- **Output 1:** Community-based natural resources management (CBNRM) and Payment for Ecosystem Services (PES). This output will test and support community based NRM and to strengthen networks of community based NRM institutions to collectively address and solve challenges. Under this output, operationalizing the Payment for Ecosystem Services (PES) pilots and proposed recommendations for a national level PES scheme through sustainable financing mechanisms for conservation are also targeted.
- **Output 2:** Circular Economy for waste management, aims to develop policy and economic measures to promote 4Rs (refuse, reduce, recycle and reuse) of waste, raise public awareness, mobilize stakeholders and support business innovations towards a circular economy for municipal and industrial waste management.
- **Output 3:** Solar energy for ensuring access to sustainable and clean energy for the poor. For this reason, renewable energy sources such as solar energy offers crucial opportunities for the RGC to increase provision of reliable and affordable electricity access to all Cambodians, specifically for the poorest and vulnerable people living in rural and remote off-grid communities.

PROJECT BRIEF INFORMATION

PROJECT INFORMATION		
Project/ outcome title	Project title: Building an Enabling Environment for Sustainable Development (BESD)	
Project ID	00093203	
UNDAF/CPD outcome and CPD output	<p>Outcome: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</p> <p>Output 2.1: Targeted cities and urban centers prepare and operationalize solid waste management plans to reduce environmental pollution impact from solid waste.</p> <p>Output 2.3: Rules and regulations formulated and adopted for forest/natural resource management and market solutions developed for conservation and renewable energy</p>	
Country	Cambodia	
Region	Asia Pacific	
Date project	28 December 2018	
Document signed		
Project dates	Start Date: 01 January 2019	End Date: 31 December 2020
Project budget	USD 2,508,217.56 (Budget revision version G03)	
Project expenditure at the time of evaluation	USD 1,694,840.74 (by end of 31 October 2020)	
Funding source(s)	UNDP and The Embassy of Sweden	
Implementing Partners	National Council for Sustainable Development (NCSD)	

(Note: Project Document can be found [here](#))

3. Overall Objectives of the Assignment

The overall objectives of the evaluation are:

- To review and assess the overall achievements of results (outputs, outcomes and impacts) of the BESD Project (in comparison with the result framework)
- To design, implementation and management including recommendations for additional possible actors to be engaged in the next phase project;
- To identify lessons learnt and impacts from the BESD project, with potential for replication for each output and potential and successful model for replication for each output and scopes for scaling up in the medium and long-term;
- To assess how the BESD project is related to or complements laws, policies and activities that are implemented by responsible departments of the Ministry of Environment (MoE), and NCSD, National Committee for sub-national Democratic Development Secretariat (NCDDS), General Department of Energy, Ministry of Mines and Energy (MME) and their related activities, implemented by NGOs and private firms;
- To what extent the programme contributed to the UNDP Country Programme and national priorities;
- To identify suggestions of additional cooperation partners, such as regional governmental institutions; and
- To evaluate how the project relates to Sida's country strategy for Cambodia as well as Sida's five perspectives (poor peoples' perspectives, the rights perspective, conflict perspective, environment perspective and gender perspective).

3.1. Specific objectives:

The specific objectives of the assessment are as follows:

- Assess the overall design and results of the project, i.e. outputs, outcomes, and impacts;
- Assess the overall extent the BESD project has supported the implementing and responsible parties;
- Assess policy and regulatory tools developed by the BESD project to advance the agenda on an enabling environment of sustainable development, especially NRM, waste and energy sectors;

- Assess how the BESD project has strengthened the capacities of governments and other relevant stakeholders that would contribute to advancing sustainable financing, circular economy policy and solar energy;
- Assess gender sensitivities in the BESD project;
- Review the extent to which the planned project activities can lead to longer-term outputs/outcomes by government and if any adjustments would be required;
- Review and assess the adequacy of budget and expenditures, and provide recommendations on how these areas could have been adjusted;
- Assess relevance and suitability of the indicators in the results framework;
- Assess extent to which the planned activities allow for sustained attainment of project objectives;
- Assess strategies developed and implemented in addressing the key challenges faced by the targeted institutions;
- Assess value for money against outputs produced;
- Assess the extent to which the project generated lessons learnt and shared this information;
- Identify lessons learned (including unsuccessful practices) and any best practices which should be fed into national/sub national approaches/policies, or practices that have significant potential for replication;
- Identify if any important stakeholders have been left out during the course of the project;
- Highlight any strategic findings and recommendations from any external consultant firms/individuals that have been involved in the BESD project.

3.2. Scope of Work

The final review will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected. The review will be independent, impartial, transparent, ethical and credible.

The following focused scope of works and criteria are covered by this review:

- **Relevance:** to assess the relevance of the BESD project strategies and implementation arrangement, for environmental governance reform.
 - To what extent does the BESD interventions meet the needs and priorities of NCSD/MOE, MME and NCDD?

- Is the approach adopted by the project optimal, given the short project period?
 - To what extent were the activities and outputs of BESD aligned with the overall objects and goals of the project?
 - To what extent did current priorities hinder the achievement of outputs of the project?
 - To what extent are the activities of the BESD project valid and aligned with national priorities the NCSD/MoE, MME and NCDDS contributing to the enabling environment for Cambodia's sustainable development goals?
 - To what extent has the project contributed to poverty reduction or reduction of vulnerability?
 - To what extent has the project contributed to Sida's country strategy for Cambodia as well as Sida's five perspectives (poor peoples' perspectives, the rights perspective, conflict perspective, environment perspective and gender perspective)?
 - Related to activities and capacity level, was the programme timeframe reasonable to achieve the outputs and outcomes?
- **Efficiency:** to the best extent possible, the reviewer will compare the institutional benefits of the BESD with the budget to assess the overall efficiency of the project. The reviewer will provide practical recommendations regarding how to improve efficiencies in future environmental projects.
 - Has the UNDP approach resulted in optimum transaction costs and oversight?
 - Were activities cost-efficient? If yes, give some examples. If no, give some insight into why that is the case, including examples.
 - Were outputs achieved on time? If yes, give some evidences of success. If no, give some insight into why that is the case, including examples.
 - **Effectiveness:** to assess how effective is the BESD project in achieving the objectives (outputs and outcomes).

- To what extent were the BESD governance structures, in particular the project support board, effective in facilitating smooth implementation? What improvements may be made and why?
 - To what extent were the objectives achieved / are likely to be achieved by the end of the project? If the objectives are assessed not to be achieved, please explain why.
 - To what extent have lessons learned from what works well and less well been used to improve and adjust project implementation?
 - What were the major factors influencing the achievement or non-achievement of the objectives?
 - To what extent has the shortened time period and COVID-19 had an impact on project implementation?
- **Impacts:** The BESD project aimed to strengthen MoE/NCSD, MME and NCDD's institutional systems, tools and capacities to address more effectively the concerns relating to environmental, waste management and solar energy and the overall sustainable development agenda. It should be noted that it can take significant time before improvement in capacities is visible or the full adoption of new systems/tools are fully adopted; therefore, the reviewer/evaluator should analyse both how capacity/tools/systems have been developed and how project achievements contribute to an enabling environment for sustainable development agenda. Also, the evaluator should look at possible negative/unintended adverse changes that the project may have given a rise to
 - What were the institutional or policy changes resulting from the BESD interventions? Did the project change the way the institutions are addressing externalities and cross-sectoral challenges? If not, explain where improvements may be made and identify bottlenecks.
 - What were the changes in people's behaviours to better address the environmental, waste and energy vision and mandate?
 - **Sustainability:** The review will assess how the project achievements contribute to sustainability by engaging appropriate Government, non-Government and other relevant stakeholders.

- To what extent has the BESD project contributed to promoting Government ownership and leadership in the implementation of environmental and sustainable development results? Can results be seen at local level? Have local communities benefited in a gender sensitive manner?
 - To what extent are the benefits of the BESD project likely to continue after its completion and at what level?
 - What were the major factors which influenced the achievement or non-achievement of sustainability?
- **Mainstreaming:** The evaluation will assess the extent to which the project was successfully mainstreamed with UNDP/Sida priorities on gender, conflict and human rights.

3.3. Coherence/Complementarity

- Do the BESD project interventions complement other environmental/sustainable development initiatives implemented in Cambodia? Also, were there any significant overlaps?
- Are the procedures and coordination among Development Partners harmonized and aligned?

3.4. Partnership

- To what extent have BESD project interventions forged new or strengthened partnerships among different stakeholders (Government institutions, development partners, private sector, civil society/academia)?
- To what extent have BESD project interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society/academia)?

4. Methodology:

The international consultant will propose a methodology in the proposal/inception report. At the beginning of the assignment, the detailed and final methodology shall be worked out in close consultation with UNDP and the BESD team. The methodology should be gender responsive.

The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks. However, some

alternative data collection could be done virtually with close consultation with BESD project team to respond to COVID-19 pandemic situation. The following are suggested methods

- Desk reviews
- Interviews with BESD team physically or virtually
- Interviews with UNDP, NCSD, MOE, NCDDS, MME and BESD donor, i.e. the Embassy of Sweden
- Interviews with strategic partners supporting BESD implementation
- Key informant interviews with beneficiaries or virtual consultation meetings depending on the situation of the COVID-19
- Interviews and focus groups discussions with project beneficiaries or virtual consultation meetings with BESD implementing partners depending on the situation of the COVID-19

With the unpredictable situation of COVID-19, if by the time of doing the evaluation, and the project team decides to go for “virtual evaluation”, this decision to choose this option needs to be done with consideration of:

- Nature of project, whether a physical check on the ground would be mitigated or not. A pair between local and international consultation would help as well (in case an international consultant is located outside the country as the main consultant);
- If finally, the decision is to go for “virtual evaluation”, an approval from project board is needed.

5. Evaluation products (Deliverable/outputs)

Below is a summary of expected outputs/ deliverables and their processes.

evaluation	Inception Report (10 pages, excluding annexes)	The inception report should be carried out following and based on preliminary discussions with UNDP and national partners as relevant, after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits). It should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed
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	methods, proposed sources of data and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables. The inception report provides the evaluation manager and the consultant with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
evaluation Debriefings Meeting	Immediately following an evaluation, the consultant is expected to provide a preliminary debriefing and findings to national partners, UNDP, donor agencies. UNDP will coordinate to set up the debriefing meeting.
Draft Evaluation Report (30-40 pages maximum, including executive summary, excluding annexes)	<p>The content of the Evaluation Report should consist of the following:</p> <ul style="list-style-type: none"> • List of Acronyms and Abbreviations • Executive Summary • Introduction • Evaluation Scope and Objective • Evaluation Approach and Methods • Data Analysis • Evaluation Findings and Conclusion • Recommendations • Lessons Learned • Annexes
	UND will coordinate with key stakeholders to review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time (within two weeks after receiving document), addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
Evaluation report audit trail (following a provided template)	Comments and changes by the evaluator in response to comment provided to the draft report should be retained by the evaluator, and reflects in the Audit Trail to show how those comments have been addressed.
Final Evaluation Report	The consultant will revise the draft based on inputs provided and submit the final report within two weeks after receiving the comments.

6. Expected Deliverables

Deliverables	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
Deliverable 1: Submission of satisfactory Inception Report covering proposed methodology, timelines etc. to deliver the assignment	3 working days	4 th week of January 2021	Head of Result-Based Management Unit (in consultation with the BESD Project Manager)
Deliverable 2. Submission of satisfactory field mission report and presentation of preliminary findings (Evaluation Debriefing Meeting) to key stakeholders of the BESD project, including the Swedish Embassy	10 working days	3 rd week of February 2021	
Deliverable 3. Completion of draft version of the evaluation report.	8 working days	2 nd week of March 2021	
Deliverable 4. Submission of satisfactory final evaluation report produced at the quality required, addressing consolidated findings and recommendations and project management responses Together with the Audit Trail (template will be provided) – entailing comments and changes by the evaluator in response to the comment from stakeholder on the draft report	4 working days	1 st week of April 2021	
Total estimated number of days:	25 days		

7. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses, with the expressed authorization of UNDP and partners.

8. Duty Station

The duty station for this assignment is home country and Cambodia (one trip in country mission). It is estimated that the reviewer needs to be on mission to Cambodia one time, for the period of 10 working days, to meet all the key stakeholders and to present preliminary finding unless a different approved work arrangement is set during the assignment period. The consultant is expected to be on mission during the week of 1-2nd weeks of February 2021. The plan for field mission will be further discussed with the consultant when s/he is on board, considering the current context of Covid-19 pandemic.

During the mission in Cambodia, the transportation costs within Phnom Penh will be covered by the consultant. Where possible, the consultant will conduct field visit in three provinces - Siem Reap, Kampong Som, Kep. Transportation to the province will be covered by the project, while the consultant will cover his/her own daily expense. The selected individual contractor who is expected to travel to the Country Office (CO) to undertake the assignment in the country (Cambodia) is required to undertake the BSAFE training (<https://trip.dss.un.org/dssweb/bsafe.aspx>) prior to travelling.

9. Institutional Arrangements

The consultant will be under direct supervision of BESD Project Manager and overseen by Head of Policy and Innovation Hub and the Head of Result Based Management Unit. The BESD project team will work closely with the evaluator to facilitate the process (if needed), including providing relevant documents related to the BESD for desk review, identifying stakeholders and sources of information, assisting in organizing meetings with stakeholders and assisting to resolve any issues arising during the assignment

period to the extent possible.

10. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> • Minimum of a master's degree or equivalent in environmental economics/policy, natural resource management, development studies or related field relevant to the position.
Experience:	<ul style="list-style-type: none"> • At least 7 years' experience conducting project evaluations, including 5 years' experience evaluating development projects in the field of environmental, natural resource management;
	<ul style="list-style-type: none"> • Proven experience in data collection, analysis and evaluation report writing; • Proven experience in leading multi-stakeholder consultations with government and other stakeholders in developing countries; • Prior experience working in Asia • Previous evaluation experience for UNDP projects is a strong asset;
Competencies:	<ul style="list-style-type: none"> • Excellent evaluation skills, including capacity to produce high quality and constructive reports • Excellent English report writing skills • Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distil critical issues, and to draw practical conclusions • Demonstrated ability to work with developing country government agencies. • Experience leading multi-disciplinary, multi-national teams. • Ability to meet short deadlines. • Excellent interpersonal, coordination and planning skills. Sense of diplomacy and tact. • Ability and willingness to travel to Cambodia • Computer literate (MS Office package).
Language Requirement:	English
Other Requirements (if any):	N/A

11. Criteria for Evaluation

Please find below for transparency and information purposes the general criteria, which will be used in evaluating the acceptability and level of technical compliance of the candidates, as well as their corresponding weight.

Technical Evaluation Criteria	Obtainable
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	Score
At least 7 years' experience conducting project evaluations, including 5 years' experience evaluating development projects in the field of environmental, natural resource management	50
Proven experience in data collection, analysis and evaluation report writing;	10
Proven experience in leading multi-stakeholder consultations with government and other stakeholders in developing countries;	10
Experience working in Asia as a project evaluator	10
Evaluation experience for UNDP projects	20
Total Obtainable Score:	100

12. Payment Milestones

The consultant will be paid on a lump sum basis under the following instalments.

N	Outputs/Deliverables	Payment Schedule	Payment Amount
1	First Payment: will be made upon satisfactory submission and acceptance of Deliverable 1	4 th week of Jan 2021	10% of the total lump sum amount
2	Second Payment: will be made upon satisfactory submission and acceptance of Deliverables 2;	3 rd week of Feb 2021	30% of the total lump sum amount
3	Final Payment: will be made upon satisfactory submission and acceptance of Deliverable 3 and 4	2 nd week of April 2021	60% of the total lump sum amount

Annex 2: List of individuals and entities consulted

Virtual Meetings (listed in chronological order)

No.	Name	Position	Organization	Date/time of Meetings
1	Mr. Taing Meng Eang លោក តាំង ម៉េងអៀង	Director and Project Coordinator, BESD Project	Department of Green Economy, NCSD	8 April 2021 from 14:00 to 15:30
2	Mr. Keo Vanthoeun លោក កែវ វ៉ាន់ធឿន	Chief office and Project Officer, BESD Project)		
3	Mr. Han Hon លោក ហន ហួន	Chief of CAP	Prey Phnom Mnas, PKNP	9 April 2021, from 9.30 am to 11.00 am
4	Mr. Ran Mao លោក រ៉ាន ម៉ៅ	Vice Chief of CAP	Prey Phnom Mnas, PKNP	
5	Ms. Chun Maly លោកស្រី ជុន ម៉ានី	CPA member	Prey Phnom Mnas, PKNP	
6	Ms. Tham Sreymao លោកស្រី ថម ស្រីម៉ៅ	CPA member	Prey Phnom Mnas, PKNP	
7	Mr. Cheng Socheath លោក ចេង សុជាតិ	CPA member	Prey Phnom Mnas, PKNP	
8	Ms. Seng Sarath លោក សេង សារ៉ាត់	CPA member	Prey Phnom Mnas, PKNP	
9	Ms. Tal Sary លោកស្រី ទាល់ សារី	CPA member	Prey Phnom Mnas, PKNP	
10	Mr. Reth Reouy លោក រ៉េត រឿយ	CPA member	Prey Phnom Mnas, PKNP	
11	Mr. Chhin Sophea លោក ឈិន សុភា	Vice Chief and Project Officer, BESD Project	Department of Biodiversity NCSD	9 April 2021, from 2 pm to 3.30 pm

No.	Name	Position	Organization	Date/time of Meetings
12	Mr. Dek Vimeanreasme លោក ដែក វីម៉ានរស្មី	Deputy Director and Project Officer, BESD Project	Dept. of Solid Waste Management, Gen- Dept. of Environmental Protection	12 April 2021, from 10 am to 11.30 am
13	Mr. Vat Yun លោក វ៉ាត់ យុន	Chief of CPA	Chub Tasok, PKNP	12 April 2021, from 15:00 pm to 16.30 pm
14	Mr. Thorng Pring លោក ថោង ព្រីង	CPA member	Chub Tasok, PKNP	
15	Mr. Me Meouy លោក ម៉ែ មឿយ	CPA member	Chub Tasok, PKNP	
16	Mr. Ran Run លោក រ៉ាន់ រុន	Secretary	Chub Tasok, PKNP	
17	Mr. Yan Sem លោក យ៉ាន់ សែម	CPA member	Chub Tasok, PKNP	
18	Mr. Meas Siv លោក ម៉េស សីវ	CPA member	Chub Tasok, PKNP	
19	Mr. Hon Heoum លោក ហន ហឿន	CPA member	Chub Tasok, PKNP	
20	Mr. Noun Kamsot លោក នួន កំសត់	CPA member	Chub Tasok, PKNP	
21	Mr. Chou Tha លោក ជួ ថា	CPA member	Chub Tasok, PKNP	
22	Mr. Chum Phat លោក ជុំ ផាត់	CPA member	Chub Tasok, PKNP	
23	Mr. Chiphong Saracy លោក ជីបហុង សាវ៉ាស៊ី	Chief of Technical Office	Dept. of Renewable Energy, MME	13 April 2021, 9:00 to 10.30 am
24	Mr. Phan Phon លោក ផាន់ ផុន	Chief of CPA	Anlong Thom, PKNP	13 April 2021, from 15:00 pm to 16.30 pm
25	Mr. Rat Roey លោក រ៉ាត់ រឿយ	Vice Chief of CPA	Anlong Thom, PKNP	

No.	Name	Position	Organization	Date/time of Meetings
26	Mr. Heng Puthea លោក ហេង ពុទ្ធា	CPA member	Anlong Thom, PKNP	
27	Mr. Mean Chheoun លោក ម៉េន ឈឿន	CPA member	Anlong Thom, PKNP	
28	Mr. Thy Then លោក ធី ថេន	CPA member	Anlong Thom, PKNP	
29	Mr. Reth Chhaya លោក រ៉េត ឆៃយ៉ា	CPA member	Anlong Thom, PKNP	
30	Ms. Sun Chreb លោកស្រី ស៊ុន ច្រើប	Cashier	Anlong Thom, PKNP	
31	Ms. Deoun Poch លោកស្រី ឌឿន ប៉ុច	CPA member	Anlong Thom, PKNP	
32	Mr. Chhun Bunnara លោក ឈុនប៊ុណ្ណារ៉ា	Chief of Program Management Unit	NCDD-Secretariat	20 April 2021, from 10.30 am to 11.45 am
33	Mr. Meoung Visal Sok លោក មឿង វីសាលសុខ	Chief of Commune Council	Kdol Meanchecy Commune	21 April 2021, from 10.30 am to 12.00 pm
34	Mr. Sorn Sovann លោក សន សុវណ្ណ	Vice Chief of Commune Council		
35	Mr. Mel Prach លោក ម៉ែល ប្រាច	Clerk		
36	Mr. So Sengkin លោក សូ សេងគីន	School Director	Solar Community in Stung Chrov Village, Kampong Chhnang province	21 April 2021, from 14:30 pm to 15:30 pm
37	Ms. Thai Vimean Ratana លោកស្រី ថៃ វិមានរតនា	Maintenance		
38	Ms. Hem Sao លោកស្រី ហែម សៅ	Member/Beneficiary		

No.	Name	Position	Organization	Date/time of Meetings
39	Mr. Ke Song លោក កែ សុខ	Village Chief		
40	H.E. Dr. Tin Ponlok ឯ.ឧ ទិន ពន្លក	Secretary of State, and as a Project Director	National Council for Sustainable Development (NCSD)	22 April 2021, from 14.30 to 16.00 pm
41	Mr. Jay R.H. Scaife	General Manager	Knai Bang Chatt Resort, Kep Province	23 April 2021, from 11.30 to 13.00 pm
42	Mr. Gnoun Sep លោក ងួន សែប	Depty Director General	General Department of Community Livelihood, MoE	23 April 2021, from 15.30 to 17.00 pm
43	Mr. Chan Sok Meng លោក ចាន់ សុខម៉េង	DMC's 4 th year student	Part-time staff of DMC, Content Coordinator	5 May 2021, from 9 am to 10.45 am
44	Ms. Soun Sreydeth កញ្ញា សួន ស្រីដេត	DMC's 3 rd year student	Content creator in RE- FIVE	
45	Mr. Chea Darapech លោក ជា តារាពេជ្រ	DMC's 3 rd year student,	Production coordinator in RE-FIVE	
46	Mr. Nou Virak លោក នូ វិរៈ	DMC's 3 rd year student, team leader in RE- FIVE	Team leader in RE-FIVE	
47	Mr.Kirivuth Chhneang	Community Forestry Partnership Coordinator	RECOFTC	
48	Mr. Markus Hellborg	Embassy of Sweden's representative	Embassy of Sweden's	11 May 2021 from 10 am to 11.30 am
49	Mr.Michael Twasserman	Circular Economy Expert	BESD project	12 May 2021 from 16 to 17.30 pm

List of focus group meetings FGD

Site Name: Chub Tasok CPA (of Kulean National Park – PKNP)

Date: 12 April 2021, from 3 pm am to 3.30 pm

Names	Sex	Titles
1. Vat Yun	M	Community leader
2. Thorng Pring	M	Member
3. Me Meouy	M	Member
4. Ran Run	M	Secretar
5. Yan Sem	M	Member (ID II)
6. Meas Siv	M	Member
7. Hon Heoum	M	Member
8. Noun Kamsot	M	Meber
9. Chou Tha	M	Member
10. Chum Phat	M	Member

Focused Groud Discussion (FGD)

Site Name: Prey Phnom Mnas CAP (of Kulean National Park – PKNP)

Date: 9 April 2021, from 9.30 am to 11.00 am

Names	Sex	Titles
11. Han Hon	M	Chief of CPA
12. Ran Mao	M	Vice chief of CPA
13. Chun Maly	F	Committee Member
14. Tham Sreymao	F	Committee Member
15. Cheng Socheath	M	Committee Member
16. Seng Sarath	F	Committee Member
17. Tal Sary (ab)	F	Committee Member
18. Reth Reouy (ab)	M	Committee Member

Focused Groud Discussion (FGD)

Site Name: Anlong Thom CPA (of Kulean National Park – PKNP)

Date: 13 April 2021, from 3 pm to 4.30 pm

Names	Sex	Titles
19. Phan Phon	M	CPA leader
20. Heng Puthea	M	Member
21. Mean Chheoun	M	Member
22. Thy Then	M	Member
23. Sun Chreb	F	Cashier
24. Deoun Poch	F	Member

Focused Groud Discussion (FGD)

Site Name: Solar Community in Stung Chrov Village, Kampong Chhnang

Date: 21 April 2021, from 14:30 pm to 15:30 pm

Names	Sex	Titles
25. So Sengkin	M	School director
26. Thai Vimean Ratana	F	Maintenance
27. Hem Sao	F	Beneficiary
28. Ke Song	M	Strung Chro village chief

Focused Groud Discussion (FGD)

Site Name: youth group

Date: 5 May 2021, from 14:30 pm to 15:30 pm

Names	Sex	Titles
29. Mr. Chan Sok Meng	M	4th-year student and part-time staff of DMC, Content Coordinator.
30. Ms. Soun Sreydeth	F	3rd student, content creator in RE-FIVE
31. Mr. Chea Darapech	M	3rd student, production coordinator in RE-FIVE
32. Mr. Nou Virak	M	3rd student, team leader in RE-FIVE

Annex 3: Questionnaire

Below listed questions will be used in the interviews. Not all questions will be asked to each interviewee. These questions will be used as a reminder about the type of information required to complete the review exercise and a guide to prepare each type of semi-structured interviews. The questionnaire will be shared in advance with interviewees.

Objective	Questions
Define the issues and concerns most important to community members	<ol style="list-style-type: none"> 1. What do you know about the project? 2. Please explain why this community and their environment are important to you.
Explore community perceptions, questions or opinions on project implementation	<ol style="list-style-type: none"> 3. What are key achievements of the project that you are proud the most? 4. What is your biggest concern about the project?
Identify past uses, practices, and how the project has changed them	<ol style="list-style-type: none"> 5. What is your understanding of environmental issues at the community or local level? 6. Are you aware of environmental and social project impact (positive or negative) at the community or local level? What needs our immediate attention going forward? If so, please give details.
Determine whether there are potential environmental justice issues or perceptions of environmental injustice among community members	<ol style="list-style-type: none"> 7. Do you think that there are stakeholders in the community who are not having their concerns addressed? Who should we speak with to learn of these stakeholders needs?
Identify and explore community perceptions or opinions toward project benefits, including the following: (yes/no)	<ol style="list-style-type: none"> 8. Does the Project address the needs of target beneficiaries? <ul style="list-style-type: none"> • What is the project approach to select the project “beneficiaries” through the project design and planning? • Correct individuals have benefited from the project, please describe who? • Beneficiaries have received the stipulated items or hours of training
Promoting multi-stakeholder partnership and cooperation for	<ol style="list-style-type: none"> 9. How could the quality of this partnership and cooperation be improved? 10. What are the major challenges you encountered? How are these challenges being addressed?

efficient and effective implementation	
To assess the relevance, efficiency, effectiveness, sustainability, impact and coherence of the project	<p>11. How would you rate the degree of the relevance, efficiency, effectiveness, sustainability, impact of the project?</p> <ul style="list-style-type: none"> - relevance? 1=poor, 5=excellent - effectiveness? 1=poor, 5=excellent - efficiency? 1=poor, 5=excellent - sustainability? 1=poor, 5=excellent impact? 1=poor, 5=excellent
To assess how cross-cutting issues such as gender equality, youth and human rights were integrated in the project	<p>12. What have specific contribution and interventions regarding human rights and gender been addressed?</p>
Exploring about good practice and lessons learned for future project	<p>13. What lessons have been learned under this project? How should these lessons inform the next project if any?</p>
Other comments	<p>14. If you may, what would be the recommendation for the improved future project?</p>

Objective	Questions
Transparency and information sharing with communities	<ol style="list-style-type: none"> 1. Do you know what BESD project activities are implemented in this village? 2. Someone explain what they are doing in this community before the project started? 3. Do you receive information from the BESD project? <ol style="list-style-type: none"> a. What kind of information? b. Is it useful to you? 4. Do you get enough information from the BESD project? <ol style="list-style-type: none"> a. Is it clear enough? b. Is it shared regularly enough? c. Do you need any other information that you don't get right now? 5. How is information shared with you? Through which channels? <ol style="list-style-type: none"> a. Are these good channels for this community? b. Do they reach all members of the community, including women, men, and people from marginalized groups, persons with disabilities, children and elderly? c. Is there a better way the BESD project could share information with you? 6. What did you do with the information the BESD project shared with you? <ul style="list-style-type: none"> - a. Share it with others? If so, who? - b. Act on it or put it into practice?

	- c. If people in the community did not use the information or act on it, why not?
Levels of community participation	<p>7. Were you consulted about your needs before you received support from the BESD project?</p> <p>8. How do you feel about the support you receive from the BESD project?</p> <p>a. What kind of help was most useful? b. What was not useful? d. Did the right people receive help? Those who needed it most?</p> <p>9. How were you treated by the project staff?</p> <p>a. Was everyone treated equally?</p> <p>b. Were people treated with respect?</p> <p>10. What level of involvement do you have in BESD project activities and plans? For example;</p> <p>a. In deciding what kind of support will be provided?</p> <p>b. In deciding selection criteria for who receives support?</p> <p>c. In helping to plan how activities will be delivered?</p> <p>d. In delivering activities?</p> <p>11. Were there groups in the community who couldn't participate? If so, which groups?</p>
Community feedback and complaints	<p>12. Do you know how to make a complaint or discuss problems with BESD project?</p> <p>13. Do you have suggestions for other ways the project staff could listen to your complaints?</p> <p>14. 3. Do you feel that your complaint was worked on or responded to?</p>
Final Question	15. Do you have any questions or comment for us?

Objective	Questions
RELEVANCE How does the project relate to the main objectives of the UNDP focal area, and to the environment and development priorities at the local, regional and national levels?	<p>1. What are key achievements of the project that you are proud the most?</p> <p>2. Is the project relevant to Cambodia's specific environmental policies and National Development plan?</p> <p>3. To what extent the programme successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters?</p> <p>4. To what extent was the initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality?</p>
Explore community perceptions, questions or opinions on project implementation	5. What is your biggest concern about the project? Any unforeseen results achieved under this project?
Promoting multi-stakeholder partnership and cooperation for efficient and effective implementation	<p>7. How could the quality of this partnership and cooperation be improved?</p> <p>8. What are the major challenges you encountered? How are these challenges being addressed?</p>

Identify past uses, practices, and how the project has changed them	<p>9. What is your understanding of environmental issues at the community or local level?</p> <p>10. Are you aware of environmental and social project impact (positive or negative) at the community or local level? What needs our immediate attention going forward? If so, please give details.</p>
Determine whether there are potential environmental justice issues or perceptions of environmental injustice among community members	<p>10. Do you think that there are stakeholders in the community who are not having their concerns addressed? Who should we speak with to learn of these stakeholders needs?</p>
Identify and explore community perceptions or opinions toward project benefits, including the following: (yes/no)	<p>11. Does the Project address the needs of target beneficiaries?</p> <p>a) Project “beneficiaries” were included in project design and planning.</p> <p>b) Correct individuals have benefited from the project</p> <p>c) Beneficiaries have received the stipulated amounts and quality of distributed items or hours of training</p>
To assess the relevance, efficiency, effectiveness, impact and coherence of the project	<p>12. How would you rate the degree of the relevance, efficiency, effectiveness, sustainability, impact of the project?</p> <ul style="list-style-type: none"> - relevance? 1=poor, 5=excellent - effectiveness? 1=poor, 5=excellent - efficiency? 1=poor, 5=excellent - impact? 1=poor, 5=excellent
To assess how cross-cutting issues such as gender equality, youth and human rights were integrated in the project	<p>13. What have specific contribution and interventions regarding human rights and gender been addressed?</p>
Sustainability	
Exploring about good practice and lessons learned for future project	<p>14. What lessons have been learned under this project?</p> <p>15. How should these lessons inform the next project if any?</p>
Other comments	<p>What would be the recommendation for the improved future project?</p>

Focus Groups Discussions (Private Sector)		
Objective	Questions	To be completed in Table #6
General	<p>7. What are the environmental challenges that your company face?</p> <p>8. In what ways has your company been involved in the project? If so, what activities were undertaken in collaboration with the project and how useful were these activities?</p>	

	9. Has the project influenced the way you do your business? If so, in what ways?	
Transparency and information sharing	10. Do you know what BESD project activities are implemented in Kep Province? 11. Do you receive information from the BESD project? a. What kind of information? b. Is it useful to you?	
Levels of participation	16. How do you feel about the support you receive from the BESD project? 17. What level of involvement do you have in BESD project activities and plans?	
Results	18. How could the quality of this partnership and cooperation be improved? 19. What are the major challenges you encountered? How are these challenges being addressed? 20. What are key achievements of the project	
To assess Sustainability	21. What opportunities for financial sustainability exist? 22. What additional factors are needed to create an enabling environment for continued financing?	
Exploring about good practice and lessons learned for future project	23. What lessons have been learned under this project? 24. How should these lessons inform the next project if any?	
Other comments	25. If you may, what would be the recommendation for the improved future project?	
Final Question	Do you have any questions or comment for us?	

Annex 4. Evaluation criteria matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance: How does the project relate to the main objectives of the SIDA focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> Is the project relevant to Cambodia's environmental policies and Cambodian national development plan? 	<ul style="list-style-type: none"> Degree to which the project supports national environmental objectives Degree of coherence between the project and national priorities, policies and strategies Appreciation from national stakeholders with respect to adequacy of project design and implementation to national realities and existing capacities Level of involvement of government officials and other partners in the project design process 	<ul style="list-style-type: none"> Project documents National policies and strategies Key project partners 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners
<ul style="list-style-type: none"> Is the project relevant to United Nation Strategy for the country? 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and the United Nation Strategy for the country 	<ul style="list-style-type: none"> Project documents Regional Programme Document (SRPD) and UN Asia Pacific Strategy (UNPS/UNDAF) 	<ul style="list-style-type: none"> Documents analyses UNDP website Interviews with UNDP officer
<ul style="list-style-type: none"> Is the project relevant to UNDP Sub Regional Programme Document? 	<ul style="list-style-type: none"> Existence of a clear relationship between the project objectives and UNDP Sub Regional Programme Strategy 	<ul style="list-style-type: none"> Regional Programme Document (SRPD) and UN Strategy (UNDAF) 	<ul style="list-style-type: none"> Documents analyses
<ul style="list-style-type: none"> Is the project addressing the needs of the targeted beneficiaries? 	<ul style="list-style-type: none"> Needs of target beneficiaries compared with project activities and results Strength of the link between expected results from the project and the needs of relevant stakeholders Degree of involvement and inclusiveness of stakeholders in project design and implementation 	<ul style="list-style-type: none"> Project partners and stakeholders Needs assessment studies Project documents 	<ul style="list-style-type: none"> Document analysis Interviews with relevant stakeholders

<ul style="list-style-type: none"> Is the project specifically addressing gender issues and contributes towards gender equality? 	<ul style="list-style-type: none"> Degree gender issues are taken into account in project formulation and implementation Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of global environmental issues, stakeholder outreach to women's groups, etc). Gender segregation of data collection and monitoring Level of gender issues raised outlined in project documents Other example(s) of how the initiative contributes to gender equality. 	<ul style="list-style-type: none"> Project documents Key project stakeholders 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> How is the project complementary to the actions of other stakeholders active in the country/region? 	<ul style="list-style-type: none"> Degree to which project was coherent and complementary to the actions of stakeholders active in the country and region.. 	<ul style="list-style-type: none"> Documents from other stakeholders activities Project document Key project stakeholders 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> Is the project internally consistent in its design? 	<ul style="list-style-type: none"> Level of coherence between project expected results and project design internal logic Level of coherence between project design and project implementation approach Level of coherence between project duration and project outcomes Coherence of project design with UNDP, SIDA and national environmental priorities 	<ul style="list-style-type: none"> Program and project documents Key project stakeholders 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews
<ul style="list-style-type: none"> Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? 			
<ul style="list-style-type: none"> Are the activities and outputs of the project consistent with the project's goals and objectives? 	<ul style="list-style-type: none"> project results framework and logframe 	<ul style="list-style-type: none"> Project documents Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> Documents analysis Interviews with project team <i>f</i> Interviews with relevant stakeholders
<ul style="list-style-type: none"> To what extent has the delivered project outputs contributed to the achievement of its expected outcomes? 	<ul style="list-style-type: none"> Agreement between project outputs with expected outcomes Output level indicators of results framework 	<ul style="list-style-type: none"> Project documents Project progress report 	<ul style="list-style-type: none"> Document analysis

<ul style="list-style-type: none"> • Were the project's expected targets against the outcomes achieved? 	<ul style="list-style-type: none"> • Results framework indicators • Compliance with expected outcomes (%) • Assessment by key project stakeholders 	<ul style="list-style-type: none"> • Project reports • Policy documents • Key stakeholders • Tangible products 	<ul style="list-style-type: none"> • Documents analysis • Interviews with project team • Interviews with relevant stakeholders
<ul style="list-style-type: none"> • How was risk managed during the project? 	<ul style="list-style-type: none"> • Completeness of risk identification and assumptions during project planning and design • Quality of risk mitigations strategies developed and followed 	<ul style="list-style-type: none"> • Project documents UNDP, project team, and relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis
<ul style="list-style-type: none"> • What are the lessons learnt from the project in terms of effectiveness? 	<ul style="list-style-type: none"> • Effectiveness for each component and lessons learned of these for future projects 	<ul style="list-style-type: none"> • Project documents • Project team and relevant stakeholders • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Data analysis • Individual semi-structured interviews
<ul style="list-style-type: none"> • Which changes could have been made in project's design to improve its effectiveness? 	<ul style="list-style-type: none"> • Effectiveness in achieving the expected outcomes and objectives (%) • Effectiveness for each component and lessons learned of these for future projects 	<ul style="list-style-type: none"> • Project documents • Project team and relevant stakeholders • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Data analysis • Individual semi-structured interviews
<ul style="list-style-type: none"> • How could the project have been more effective in achieving results? 	<ul style="list-style-type: none"> • Indicators in project document results framework and log frame • Effectiveness in achieving the expected outcomes and objectives (%) 	<ul style="list-style-type: none"> • Project documents • Project team and relevant stakeholders • Data reported in project annual and quarterly reports 	<ul style="list-style-type: none"> • Data analysis • Interviews
<ul style="list-style-type: none"> • Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards? 			
<ul style="list-style-type: none"> • Was adaptive management needed and used to ensure efficient use of resources? 	<ul style="list-style-type: none"> • Reported adaptive management measures response to changes in context 	<ul style="list-style-type: none"> • Project progress reports. • project staff 	<ul style="list-style-type: none"> • Desk Review and • Individual semi-structured interviews

<ul style="list-style-type: none"> • Were the accounting and financial systems in place adequate? 	<ul style="list-style-type: none"> • Efficient financial delivery • Quality of standards for financial and operative management. • Perception of management efficiency by project partners and project staff 	<ul style="list-style-type: none"> • Financial expenditure reports • Combined Delivery Reports • PSC meeting minutes • PIRs • Final co-financing report • project partners and project staff 	<ul style="list-style-type: none"> • Desk review • Individual semi-structured interviews
<ul style="list-style-type: none"> • Were progress reports produced in a timely manner and in compliance to project reporting requirements? 	<ul style="list-style-type: none"> • Level of compliance with project reporting requirements in timely manner 	<ul style="list-style-type: none"> • Project progress reports. 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Was project implementation as cost-effective as originally envisaged? 	<ul style="list-style-type: none"> • Percentage of expenditures in proportion with the results 	<ul style="list-style-type: none"> • Progress reports, PIRs 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Was the expected co-finance leveraged as initially expected? 	<ul style="list-style-type: none"> • Committed co-finance realized • Level of co-financing in relation to the original planning 	<ul style="list-style-type: none"> • Projects accounting records and audit reports • Financial reports 	<ul style="list-style-type: none"> • Desk review
<ul style="list-style-type: none"> • Were the reported lessons learnt shared among project stakeholders for subsequent improvement of project implementation? 	<ul style="list-style-type: none"> • Knowledge transfer (i.e., dissemination of lessons through project result documents, training workshops, information exchange, a national and regional forum, etc). • Number of dedicated follow-up activities to systematically document and disseminate project knowledge and lessons learned • Reported adaptive management measures 	<ul style="list-style-type: none"> • PIRs • Knowledge transfer products • Key Stakeholder 	<ul style="list-style-type: none"> • Desk review • Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> • Which partnerships and networking were facilitated among stakeholders? 	<ul style="list-style-type: none"> • Examples of supported partnerships • Evidence that particular partnerships will be sustained • Types/quality of partnership cooperation methods utilize 	<ul style="list-style-type: none"> • legal agreements or memorandum of understanding documents • Project partners and relevant stakeholders 	<ul style="list-style-type: none"> • Document analysis • Individual semi-structured interviews and focus groups

<ul style="list-style-type: none"> Was local capacity and know-how adequately mobilized? 	<ul style="list-style-type: none"> Proportion of expertise utilized from international experts compared to national experts Number/quality of analyses done to assess local capacity potential and absorptive capacity. 	<ul style="list-style-type: none"> Project documents and evaluations UNDP Beneficiaries 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews and focus groups
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Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?

<ul style="list-style-type: none"> Were sustainability issues adequately addressed at project design? 	<ul style="list-style-type: none"> To what extent does the exit strategy take into account the following: i) Political factors (support from national authorities) ii) Financial factors (available budgets) iii) Technical factors (skills and expertise needed) iv) Environmental factors (environmental appraisal) Completeness of risk identification and assumptions during project planning and design 	<ul style="list-style-type: none"> Project documents project team and relevant stakeholders 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Is there evidence that some partners and stakeholders will continue their activities beyond project termination? And if such partners/stakeholders were identified, which ones were they? 	<ul style="list-style-type: none"> Degree to which project partners and stakeholders see that it is in their interest that project benefits continue to flow. Estimations of the future budget of key stakeholders. Partners/stakeholders committed to support project results after the project closed and sources of funding. 	<ul style="list-style-type: none"> Policy documents produced by project partners/stakeholders Key project stakeholders 	<ul style="list-style-type: none"> Document analysis Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Which are the main risks to the continuation of policies and actions initiated by the projects? (financial, institutional, socioeconomic, environmental) 	<ul style="list-style-type: none"> Risk mitigations strategies developed and followed Definition of on-going activities that pose threat to the sustainability of project results 	<ul style="list-style-type: none"> Evaluation reports Progress reports UNDP programme staff 	<ul style="list-style-type: none"> Desk reviews of secondary data Interviews with UNDP programme staff
<ul style="list-style-type: none"> Are project actions and results being scaled up or replicated elsewhere in the region? 	<ul style="list-style-type: none"> example(s) of actions taken to scale up or replicated the project Reference by other projects/programs Capacity building and training of individuals, and institutions to expand the project's achievements in the country or other regions. 	<ul style="list-style-type: none"> Project reports UNDP Pacific's Sub Regional Programme Document UNDP programme staff 	<ul style="list-style-type: none"> Desk reviews of documents and secondary data Interviews with UNDP programme staff
<ul style="list-style-type: none"> Did the project adequately address institutional and financial sustainability issues? 	<ul style="list-style-type: none"> To what extent does the exit strategy take into account the following: – Political factors (support from national authorities) – Financial factors (available budgets) – The current policy and regulatory framework sustain project-developed mechanisms 	<ul style="list-style-type: none"> Programme documents Annual Work Plans Evaluation reports 	<ul style="list-style-type: none"> Document analysis

<ul style="list-style-type: none"> How is the beneficiary planning to mainstream the lessons learnt to ensure quality reporting to the global platforms? 	<ul style="list-style-type: none"> Example(s) of the beneficiary plans to mainstream the lessons learned to ensure quality reporting to the global platforms 	<ul style="list-style-type: none"> Key project stakeholders 	<ul style="list-style-type: none"> Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> Impact: Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status? 			
<ul style="list-style-type: none"> How likely is the project to achieve its long-term goal? 	<ul style="list-style-type: none"> Changes in capacity: <ul style="list-style-type: none"> To pool/mobilize resources To provide an enabling environment, For reporting of related strategies and programmes through adequate institutional frameworks and their maintenance Changes to the quantity and strength of barriers <ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> Key project stakeholders 	<ul style="list-style-type: none"> Individual semi-structured interviews and focus groups
<ul style="list-style-type: none"> What are the level of influence and visibility of the project in Cambodia in promoting sustainable development? 	<ul style="list-style-type: none"> Citations in newspapers Social media metrics 	<ul style="list-style-type: none"> Project reports References in brochures, pamphlets, flyers. Project's activities media coverage Social Media 	<ul style="list-style-type: none"> Desk reviews of documents and secondary data Individual semi-structured interviews and focus groups
Cross-cutting issues: To what extent has the project promote the UN values from a human development perspective?			
<ul style="list-style-type: none"> To what extent did the initiative support the government in monitoring achievement of MDGs? 	<ul style="list-style-type: none"> What assistance has the initiative provided supported the government in promoting human development approach and monitoring MDGs? <ul style="list-style-type: none"> - 	<ul style="list-style-type: none"> Project documents Evaluation reports HDR reports MDG reports 	<ul style="list-style-type: none"> Desk review Interviews with Government partners

<ul style="list-style-type: none"> Is the project specifically addressing gender issues and contributes towards gender equality? 	<ul style="list-style-type: none"> Degree gender issues are taken into account in project formulation and implementation Degree to which project contributed to greater consideration of gender aspects, (i.e. project team composition, gender- related aspects of global environmental issues, stakeholder outreach to women's groups, etc). Gender segregation of data collection and monitoring Level of gender issues raised outlined in project documents Other example(s) of how the initiative contributes to gender equality. 	<ul style="list-style-type: none"> Project documents Key project stakeholders 	<ul style="list-style-type: none"> Documents analyses Interviews with project partners and relevant stakeholders
<ul style="list-style-type: none"> To what extent was the UNDP initiative designed to appropriately incorporate in each outcome area contributions to attainment of gender equality? 	<ul style="list-style-type: none"> example(s) of how the initiative contributes to gender equality. Can results of the project be disaggregated by sex? 	<ul style="list-style-type: none"> Project documents Evaluation reports 	<ul style="list-style-type: none"> Desk review Interviews with UNDP staff and

<ul style="list-style-type: none"> To what extent did UNDP support positive changes in terms of gender equality and were there any unintended effects? 		<ul style="list-style-type: none"> UNDP staff Government partners Beneficiaries 	Government partners
<ul style="list-style-type: none"> How did the UNDP initiative take into account the plight and needs of vulnerable and disadvantaged to promote social equity, for example, women, youth, disabled persons? 	<ul style="list-style-type: none"> example(s) of how the initiative takes into account the needs of vulnerable and disadvantaged groups, for example, women, youth, disabled persons. How has UNDP programmed social inclusion into the initiative? 	<ul style="list-style-type: none"> Project documents Evaluation reports UNDP staff Government partners Beneficiaries 	<ul style="list-style-type: none"> Desk review Interviews with UNDP staff and Government partners
<ul style="list-style-type: none"> To what extent the project successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters? 	<ul style="list-style-type: none"> Stakeholder perceptions of Project contributions to the work of UNDP 	<ul style="list-style-type: none"> UNDP staff Government partners Stakeholders 	<ul style="list-style-type: none"> Interviews

Annex 5. List of documents reviewed

Particulars	Year	Document	Source	Check
Project Approval	2018	Letter of Approval	UNDP	✓
		Signed Project Document	UNDP	✓
		Delegation of Authority	UNDP	✓
Project Start-Up	2019	Staff contract for the Project Coordinator	PMU	✓
		Staff contract for the Project Finance Personnel	PMU	✓
Project Planning and Implementation	2019	Inception Workshop Report	PMU	✓
		Annual Workplan and Budget	PMU	✓
		1 st Quarter Workplan	PMU	✓
		2 nd Quarter Workplan	PMU	✓
		3 rd Quarter Workplan	PMU	✓
		4 th Quarter Workplan	PMU	✓
	2020	Annual Workplan and Budget	PMU	✓
		1 st Quarter Workplan	PMU	✓
		2 nd Quarter Workplan	PMU	✓
		3 rd Quarter Workplan	PMU	✓
		4 th Quarter Workplan	PMU	✓
		2019 – 2020 Annual Project Report	PMU	✓
Project Monitoring	2019	2 nd Quarter Progress Report/FACE form	PMU	✓
		3 rd Quarter Progress Report/FACE form	PMU	✓
		4 th Quarter Progress Report/FACE form	PMU	✓
		Signed 2019 CDR	UNDP	✓
Particulars	Year	Document	Source	Check
	2020	1 st Quarter Progress Report/FACE form	PMU	✓
		2 nd Quarter Progress Report/FACE form	PMU	✓
		3 rd Quarter Progress Report/FACE form	PMU	✓
		4 th Quarter Progress Report/FACE form	PMU	✓
		Signed 2020 CDR	UNDP	✓
Project Oversight	2019	Project Board Meeting Agenda		✓
		Project Board Meeting Minutes		✓
		Project Board Meeting		✓

	2020	Agenda		
		Project Board Meeting Minutes		✓
	2019-2020	Back to Office Reports	UNDP	✓
	2019-2020	Social Media	PMU	✓
Asset Management	Y1– 2	Project Assets List/Register	PMU	✓
		UNDP Environmental and Social Screening Report	UNDP	✓
		Project Inception Report	UNDP	✓
		Project's publication	UNDP	✓
		Snap shots of UNDP Risks and issues log	UNDP	✓
		In-kind assistance table	UNDP	✓
		Technical reports produced by the international and national consultants	UNDP	✓
		Project's activities media coverage	UNDP	✓
		Training sessions progress reports	UNDP	✓

Annex 6: UNEG Code of Conduct for Evaluators

Independence entails the ability to evaluate without undue influence or pressure by any party (including the hiring unit) and providing evaluators with free access to information on the evaluation subject. Independence provides legitimacy to and ensures an objective perspective on evaluations. An independent evaluation reduces the potential for conflicts of interest which might arise with self-reported ratings by those involved in the management of the project being evaluated. Independence is one of ten general principles for evaluations (together with internationally agreed principles, goals and targets: utility, credibility, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities, and professionalism).

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: LEANDRO FERNANDEZ

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Buenos Aires on 29 June

Signature: _____



Annex 7: Terminal Evaluation (TE) Report Clearance Form

Terminal Evaluation Report for *(Project Title & UNDP PIMS ID)* Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Name: _____

Signature: _____ Date: _____

Regional Technical Advisor (Nature, Climate and Energy)

Name: _____

Signature: _____ Date: _____

Annex 8: Summary of Rating Scales

Monitoring & Evaluation Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no short comings; quality of M&E design/implementation exceeded expectations
5 = Satisfactory (S)	There were minor shortcomings; quality of M&E design/implementation met expectations
4 = Moderately Satisfactory (MS)	There were moderate shortcomings; quality of M&E design/implementation more or less met expectations
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of M&E design/implementation was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of M&E design/implementation was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in M&E design/implementation
Unable to Assess (UA)	The available information does not allow an assessment of the quality of M&E design/implementation.

Implementation/Oversight and Execution Ratings Scale

Rating	Description
6 = Highly Satisfactory (HS)	There were no shortcomings; quality of implementation/execution exceeded expectations
5 = Satisfactory (S)	There were no or minor shortcomings; quality of implementation/execution met expectations.
4 = Moderately Satisfactory (MS)	There were some shortcomings; quality of implementation/execution more or less met expectations.
3 = Moderately Unsatisfactory (MU)	There were significant shortcomings; quality of implementation/execution was somewhat lower than expected
2 = Unsatisfactory (U)	There were major shortcomings; quality of implementation/execution was substantially lower than expected
1 = Highly Unsatisfactory (HU)	There were severe shortcomings in quality of implementation/execution
Unable to Assess (UA)	The available information does not allow an assessment of the quality of implementation and execution

Outcome Ratings Scale - Relevance, Effectiveness, Efficiency

Rating	Description
6 = Highly Satisfactory (HS)	Level of outcomes achieved clearly exceeds expectations and/or there were no shortcomings
5 = Satisfactory (S)	Level of outcomes achieved was as expected and/or there were no or minor shortcomings
4 = Moderately Satisfactory (MS)	Level of outcomes achieved more or less as expected and/or there were moderate shortcomings.
3 = Moderately Unsatisfactory (MU)	Level of outcomes achieved somewhat lower than expected and/or there were significant shortcomings
2 = Unsatisfactory (U)	Level of outcomes achieved substantially lower than expected and/or there were major shortcomings.
1 = Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings
Unable to Assess (UA)	The available information does not allow an assessment of the level of outcome achievements

Sustainability Ratings Scale

Ratings	Description
4 = Likely (L)	There are little or no risks to sustainability
3 = Moderately Likely (ML)	There are moderate risks to sustainability
2 = Moderately Unlikely (MU)	There are significant risks to sustainability
1 = Unlikely (U)	There are severe risks to sustainability
Unable to Assess (UA)	Unable to assess the expected incidence and magnitude of risks to sustainability