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FINAL REPORT OF EVALUATION

**THE EVALUATION OF THE HUMANITARIAN AID DRR AND RESILIENCE
GRANT PROGRAMME (CAMBODIA)**

Final report

August 2021



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Partner country (country of implementation): Cambodia; Ethiopia, Indonesia, Zambia	Project locations:
Title of evaluated intervention in Czech and English: DRR (snížení rizika katastrof) a odolnost DRR (Disaster Risk Reduction) and Resilience	Specialization: Humanitarian Aid
Coordinator: DCD, Ministry of Foreign Affairs	Implementer: ADRA, CARE Czech Republic, People in Need, Diaconia ECCB, Caritas Czech Republic
Project Start Date: 2018	Project End Date: 2020
Total contribution utilised from Czech development cooperation funds (CZK): Program total (approved amount): 29.7 mil. CZK Evaluated projects (reality): 15.7 mil. CZK	Total funds utilised, including co-financing (CZK): Evaluated projects: 24.2 mil. CZK
Other donors engaged in the project: Action Aid Cambodia Dan Church Aid UNDP Swiss Development Cooperation DG ECHO (EU)	
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Period of the evaluation:	
Date, signature(s):	

Content

Management Summary	4
1 Introduction	9
1.1 Evaluation context.....	9
1.2 Purpose of evaluation	9
1.3 Information on the evaluators	9
2 Information on evaluated intervention	9
2.1 Addressed intervention in wider context.....	9
2.2 Implementers and main stakeholders	11
2.3 Key assumptions and risks of Programme implementation.....	12
3 Evaluation methodology.....	13
3.1 Methodology approach.....	13
3.1.1 Questions related to the Programme	13
3.1.2 Questions related to the projects	13
3.2 Methodological and other obstacles.....	14
4 Evaluation findings.....	14
4.1 EQ1: What are the main contributions of the Programme to disaster risk reduction and resilience building in view of the participants, beneficiaries and identified impacts?	14
4.2 EQ2: In which ways can the Programme contribute to the coherence of humanitarian and development activities in priority countries of bilateral FDC of the Czech Republic?.....	19
4.3 EQ3: What else can the Development Cooperation Department of MFA do for ensuring that the DRR and Resilience priorities in humanitarian area are fulfilled?	20
4.4 EQ4: How is the comparative effectiveness of different scopes of activities and partnerships contained in the evaluated projects?.....	21
4.5 EQ5: Is there coordination among humanitarian and development activities of the implementer level in the evaluated projects?.....	28
4.6 Cross-cutting criteria	29
5 Conclusions	30
6 Recommendations	33
6.1 Programme or sector recommendations	33
6.2 System or procedure recommendation	34
7 Annexes.....	35
Annex 1: Executive Summary in Czech language.....	36
Annex 2: List of abbreviations	41
Annex 3: Resources.....	42
Annex 4: List of interviews and group discussions.....	43
Annex 5: Analysis of surveys.....	46
Annex 6: Case studies	54
Annex 7: Evaluation matrix.....	58
Annex 8: Theories of change of supported projects.....	63
Annex 9: Additional texts.....	67

Management Summary

Project

Subject of this evaluation is the humanitarian programme “DRR and Resilience” (hereinafter “Programme”) which is intended to support selected priority countries of the Foreign Development Cooperation (FDC) of the Czech Republic (Ethiopia, Cambodia, Zambia) and other fragile countries (in the years 2018-2019 Indonesia). The Programme is primarily focused on reducing disaster risk, improving preparedness and strengthening the resilience of the population and local authorities, in the thematic areas corresponding to the relevant bilateral development cooperation programme for 2018-2023 and in line with the Sendai Framework for Disaster Risk Reduction 2015-2030.

Evaluated programme

The Programme is implemented by the Development Cooperation and Humanitarian Aid Department (DCD) of the Ministry of Foreign Affairs of the Czech Republic. The programme was announced separately for each of these three years (always in the fall for the following year) with annual allocation of CZK 10,000,000 and maximum support of CZK 2,000,000 per one project. In each of the monitored years, exactly five projects were supported, proposed by five different implementers. The most significant target country of the Programme in the period 2018 - 2020 was Cambodia with 8 supported projects implemented by 3 NGOs. Projects implemented in Cambodia are therefore evaluated in depth and are presented in the following table:

Project name (Implementer)	Year of realization	Focus	Funds for the project from HP ODA CR (in CZK)	Region	Brief overview of activities
Climate change adaptation of agriculture (DECCB)	2018 2019 2020	Farmers, local communities	1.884.896,71,- 1.885.000, - 2.000.000, -	Pursat province	Training of trainers and subsequent transfer of new knowledge in the community, schools, or exchange stays, training of farmers on the possibilities of sustainable and resilient agriculture (possibilities of rainwater retention), construction / reconstruction of irrigation equipment.
Disaster resilience building and implementation of an early warning system - DREW (PIN)	2018 2019 2020	Institutional capacities	2.000.000, - 2.000.000, - 2.000.000, -	6 provinces (Kratie, Stung Treng, Preah Vihear, Oddar Meanchey, Ratanakiri, Mondulkiri); national level	Institutional capacity building, technical training, disaster reduction or the development of warning systems (EWS), both at national, regional and municipal levels.
Building resilience and disaster preparedness of communities in Kampong Chhnang Province (Caritas Czech Republic)	2018 2019	Schools, villages	2.000.000, - 2.000.000, -	Kampong Chhnang Province (two neighbouring districts)	Training students and teachers in the event of sudden floods, in safe places, water management, and support for improving the hygienic environment in schools.

Purpose of the evaluation

The main purpose of the evaluation is to obtain independent, objective and consistent findings, conclusions and recommendations which can be utilized in the decision making by Ministry of Foreign Affairs (MFA), in cooperation with other participants, about the future orientation and implementation of the DRR and Resilience in the framework of humanitarian assistance of the Ministry of Foreign Affairs of the Czech Republic, including the future orientation of the evaluated Programme, with focus on its potential for interconnecting humanitarian and development activities in the framework of integrated approach with other donors. Conclusions and recommendations should be relevant for further

direction and financing of Czech development cooperation in Cambodia and also for the implementation of similar projects. The evaluation focuses on the operation of the programme in the initial period of its implementation in years 2018 – 2020.

Methodology and techniques deployed; limitations observed

Evaluation was aimed at Programme level as well as project level.

On **Programme level** the evaluation relied on interviews with implementers of all supported projects, representatives of MFA and CzDA, representatives of Embassies in three target countries, representative of one implementer of development projects in Zambia and Ethiopia in thematic areas relevant to DRR, project partners in Cambodia, representatives of 6 Provincial Committees for Disaster Management (PCDMs), 6 District Committees for Disaster Management (DCDMs) and two district offices of relevant ministries and two other donors in the DRR sector.

On **Project level** on the top of the interviews mentioned above were implemented four surveys (with 20 respondents in each) and realised three case studies. Digressing from the original plan no evaluation visits could have been organized due to restrictions related to COVID-19 pandemic. Individual and group interviews that were planned in the course of the visits were therefore replaced with interviews held by phone or videoconference. However, inability to implement the field research as planned did negatively affect the research in collection of data related to impacts and sustainability of projects in the supported communities. Similarly, most of the interviews with institutions were also done remotely. Despite intensive efforts of the evaluation team an interview with the representatives of National Committee for Disaster Management NCDM or other ministry on national level could not be organized.

Key evaluation findings

Programme level

Main contributions of the Programme to DRR and resilience.

The objective of the Programme is formulated rather broadly and focuses on providing support to *linking humanitarian and development activities, in particular in the field of disaster risk reduction (DRR), improving preparedness and strengthening the resilience of the population and local authorities*. In effect, the formulation of specific objectives of the Programme (changes in target countries that should be achieved following its support) are, to a large extent, left to the initiative of implementers and/or their partners. Despite that it was observed that the Programme is fully coherent with the objectives of the Sendai framework for DRR (multilateral agreement adopted under the UN umbrella in this field) because it focuses mainly on establishing local institutional frameworks and processes related to DRR governance and on building capacities of these institutions or platforms. Sendai Framework explicitly encourages international cooperation in this field. In this respect high coherence of supported projects with systems and approaches to DRR in target countries has also been confirmed.

The broad definition of the Programme objective furthermore provides flexibility in identification and formulation of projects. On the one hand this results in fragmented character of support – individual projects vary significantly and it is difficult to pinpoint specific contributions of the Programme as whole. Moreover, a tendency to support isolated projects with weak links to other initiatives in broader context has been observed in some cases as a result of this fragmentation (leading to negative trends especially in sustainability as well as rather low capacity of the Programme to facilitate coherence with development initiatives in the target regions; both will be discussed in detail below). On the other hand, however, the broad definition of objectives directly enables formulation of projects that are highly relevant for the target groups as individual projects have the flexibility to implement “tailor-made” solutions to the needs of selected communities. Moreover, the flexibility of the Programme results in strong position of local partners in most of the supported projects, who are active in target region on long-term basis and thus further strengthen the focus of the Programme on the needs of selected target groups.

The Programme has been, overall, effective in accelerating the dissemination of good practice and knowledge in the field of DRR in supported regions as well as in building adequate local capacities – although in limited scope due to financial limitations of the Programme as well as short time frame. In a smaller scale the Programme has also shown potential to contribute to significant impacts on DRR at national level. However, this is rather circumstantial: in effect of the already mentioned high flexibility of the its objective, the resources of the Programme could have been, in one specific case, used to co-finance a later stage of a larger project aimed at introduction of an early warning system against floods.

Generally, a contribution of the Programme to strengthening DRR governance at local level as well as its capacity in target countries has been observed. However, the long-term sustainability of these small local structures is questionable and to a large extent is dependent on the capacity of national institutions to support them as well as proposed mitigation

measures in a long term. In case of too “soft” approach there is a risk of long-term inefficiency of these platforms. Therefore, building of these capacities should be accompanied with investment into relevant infrastructure. Also, the project-level evaluation (below) has clearly shown that long-term sustainability is largely dependent on the capacity of supported projects to complement larger (and longer) projects in this field and/or attract follow-up initiatives. In this respect the Programme has the capacity to provide added value to larger interventions by supporting complementary activities aimed narrowly on DRR and resilience. On the contrary, if Programme supported isolated projects that are not sufficiently linked to broader context, their sustainability is low.

Specific obstacles to achieving the goals of the Programme have been identified in public governance in local structure (fluctuation of employees and requirement to work with several levels of public administration), Programme setup (short time frame, late launching of projects, financial capacity) and external factors (especially COVID-19 pandemic).

On the other hand, crucial factors of success of the projects / Programme are strong local presence along with trust of local institutions, participatory approach in local communities, demonstration of positive economic impacts and, more generally, proven benefits for the community.

Coherence and synergies of the Programme with development activities of the Foreign Development Cooperation of the Czech Republic

Strong synergies of DRR and resilience with bilateral programmes of the FDC of Czech Republic have been identified. The Programme has therefore significant potential to increase the relevance of development activities of FDC in target countries since adaptation to climate change and prevention of natural disasters is highly relevant in various thematic fields of FDC. Similarly, greater focus on DRR mechanisms and structures has the potential to increase effectiveness and sustainability of FDC initiatives as natural disasters and climate change belong to key risks in this regard. Interlinking development projects with DRR Programme therefore provides opportunity to mitigate this risk in a more systematic way.

However, these synergies have, so far, not been sufficiently taken advantage of. There has been only one instance recorded in which the combination of DRR and development initiatives have been sufficiently interlinked in the formulation phase and enabled to address the needs of target groups in a more complex, integrated approach. This was, however, facilitated because both projects are implemented by the same institution.

So far there is no fully functional formal mechanism in place that would facilitate the humanitarian-development nexus between the DRR Programme and FDC initiatives. Potential synergies are therefore taken advantage of only on ad-hoc basis and mostly in case of institutional / personal overlaps, i.e., if there is a DRR and development project implemented by the same institution.

The following reasons of insufficient interlinks between DRR and development projects of FDC have been identified:

1. Already mentioned broad formulation of Programme objective that does not encourage strengthening of thematic focus;
2. Identification of DRR projects exclusively by implementers – in which case projects are formulated in line with the strategy and activities of implementer / partner, not explicitly in line with thematic focus of FDC initiatives;
3. Insufficient streamlining of outcomes of DRR initiatives into identification and formulation of FDC projects in respective countries.

Project level

At the level of outputs, the project documentation has provided evidence that projects were mostly effective in reaching the planned target values, although in some cases obstacles have been encountered in this regard, namely political decisions made at the higher level of government (such as cancelling of planned event) and, more importantly, COVID-19 pandemic.

At the level of results / impacts it has been observed that in the case of Caritas as well as DECCB the most visible and beneficial effects of these projects were related rather to development goals than to increasing the DRR and resilience of supported communities. In the case of Caritas projects, the outcomes / impacts of the project in strengthening the resilience and preparedness to natural disasters are seen as outright marginal, whereas in the case of DECCB projects the effects related to DRR objectives are more relevant. Reason for this difference has been identified in the thematic focus of the projects: the focus on adaptability of agriculture to climate change and its resilience to natural disasters is closely interlinked with DRR, the while focus on schools by Caritas is thematically further away and direct attention of the project to establishment of functioning DRR structures in supported communities has been rather secondary.

On the contrary, the project DREW implemented by PIN, which was, in its later stage, co-financed by the Programme, has demonstrated clearly positive impact on mitigation of natural disasters. The most significant contribution of the

implementation of an early warning system that was successfully installed by this project has been observed by all involved stakeholders in the fact that it gives the receivers of the warning messages more time for action. Key limitation of the system is, however, the subscription-based modality of dissemination of warning messages. Further bottlenecks have been identified in still insufficient technical capacities of PCDMs and lower preparedness of the system on other disasters than floods.

Evaluation of sustainability of the projects also varies significantly across the projects:

- Caritas project is seen as an example of bad practice with regard to sustainability. No exit strategy was developed and neither are any follow-up activities implemented or expected. It is therefore unlikely that the project will be sustained.
- In DECCB project also no explicit exit strategy was developed, however, the potential of sustainability is assessed as higher due to the fact that the project activities contributed to increased incomes of supported farmers. However, this potential is limited by the fact that no significant replication of the changes in agricultural practices outside the group of directly supported farmers has been demonstrated. Sustainability of DECCB project is further supported by a similar initiative in neighbouring province implemented by DECCB/LWD and the efforts of the implementer and local partner to involve beneficiaries into these activities.
- Conversely to the previous two examples, PIN has, in its approach, focused directly on implementation of an exit strategy. In the supported projects it has put concerted efforts into handover of project outcomes to local structures. However, low inclusion of other relevant institutions as well as insufficient financial resources are key threats to the sustainability.

The effectiveness as well as sustainability of the projects can be significantly increased if these (rather short and limited) projects are implemented in coordination with other humanitarian or development activities. Such coordination / cooperation of DRR projects is, however, entirely based on the activity of implementer / local partner. The Embassy is not involved in any local coordination mechanisms and the awareness of the DRR Programme of the Czech Republic is rather low among other partners.

High level of coordination and cooperation with other humanitarian and development activities has been identified in the case of PIN project due to strong position of this organization among other INGOs, international organizations and donors in the field of DRR and its membership in key cooperation / coordination platforms. The other two implementers rely on their own networks of NGOs, platforms existing at province levels and informal, ad-hoc coordination with relevant stakeholders. However, no direct coordination or cooperation of these projects with relevant initiatives of other stakeholders have been discovered.

Overall assessment according to OECD-DAC criteria

Criterion	Assessment	Justification
Relevance	High	Programme as well as supported projects in line with needs and relevant documents
Coherence with development activities	Rather low	Despite high potential, only some fulfilled instances of coherence are registered, almost exclusively in effect of the initiative of implementers
Effectiveness	Rather low – rather high	Differs significantly across projects and cannot be assessed in aggregate on Programme level. Generally, rather high effectiveness identified by projects that were coupled with larger initiatives (e.g. in the form of co-financing) and, on the contrary, rather low effectiveness of isolated initiatives.
Efficiency	Rather high	Implementation is rather efficient, however, in cases of projects with dominant role of local partners in formulation as well as implementation the “intermediary” role of implementers lowers efficiency.
Sustainability	Rather low	Unless coupled with a follow-up initiative or part of larger (and longer) project sustainability is very low. Due to the character of the Programme no explicit exit strategies implemented (with the exception of PIN) and projects end rather abruptly

Based on these findings and conclusions the following recommendations were formulated:

Programme and sector recommendations

Recommendation	Level of seriousness	Primary addressee
Analyse options to divide the allocation of the Programme into general and targeted sections so that results of identification can be mirrored in formulation of relevant DRR projects. Alternatively prioritize projects that are submitted to targeted call in the selection process.	2	MFA
Allocate funds to thematically focused call for DRR experts within the programme “Temporary Expert Assignments”	2	MFA
Consider the following revision of selection criteria as follows: <ul style="list-style-type: none"> - Increase the significance of the criterion “Previous experience of the Applicant (...)” and include the local partner in the formulation of the criterion - Increase the significance of the criterion aimed at coherence with other humanitarian and development interventions - On the contrary, the significance of sustainability criterion might be lowered as well as the total significance of the coherence criterion (criterion no. 3). 	2	MFA

System or procedure recommendations

Recommendation	Level of seriousness	Primary addressee
Strengthen identification processes by representatives of Embassies in the field of DRR and resilience. Support joint identification in relevant thematic fields (sustainable agriculture, WASH, good governance) by requiring that consequences of identified projects in DRR and adaptability to climate change are addressed as a cross-cutting issue.	1	CzDA, Embassies, MFA
Require that identification of FDC projects in relevant thematic fields follow up on the results of DRR initiatives. On this basis prioritize formulation of follow-up development projects within the framework of FDC bilateral programme – if viable follow-up projects are identified.	1	CzDA, Embassies, MFA
Encourage representatives of Embassies (development diplomats in target countries of FDC) to join relevant donor coordination mechanisms as well as take active cooperation in the Joint Programming of the EU	1	MFA, Embassies
Ensure that implementers of development projects thematically close to DRR, resilience and adaptation to climate change are thoroughly informed about the Programme; target ad-hoc communication activities specifically at relevant education institutions (implementers of thematically close FDC projects) and government organizations	2	MFA, CzDA

1 Introduction

1.1 Evaluation context

The subject of this evaluation is the humanitarian programme “DRR and Resilience” (hereinafter “Programme”) which is intended to support selected priority countries of the Foreign Development Cooperation (FDC) of the Czech Republic (Ethiopia, Cambodia, Zambia) and other fragile countries (in the years 2018-2019 Indonesia). The aim of this Programme is primarily to support activities and measures aimed at reducing disaster risk, improving preparedness and strengthening the resilience of the population and local authorities, in the thematic areas corresponding to the relevant bilateral development cooperation programme for 2018-2023 and in line with the Sendai Framework for Disaster Risk Reduction 2015-2030.

The evaluation focuses on the operation of the programme in the initial period of its implementation 2018 – 2020.

1.2 Purpose of evaluation

The main purpose of evaluation is to obtain independent, objective and consistent findings, conclusions and recommendations which can be utilized in the decision making by MFA, in cooperation with other participants, about the future orientation and implementation of the DRR and Resilience in the framework of humanitarian assistance of the Ministry of Foreign Affairs of the Czech Republic, including the future orientation of the evaluated Programme, with focus on its potential for interconnecting humanitarian and development activities in the framework of integrated approach with other donors.

Evaluation is to be performed in accordance with the internationally recognized OECD-DAC criteria (relevance, coherence, efficiency, effectiveness, impact and sustainability) modified for a humanitarian evaluation. In addition, external presentation and fulfilling of the crosscutting principles of FDC have been reviewed.

1.3 Information on the evaluators

Evaluation Advisory CE s. r. o. is consulting organization with more than twenty years of tradition on the Czech market. Since its establishment, the company has focused on consulting and expert activities in the field of implementation and evaluation of public expenditure programmes and projects. In this field, analytical and evaluation projects, strategic and project consulting projects, development of project plans, processing of analyses and specific inputs for EU structural funds projects are delivered by the company. The evaluation team consists of the following members:

- **Lukáš Maláč, project manager and main evaluator** with extensive experience in project management and practice in the field of evaluation of programs / projects financed from public funds, including evaluation of development cooperation or humanitarian assistance interventions.
- **John Vijghen**, senior expert of evaluation team with more than 30 years of experience with evaluation studies and other analyses in South-east Asia, especially in Cambodia (experience since 1990), delivered for variety of international organisations and other institutions, such as MFA of Czech Republic, World Bank, UNICEF, European Commission, ILO and other.
- **Amry Ok**, local expert with more than 15 years of experience in monitoring and evaluating development and humanitarian initiatives in Cambodia for various international stakeholders and excellent knowledge of local context.
- **Aneta Nováková**, junior expert.

2 Information on evaluated intervention

2.1 Addressed intervention in wider context

The Programme is implemented by the Development Cooperation and Humanitarian Aid Department (DCD) of the Ministry of Foreign Affairs of the Czech Republic and is focused on managing and mitigating disaster risks, strengthening preparedness and resilience and supporting the implementation of the Global Framework from Sendai in priority countries of the bilateral development cooperation of the Czech Republic. Projects in the priority countries should link with thematic priorities of the bilateral development cooperation programmes. Projects in other fragile countries are

also eligible for support. The Programme is implemented yearly since 2018 by a grant procedure. Subject of this evaluation is its initial implementation in 2018 – 2020 period.

The programme was announced separately for each of these three years (always in the fall for the following year) with annual allocation of CZK 10,000,000 and maximum support of CZK 2,000,000 per one project.

In each of the monitored years, exactly five projects were supported. The number of entities participating in these calls is rather low as all projects in the 2018 – 2020 period were implemented by only five different implementers: CARE Czech Republic (calls for 2018, 2019 and two projects in 2020, hereinafter: CARE), People in Need (2018, 2019 and 2020; hereinafter: PIN), Diaconia ECCB (2018, 2019 and 2020; hereinafter: DECCB), Caritas Czech Republic (2018 and 2019, hereinafter: Caritas) and ADRA (2018, 2019 and 2020). Only in the first call in 2018 there were also other entities participating in the call; in the following years, only these 5 entities always submit their projects.

Although the programme formally supports one-year projects, it is clear that the supported organizations use the programme more to finance multi-annual initiatives. This multi-annual approach was strengthened by memoranda of understanding (MoU) that were signed with selected beneficiaries of the Programme, including DECCB (covering 2018 – 2020 projects) and PIN (covering 2019 and 2020 projects). These MoUs have established the framework of longer-term cooperation and at least to some extent enable to overcome the limits of the annual character of the Programme.

The largest beneficiary of support from the programme in the period 2018 - 2020 was Cambodia - in 2018 and 2019, 3 out of five supported projects were directed to initiatives in Cambodia, in 2020 two out of five supported. Other target countries are Ethiopia (4 supported projects - 2 in 2018 and one each in 2019 and 2020), Indonesia (2 follow-up projects in 2019 and 2020) and Zambia (1 project in 2020). This evaluation is therefore focused on projects implemented in Cambodia. These projects are briefly introduced in the following table, for more details see annex 9:

Table 1: Summary of evaluated projects

Project No.	Project name (Implementer)	Year of realization	Focus	Funds for the project from HP ODA CR (in CZK)	Region	Brief overview of activities
1	Climate change adaptation of agriculture (DECCB)	2018 2019 2020	Farmers, local communities	1.884.896,71,- 1.885.000, - 2.000.000, -	Pursat province	Training of trainers and subsequent transfer of new knowledge in the community, schools, or exchange stays, training of farmers on the possibilities of sustainable and resilient agriculture (possibilities of rainwater retention), construction / reconstruction of irrigation equipment.
2	Disaster resilience building and implementation of an early warning system - DREW (PIN)	2018 2019 2020	Institutional capacities	2.000.000, - 2.000.000, - 2.000.000, -	6 provinces (Kratie, Stung Treng, Preah Vihear, Oddar Meanchey, Ratanak Kiri, Mondul Kiri); national level	Institutional capacity building, technical training, disaster reduction or the development of warning systems (EWS), both at national, regional and municipal levels.
3	Building resilience and disaster preparedness of communities in Kampong Chhnang Province (Caritas Czech Republic)	2018 2019	Schools, villages	2.000.000, - 2.000.000, -	Kampong Chhnang Province (two neighbouring districts)	Training students and teachers in the event of sudden floods, in safe places, water management, and support for improving the hygienic environment in schools.

The table summarizes the similarities and differences of individual projects. One of the main aspects in which individual projects differ are the target groups of the projects. Projects no. 1 and 3 are aimed at people living in areas of frequent natural disasters. It is primarily a community of farmers (project no. 1), as well as students, teachers and residents of

adjacent villages (project no 3). Project no. 2 focuses directly on institutional capacity to strengthen systems to protect vulnerable groups from natural disasters on a larger scale. While DECCB projects (no. 1), which work more with local communities and specific community members (farmers, poor households) and Caritas (no. 3), which also focus on helping specific communities (but rather using educational infrastructure), PIN projects (no. 2) are systemically focused - the endangered population is the final beneficiary, however, an increase in its protection and resilience is to be achieved through the strengthening of systems and structures.

The focus of projects can therefore be divided into two levels, the so-called "system" and "micro". Two files of projects strengthen protection against the risk of natural disasters and resilience of communities based on "micro" level, with particular emphasis on the community. The third group of projects works in contrast with larger total province and works with the "systemic" Level.

2.2 Implementers and main stakeholders

It was already mentioned above that the project to be evaluated were implemented by the three implementers, all of whom are NGOs experienced in implementing development and humanitarian initiatives. Key stakeholders that are directly involved in implementation of the evaluated projects are introduced in the table below:

Table 2: Presentation of key stakeholders

Role	Climate change adaptation of agriculture (2018 – 2020)	DREW (2018 – 2020)	Building resilience and disaster preparedness of communities in Kampong Chhnang Province (2018 – 2019)
Donor / administrator	MFA (DCD)		
Implementer	DECCB	People in Need (PIN)	Caritas Czech Republic
Local Partner(s) of the Implementer	Life With Dignity (hereinafter: LWD)	Urban Poor Women Development (2018)	Caritas Cambodia
Other donors involved	-	Action Aid Cambodia Dan Church Aid UNDP Swiss Development Cooperation DG ECHO (EU)	-
Cooperation with other stakeholders¹	Finn Church Aid		Red Cross Cambodia

As the table above shows, the projects of DECCB and Caritas are limited in their scope and are implemented in close collaboration with local partners of these organizations. This corresponds with information provided in Table 1 above, which shows that these two projects are implemented at local level and deal with needs of selected communities or even households. The project of PIN, on the other hand, is in fact a part of larger initiative aimed at rolling out the EWS system in Cambodia as whole. This initiative was launched in 2013 and implemented in various partnerships and by involving a number of other donors. Project(s) supported by the Programme thus represent only a part of the overall initiative to implement EWS system, co-financing specific phases of the initiative (i.e., a roll-out of the system in selected provinces). Moreover, even in these partial projects (phases of EWS implementation) the Programme was supplemented by other donors, as it is shown above.

Due to the nature of the projects and sector in general (DRR), close cooperation with local, regional and national partners is essential for successful implementation. Therefore, involvement of specific structures and institutions relevant for DRR in Cambodia is outlined in the table below:

¹ Stakeholders not financially involved, but coordinating activities e.g., coordination in trainings

Table 3: Involvement of relevant structures and institutions:

Involved institutions	DECCB (2018 – 2020)	PIN (2018 – 2020)	Caritas (2018 – 2019)
Ministry of Water Resources and Meteorology		X	
Ministry of Rural Development		X	
MRD – provincial offices			X
Ministry of Agriculture Forestry and Fisheries (MoAFF)		X	
MoAFF – provincial / district offices	X		X
Ministry of Education, Youth and Sport (MoEYS)		X	
MoEYS – provincial / district offices	X		X
National Committee for Disaster Management (NCDM)		X	
Provincial Committees for Disaster Management (PCDMs)	X	X	X
District Committees for Disaster Management (DCDMs)	X		X
Commune Committees for Disaster Management (CCDMs)	X	X	X
Village Disaster Management Groups (VDMGs)	X	X	X
Village Development Committee(s) (VDCs)	X		
Local Agricultural Cooperatives	X		
Coordination platforms / follow-up projects	<ul style="list-style-type: none"> • Livelihood Enhancement Action Programme² 	<ul style="list-style-type: none"> • Joint Action Group (PIN as Co-chair) • Humanitarian Response Forum • Urban Poor Poverty Reduction WG 	

2.3 Key assumptions and risks of Programme implementation

At Programme level no risks or assumptions are defined.

The following key risks are identified at the project level:

- Occurrence of natural disasters in the course of project implementation – hampering smooth implementation of project activities, triggering migration of local population in affected communities
- Political instability, instability of existing institutional framework for disaster risk management (key partners for project implementers) – resulting in lack of local partners who would take over the outcomes of activities and ownership in general
- Lacking interest and ownership on the part of local / regional / national institutions
- Short duration of project and insecurity regarding financing for follow-up activities in medium-term
- Overlap / duplication with other organizations conducting activities without coordinating (e.g., trainings in DRR / resilience / climate change adaptation); lacking interest to join project activities on the part of key structures as result
- Insufficient engagement of communities

² Partner of the project involved in LEAP programme, cooperating with Australian Lutheran World Service

Implementer has formulated strategies of mitigation and prevention of these risks. Relevance of these strategies has been verified within the evaluation.

3 Evaluation methodology

In order to process the project and answer the evaluation questions a tailored evaluation methodology was developed, taking limitations caused by the covid-19 pandemic into account, with phone or online interviews and small-scale surveys replacing standard face-to-face in-depth interviews, focus group discussions and observational field visits. Details of the evaluation methodology are presented in an evaluation matrix presented in Annex [6](#)

3.1 Methodology approach

3.1.1 Questions related to the Programme

EQ 1: What are the main contributions of the Programme to disaster risk reduction and resilience building in view of the participants, beneficiaries and identified impacts?

The evaluation question summarized key findings and conclusions with regard to the evaluation criteria and provided background for further analyses at the Programme level. The following methods were applied in data collection and analysis:

- Desk research – key method, analysing relevant documentation of the Programme as well as supported projects as well as other inputs, such as strategic and programme documents and secondary literature.
- IDIs – questions relevant for the evaluation questions were included in interviews with implementers of all supported projects, their local partners or local offices, representatives of Embassies in Cambodia, Zambia and Ethiopia, representatives of public governance from Cambodia (PCDMs, DCDMs, regional offices of relevant ministries), MFA, CzDA and other donors in Cambodia. Due to pandemic limitations (see more in 3.2) most of the IDIs were done over phone or videoconference.
- Case studies – case studies elaborated within EQ 4 and 5 were important inputs to elaboration of the EQ, most importantly when it came to impacts of Programme at local level and verification of findings related to effectiveness and fulfilment of needs of target groups at local level.

Findings and conclusions were formulated on the basis of triangulation of these evaluation methods, applying content analysis and synthesis methods.

EQ 2: In which ways can the Programme contribute to the coherence of humanitarian and development activities in priority countries of bilateral Foreign Development Cooperation of the Czech Republic?

The evaluation question mainly elaborates the criterion of interconnection. Thea was done mainly on combination of two approaches: On the basis of desk research the potential synergies between the Programme and FDC and projects supported within FDC were identified. On this basis in was analysed whether the potential synergies were taken advantage of. This analysis relied mainly on IDIs with project implementers, representatives of Embassies, CzDA and MFA as well as an interview with implementer of a number of FDC projects in relevant field and target countries who did not implement any project supported by the Programme. Elements of process analysis was implemented on the top of verification of the synergies in order to identify potential obstacles to greater coherence between FDC and DRR initiatives and identify potentials to more effective interlinking of these programmes.

EQ 3: What else can the Development Cooperation Department of MFA do for ensuring that the DRR and Resilience priorities in humanitarian area are fulfilled?

The answer to the question was primarily processed as a synthesis of answers to other evaluation questions, including answers to project-level questions (aggregated good practice from the application of the programme in Cambodia). Preliminary conclusions and recommendations were verified in the course of relevant IDIs with representatives of Embassies, MFA and CzDA.

3.1.2 Questions related to the projects

EQ 4: How is the comparative effectiveness of different scopes of activities and partnerships contained in the evaluated projects?

The evaluation question focused directly on the comparison of approaches to support DRR / community resilience, which were applied in Cambodia with the support of the Programme. It focused on assessing the evaluation criteria on the level of supported projects. Findings and conclusions of this evaluation question were then applied in responding to other evaluation questions, applying case studies and synthesis. The following methods were applied in data collection and analysis:

- Desk research – documents at the level of projects, including documents relevant for follow-up projects and projects of other donors active in DRR in Cambodia
- IDIs - questions relevant for the evaluation questions were included in interviews with implementers, their local partners or local offices, representative of Embassies in Cambodia and representatives of public governance from Cambodia (PCDMs, DCDMs, regional offices of relevant ministries). Due to pandemic limitations (see more in 3.2) most of the IDIs were done over phone or videoconference.
- Surveys – 4 surveys in total were implemented:
 - Survey with representatives of CCDMs and VDMGs from Caritas projects;
 - Survey with representatives of CCDMs and VDMGs from DECCB projects;
 - Survey with representatives of schools and relevant members of local communities in Caritas projects;
 - Survey with representatives of CCDMs and VDMGs who received support in projects of PIN.

A total of 20 respondents were interviewed in each of the survey. All data were collected applying CATI.

- Case studies – one case study for each project was elaborated due to the pandemic limitations no evaluation visits could have been organized, data for case studies was therefore collected exclusively by individual or group phone interviews. Limitations relevant to this change are discussed in the following chapter.

EQ 5: Is there coordination among humanitarian and development activities on the implementer level in the evaluated projects? It includes coordination between the implementers and also between implementers and other donors.

The evaluation question mainly develops the criterion of coordination and coherence. The answer to the evaluation question was collected in the course of data collection for EQ 2.

3.2 Methodological and other obstacles

A key obstacle are the measures put in place by individual governments in response to the spread of Covid-19 and more generally restrictions on travel, face-to-face meetings, etc. In the bid this risk was foreseen and, in order to mitigate it, a partnership with experienced local evaluator has been created. It was foreseen that the local expert will collect data from the field on his own with guidance from the main evaluator. However, the pandemic situation in Cambodia has worsened during June and restrictions were put in place limiting movement within the country. In effect, no field visits could be organized and also all interviews have been conducted by phone or videoconference.

In effect, the field visits were replaced by a number of phone / videoconference interviews (in total 19 such interviews were made in order to replace field visits). However, responses from these interviews provided limited inputs in assessment of sustainability of support and, partially, its impacts.

Furthermore, a small number of planned interviews could not be conducted due to unavailability or non-responsiveness of the respondents. Most significant among these is missing interview with representatives of NCDM. Evaluation team has put significant effort in organizing this IDI (including in cooperation with implementers), however, unsuccessfully.

Last but not least, the foreseen method of CAWI collection of several surveys has been replaced by CATI due to unavailability of sufficient number of contact details. However, this measure did not have any impact on response rate or quality of data (rather to the contrary). In total 80 respondents took part in 4 surveys. Detailed information on the surveys and analysis of result is attached in Annex 5.

4 Evaluation findings

4.1 EQ1: What are the main contributions of the Programme to disaster risk reduction and resilience building in view of the participants, beneficiaries and identified impacts?

Relevance of Programme objectives to strategic goals of target countries and Sendai protocol

The Programme does not explicitly define its overall objective (in accordance to SMART requirements), neither does it introduce any monitoring system. The overall objective of the Programme can be therefore only reconstructed from the definition of its thematic focus: *“The projects are to focus on linking humanitarian and development activities, in particular in the field of disaster risk reduction (DRR), improving preparedness and strengthening the resilience of the population and local authorities in thematic areas corresponding to the relevant bilateral foreign development*

cooperation program 2018-2023 (...).” Specific objectives are, therefore, formulated first at the level of projects that are submitted to the Programme by (potential) implementers.

Thematic focus of the Programme is directly contributing to the fulfilment of the objectives of Sendai Framework (see annex 9 for details). Based on detailed document analysis it has been shown that the Programme definition follows the formulation of the global targets of the Sendai Framework. Although the overall goal is formulated rather broadly, it highlights activities aimed at reducing the effects of disasters on affected population and increase links between development and humanitarian support as well as the capacity of local institutions through cooperation with international stakeholders. All of these explicitly stated focuses of the Programme are directly mirrored in the global targets of Sendai Framework. Since all the supported countries are parties to the Sendai Framework and have thereby pledged to introduce and strengthen their national disaster risk governance as well as invest in disaster risk reduction, the Programme is in line with the strategic goals of supported countries. High relevance of supported projects was confirmed during interviews with the representatives of embassies of three target countries of the Programme (Cambodia, Ethiopia, Zambia). All these respondents highlight the fact that projects supported by the Programme are streamlined in national and regional DRR systems in the respective countries. In another words, supported projects are closely cooperating with relevant public authorities in introduction and strengthening DRR capacities in supported localities and thus follow national strategic objectives in DRR. The validity of this finding is confirmed also by representatives of relevant institutions in Cambodia at province and district levels. In the view of representatives of these institutions the Programme has directly contributed to establishment of DRR structure especially at the level of selected communities and villages. Depending on the level of governance structure on which these projects were implemented (see EQ4 for details), the implementers of projects supported by the Programme are perceived by representatives of relevant level of DRR governance (national, province or district DRR structures) as partners in establishing of necessary capacities. In another words, representatives of public governance (at the level of PCDMs or DCDMs, depending on the level of implementation of supported project] as well as other donors point out during their respective interviews that although there is a hierarchical DRR structure implemented in the country, at the level of communities or villages these structures are, to a large extent, established only formally, *de iure* – without any capacities actually created in the field. Representatives of public institutions therefore see the key benefit of the Programme in actually creating local institutional framework and processes that are outlined in national / province strategies.

Relevance of Programme objectives and implemented projects to the needs of target groups

Programme objectives are defined rather broadly and specific objectives are formulated first at the level of implemented projects. These broad objectives, namely strengthening DRR, preparedness and resilience of communities as well as local institutions are in line with the needs of target group. Projects were implemented in areas that are prone to regularly recurring natural disasters, especially floods and drought, and / or are negatively affected by the impacts of climate change. This exposure to natural disasters has not only a negative effect on livelihoods of population in supported areas, but is also reflected in outwards migration and depopulation of affected localities (at least seasonally). For that reason, it has been recognized by local communities (in the course of case studies) as well as representatives of public administration in the course of interviews with respective PCDMs or DCDMs that exposure to natural disasters and vulnerability of local communities with regard to their negative impacts are crucial developmental issues of supported localities. From this perspective the broad focus on DRR, preparedness and resilience of communities and local institutions is therefore highly relevant to address the needs of these communities.

The broad formulation of Programme objective does generate fragmented support, however, on the other hand it provides flexibility that enables to implement “tailor-made” solutions in supported communities. The tailor-made nature of implemented solutions has been highlighted especially during interviews implemented within the framework of case studies. As it will be shown below, projects have been implemented by partners who are rooted in the target regions and know local context well. In effect, a “personalized” approach to addressing local needs has been highlighted. Therefore, the observed fact that the Programme to a large extent relies on identification by the implementers (or their local partners), rather than at Programme or call level, contributes to relevance of the Programme to the needs of target groups.

Projects supported by the Programme strongly rely on local partners in identification of the needs of target groups, project formulation as well as implementation³. With the exception of projects implemented by People in Need (PIN)

³ Strong role of local implementers has been confirmed by all implementers of supported project. With the exception of PIN, who has strong local presence in Cambodia, the projects were implemented by local partner organizations. In most cases these were (local) members of the same international network of NGOs as the implementer. Due to personal fluctuations in one case the implementer even does not have any direct information with regard to his DRR project in target country.

which itself has a strong local presence in the target country, the role of local partners is thus crucial in all stages of the supported projects and these Czech implementers (DECCB and Caritas) are de facto responsible only for the administrative and reporting tasks of project implementation. This strong role of local partners is a guarantee of relevance of project objectives as well as implementation to the needs of target groups. Due to the above-mentioned flexibility of the Programme the projects were implemented in localities / regions where local project partners have been active for a long time and have therefore created already the necessary local structures, capacities and networks. This strong relevance of project objectives and approach is also confirmed by representatives of local institutions in Cambodia (see responses in EQ 4 for more details).

Coherence of supported activities with systems and approaches in target countries

Activities supported by the Programme are in line with systems, institutional setups and general approaches that are implemented in target countries. Throughout the evaluation it was registered that all activities supported by the Programme implemented approaches to DRR and resilience that were rooted in local DRR governance structure, no case of introduction of own ad-hoc institutions, templates or approaches was encountered. Even if significant innovations in the field of preparedness for natural disasters have been introduced by the supported projects (such as in the project of PIN) a strong emphasis was put on these innovations being rooted in existing structure of DRR governance. Throughout the evaluations 63 % of representatives of relevant public institutions at various levels (PCDMs, DCDMs) have confirmed in the course of IDIs that they were sufficiently involvement in the projects supported by the Programme⁴ and their mandates, roles and tasks have been respected by the project implementers / partners. Those representatives who were not sufficient with their involvement in the implementation mostly attribute that to insufficient institutional strength on their part (do not have enough staff to be more involved, especially in sustainability period). Projects have in fact, among other, aimed at actually establishing local institutions that are envisioned in national DRR strategy, building their capacities, guiding these local institutions in elaboration required outputs (such as hazard assessments or DRR plans) and rooting these newly established local structures in the national / regional systems.

Effectiveness of the Programme and supported projects

Representatives of national institutions at higher levels in Cambodia (province levels – PCDMs or province offices of relevant ministries) recognized that the Programme has directly contributed to accelerated dissemination of good practice and knowledge / capacities in the field of DRR in their respective regions. This effect is, however, directly linked to the finding that was mentioned above, namely that without support from the Programme local structures in target regions, such as community and village committees for disaster management, would, most likely, not be established at all or in a significantly limited scope (i.e., only formally). However, representatives of these institutions are, in case of projects directed at supporting selected villages and communities, finding it difficult to identify specific positive impacts of these initiatives on the level of preparedness of members of target communities on future natural disasters and on mitigation of their negative impacts on livelihoods of members of these communities.

This is however, rather due to the distance of province administration from local communities and lacking DRR-related monitoring due to limited resources and capacities. Representatives of institutions on district levels recognize specific positive impacts of these initiatives with regard to the objective of the Programme as whole as well as the individual projects. The following impacts have been mentioned by some of the district representatives:

- In supported localities there were established teams of locals who are tasked with dissemination of information on how to behave during natural disaster and have sufficient capacity to do so;
- At the same time these local structures know to report incidents of natural disasters;
- Specific weak points that cause higher occurrence of negative impacts of natural disasters have been mapped and proper mitigation measures planned at community / village level; to a limited degree some of these mitigation measures were even implemented, such as small water dams that collect water for drought period and, at the same time, protect a village from floods (one respondent brought up an example of a village where in the past the local houses were flooded about three times a year, however, due to construction of a dam these occurrence have stopped).

At the same time some of the respondents point out to a risk of a too “soft” approach to DRR at local level⁵ which can discourage newly established and trained local structures from a higher engagement when it comes to supporting higher

⁴ Provided they were aware of the project at all. As it will be shown below, this has often not been the case with DCDMs in the project of PIN, which focuses either at higher levels (works with NCDM and PCDMs) or implements key awareness activities directly at local level, however, the level of involvement of the district level is rather low.

⁵ Such as trainings, capacity building, awareness raising, etc. – i.e. activities that are aimed at strengthening local capacities, as opposed to investments into infrastructure.

resilience of local communities against natural disasters and can lead to a return to “traditional” approaches in facing them. Namely, projects were (to a variable degree) effective in encouraging local representatives to identify key risks in their Hazard Vulnerability and Capacity Assessments (HVCA) and on this basis identify specific mitigation measures how to address these shortcomings. Project teams (i.e., local partners) then focused on advocacy of these local DRR plans at higher levels – they guided the inclusion of village DRR plans into investment plans at community and higher levels so that the proposed measures are mirrored in relevant documentation. However, if none of these measures are finally implemented, it will lead to discouragement of the representatives of local structures in carrying on (considering these activities to be “abstract exercise” without tangible results in increasing the protection of their village against natural disasters). In this context the fact that implementers were able to bring smaller-scale investments that actually constructed some of the proposed measures (such as digging wells and bore holes or (re)constructing dams and canals) is seen as a good practice.

In the case of the project of PIN a system of early warning against floods has been implemented at a nation-wide level. As it will be shown below (in EQ4), all involved stakeholders recognize the effects of the project in providing affected population with time to action and thus to lower negative impacts of incoming floods. The effectiveness of the system has been proven also in the context of COVID-19 pandemic as it was used to disseminate information on anti-pandemic measures in place as well as with regard to safe behaviour at schools. The project has therefore a high potential to be effective with regard to the Programme objectives.

Further information on effectiveness and impacts at the level of evaluated projects are to be found in EQ 4.

Obstacles to achieving Programme goals

A number of factors that negatively influence the ability of the Programme to achieve its objectives have been formulated by implementers, local partners as well as representatives of CzDA and relevant Embassies. These factors can be categorized into three categories:

Factors related to public institutions in target countries:

- High levels of fluctuation of representatives of public institutions, especially at the middle level of the hierarchy (in Cambodian case at the level of districts). Public officers at this level are key partners for projects implemented in villages or communities, since these institutions are directly superior in the DRR governance hierarchy. Moreover, the capacities of these institutions in DRR are often low – therefore, these public officers are approving outputs of the project / local platforms related to DRR at local level and streamlining it with superior strategies and at the same time they are often subjects of capacity building activities. Frequent fluctuations therefore significantly hamper the progress of capacity building and creation of local DRR capacities.
- Requirements to work with several levels of public administration which generates significant bureaucratic burden and slows down the whole process of establishing of local DRR capacities (e.g. due to inconsistencies in templates, manuals or general “*modi operandi*” of different levels of governance as well as practical difficulties in scheduling necessary events and meetings at all levels – especially in relation to short time frame of the projects).

Factors related to the Programme setup:

- Short time frame of the Programme which, formally, supports only annual projects. Although projects are eligible for financing for the whole period of 12 months, the time frame for implementation is *de facto* further shortened by the time required for selection and approval processes. Implementers and partners do not initiate project implementation before the financing is confirmed. In effect, the actual time frame of implementation of a project is rather only ca. 9 months. There is a possibility to sign a Memorandum of Long-term Cooperation with the Ministry of Foreign Affairs, that provides some guarantee of continuing the implementation to three years (the Ministry „undertakes to support the implementation of the project” if the development of state budget allows for it) and allows the implementer to plan / formulate the project across the time frame of 9 months, however, it still leaves a significant degree of uncertainty. Therefore, even if such Memorandum is in place, implementers and partners do not initiate follow-up activities before financing for the next year is secured. Moreover, only a part of the implementers actually requested such Memorandum. Implementers and other stakeholders (public institutions in target country and local partners) recognize the following negative impacts of the short time frame:
 - The setup, from the point of some implementers, tend to lead to implementation of *de facto* isolated, one-off actions that lack any element of sustainability or longer-term monitoring.
 - Lower credibility of the implementer / local partner vis-à-vis local institutions as well as other potential donors – longer-term involvement cannot be pledged, leading in some cases to the implementer / local partner being seen as unreliable partner.

- Even if the Memorandum is signed, the Programme setup leads to gaps in financing (at least until the project for next year is approved and signed) which, coupled with uncertainty of further financing leads in some cases to instability of local teams
- Related to the above-mentioned problem of delayed initiation of the project is, in some cases, an issue of timeliness of supported projects. It has been recognized that the Programme fully respects the deadlines and procedures set out for grant payments in relevant legislature and sub-legislative acts. Even more, it has to be pointed out, that processes of project appraisal and approval within this framework are, in fact, very fast and can hardly be accelerated any more⁶. However, the gap of 3 months still exists and especially in Cambodia the launch of project in March-April further shrinks the time frame for actual implementation – as construction works need to be finished before the rainy period, which starts in June.
- Rather low financial capacity of the Programme enables (if not coupled with larger project financed by different donor) to support only low-scale interventions in a small number of selected localities and does not enable to support scaling up the intervention.

External factors:

- Key external factor in the evaluated period was the outbreak of COVID-19 pandemic. Related restrictions had strong negative impacts on implementation of approved projects (which to a large extent rely on trainings and capacity building activities that could not have been implemented). Some implementers were able to flexibly adjust their projects to this new context (e.g., distributing sanitary and other equipment to target localities instead of other planned support) whereas in other cases the pandemic led to projects not fulfilling their objectives.

Factors of success or failure of supported projects

The following factors have been identified as factors crucial in successful implementation of projects:

- Strong local presence, long-term relationships with and trust of institutions at various levels, deep understanding of institutional structure (formal as well as informal) in target regions.
- Participatory activities in local communities. Successful projects were implemented on the basis of needs identified by local target groups. Without the local population being convinced that the intervention will raise the quality of their lives the project objectives could not be achieved. However, the short time frame for implementation is a limiting factor in this regard.
- Implementation of “soft” measures (building local capacities) has to be accompanied with at least small-scale investments into specific mitigation measures (such as water source, dam, local road, etc.), otherwise the implemented activities are not sustainable.
- Demonstrating positive economic impacts of DRR / CCA measures. As it will be shown below, convincing local population that implemented measures directly contribute to an increase in economic income is a crucial element of sustainability of the interventions.
- High degree of flexibility of the Programme, along with fast approval of proposed changes that enable the implementers / local partners to flexibly react to current developments. This flexibility along with fast reaction and generally very good communication with the donor is highlighted by a number of implementers as a reason why their projects were – despite limitations of the Programme listed above – successful in meeting their objectives.
- The possibility to integrate Programme support with larger projects supported by other donors in which the Programme provides co-financing is perceived as good practice by various implementers who apply such approach.
- Integration with larger projects supported by other donors – co-financing, is helpful

⁶ In the case of the last call (2021) the Programme was open for submission of grant applications from 23rd November 2020 until 18th January 2021. Formal review of the submitted projects was finalized the next day and by 22nd January the formal review was formally finalized. The selection process took place between 22nd January and 1st February and on 3rd February the selection committee was convened and approved projects to be financed. The final protocol was published on 18th February, one month after the closing of the call. Hardly any room for acceleration of the process can be therefore observed – and for that reason no recommendation was formulated in this regard.

4.2 EQ2: In which ways can the Programme contribute to the coherence of humanitarian and development activities in priority countries of bilateral FDC of the Czech Republic?

Synergies of the Programme with objectives of FDC in target countries

Significant synergies between the Programme and bilateral programmes of the FDC of the Czech Republic can be identified with regard to thematic focus of bilateral programmes of all target countries (see attachment 9 for detailed analysis). Conversely, a direct reference of the Programme to FDC can be also identified. As it was noted above, the Programme references to the FDC in the formulation of its objective (or rather thematic focus) as it that the focus of supported projects needs to be in line with respective FDC programmes. This requirement is, however, not exclusive – projects that are not in line with respective FDC programme are not ineligible for support. This requirement is rather reflected in selection criteria: direct reference of the project to Sendai framework and thematic priorities of bilateral FDC programmes in the target country is taken account of in the assessment of project proposals (15 points out of 100 total).

The potential of directly interlinking the humanitarian and FDC initiatives provided by the bilateral programmes of target countries is, however, to some extent limited by the fact that some bilateral programmes have limited regional scope – in Ethiopia it is explicitly stated that FDC will be active in SNNPR and Sidama region (previously part of SNNPR as Sidama zone). On the contrary, the regional scope of the Programme is not limited – it enables to implement DRR / resilience initiatives in areas where the need for such assistance is urgent. This disproportion naturally limits the potential of humanitarian and development “nexus”, i.e. “linking relief rehabilitation and development”⁷, implemented under the scope of humanitarian assistance and FDC of the Czech Republic as DRR projects outside the regional scopes of FDC cannot be continued with a complementing development project.

Synergies of Programme with FDC projects implemented in target countries

Although formally the Programme (or rather humanitarian assistance initiatives in DRR and resilience in general) is sufficiently linked to FDC, in reality taking advantage of this humanitarian-development nexus has been so far rather rare.

Only two instances of at least partial linking of DRR project to a follow-up FDC initiative have been identified, namely Zambia where the implementer CARE Czech Republic implements a project supported by the Programme alongside with a larger FDC project and in Cambodia, where DECCB along with its partner, LWD, implement project “LEAP” in which was co-financed by the trilateral programme of the FDC in neighbouring region and are able to take advantage of these synergies to support sustainability of the DRR project (see details of both of these synergies in annex 9).

Mechanisms that would encourage the facilitation of the humanitarian-development nexus between the Programme and FDC initiatives are, so far, rather limited. The selection process of the Programme puts preference on projects that develop this humanitarian-development nexus. However, mechanisms that would directly identify follow-up projects to DRR initiatives are not sufficiently developed. Identified interlinks are therefore rather brought about by the fact that thematically similar projects are implemented by the same setup of implementers and partners – this institutional and personal overlaps have ensured synergies between the projects. Such interlinks therefore exist, so far, only on ad-hoc basis and are mostly an effect of multiple projects implemented by the same subject.

On the basis of IDIs with representatives of respective Embassies and implementers the following reasons of insufficient nexus have been identified:

- Broad formulation of objectives of the Programme that does not enable to focus projects on thematic focus that would be complementary to relevant initiatives of bilateral FDC programmes / implemented development projects or relevant activities of other donors. This broad definition of Programme objectives, on the one hand, enables high flexibility of the Programme, which is seen by various stakeholders as the key added value of the Programme – it enables to formulate and implement tailor-made projects relevant in various local contexts. On the other hand, however, it limits the ability of sharper targeting of the interventions and causes significant fragmentation of support.
- Identification exclusively by implementers. Related to the point above, key characteristic of the Programme is that identification of support is done exclusively by the implementers. Relevant institutions, most significantly representatives of respective Embassies and of the donor, lack sufficient capacity as well as formalized

⁷ See Oxfam 2019. Developing this nexus is a key priority in implementation of humanitarian assistance as defined in the OCHA “The New Way of Working”, see <https://www.unocha.org/fr/themes/humanitarian-development-nexus>.

processes in identification of appropriate interventions that would be in line with objectives of the donor, CzDA, or any other stakeholder. Projects are, in effect, rather in line with programmes and strategies of various implementers and the Programme lacks strategic focus. In effect, even if there was sufficient capacity to identify relevant interventions that would strengthen the humanitarian-development nexus (related to FDC as well as development initiatives of other donors), procedural setup of the programme would not enable to systematically translate this identification into suitable projects.

- Insufficient streamlining of DRR initiatives into formulation of FDC projects in respective countries. In the course of identification and formulation (in case of public procurement procedures) of FDC projects the outputs and outcomes of DRR Programme are not sufficiently taken into consideration (and prioritization). In effect, even if adequate follow-up projects that fulfil the requirement on humanitarian-development nexus are identified, these would not be prioritized in formulation of calls for projects (in the case of grant procedure) or project formulation (in the case of public procurement).

4.3 EQ3: What else can the Development Cooperation Department of MFA do for ensuring that the DRR and Resilience priorities in humanitarian area are fulfilled?

In general, two approaches of implementers to using the Programme for their projects can be observed:

1. Projects implemented by the local office of the implementer, complementing or co-financing other activities of the stakeholder in the field of DRR and resilience or development approaches.
2. Projects in which the implementer has, to a large extent, an intermediary role and is in fact implemented by the local partner. In this model, the local partner (often local member of the same international network as the implementer) is key in identification as well as formulation and implementation of the projects, these are therefore primarily in line with local partner's strategy or long-term activities. Also, in this model the project supported by the Programme is in some cases used for co-financing of activities by other donors, however, bringing an added value to the larger initiative (e.g. project of CARE in Ethiopia complementing larger GIZ initiative, however, bringing an additional component to the "big" project).

In both of these cases, however, the Programme supports almost exclusively local capacities and implements local knowledge or expertise. Especially in the second approach the actual added value of the Czech Republic implementing the Programme is to some degree questionable (it can be argued that the projects would be just as effective if the local partners were supported directly and might be even more efficient).

In another words, the Programme is not successful in mobilizing experience with DRR from the Czech Republic to be applied as its added value. This is, to some extent, a result of the limitation of eligible implementers to NGOs – relevant experts are often active rather in governmental or academic institutions⁸. In order to increase the utilization of Czech expertise – if this is a desirable feature of the Programme – the following may be considered:

- Revision of selection criteria so that meaningful involvement of Czech expertise is taken more into account in submitted projects;
- Allocate funds to thematically focused call for DRR experts within the programme "Temporary Expert Assignments". However, such focused call would have to be realized on the basis of a clear identification of required expertise in the target countries by the Embassy and/or other relevant stakeholders so that it responds to a clearly defined need in target countries.

On the top of that a recent revision of eligibility criteria that enabled participation of education institutions has the potential to increase absorption of the programme as well as direct inclusion of Czech experts in Programme implementation. Further revision of selection criteria that would enable the participation of state organisations might be also analysed in this respect.

As it has been discussed above, the financial scope of the programme as well as short period of implementation does not allow to implement larger-scale initiatives, unless the Programme is used by the implementer for co-financing / complementing of another project or programme implemented with the support of another donor or within the scope of FDC bilateral Programme. The efficiency of supporting such small-scale interventions as well as their sustainability (unless followed by a development initiative) are questionable. It is argued by a number of respondents that as an alternative to supporting these isolated small-scale initiatives it might be more efficient to take part on a multilateral

⁸ Although it should be noted that most of the implementers have direct experience with coordinating and providing relief assistance and other support services, including organizing volunteers in relief activities, during numerous occurrences of floods in the Czech Republic, however, this experience / know-how was not taken advantage of in supported projects.

humanitarian donor fund aimed at supporting DRR and resilience⁹ – even more if the added value of Czech Republic is not being taken advantage of in implementation of the Programme and the nexus to FDC projects is rather weak.

4.4 EQ4: How is the comparative effectiveness of different scopes of activities and partnerships contained in the evaluated projects?

Appropriateness / relevance of supported projects

As it has been shown in EQ 1, the approaches of projects supported in Cambodia are in line with the strategies and approaches to DRR in the target countries. Especially at the level of representatives of district governance it was pointed out that the experience and long-term presence of the partner institutions in the projects of Caritas and DECCB (namely Caritas Cambodia and LWD) are a crucial factor of high relevance of the approach of both implementing partners to the needs of local population. Both of these institutions have been involved in the respective regions on a long-term basis and have therefore sufficient local capacities and networks in these target regions. To some extent it may be pointed out that this strong presence was the reason why target regions (namely provinces of Kampong Chhnang and Pursat respectively) have been selected for the implementation of the evaluated projects. Moreover, it can be observed that long-term priorities / modes of action of the partners have been mirrored in the thematic focus of the respective projects. For that reason, the primary focus of Caritas were local schools, whereas projects of DECCB were focused primarily on capacities and knowledge of local farmers with regard to their adaptation to climate change – a topic that is a primary concern of the local partner of DECCB projects, namely LWD.

The mode of operation of PIN was different from the other two implementers. PIN has strong local presence (although still involves local partners in its projects) and, based on the interviews with representatives of public governance (most importantly the province committees and central authorities) as well as other donors, is seen as a reputable and reliable partner¹⁰ for initiatives in DRR. High relevance of projects by PIN is therefore again explained by the experience and presence of this implementer. It should be noted in this context that the unique position of the EWS1294 project that has been co-financed by the Programme does not lay in the installed technology of flood monitoring, but rather in dissemination of relevant warnings in affected regions and, more generally, communication down to the level of local population. It has been pointed out by the implementer as well as representatives of international donors that there is a meteorological system that collects data on river flow, rainfall and other data relevant for prediction of floods in Cambodia owned by the national meteorological service (under MoWRaM), however, prior to EWS1294 there was no system of systematic and timely issue of warnings of flood danger that would be available for local population based on this data. Therefore, focus of the project of PIN on this component is highly relevant to the needs of target groups (population as whole).

Relevance of supported project to the needs of target groups have been confirmed also in the conducted surveys as well as case studies. In all surveys related to the projects of DECCB and Caritas the vast majority of respondents entered that capacity building activities implemented in their village / commune that were related to DRR and resilience were very to rather relevant and useful (representatives of villages and communities in DECCB assess the capacity building as “very” useful marginally more often, however, this small difference is not significant in comparing the two projects). In their open responses the respondents refer to benefits of the capacity building activities with regard to mitigation of natural disasters, such as higher level of knowledge regarding prevention of natural disasters or protection from their impacts, including specific knowledge such as appropriate behaviour during thunderstorm in order to protect against lightning strikes. Similarly, all respondents from schools that were supported by the Caritas projects recognize that the capacity building in the schools were relevant to their needs, however, in their open responses the respondents mention more often benefits in WASH and hygiene, waste disposal or growing vegetables, inferring that their needs with regard to natural disasters is rare among these respondents. In the case of PIN projects, the results are affected by the fact that a high share of respondents (representatives of CCDMs and VDMGs in target provinces / districts) were not aware of PIN support to their region or of the EWS1294 system as such (of the latter as many as half of the respondents were not

⁹ Czech Republic is currently taking part on multilateral humanitarian donor funds in parallel to allocating funds for the Programme. Therefore, the question related to the added value of the Programme is even more relevant.

¹⁰ In this regard it should be highlighted that even key donors / international organizations, such as WFP or the European Commission (DG ECHO) see PIN as their important partner on a long-term basis – even if representatives of these institutions have no further knowledge of the initiatives of Czech Republic in DRR in Cambodia. Especially the representatives of DG ECHO see PIN as key implementing partner in Cambodia since DG ECHO does not have direct presence in the region and PIN is one of the few EU-based INGOs certified to implement initiatives backed by this donor.

aware) However, among those who did receive trainings within the PIN project, the feedback related to the adequacy of the project with regard to their needs is again positive. Similarly, a large majority of respondents who were aware of the EWS1294 system responded that the system did increase the resilience of local community to natural disasters.

In aggregate, projects implemented by all three implementers are seen as adequate and relevant by all relevant stakeholders, although implementation strategies and goals differed much, and no major differences among the projects were recorded with regard to this feedback.

Effectiveness

Projects of DECCB and Caritas

Based on the desk research and interviews with implementers / partners it has been found that until the outbreak of COVID-19 pandemic the implementation of supported projects was satisfactory. Projects were generally implemented according to their project plans and planned target values of outputs as well as outcomes (if defined) were mostly being achieved:

- In the projects of Caritas, pre- and post-testing of training activities was applied in order to assess the increase of capacity of local institutions (most notably schools and CCDMs). On this basis an increase in capacity of 70 % has been recorded, surpassing the target value (60 %). Similar approach was applied to measuring an increase of understanding of safe school guidelines by students, with satisfactory results. Ad-hoc output indicators were formulated for other activities of the project, such as waste collection, organic gardening, access to drinking water and WASH facilities by students or number of planted trees. Target values of these output indicators were achieved in the project. With regard to DRR governance, relevant structures (VDMGs and CCDMs) were set up and members trained within the project as planned.
- In the projects of DECCB similar output indicators have been formulated, measuring number of trained persons, trainings, demonstration agriculture fields established, number of supported households, etc. Most of the target values that have been formulated in the project documentation have been reported as being achieved. As the focus of this project was primarily at increasing the resilience of farming and its adaptation to climate change, specific indicators related to area of land managed with climate change resilience techniques was formulated as well as number of households benefiting from storage and distribution of water / irrigation. These target values have reportedly been achieved or surpassed. The only activities that were not implemented in accordance to the plan were dissemination of project results during public events – these outputs could not be realised due to cancelations of respective events by local governments and, in the later stages, due to COVID-19 restrictions.

Both projects provided quite limited monitoring at the level of outcomes and no specific data in that regard was collected, with the exception of pre-post testing (whose actual relevance at the level of objectives of the projects is fairly limited).

The Caritas project(s) formulated the following objective (purpose):

“To strengthen capacity and preparedness of communities¹¹ to natural hazards”

This overall objective was further elaborated into the following goals:

- “2 Vulnerable communities and 2 schools in the most at-risk in 1 Kampong Chhnang province are more resilient to disasters and have a safe living & learning environment.” (2018 project)
- “Two vulnerable communes and four at risk schools in Rolea B’ier district in Kampong Chhnang province have improved DRR management mechanisms and capacity to cope with disasters and have a safe living and learning environment.”

The formulation of objectives of Caritas projects therefore stresses the following goals:

- Increasing preparedness and capacity of local communities / schools to face natural disasters
- Improving DRR management mechanisms and capacity
- Increasing the safety of living and learning environment

To analyse the fulfilment of these objectives the evaluation team realized IDIs with representatives of PCDM, DCDM and District Office of Education, implemented two surveys (one with representatives of relevant CCDMs and VDMGs and the other with relevant representatives of supported schools) and elaborated a case study in Trapeang Ampil Village (however, due to COVID-19 restrictions only phone interviews could have been done the planned evaluation visit could not take place).

¹¹ In 2019 project replaced by “communes and schools”.

Responses of the survey among VDMG and CCDM members have shown that there is a consensus that support received by Caritas has directly increased the preparedness of the communes and villages to face natural disasters and climate change; all respondents agree with this statement (19 of them “rather” and one “strongly”). However, when asked to provide specific examples how the preparedness and resilience of the communities was increased in this regard, the respondents are referring to dissemination of information on how to behave in the case of storm (such as turning off the mobile phone or not staying in open fields or under a tree) and more systematic measures how the risk of disasters could be reduced or prevented in direct effect of the projects are mentioned quite rarely. If mentioned, respondents refer to created new water sources (boreholes and water pumps) or water collection equipment that was brought by the project. Although all respondents were members of either VDMG or CCDM in one of the supported localities, only twelve (60 %) agree that the DRR plans that were elaborated within the project did have an impact in increasing the resilience of the community or village. However, in providing qualitative details how the DRR plans contributed to this achievement almost all of the respondents refer again to availability of water sources.

Similarly, in the survey among representatives of supported schools, respondents agree that the projects have increased preparedness of the respective school for natural disasters (20 respondents “rather” agree and one agrees “strongly”). However, in their open question answers the respondents rarely mention effects that can be directly attributed to increasing preparedness for disasters and their mitigation (except for information on proper behaviour during storms) and most respondents are highlighting effects on health of students (installed WASH facilities), availability of water and growing vegetables. If asked to identify the component of the project that was most beneficial, respondents almost unanimously mention availability of water (drinking as well as for irrigation of school garden). Training on safety in school, especially when it comes to natural disasters, is mentioned in this context only by three respondents.

These findings on the effects of the projects in supported communities are confirmed by the outcomes of the respective case study: the most visible and beneficial effect of the project is the availability of water for drinking as well as irrigation. Effects directly related to DRR are seen as rather secondary. Interestingly, respondents that were addressed to compile the case study explicitly mention that they were introduced to the EWS1294 system and encouraged to subscribe for it within the project. However, since this effect has not been mentioned by any other respondents of IDI or surveys (including IDI with the partner), it is likely that introduction to EWS1294 was part of a different initiative and was mistakenly attributed to the evaluated projects by these respondents.

The projects of DECCB did formulate the following objective (goal):

- “To contribute to equitable development in Cambodia through increased resilience to prepare for, cope with and adapt to disasters and climate change”
- The overall goal is further elaborated into the following specific goal:
- “To increase community resilience to impacts of climate change and disasters.”

As it was pointed out above, in reaching this objective the project puts key emphasis on increasing the adaptability of agriculture in supported localities (including construction or reconstruction of resilient rural infrastructure), supplemented by establishing local DRR governance and strengthening its capacity, support efficient management of water (most importantly for agricultural production) and dissemination of information regarding DRR / CCA among local population, most importantly children and youth. The stress on agriculture is mirrored also in the name of the project(s) of DECCB: “Adaptation of agriculture to climate changes”.

Information on fulfilment of these goals have been collected similarly as in Caritas projects, namely by IDIs with representatives of respective PCDM, DCDM and District Office of Agriculture, furthermore there was a survey conducted among representatives of VDMGs and CCDMs in supported localities and one case study was elaborated (with attendance of three farmers).

Respondents questioned during the evaluation, most notably at district level, perceive that the project has supported a change in agricultural practices to increase the resilience of farmers against impacts of natural disasters. As one of the respondents point out, “based on the vulnerability map developed in the project the farmers are able to adapt type of crops that are more resilient to flood accordingly”. Overall, a positive change was observed in supported communities regarding agricultural practice. Along with that construction of infrastructure to accumulate water for irrigation was also cited as key impacts of the project. Similarly to Caritas project, respondents of the survey among VDMG and CCDM representatives, agree that the project(s) of DECCB have directly increased the preparedness of local communities to face natural disasters and impacts of climate change (all but one respondent rather agree with this statement) and 13 respondents (65 %) rather agree that the elaboration of DRR plans have contributed in this regard (referring, in their open responses, to water sources and infrastructure – such as dams and canals). However, when asked to list the most beneficial impacts of the support, the responses vary more than in the case of Caritas project. Respondents quote the following:

- Reconstruction of a road – enables to transport agriculture products to the market (6 respondents)

- (re)construction of water infrastructure and water sources enabling irrigation as well as provision of drinking water (6 respondents)
- Provision of agricultural inputs (most notably chicken breed) to farmers leading to diversification of income (4)
- Trainings on adaptation to climate change and emergency response in the event of natural disaster (3)

Similar effects are found in the case study, which highlights that the construction of water sources and irrigation canal as well as rural road had significant positive effect on the livelihood of local farmers, but also point out that there were significantly less floods than before the construction of a dam. Farmers who also were questioned for the case study confirm that projects have significantly supported to diversification and increase of incomes of local farmers who were directly supported.

In conclusion, positive trends with regard to the project objectives are observed, however, mainly by directly supported households. Similarly, to the project of Caritas, effects of the project directly attributed to strengthening the system of DRR governance on local level are seen as less significant and development effects of the support aimed at strengthening livelihood of local farmers are more highlighted by target groups. However, it was also observed that the link of project outputs and outcomes to DRR and adaptation to climate change in the case of DECCB projects was stronger than in the case of Caritas (whose positive impacts can be seen predominantly in access to drinking water and hygiene).

Projects of PIN

As for projects by PIN, the evaluation has to take into account that the Programme has co-financed only a part of the larger project of introduction and dissemination of the EWS1294 system. Support from the Programme was used for introduction of the system in 2 provinces in 2018 and 4 more provinces in 2019. Moreover, support was used for trainings of PCDMs in operating the system as well as selected VDMGs and CCDMs with the aim to disseminate information regarding the EWS1294 as well as DRR in general. Last but not least, specific mitigation measures related to protection against flood were implemented in selected localities (such as three safe sites were constructed in 2019). For that reason, it is complicated to separate the effectiveness of projects supported by the Programme from the overall EWS1294 project achievements.

On the level of outputs of the projects supported by the Programme the target values have been fulfilled. The target values of number of installed equipment have been fulfilled and projects supported by the Programme have implemented the planned number of trainings at all levels, produced the planned number of outputs related to DRR governance (hazard assessments, etc.) and projects have been successful in establishment of safe sites in target communities.

On the level of outcomes and impacts of the projects, the EWS1294 as a whole has to be taken into account. Analysis of fulfilment of the objective on this level is based on internal evaluations by PIN and on IDIs with representatives of 4 PCDMs, 4 DCDMs and other donors as well as a survey among representatives of 20 VDMGs or CCDMs. Also, a case study has been compiled.

The internal evaluation of PIN concludes that at the level of PCDMs there is sufficient knowledge regarding the EWS1294 system and its operation. PCDMs are, according to the internal evaluation, able to successfully manage the system, however, in some instances technical issues have been raised (especially related to recorded instances of delays between broadcast of early warning message and its receipt by subscribers in some provinces).

Data collected by our evaluation team confirmed these findings. All representatives of PCDMs with whom interviews were held confirm sufficient experience and technical skill to operate the system (i.e., send out warning messages in case of emergency) and perceive the system to be an effective tool in strengthening the resilience of local communities to natural disasters. However, further technical assistance with operation of the system is required as the technical capacities of PCDMs are quite low. Furthermore, representatives of PCDMs confirm the key conclusion of the PIN internal evaluation with regard to the benefits of EWS1294, namely that it provides local population with a longer time for action to prepare for the impact of a natural disaster. In this regard the statement of PIN internal evaluation that EWS1294 “provides timely, life-saving hazard warning information” has been confirmed (provided there are no delays in receiving the warnings due to technical issues).

However, a number of representatives of PCDMs expressed their dissatisfaction with the system’s capacity in the case of a natural disaster different than floods – e.g., strong storms or drought. In case of floods the system works, to a large extent, automatically. There are pre-recorded messages that are automatically disseminated to subscribers in at-risk regions in the case of flood danger (based on measurement of the river gauges). However, in the case of other natural disasters (which are, in some regions of two project provinces, more frequent than floods) there are no pre-recorded messages neither an automated system of dissemination of the information. The warning messages have to be recorded on an ad-hoc basis in such case, which significantly lowers the timeliness and flexibility of the system – i.e., reduces the key added value, namely the timeliness of the warning that provides the target groups with time for action.

On the other hand, it has been found that the information regarding the EWS1294 at the level of DCDMs in target regions is rather low. Only two of the four respondents at the level of DCDMs (in areas that were targeted with specific actions within the projects supported by the Programme) were sufficiently aware of the system and subscribed to receive early warning information. It should be pointed out that DCDMs were not the primary targets of PIN projects, however, on the basis of interviews it seems that dissemination of information regarding EWS1294 to lower levels of governance is limited.

PIN survey among representatives of supported VDMGs or CCDMs showed that dissemination of information at the level of at-risk communities has been sufficient. In this survey all respondents have received training from PIN and were thus aware of the system, moreover, vast majority of these respondents agree that the trainings they received has increased the resilience of the respective village / commune to floods. However, research by our evaluation team in communes and villages that were targeted with trainings or awareness-raising activities by PIN, showed a low level of penetration of the information regarding EWS1294 at local level. Only half of the respondents of this survey (members of respective VDMGs and CCDMs) were actually aware of the EWS1294 system and an even smaller number responded that they are subscribed in the system. This finding suggests that although the dissemination of information regarding EWS1294 has been a significant part of the projects, the level of information is still not satisfactory despite reports by PIN to the contrary.

Related to the above-mentioned finding is the most significant limitation of the approach that significantly lowers the effectiveness of the project, namely reliance on the subscriber model. Data provided in PIN's internal evaluation suggest that the number of subscribers who receive early warning messages remains rather low and the dynamics of new subscriptions has not been satisfactory despite targeted awareness raising actions. There are ca. 115.000 subscribers¹² in the system and throughout 2020 this number increased only by ca 15.000. The lower number of subscribers than aimed at is seen as a major bottleneck of the system by all stakeholders. Moreover, it has been shown in the internal evaluation by PIN that there is a declining trend in success rate of callouts and raising number of failed calls – i.e., calls to numbers that are no longer active or have no service. This trend further lowers the reach of EWS1294 system.

Respondents of the survey as well as other stakeholders therefore recommend an introduction of broadcast-based system, i.e., distribution of messages to all mobile phone numbers in at-risk areas. However, these respondents also point out that a significant share of the target group is located in areas without coverage of mobile phone signal and/or without access to electricity. In this case even the broadcast model would not be effective. Therefore, a stronger emphasis must be put on training local stakeholders in further dissemination of the received warnings¹³.

One of the project's responses to this unsatisfactory number of subscribers has been the widening of EWS1294 scope to social networks, namely Facebook. This activity is seen as successful by PIN's internal evaluation as there were more than 130 thousand followers of the EWS1294 Facebook page as of December 2020. The potential to further use Facebook to disseminate information on EWS1294 as well as distribute warning messages as such is therefore further investigated by the project. However, it should be pointed out that such opportunity is disproportionately available to the younger generation and relies on boosting subscriptions by paid ads. In this regard it should also be pointed out that none of the respondents of our survey among VDMG and CCDM members was aware of this communication channel of EWS1294.

Coherence of supported projects with national framework

All projects were implemented within the framework of DRR governance that has been implemented in Cambodia and closely follow the hierarchy of the institutions. As it was discussed above, all three projects to a large extent build the required institutional structure on the lowest levels – i.e., structure of VDMGs and CCDMs in target regions. Furthermore, it was confirmed by all subordinate institutions (especially PCDMs) that implementers sufficiently follow the structure of analytical and strategic documents that are introduced by the national DRR governance as well as required capacity building. The implementers, in collaboration with established VDMGs elaborate hazard assessments at local level and on this basis local DRR plans have been elaborated, following the prescribed structure. In the next stages the implementers, along with established structures, guide the progress of these DRR plans at higher levels of the structure, namely the streamlining of DRR plan into the Commune Investment Plan and DRR plans at the level of districts.

¹² The target value of this indicator in project supported by the Programme in 2020 has been 120.000 – number of subscribers is thus somewhat lower than planned.

¹³ In this context the internal evaluation found out that most of the VDMG members subscribed to EWS 1294 upon receiving the early warning messages pass on the information, most significantly to their neighbors (94 %) and family members (76 %). However, it has also been found out that only ca. 9 % of the respondents did pass such information to vulnerable groups. In future there must therefore be much stronger focus on reaching this target group of vulnerable community members.

Such facilitation required the implementers to involve a number of institutions into the consultative process of the project. Representatives of relevant institutions were therefore asked if they were satisfied with their involvement as well as the involvement of subordinate levels of DRR governance into the implementation of the project. Overall feedback collected from representatives of respective PCDMs, DCDMs as well as other government offices at district level was mostly positive, however, lower satisfaction was expressed by members of DCDMs. Similarly, the external monitoring conducted by the Embassy concurs with this conclusion and confirms that projects were mostly successful in establishing good working relations with representatives of local administrations (community levels).

However, comparing the projects, different patterns of involvement of relevant institutions can be observed. The projects of Caritas and DECCB follow a bottom-up approach and for that reason it has been observed that the involvement of district level of relevant institutions has been stronger than at the province level. Involvement of province institutions (PCDM) was more formal – the structures were informed on the progress of the projects and took part in some capacity building activities, however, there was no further participation of these institutions. Some representatives at this level even, although providing positive feedback overall, voiced their requirement to be better informed on the progress of the implementation of the project. Also, it has been pointed out by some representatives at this level that due to limited financial scope and timeframe of the support by the Programme, a sub-standard number of local stakeholders were involved in the capacity building (such lack of local capacities involved in the project has, however, not been corroborated by the local institutions themselves and may therefore be a result of insufficient information on the progress of the implementation). On the other hand, for the PIN project, the national and province levels have been crucial as the EWS1294 system would be implemented at these levels (owned and maintained by NCDM and operated by respective PCDMs who are responsible for distribution of warning messages within their province). Furthermore, project of PIN has also directed its activities at local level in selected localities, assisting local stakeholders with vulnerability assessments and even providing support with constructing elements of DRR-related infrastructure, such as safe spots to which local community can evacuate in the case of emergency. However, it has been already pointed out that the involvement of district level has been rather low in the approach by PIN.

The representatives of PIN as well as other donors also point out to insufficient involvement of MoWRaM into the project of EWS1294. This institution is responsible for operation of meteorological services and collects data on river flows, rainfall and other relevant meteorological phenomena that vastly surpasses data available from the river gauges that were installed in the project. Streamlining of these databases, including real-time exchange of data would therefore significantly raise the efficiency of the project as well as its sustainability (maintenance of river gauges could be streamlined into overall maintenance of infrastructure used for collection of meteorological and hydrological data) and, last but not least, the precision of forecasts. However, due to mainly political reasons the MoWRaM does not take part on the project and the flood forecasts have to, therefore, rely solely on the EWS system's own network of strategically placed river gauges

Efficiency of supported projects

Establishing the level of efficiency of the project could not be satisfactory done due to the fact that because of anti-pandemic measures introduced in Cambodia, the evaluation team could not visit the project sites and assess the status quo of investments. However, during the application of other evaluation methods, no major inefficiencies have been directly identified by respondents of IDIs or survey.

Some of the respondents however, express reservations with regard to the efficiency of investments into planting trees or burning kilns that were introduced in the Caritas project. Furthermore, the efficiency of support to organic gardening in schools has been questioned by respondents of IDIs as the direct link of this activity to the objective of DRR and adaptation to climate change is questionable. Moreover, no effect of this measure on increasing the practice of growing vegetables in households in supported localities has been found during the evaluation.

More generally, the efficiency of targeting primarily the schools in order to increase the resilience of communities against natural disasters has been questioned by respondents of IDIs at the part of institutions in the Czech Republic involved in implementation of the Programme. These reservations have been partially confirmed by the data collected in supported localities that was presented above: increased preparedness to mitigate natural disasters and, more generally, resilience of communities is rarely mentioned among the impacts of projects by Caritas – the respondents focus in their feedback rather on effects that are beneficial for local community, however have low relation to DRR – such as increasing the hygiene and access to drinking water in schools or safety of children around water ponds.

Implementers and partners point out inefficiencies related to short time frame of implementation of the projects and quite high administrative requirements compared to the financial volume of the support. Moreover, it should be pointed out that in a number of supported projects the implementation is taken care of almost exclusively by the local partner (as discussed above) and the implementer is de facto only mediating contact between the local partner and donor and is facilitating the administrative requirement of the programme. These projects have, therefore, de facto implemented

a two-level system of administration, however, the added value of the Czech implementer is, in some of the supported projects, questionable in another words, in some cases it must be concluded that the implementation of the projects would have been more efficient if the role of these intermediary level of implementation would be scaled down – especially with regard to rather limited financial volume of the projects. However, following current legislative framework it is not possible that a foreign implementer would enter the grant competition in the Programme, therefore, such two-level implementation cannot be cancelled in current legislative framework¹⁴.

Exit strategy and sustainability

No explicit exit strategies have been formulated in the projects of Caritas and DECCB.

In the case of Caritas, the problematic exit of the implementer / local partner has been deepened by the fact the implementer did not receive financial support in the third year of implementation, thus the initiative was stopped abruptly. Although the projects were in fact implemented more as isolated one-off activities and the implementer has not requested a multi-annual Memorandum of Understanding that would provide him with some level of guarantee of continuation, the project after the second year of implementation was not ready for the exit of the implementer – no explicit activities in order to support sustainability of the outputs were implemented. The limitation of sustainability of these projects have been highlighted also by the local partner who admits that the DRR structures that were established in supported localities would need more support, especially in the form of refreshment trainings and long-term support. This role should be further fulfilled by the superior structures – DCDM and PCDM, however, these are lacking capacities to systematically support the establishment and development of capacities in DRR – and to a large extent rely on donors and other stakeholders in this regard. Therefore, it is quite unlikely that these platforms will receive further support.

Similarly in the case of schools, the local partner as well as District Office of Education representative recognize that the support was too short to cause a long-term change. It is therefore unclear who will be responsible for future maintenance of the investments into water sources, WASH at schools, waste collection or filtering water for students of the supported schools. The District Office mentions that there is a plan to invest into a project of “community schools” from which the supported schools might benefit in the future, however, no specific details in this regard are available.

Sustainability of the project of Caritas is further weakened by the fact that the implementer has ceased its engagement in Cambodia altogether and there are currently (1.5 years after the last project was finalized) no employees who would have any knowledge with regard to the supported projects. Therefore, there is no potential of a follow-up project in the area supported by the Programme or FDC bilateral programme. Moreover, also the local implementer stated that they are no longer providing any follow-up support in the province. However, know-how from the projects implemented by Caritas should be, according to the information provided by local partner, applied in other provinces under an initiative supported by GIZ.

Overall, the Caritas project can be seen as an example of bad practice regarding sustainability.

In the case of DECCB project, although similarly no explicit exit strategy was formulated, the situation is more positive for the future. Evidence from the case study as well as survey suggest that the supported farmers continue to implement agricultural practice supported within the project since these changes had a direct positive effect on their incomes. As a number of respondents in the survey mention, in effect of (re)constructed canals, water sources and water collection for irrigation as well as installed irrigation technologies the supported farmers are able to grow rice three times a year and also increase the production of vegetables. All of that, along with delivered equipment and inputs for chicken farming to selected farmers as well as related trainings had positive impact on incomes, especially in the case of poor farmers – they are able to sell the surpluses of their production (which previously did not exist) on the market. Small investment into road infrastructure has also been mentioned in this context, however, stronger activities related to linking the agricultural production with the market have not been implemented and thus limit the impact of this benefit. This direct link of the project to increase of incomes have strengthened the ownership of outputs and outcomes and provide basis for sustainability. However, no further actions supporting the sustainability of these measures have been implemented, therefore, long-term sustainability cannot be guaranteed.

There is no direct follow-up project related to the activities implemented by DECCB, however, as it was mentioned above in EQ2, the implementer along with the local partner has launched a similar project aimed at enhancing the livelihood of local farmers (LEAP project) which has been supported by the Australian donor as well as trilateral programme of the FDC. Although implemented in different province, the implementer focuses on interlinking these two initiatives (e.g., by inviting of farmers supported by the evaluated projects to capacity building activities in the

¹⁴ Despite that, ways how to strengthen direct communication between MFA and local partner in these types of projects with marginal role of Czech implementer should be explored in order to increase the efficiency of implementation.

neighbouring province) in order to support long-term sustainability. Thus, even if there is no explicit follow-up initiative implemented, the implementer was able to take advantage of other project to support the sustainability.

With regard to the PIN project, the focus on exit strategy is, conversely, very high – *de facto* the whole year of 2020, the project supported by the Programme was focused on exit and gradual handing over of the EWS1294 system to the local institutions. In this regard significant achievements were recorded as the relevant institutions are, to a large extent, able to operate the system by themselves. However, further technical assistance is still required. High level of ownership regarding the EWS1294 system on the part of local institutions has been recorded throughout the evaluation, further supporting the sustainability, however, weak technical capacities on the part of PCDMs are seen as a limit. Moreover, a weak point can be seen in the physical infrastructure related to the system, namely the network of river gauges. The responsibility for their maintenance and replacement, if needed, is still not clear and neither is clear whether the maintenance will be covered by sufficient financial resources, although the representatives of PIN point out that the system was designed in order to minimize the maintenance costs or the costs of replacement gauges. Therefore, insufficient level of ownership of the maintenance tasks have been recorded throughout the evaluation – if an individual piece of equipment breaks down or needs maintenance, the representatives of PCDM still perceive that it is the responsibility of PIN to resolve the issue.

4.5 EQ5: Is there coordination among humanitarian and development activities of the implementer level in the evaluated projects?

Coordination between implementers and partners

No direct coordination of activities has been identified between implementers of the evaluated projects, neither between local partners. Although strong synergies between supported projects have been identified, no direct coordination was taking place. For example, it seems (at least it has not been mentioned in any interview or survey related to Caritas or DECCB projects) that information on subscription to the EWS1294 system and, more generally, benefits of this system that verifiably provides its subscribers with time for action in the event of disasters like floods, would be part of the capacity building activities related to DRR and resilience. Similarly, there is no evidence in project documentation neither via interviews of direct sharing of experience and good practice among implementers / local partners with regard to building capacities of local DRR governance.

Specific coordination links between humanitarian DRR and development activities of FDC have been reported under EQ 2. It has been concluded that this humanitarian-development nexus is in the case of the Programme followed only in case that the same implementer. No other instance of a follow-up development project or other links to development projects of FDC have been identified by the evaluated projects.

Coordination / cooperation with other donors

As has been already in previous sections presented, there are strong links by the PIN project to other donors. In fact, the Programme is only one of several donors that did take part on the implementation of EWS1294 project as a whole and did join the whole initiative in rather late stages of its implementation. In this respect the EWS1294 cannot be seen as a product of the Programme (i.e., the initiative would be identified in direct response to the call for project by the Programme). On the contrary, it is a long-term initiative by PIN and its partners which was initiated as a bottom-up initiative and later on was scaled up to the whole country with the support from the Programme.

The initiative started in 2013 and was initially supported by DG ECHO within the DIPECHO-funded project aimed at disaster preparedness in Cambodia¹⁵. Within this initiative PIN was a member of DIPECHO consortium along with ActionAid Cambodia and DanChurchAid and activities were aimed at capacity building of sub-national disaster management institutions, including implementation of HVCA assessments, development and implementation of DRR plans and their integration into CDP / DIP. To a large extent, the projects supported by the Programme have implemented similar methodology as DIPECHO programme in small scale. PIN has been cooperating with ActionAid on implementation of these initiatives since 2013.

Later on, other partners / international donors have been included into the implementation of EWS1294 system, namely UNDP and SDC.

PIN is a member of key coordination platforms that are relevant in DRR in Cambodia:

- Humanitarian Response Forum that has been established in 2011 in response to the demand for increased coordination between development partners to address the demands of humanitarian disasters. The aim of HRF is to strengthen communication and coordination of activities related to emergency preparedness and

¹⁵ DIPECHO is a large initiative aimed at supporting disaster preparedness in Cambodia that has supported dozens of projects in this field since its launch in 2006.

humanitarian response among relevant UN institutions (especially WFP which chairs the forum), international NGOs and other international organizations.

- Joined Action Group, which is a non-formal group of stakeholders active in Cambodia in DRR. Its purpose is to strengthen coordination and collaboration between these actors and is a partner for the NCDM. PIN co-chairs the JAG.

PIN is therefore actively involved in coordination and cooperation with other relevant implementers and donors in the field of DRR in Cambodia. According to the IDIs with representatives of WFP and DG ECHO PIN can be seen as reliable cooperating partner who has been involved in a number of initiatives and projects that were implemented by these key stakeholders.

The involvement of the other actors in coordination and/or cooperation with other donors and implementers is significantly lower. There has been no direct co-financing or any other direct participation of other donor or stakeholder on the implementation of evaluated projects. The coordination with other stakeholders is therefore rather informal and more ad-hoc (other stakeholders, such as World Vision, CARE or other NGOs are consulted in identification phase in order to avoid duplicities and strengthen the identification of needs. Furthermore, there are more or less formalized platforms of NGOs organized by the provincial administrations in order to share knowledge and good practice as well as avoid duplicities. Moreover, local partners are consulting and coordinating the projects within their own NGO networks. This is, for example, the case of DECCB / LWD and their membership in the Act Alliance network – according to the interview with implementer this network was used for example when recruiting relevant trainers.

There is no further evidence of follow-up initiatives supported by other donors or stakeholders that would build up on the outcomes and results of the projects – expect for a coordination with another project implemented by DECCB and LWD, namely the above-mentioned LEAP project that has been co-financed by Australian Lutheran World Service and Finn Church Aid.

Involvement of the Embassy in local coordination mechanisms

The Czech Embassy in Cambodia is in contact with other European donors and is taking part on sectoral coordination mechanisms – however, only in context of the FDC bilateral programme. The Embassy is not actively involved in any coordination mechanisms related to DRR and resilience of communities, moreover, due to the implementation model of the Programme, its role in identification of appropriate projects is rather limited.

Evidence of this lack of involvement of the Embassy in local coordination mechanisms related to DRR is the fact that representatives of the crucial stakeholders in this field, namely DG ECHO and WFP were not at all aware of a humanitarian programme of the Czech Republic aimed at initiatives in DRR and resilience or the role of Czech Embassy in this regard, neither were they aware of any projects in DRR and resilience in Cambodia directly funded by the Czech Republic. Both of these stakeholders were, though, very much aware of the activities of PIN as it was mentioned above.

4.6 Cross-cutting criteria

The Programme has direct positive impact in the area of **good governance**. It has directly contributed to establishment of appropriate DRR governance platforms and capacities in multiple locations across target countries. In doing so, it encourages community and participatory approach to assessment of local vulnerabilities and identification of critical issues and, to formulation of appropriate response (mitigation measures). Capacity building at various levels of public governance is a significant part of all projects. Moreover, the Programme encourages advocacy of local issues through the hierarchy of public governance.

Clear positive impacts of the Programme with regard to **protection of the environment** have been also identified. Implemented measures have increased the utilization of rainwater in agriculture and have generally encouraged sustainable management of water in target localities. Access to clean/safe drinking water has been significantly raised in these areas as well as access to sanitation facilities. In specific cases the Programme had also minor impact on waste management – in Caritas project waste bins and kilns were installed and children received trainings on proper waste separation. Last but not least, the Programme has increased the share of usage of renewable energy in supported localities (distributed solar panels, solar pumps, etc.).

Direct impacts of the Programme on human rights were not intended and hence was limited. Projects did implement activities that focused on livelihoods and quality of life of poorest members of local societies. Projects have also increased the safety and health of children by supporting the introduction of Safe schools concept.

No direct impacts of the Programme on gender equality were intended and have not been identified. Indirectly, Programme improves the position of women in local communities by targeting the poorest households.

5 Conclusions

Conclusions at Programme level

1. At the level of its overall objective / thematic focus, although broadly formulated, the Programme is fully in line with the objectives of Sendai framework and is focused on their fulfilment.
2. Similarly, objectives formulated at the level of supported projects are linked to specific objectives formulated in Sendai framework, most importantly establishment capacities of DRR-related systems and governance and capacities of early warning system.
3. High level of relevance of the objectives of supported projects to national strategies in target countries has also been confirmed. Projects supported by the Programme de facto establish local institutional framework and processes related to DRR governance that are outlined in national or province strategies. In this respect high coherence of supported projects with systems and approaches to DRR in target countries has also been confirmed.
4. Broad definition of the Programme objective provide flexibility in identification and formulation of projects. This fact, on the one hand, contributes to fragmented character of support, however, on the other hand enables the definition of projects that are highly relevant for the target groups.
5. With the exception of projects implemented by PIN the “standard” modality of supported projects is the strong position of local partners in implementation. The role of Czech implementers in these projects is to a large extent de facto limited to supervisory and administrative tasks and actual implementation is done by local partners.
6. In the setup presented above, Czech implementers are, to a large extent, intermediaries that successfully raise financial support to projects that are in line with the programmes and strategies of their local partners in target countries. Local partners are responsible for the identification, formulation as well as implementation of supported projects.
7. Strong role of local partners and the overall relevance of implemented projects with the long-term strategies and actions of local partners bring about high relevance of projects implemented in target countries. Local partners have strong presence in supported regions and understand local context and needs. This conclusion of high relevance of projects to the needs of target groups is confirmed in project-level part of the evaluation by surveys and case studies in supported localities.
8. On the other hand, this modality of strong local partner and implementer with intermediary tasks lower the efficiency of the Programme – added value of Czech implementer, whose operational costs enter into project budgets, is in this setup rather unclear.
9. Related to the above, the Programme has so far been quite unsuccessful in dissemination of good practice and experience of Czech experts and institutions in mitigation / prevention of natural disasters and their impacts. Projects rather rely on local expertise and the added value of Czech expertise, which has been one of the motivations of formulation of the Programme is, so far, taken advantage of to a very limited extent.
10. Programme has been effective in acceleration of dissemination of good practice and knowledge in the field of DRR in supported region as well as in building adequate local capacities – although in limited scope due to financial limitations of the Programme as well as short time frame.
11. Programme has generally contributed to strengthening DRR governance at local level that have capacity to coordinate activities related to DRR / resilience and propose adequate mitigation measures, however, in case of too “soft” approach there is a risk of long-term inefficiency of these platforms. Therefore, building of these capacities should be accompanied with investment into relevant infrastructure.
12. Specific obstacles to achieving the goals of the Programme have been identified in public governance in local structure (fluctuation of employees and requirement to work with several levels of public administration), Programme setup (short time frame, late launching of projects, financial capacity) and external factors (especially COVID-19 pandemic).
13. On the other hand, crucial factors of success of the projects / Programme are strong local presence along with trust of local institutions, participatory approach in local communities, demonstration of positive economic impacts and, more generally, proven benefits for the community.
14. High flexibility of the Programme, especially with regard to project changes is also one of the decisive factors of success of supported projects.

15. Strong synergies of DRR and resilience with bilateral programmes of the FDC of Czech Republic have been identified.
16. This potential is, to some extent, diminished by limited regional scope of FDC programmes in some of the target countries – whereas the DRR Programme is (correctly) not regionally limited.
17. Due to these synergies the Programme has significant potential to increase the relevance of development activities of FDC in target countries since adaptation to climate change and prevention of natural disasters is highly relevant to development support to agricultural production, agro-forestry systems as well as with regard to WASH infrastructure. Similarly, greater focus on DRR mechanisms and structures has the potential to increase effectiveness and sustainability of FDC initiatives as natural disasters and climate change belong (as it has been shown in other evaluations) to key risks in this regard. Interlinking development projects with DRR Programme therefore provides opportunity to mitigate this risk in a more systematic way.
18. However, these synergies have, so far, not been sufficiently taken advantage of. There has been only one instance recorded in which the combination of DRR and development initiatives have been sufficiently interlinked in the formulation phase and enabled to approach the needs of target groups in a more complex, integrated approach. This was, however, enabled by the fact that both projects are implemented by the same institution.
19. So far there is no fully functional formal mechanism in place that would facilitate the humanitarian-development nexus between the DRR Programme and FDC initiatives. Potential synergies are therefore taken advantage of only on ad-hoc basis and mostly in case of institutional / personal overlaps, i.e., if there is a DRR and development project implemented by the same institution.
20. The following reasons of insufficient interlinks between DRR and development projects of FDC have been identified:
 - a. Broad formulation of Programme objective that does not enable strengthening of thematic focus;
 - b. Identification of DRR projects exclusively by implementers – in which case projects are formulated in line with the strategy and activities of implementer / partner, not explicitly in line with thematic focus of FDC initiatives;
 - c. Insufficient streamlining of outcomes of DRR initiatives into identification and formulation of FDC projects in respective countries.

Conclusions at Project level

21. All projects supported in Cambodia are relevant and appropriate to the needs of target groups and are in line with the DRR governance system that was implemented in the target country.
22. At the same time, it can be observed that partly in effect of the broad definition of Programme overall objective local partners had decisive role in identification and formulation of the project objectives – these objectives as well as regional focus have been, therefore, strongly influenced by thematic focus and previous activities of the local partners of Caritas and DECCB.
23. At the level of outputs, projects were effective in reaching the planned target values up to the covid-19 pandemic. Significant factors that limited reaching the planned outputs were political decisions made at the higher level of government (such as cancelling of planned event) and, more importantly, COVID-19 pandemic restrictions.
24. Implementers and their partners in Cambodia were, however, flexible in adjusting their projects to the outbreak of the pandemic and projects stayed relevant even in this new context. Such flexible reaction was enabled by the high flexibility of the Programme and smooth process of project changes.
25. At the level of results / impacts by projects of both Caritas as well as DECCB it can be observed that the most visible and beneficial ones are rather related to development goals than effects directly related to DRR and resilience. However, it has been also observed that whereas in Caritas projects the outcomes / impacts of the project in strengthening the resilience and readiness to natural disasters are seen as quite marginal, in the case of DECCB projects effects related to DRR objectives are observed as significantly more relevant.
26. Reason for this difference have been identified in the thematic focus of the projects: the focus on adaptability of agriculture to climate change and its resilience to natural disasters is closely interlinked with DRR, the focus on schools by Caritas is thematically further away and direct attention of the project to establishment of functioning DRR structures in supported communities has been rather secondary.
27. On the contrary, the DREW project of PIN as whole has clear and undisputed positive impact on mitigation of negative impacts of disasters as it provides receivers of the warning messages with significantly bigger time frame for action (positive impact in this regard recognized universally).
28. Key limitation of the EWS1294 is the subscription-based modality of dissemination of warning messages. Further bottlenecks have been identified in still insufficient technical capacities of PCDMs and lower preparedness of the system on other disasters than floods.

29. Caritas project is seen as an example of bad practice with regard to sustainability. No exit strategy was implemented and neither are any follow-up activities implemented or expected. It is therefore unlikely that the project will be sustained.
30. In DECCB project also no explicit exit strategy was implemented, however, the potential of sustainability is seen as higher due to the fact that project outcomes have directly increased incomes of supported farmers. However, this potential is limited by the fact that no significant replication of the changes in agricultural practices outside the group of directly supported farmers has been recorded.
31. Sustainability of DECCB project is further supported by a similar initiative in neighbouring province implemented by DECCB/LWD and the efforts of the implementer and local partner to involve beneficiaries into these activities.
32. On the contrary, PIN is putting concerned efforts into handover of project outcomes to local structures implementing an explicit long-term exit strategy. However, low inclusion of other relevant institutions as well as insufficient financial resources are key threats to the sustainability.
33. Coordination of DRR projects with other humanitarian and development activities is entirely based on the activity of implementer / local partner. The Embassy is not involved in any local coordination mechanisms and the awareness of the DRR Programme of the Czech Republic is rather low among other partners.
34. High level of coordination and cooperation with other humanitarian and development activities has been identified in the case of PIN project due to strong position of this organization among other INGOs, international organizations and donors in the field of DRR and its membership in key cooperation / coordination platforms.
35. The other implementers rely on their own networks of NGOs, platforms existing at province levels and informal, ad-hoc coordination with relevant stakeholders. However, no direct coordination or cooperation of these projects with relevant initiatives other stakeholders have been discovered.

Overall assessment according to OECD-DAC criteria

Criterion	Assessment	Justification
Relevance	High	Programme as well as supported projects in line with needs and relevant documents
Coherence with development activities	Rather low	Despite high potential, only some fulfilled instances of coherence are registered, almost exclusively in effect of the initiative of implementers.
Effectiveness	Rather low – rather high	Differs significantly across projects and cannot be assessed in aggregate on Programme level. Generally, rather high effectiveness identified by projects that were coupled with larger initiatives (e.g. in the form of co-financing) and, on the contrary, rather low effectiveness of isolated initiatives.
Efficiency	Rather high	Implementation is rather efficient, however, in cases of projects with dominant role of local partners in formulation as well as implementation the “intermediary” role of implementers lowers efficiency.
Sustainability	Rather low	Unless coupled with a follow-up initiative or part of larger (and longer) project sustainability is very low. Due to the character of the Programme no explicit exit strategies implemented (with the exception of PIN) and projects end rather abruptly

6 Recommendations

6.1 Programme or sector recommendations

Recommendation	Level of seriousness	Primary addressee	Justification
Analyse options to divide the allocation of the Programme into general and targeted sections so that results of identification can be mirrored in formulation of relevant DRR projects. Alternatively prioritize projects that are submitted to targeted call in the selection process.	2	MFA	On the one hand, the vague formulation enables high flexibility of the Programme which is seen as one of its strengths – the Programme enables formulation of targeted reaction in selected communities that is tailor-made to their needs. However, it at the same time puts identification of projects fully on implementers, who formulate projects that are in line with their programmes and activities. In result, support is very fragmented and projects are, to a large extent, isolated from each other as well as from other development initiatives.
Allocate funds to thematically focused call for DRR experts within the programme “Temporary Expert Assignments”	2	MFA	The Czech expertise and know-how in DRR is not taken advantage of within the Programme, projects rely explicitly on local expertise. Czech expertise can therefore be taken advantage of at least at the level of individual experts. These ad-hoc involvements may in the future translate into projects submitted to the Programme in order to broaden the scope of such cooperation. However, such focused call would have to be realized on the basis of a clear identification of required expertise in the target countries by the Embassy and/or other relevant stakeholders so that it responds to a clearly defined need in target countries.
Consider the following revision of selection criteria as follows: <ul style="list-style-type: none"> - Increase the significance of the criteria “Previous experience of the Applicant (...)” and include the local partner in the formulation of the criteria - Increase the significance of the criteria aimed at coherence with other humanitarian and development interventions - On the contrary, the significance of sustainability criteria might be lowered as well as the total significance of the coherence criterion (criterion no. 3). 	2	MFA	The evaluation has proven that long-term experience and presence of the implementer / local partner in the target region or country (depending on the level of implementation) is a crucial factor of success of a project. Moreover, this experience and presence is more often recorded on the part of the local partner, not implementer – selection criteria should take this fact into account. Similarly low coherence / utilisation of synergies of the Programme with other humanitarian or development initiatives is seen as a weak point of the Programme. On the other hand, it has been shown, that sustainability of isolated, stand-alone initiatives without link to other projects cannot be achieved due to the short time frame and limited financial scope of the Programme.

6.2 System or procedure recommendation

Recommendation	Level of seriousness	Primary addressee	Justification /
Strengthen identification processes by representatives of Embassies in the field of DRR and resilience. Support joint identification in relevant thematic fields (sustainable agriculture, WASH, good governance) by requiring that consequences of identified projects in DRR and adaptability to climate change are addressed as a cross-cutting issue.	1	CzDA, Embassies, MFA	Interlinking of DRR and FDC projects in relevant sectors have proven to be good practice as it addresses the needs of target groups in a more complex approach (directly mitigating impacts of natural disasters or climate change that belong to key external risks of identified projects) and, on the other hand, strengthens efficiency and sustainability of DRR projects. However, these synergies are not sufficiently taken advantage of due to lacking identification and therefore occur only upon the initiative of individual implementers.
Require that identification of FDC projects in relevant thematic fields follow up on the results of DRR initiatives. On this basis prioritize formulation of follow-up development projects within the framework of FDC bilateral programme – if viable follow-up projects are identified.	1	CzDA, Embassies, MFA	The humanitarian-development nexus is not sufficiently implemented, results of DRR projects are not sufficiently taken into consideration in identification and formulation of development projects.
Encourage representatives of Embassies (development diplomats in target countries of FDC) to join relevant donor coordination mechanisms as well as take active cooperation in the Joint Programming of the EU	1	MFA, Embassies	Insufficient coordination of the Programme with activities of other donors. Synergies with initiatives of other donors are taken advantage of only if the implementer or local partner is involved in projects of other donors – systematic mapping of possible synergies is weak.
Ensure that implementers of development projects thematically close to DRR, resilience and adaptation to climate change are thoroughly informed about the Programme; target ad-hoc communication activities specifically at relevant education institutions (implementers of thematically close FDC projects) and government organizations	2	MFA, CzDA	<ol style="list-style-type: none"> 1. Programme does not sufficiently take advantage of Czech expertise and know-how; projects rely explicitly on local expertise. From this point of view the added value of having a dedicated Czech DRR programme is questionable. 2. The coherence between DRR Programme and FDC projects is insufficient, although such interlinks enable a more complex approach and thus increase effectiveness and sustainability. Universities implement a number of projects thematically close to DRR and climate change 3. Despite the fact that in the call of the Programme for 2021 the eligibility criteria were revised so that education institutions as well as experts from public sectors are eligible beneficiaries, no project proposal was submitted by these institutions.

7 Annexes

1. Executive Summary in Czech language
2. List of abbreviations
3. List of studied documentation and other resources
4. List of interviews and group discussions
5. Analysis of the results of surveys
6. Case studies
7. Evaluation matrix
8. Intervention logic visualization
9. Additional texts
10. Scripts of IDIs
11. Surveys
12. Evaluation of individual crosscutting themes (in separate file)
13. Terms of reference (in separate file)
14. Comments and suggestions of the reference group, implementers and other stakeholders (in separate file)
15. Presentation of Final Report to the reference group (in separate file)
16. Checklist of mandatory requirements of the evaluation contract (in separate file)

Annex 1: Executive Summary in Czech language

Projekt

Předmětem této evaluace je humanitární program „DRR a odolnost“ (dále jen „Program“), který je určen na podporu vybraných prioritních zemí zahraniční rozvojové spolupráce (ZRS) České republiky (Etiopie, Kambodža, Zambie) a dalších zranitelných zemí (v letech 2018-2019 Indonésie). Cílem tohoto Programu je především podpora činností a opatření zaměřených na snížení rizika katastrof, zlepšení připravenosti a posílení odolnosti obyvatel a místních orgánů v tematických oblastech odpovídajících příslušnému programu dvoustranné rozvojové spolupráce na období 2018- 2023 a v souladu s rámcem ze Sendai pro snižování rizika katastrof 2015-2030.

Hodnocený Program

Program je realizován Odborem rozvojové spolupráce a humanitární pomoci (ORS) Ministerstva zahraničních věcí České republiky. Program byl vyhlášen samostatně pro každý z těchto tří let (vždy na podzim předcházejícího roku) s roční alokací 10 000 000 Kč a maximální podporou 2 000 000 Kč na jeden projekt. V každém ze sledovaných let bylo podpořeno přesně pět projektů, předložených pěti různými realizátory. Nejvýznamnější cílovou zemí Programu v období 2018 - 2020 byla Kambodža s 8 podpořenými projekty realizovanými 3 nevládními organizacemi. Projekty implementované v Kambodži jsou proto předmětem této evaluace a jsou představeny v následující tabulce:

Název projektu	Rok realizace	Zaměření	Prostředky na projekt z HP ZRS ČR (v Kč)	Region	Stručný přehled aktivit
Adaptace zemědělství na změny klimatu (Diakonie ČCE)	2018 2019 2020	Zemědělci, místní komunity	1.884.896,71,- 1.885.000,- 2.000.000,-	Provincie Pursat	Školení školitelů a následného předávání nových poznatků v komunitě, školách, případně výměnnými pobyty, školení farmářů o možnostech udržitelného a odolného zemědělství (možnosti zadržování dešťové vody), vybudování/ zrekonstruování zavlažovacího zařízení.
Snižování rizik katastrof a včasné varování (Člověk v tísni)	2018 2019 2020	Institucionální kapacity	2.000.000,- 2.000.000,- 2.000.000,-	6 provincií (Kratie, Stung Treng, Preah Vihear, Oddar Meanchey, Ratanakiri, Modulkiri); národní úroveň	Budování institucionálních kapacit, technické školení, snižování dopadů katastrof či rozvoj varovných systémů (EWS), a to jak na národní, tak na regionální a městské úrovni.
Posilování odolnosti komunit vůči přírodním katastrofám v provincii Kampong Chhnang (Charita ČR)	2018 2019	Školy, vesnice	2.000.000,- 2.000.000,-	Provincie Kampong Chhnang (dva sousední okresy)	Školení žáků a učitelů v případě náhlých povodní, ohledně bezpečných míst, hospodaření s vodou, a podpory zlepšení hygienického prostředí ve školách.

Účel evaluace

Hlavním účelem evaluace je získat nezávislá, objektivní a konzistentní zjištění, závěry a doporučení, která mohou být použita při rozhodování ministerstva zahraničních věcí (MZV) ve spolupráci s ostatními účastníky o budoucí orientaci a implementaci tématu DRR a odolnost v rámci humanitární pomoci MZV ČR, včetně budoucí orientace hodnoceného Programu, se zaměřením na jeho potenciál pro propojení humanitárních a rozvojových aktivit v rámci integrovaného přístupu s dalšími dárči. Závěry a doporučení by měly být relevantní pro další směřování a financování české rozvojové

spolupráce v Kambodži a také pro realizaci podobných projektů. Hodnocení se zaměřuje na fungování Programu v počátečním období jeho provádění v letech 2018 - 2020.

Metody a techniky evaluace a její omezení

Hodnocení bylo zaměřeno na úroveň Programu podpořených projektů.

Na úrovni Programu se hodnocení opíralo především o rozhovory s realizátory všech podporovaných projektů, zástupci MZV a ČRA, zástupci Zastoupení ČR ve třech cílových zemích, zástupcem jednoho realizátora rozvojových projektů v Zambii a Etiopii v tematických oblastech relevantních pro DRR, partnery projektu v Kambodža, zástupci 6 provinčních výborů pro zvládání katastrof (Provincial Committee for Disaster Management, PCDM), 6 okresních výborů pro zvládání katastrof (Distric Committee for Disaster Management, DCDM), dvou zastoupení příslušných ministerstev na úrovni okresů a dalších dvou dárců v sektoru DRR.

Na úrovni projektu byly kromě výše uvedených rozhovorů implementovány čtyři dotazníkové průzkumy (v každém z nich s 20 respondenty) a realizovány tři případové studie. Odchylně od původního plánu nemohly být realizovány žádné evaluační návštěvy kvůli omezením souvisejícím s pandemií COVID-19. Individuální a skupinové pohovory, které byly plánovány v průběhu evaluačních návštěv, byly proto nahrazeny rozhovory vedenými telefonicky nebo prostřednictvím videokonferencí. Nemožnost realizovat plánovaný terénní výzkum však negativně ovlivnila sběr dat především ve vztahu k dopadům a udržitelnosti projektů v podpořených komunitách. Podobně byla také většina rozhovorů s institucemi prováděna na dálku, nikoliv osobně. Navzdory intenzivnímu úsilí hodnotícího týmu se nepodařilo zorganizovat rozhovor se zástupci Národního výboru pro zvládání katastrof (NCDM) stejně jako se zástupci relevantních ministerstev na národní úrovni.

Klíčová evaluační zjištění:

Programová úroveň

Klíčové přínosy Programu ke snižování rizika katastrof a odolnosti komunit.

Celkový cíl programu je formulován poměrně široce a zaměřuje se na podporu *propojování humanitárních a rozvojových aktivit, zejména v oblasti snižování rizika katastrof (DRR), zlepšování připravenosti na ně a posilování odolnosti obyvatelstva i místních úřadů*. Formulace konkrétních cílů programu (změny v cílových zemích, kterých by mělo být díky podpoře dosaženo) je tedy do značné míry ponecháno na iniciativě implementátorů a/nebo jejich partnerů. Navzdory tomu bylo zjištěno, že Program je plně v souladu s cíli rámce ze Sendai pro oblast DRR (mnohostranná dohoda uzavřená v oblasti snižování rizika katastrof pod záštitou OSN), protože se zaměřuje zejména na zavedení místních institucionálních rámců a procesů v oblasti snižování rizika katastrof a na budování kapacity těchto institucí nebo platform. Rámec ze Sendai výslovně podporuje mezinárodní spolupráci v této oblasti. V tomto ohledu byla také potvrzena vysoká provázanost podporovaných projektů se systémy a přístupy ke snižování rizika katastrof v cílových zemích.

Široce definovaný cíl Programu navíc zvyšuje flexibilitu při identifikaci a formulaci projektů. To má na jedné straně za následek roztržitý charakter podpory – jednotlivé projekty se výrazně liší a je obtížné určit konkrétní příspěvky programu jako celku. Kromě toho byla v důsledku této roztržitosti v některých případech pozorována tendence podporovat izolované projekty se slabými vazbami na jiné iniciativy v širším kontextu (což vedlo k negativním trendům zejména v oblasti udržitelnosti, a také k poměrně nízké schopnosti Programu provazovat humanitární a rozvojové iniciativy v cílových regionech; oba tyto negativní trendy budou podrobně diskutovány níže). Na druhou stranu však široká definice cíle přímo umožňuje formulaci projektů, které jsou vysoce relevantní pro cílové skupiny v podporovaných regionech, protože jednotlivé projekty mohou rozvíjet konkrétní řešení „ušité na míru“ potřebám vybraných komunit. Zmíněná flexibilita programu způsobuje, že ve většině podpořených projektů zaujaly silnou pozici místní partneři, kteří v cílových regionech dlouhodobě působí, a tím dále posilují zaměření svých projektů na skutečné potřeby cílových skupin.

Program byl celkově efektivní při podpoře šíření osvědčených postupů a znalostí v oblasti snižování rizika katastrof v podporovaných regionech i při budování odpovídajících místních kapacit – i když ve spíše omezeném rozsahu z důvodu finančních limitů a krátkého časového rámce. V menším měřítku Program také prokázal potenciál přispět k pozitivním efektům v oblasti připravenosti na přírodní katastrofy na celostátní národní úrovni. Tento efekt je však spíše nepřímý: v důsledku již zmíněné vysoké flexibility zacílení Programu mohly být jeho zdroje v jednom konkrétním případě využity ke spolufinancování pozdní fáze rozsáhlejšího projektu zaměřeného na zavedení systémů včasného varování před povodněmi.

Obecně bylo pozorováno, že Program přispěl k posilování institucionalizace systému pro snižování rizik přírodních katastrof na místní úrovni i jeho kapacit v cílových zemích. Dlouhodobá udržitelnost těchto podpořených malých místních struktur je však diskutabilní a do značné míry závisí na schopnosti národních orgánů dlouhodobě tyto podpořené místní struktury podporovat a implementovat navržená opatření pro zmírňování dopadů přírodních katastrof. V případě příliš „měkkého“ přístupu je totiž zřejmé riziko dlouhodobé neefektivity podpořených místních platform a institucí. Budování těchto kapacit by proto mělo nadále být doprovázeno investováním do příslušné infrastruktury v rozsahu odpovídajícím možnostem Programu. Hodnocení na úrovni projektu (níže) také jasně ukázalo, že dlouhodobá udržitelnost do značné míry závisí na propojení podpořených iniciativ na větší (a delší) projekty v této oblasti a/nebo existenci návazných iniciativ. V tomto ohledu bylo prokázáno, že Program má schopnost poskytovat přidanou hodnotu větším intervencím tím, že je vhodně doplní aktivitami zaměřenými úzce na snižování rizika katastrof a odolnost komunit. Naopak, pokud Program podporoval izolované projekty, které nejsou dostatečně propojeny s širším kontextem, je jejich udržitelnost nízká.

Na rámec uvedeného byly pozorovány specifické překážky pro dosažení cílů programu především co se týče veřejné správy v cílových regionech (fluktuace zaměstnanců a nutnost zahrnout do realizace projektu několik úrovní veřejné správy), nastavení Programu (krátký časový rámec, pozdní zahájení projektů, finanční kapacita) a vnějších faktorů (zejména pandemie COVID-19).

Naopak, mezi klíčové faktory úspěchu projektů / Programu patří především silná přítomnost realizačního týmu v cílových lokalitách spolu s důvěrou místních institucí, participativní přístup k realizaci aktivit v komunitách, a schopnost demonstrovat pozitivní ekonomické dopady zaváděných inovací a obecněji viditelné hmatatelné přínosy pro komunitu.

Koherence a synergie Programu s rozvojovými aktivitami ZRS ČR

Byly identifikovány významné synergie Programu DRR a odolnost s bilaterálními programy ZRS České republiky. Program má značný potenciál zvyšovat relevanci rozvojových aktivit v rámci ZRS v cílových zemích, problematika adaptace na změnu klimatu a prevence přírodních katastrof je totiž velmi relevantní v řadě dalších tematických oblastí, na které se ZRS ČR zaměřuje. Zvýšení pozornosti zaměřené na mechanismy a struktury v oblasti DRR má dále potenciál zvýšit účinnost a udržitelnost iniciativ ZRS, protože přírodní katastrofy a změna klimatu patří v tomto ohledu ke klíčovým rizikům. Propojení rozvojových projektů s programem DRR proto poskytuje příležitost k systematickému snižování tohoto zásadního rizika.

Tyto synergie však doposud nebyly dostatečně využity. Byl zaznamenán pouze jeden případ, kdy byla kombinace DRR a rozvojových iniciativ dostatečně propojena ve fázi formulace a umožnila řešit potřeby cílových skupin komplexnějším a integrovanějším přístupem. To však bylo umožněno tím, že oba projekty realizuje stejná instituce.

Dosud neexistuje plně funkční formální mechanismy, které by podporovaly propojování humanitárních a rozvojových iniciativ mezi programem DRR a ZRS ČR. Potenciální synergie jsou prozatím rozvíjeny pouze *ad hoc* a většinou na základě institucionálních / personálních průniků, tj. v případě, že projekt v rámci DRR a rozvojový projekt jsou realizovány stejnou institucí.

Důvody tohoto nedostatečného propojení mezi DRR a rozvojovými projekty ZRS ČR jsou především:

1. Již zmíněná široká zacílení Programu, v jehož důsledku není možné iniciativy úzce zacílit na pozorované „niky“;
2. Projekty DRR jsou identifikovány výhradně realizátory – v důsledku toho jsou projekty formulovány v souladu se strategiemi a aktivitami implementátora / nebo místního partnera, nikoli ve vztahu k tematickému zaměření relevantních iniciativ ZRS ČR;
3. Nedostatečné zohledňování výsledků a přínosů projektů podpořených Programem v procesu identifikace a formulace projektů ZRS ČR v cílových zemích.

Projektová úroveň

Na úrovni výstupů poskytují projektové dokumenty informace o tom, že projekty většinou úspěšně dosáhly plánovaných cílových hodnot; v některých případech se ovšem v tomto ohledu vyskytly překážky, konkrétně některá politická rozhodnutí učiněná na vyšších úrovních veřejné správy (například zrušení plánovaných akcí, se kterými podpořené projekty počítaly) a především pandemie COVID-19.

Na úrovni výsledků / dopadů bylo pozorováno, že v případě Charity i Diakonie ČCE se nejviditelnější a nejpřínosnější efekty těchto projektů týkaly spíše rozvojové spolupráce než přímo zvyšování DRR a odolnosti podporovaných komunit. V případě projektů Charity jsou výsledky / dopady projektu na posílení odolnosti a připravenosti na přírodní katastrofy pozorovány jako vyloženě okrajové, zatímco v případě projektů DECCB jsou výsledky na úrovni snižování rizika katastrof o něco relevantnější. Důvodem tohoto rozdílu jsou především odlišnosti v tematickém zaměření obou projektů: zatímco zaměření na zvyšování adaptability zemědělství na změnu klimatu a jeho odolnost vůči přírodním katastrofám v projektu Diakonie je s tématem DRR velmi úzce propojeno, zaměření na školy ze strany Charity je tématu DRR vzdálenější a přímá

pozornost projektu věnovaná zřízení funkčních struktur pro DRR v podporovaných komunitách byla proto spíše sekundární.

Naopak, projekt DREW realizovaný společností PIN, který byl v pozdější fázi spolufinancován Programem, prokázal jednoznačně pozitivní dopad na zmírňování přírodních katastrof. Nejvýznamnějším přínosem implementace systému včasného varování, jenž byl s podporou projektu DREW úspěšně zřízen, je z pohledu všech zúčastněných strany skutečnost, že včasné varování poskytuje příjemcům takových zpráv více času na přípravu a vhodnou reakci. Klíčovým omezením zavedeného systému je skutečnost, že uživatelé se musí aktivně zaregistrovat do systému, aby jim byly varovné zprávy zasílány. Dalšími zjištěnými překážkami jsou stále nedostatečné technické kapacity PCDM a nižší připravenosti systému na jiné katastrofy než povodně.

Hodnocení udržitelnosti se rovněž napříč podpořenými projekty výrazně liší:

- Projekt Charity je z pohledu udržitelnosti možné vidět jako příklad špatné praxe. Součástí projektu nebyla žádná strategie odchodu realizátora (exit strategy) a nejsou ani implementovány nebo plánovány žádné navazující aktivity. Je proto dosti nepravděpodobné, že projekt bude udržen.
- V projektu Diakonie ČCE sice také nebyly implementovány žádné aktivity, které by se explicitně vztahovaly k strategii odchodu, nicméně potenciál udržitelnosti je hodnocen jako vyšší především proto, že aktivity projektu přímo přispěly ke zvýšení příjmů podpořených zemědělců. Tento potenciál je však limitován tím, že nebyly pozorovány žádné příklady nápodoby změn v zemědělských postupech vyššího rozsahu mimo skupinu přímo podpořených zemědělců. Udržitelnost projektu je dále posílena podobnou iniciativou, kterou Diakonie ČCE ve spolupráci s partnerem LWED implementuje v sousední provincii a snahou implementátora a místního partnera zapojit do těchto aktivit příjemce.
- Na rozdíl od předchozích dvou příkladů se Člověk v tísni ve svém přístupu na implementaci strategie odchodu explicitně zaměřil. V podporovaných projektech bylo vynaloženo značné úsilí na předání výsledků projektu místním strukturám. Hrozbami pro udržitelnost jsou ale nízké zapojení dalších příslušných institucí a nedostatečné finanční zdroje

Efektivitu i udržitelnost projektů se výrazně zvyšuje, pokud jsou tyto (spíše krátké a omezené) projekty prováděny v koordinaci s jinými humanitárními nebo rozvojovými aktivitami. Taková koordinace / spolupráce projektů DRR s dalšími iniciativami je však doposud zcela závislá na aktivitě implementátora / místního partnera. Zastoupení ČR není dostatečně zapojeno místních koordinačních mechanismů v oblasti snižování rizika katastrof a povědomí o Programu DRR je mezi ostatními partnery nízké.

Vysoká úroveň koordinace a spolupráce s dalšími humanitárními a rozvojovými aktivitami byla identifikována v případě projektu Člověka v tísni, a to v důsledku silné pozice této organizace mezi ostatními INGO, mezinárodními organizacemi a dárči v oblasti DRR a jeho členstvím v klíčových platformách pro spolupráci / koordinaci. Další dva realizátoři se spoléhají na své vlastní sítě nevládních organizací, platformy existující na úrovni provincií a neformální, ad hoc koordinaci s příslušnými zúčastněnými stranami. Nebyla však objevena žádná přímá koordinace nebo spolupráce těchto projektů s příslušnými iniciativami jiných zúčastněných stakeholderů.

Celkové hodnocení dle kritérií OECD-DAC

Kritérium	Hodnocení	Zdůvodnění
Relevance	Vysoká	Program i podporované projekty v souladu s potřebami a příslušnými dokumenty
Koherence s rozvojovými aktivitami	Spíše nízká	Navzdory vysokému potenciálu bylo zaznamenáno naplnění kritéria koherence pouze v omezeném rozsahu a téměř výhradně jako důsledek iniciativy realizátorů
Efektivnost	Spíše nízká – spíše vysoká	Mezi projekty se významně liší a nelze souhrnně posoudit na úrovni Programu. Obecně poměrně vysoká efektivnost v případě projektů, které byly propojeny s dalšími iniciativami (např. ve formě spolufinancování), a naopak spíše nízká efektivnost izolovaných iniciativ.
Efektivita	Spíše vysoká	Implementace je poměrně efektivní, avšak v případech projektů s dominantní rolí místních partnerů ve vztahu k formulaci i implementaci snižuje celkovou efektivitu zapojení realizátorů v roli zprostředkovatelů.

Udržitelnost	Spíše nízká	Pokud není projekt propojen na navazující iniciativy nebo součástí většího (a delšího) projektu, je udržitelnost velmi nízká. Vzhledem k charakteru programu nejsou implementovány žádné explicitní strategie odchodu (s výjimkou PIN) a projekty končí poměrně náhle
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Na základě těchto zjištění a závěrů byla formulována následující doporučení:

Doporučení na úrovni programu a sektoru

Doporučení	Stupeň závažnosti	Primární adresát
Analyzovat možnosti rozdělení alokace Programu na obecnou a zacílenou část tak, aby výsledky identifikace mohly být reflektovány při formulování relevantních projektů DRR. Alternativně v systému hodnocení upřednostnit projekty, které byly předloženy do zacílené části výzvy Programu.	2	MZV
Alokovat finanční prostředky na výzvu tematicky zacílenou na oblast snižování rizika katastrof v programu "Vysílání expertů"	2	MZV
Zvážit následující revize kritérií pro výběr projektů: <ul style="list-style-type: none"> - Zvýšit význam kritéria předchozích zkušeností žadatele a zahrnout zapojení místního partnera do formulace tohoto kritéria. - Zvýšit význam kritéria zaměřeného na koherenci s dalšími humanitárními a rozvojovými intervencemi. - Naopak, snížen může být význam kritéria zaměřeného na udržitelnost 	2	MZV

Systémová nebo procesní doporučení

Doporučení	Stupeň závažnosti	Primární adresát
Posílit procesy identifikace na straně pracovníků Zastoupení ČR v cílových zemích v oblasti DRR a odolnosti. Podpořit společnou identifikaci v relevantních tematických oblastech (udržitelné zemědělství, WASH, dobrá veřejná správa) tím, že bude požadováno, aby byly explicitně zpracovány dopady identifikovaných projektů v oblasti DRR a adaptability na změnu klimatu jako průřezová témata.	1	ČRA, Zastoupení ČR, MZV
Požadovat, aby na implementované iniciativy podpořené z programu DRR a odolnost navazovala identifikace projektů ZRS ČR v relevantních tematických oblastech. Na tomto základě prioritizovat formulaci návazných rozvojových projektů v rámci bilaterálních programů ZRS ČR – pokud byly identifikovány vhodné návazné projekty.	1	ČRA, Zastoupení ČR, MZV
Podpořit odpovědné pracovníky Zastoupení ČR v cílových zemích (rozvojoví diplomati) k účasti na relevantních koordinačních mechanismech donorů a k aktivní spolupráci v rámci Společného programování EU	1	MZV, Zastoupení ČR
Zajistit, aby realizátoři rozvojových projektů tematicky blízkých k problematice snižování rizika katastrof a adaptace na klimatickou změnu byli podrobně informováni o Programu; zacílit ad-hoc komunikační aktivity specificky na relevantní vzdělávací instituce (realizátoři tematicky blízkých projektů v rámci ZRS ČR) a veřejné instituce.	2	MZV, ČRA

Annex 2: List of abbreviations

CATI	Computer Assisted Telephone Interviewing
CAWI	Computer Assisted Web Interviewing
CCDM	Commune Committee for Disaster Management
CzDA	Czech Development Agency
CZK	Czech crown
DCD	Development Cooperation and Humanitarian Aid Department
DCDM	District Committee for Disaster Management
DRR	Disaster Risk Reduction
EWS	Early Warning System
FDC	Foreign Development Cooperation
FG	Focus Group
HRF	Humanitarian response forum
JAG	Joint Activities Group
EU	European Union
EQ	Evaluation question
IDI	In-depth Interview
MFA	Ministry of Foreign Affairs
MoAFF	Ministry of Agriculture Forestry and Fisheries
MoEYS	Ministry of Education, Youth and Sport
MoWRaM	Ministry of Water Resources and Meteorology
MPTL	Ministry of Post and Telecommunications
MRD	Ministry of Rural Development
NCDM	National Committee for Disaster Management
NGO	Non-governmental Organization
ODA	Official Development Assistance
OECD-DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
PCDM	Provincial Committee for Disaster Management
PIN	People in Need
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
VDC	Village Development Committee
VDMG	Village Disaster Management Groups
WFP	World Food Programme
WG	Working Group

Annex 3: Resources

Primary sources

- Project documentation
- Project outputs – materials, reports, etc.
- Programme documentation
- Web pages of implementer, partners, etc.
- Project monitoring reports

Strategies, context information and evaluations

- Strategy of FDC 2018 – 2030
- Development Cooperation Programme of the Czech Republic to Cambodia 2018 – 2023
- OECD: Evaluation Systems in Development Co-operation (peer review), 2016
- DREW project Impact Assessment
- Sendai Framework for Disaster Risk Reduction 2015 - 2030

Methodological and context sources

- *ALNAP*: Evaluating humanitarian action using the OECD-DAC criteria
- *OECD*: Quality Standards for Development Evaluation (2010)
- *UNDP*: Handbook on planning, monitoring and evaluation for development results (2009)
- *UNDP*: Project-level evaluation – Guidance for conducting terminal evaluations of UNDP-supported GEF-financed projects (2012)
- *The World Bank*: Handbook on impact evaluation – quantitative methods and practices (2010)
- *The World Bank*: User-friendly handbook for mixed method evaluations (1997)
- *Bamberger, M – Rugh, J. – Mabry, L.*: Real World Evaluation (2006)
- *INESAN*: Methodology for the Evaluation of Cross-Cutting Themes in Development Cooperation (2017)

Annex 4: List of interviews and group discussions

Interviews in Cambodia

ID	Name of respondent	Position/Institution	Location	Partner Organization	Method
Interviews with NCDM/PCDM/DCDM and other relevant stakeholders					
001	Mr. Keth Sochenda	Deputy Chief of General Administration of provincial hall and member of PCDM	Kampong Chhang	Caritas	IDI (by phone)
002	Ms. Srun Ratha	Officer of primary school office of Rolear P'ier district education office	Rolear P'ier district, Kampong Chhang	Caritas	IDI (by zoom)
003	Mr. Duong Phanny	Kravanh District office of Agriculture	Pusat	Diaconia /LWD	IDI (by phone)
004	Mr. Chean Veasna	Phnom Kravagn Deputy District Governor	Phnom Kravagn district, Pursat	Diaconia/LWD	IDI (by phone)
005	Mr. Phat Sophal	Provincial Administration Director	Pursat	Diaconia/LWD	IDI (by phone)
006	Mr. Pich Pichet	Depury district governor and member of DCDM	Koh Nhek district, Mondulkiri	PIN	IDI (by zoom)
007	Mr. Sam Bunthynn	District Governor and chairman of DCDM	Siem Pang district, Stung Treng	PIN	IDI (by zoom)
008	Mr. Eav Narong	Member of DCDM	Chet Borei district, Katie	PIN	IDI (by phone)
009	Mrs. Eng Sophea	Member of PCDM	Stung Treng	PIN	IDI (by phone)
010	Mr. Dy Samborath	Member of PCDM	Kratie	PIN	IDI (by zoom)
011	Mr. Yaen Chantongheng	Director of provincial administration affairs and member of PCDM	Mondulkiri	PIN	IDI (by phone)
012	Mr. Chun Lyhai	District Officer and member of DCDM	Rolear P'ier district, Kampong Chhang	Caritas	IDI (by phone)
013	Mr Seom Vathana	Director of provincial administration affairs and member of PCDM	Ratanakiri	PIN	IDI (by zoom)
014	Mr. So Vanthynn	District governor and chairman of DCDM	Taveng district, Ratanakiri	PIN	IDI (by zoom)
Interviews with local authorities and communities for drafting Case studies					
01	Mr Tea Soeunn	Village Chef (Damnak Ampel)	Phnom Kravagn district, Pursat	Diaconia/LWD	phone

	Mr. Chuop Dinn Mr. Long Horn Mr. Non Noeun Ms. Sok Von	Commune Chef (Bak Chinh Chean Commune) Farmer Farmer Farmer			
02	Mr Som Thonn Mr Chim Phak	Village Chef (Same Kha) Commune Chef (Chey Oudorm)	Lom Phat (Ratanakiri)	PIN	phone
03	Mr Noev Vanthy Mr. Sunn Thenn Mr. Sort Sophal Lorn Longdy Soth Kimsy Tem Puthea Lam Lem	Primary school Principal (Tropeng Ampel) Village Chef (Tropeng Ampel) Teacher (Trapeng Ampel) Teacher (Trapeng Ampel) Teacher (Trapeng Ampel) Teacher (Trapeng Ampel) Commune Council (Prosnep)	Rolear Píer (Kampong Chhnang)	Caritas	phone
04	Mrs. Leng Srey nhep Mr. Len Vary Mrs. Len Molika Mr. Len Vany Mr. Chroeun Chamret	Village Chef(Sre prah) Sub Village(Sre Prah) Farmer (Sre Prah) Farmer (Sre Prah) Farmer (Sre Prah)	Kao seyma (Mondulkiri)	PIN	phone

Further interviews in Cambodia (institutions, all interviews online):

- Life With Dignity (NGO), partner of DECCB 26/6/2021
- Local office of People in Need (multiple contacts) 11/6/2021
- Caritas Cambodia 29/6/2021
- Embassy of the Czech Republic in Phnom Penh 23/7/2021
- DG ECHO (regional office in Bangkok) 6/8/2021
- World Food Programme 5/8/2021

Interview in the Czech Republic (institutions):

- Ministry of Foreign Affairs (in person) 26/7/2021
- Czech Development Agency (in person) 27/7/2021
- Caritas Czech Republic (online) 9/6/2021
- DECCB (online) 8/6/2021

- Adra Czech Republic 27/7/2021
- CARE Czech Republic 21/7/2021
- Mendel University (phone) 12/8/2021

Other (institutions, all online)

- Embassy of the Czech Republic in Addis Ababa 26/7/2021
- Embassy of the Czech Republic in Lusaka 5/8/2021

Annex 5: Analysis of surveys

Survey for representatives of communities and villages – DECCB

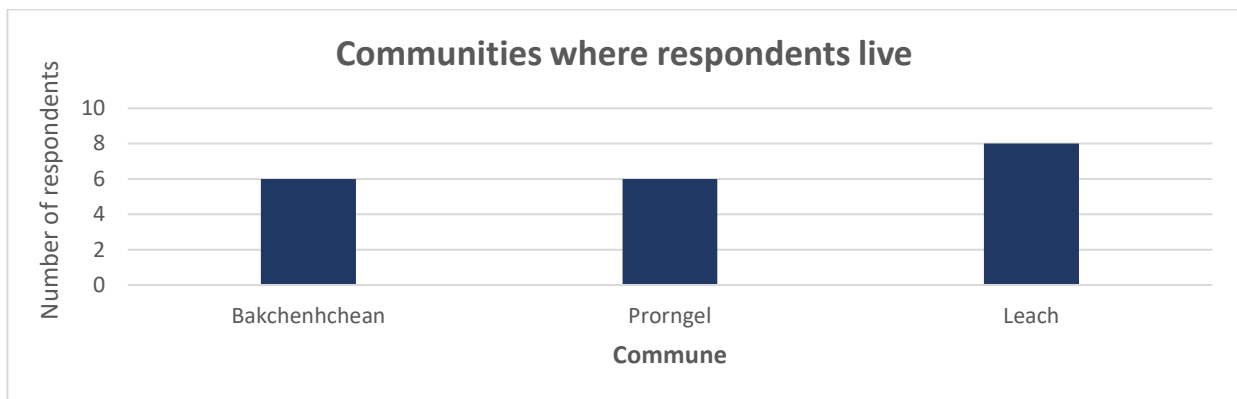
In total, 20 relevant responses were obtained in the questionnaire. Two respondents only opened the questionnaire but did not complete it. Ten respondents did not complete the questionnaire at all. The age of the respondents is between 28 and 77 years, with an average age of 58 years. Half of the respondents are members of the VDMG and the other half of the CCDM. Two women, both members of the CCDM, participated in the survey.

Geographical origin of respondents

Regarding the communities where respondents live, the structure of respondents is balanced (Figure 1). The difference in the representation of communities is only 2 respondents in favour to Leach commune. Several villages were represented within the communities, for example:

- Bakchenhchean commune (O'reusey village, Damnak Ampil village, Kraboachrum village etc.)
- Prorngel commune (Campeng village, Samrong Year village, O' drag village etc.)
- Leach commune (Borspuoy village, Croch Chma village, Tanuk village etc.)

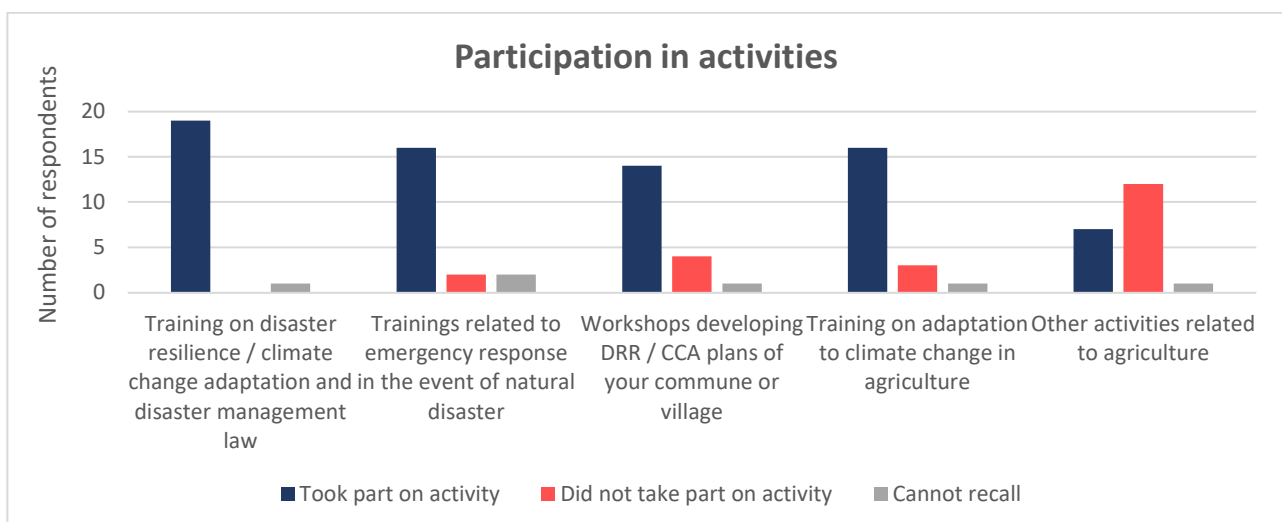
Figure 1. Structure of respondents by their geographical origin



Participation in activities

The following graph (Figure 2) shows the frequency of participation in various activities organized in the framework of disaster risk reduction (DRR). One respondent did not recall any training or activities.

Figure 2. Summary of participation in activities of DRR and resilience



Most respondents found the training very useful/relevant. The main improvements in knowledge/skills are in the following areas:

- Know how to select crop seeds more resilient to climate change
- Prepare before, during and after natural disaster incident
- Know where to urgently report when there is natural disaster
- Technical knowledge on Vegetables/ crop growing and animal raising
- Know how to reduce natural disasters
- Know how to rescue when there is a natural disaster

Of the activities that were implemented by Diacony in villages or communities, the following activities are considered the most beneficial:

- Road construction because it makes easier to transport agriculture products to sell at the market
- Provision of chicken breed because it provides result in short-time for selling to support daily life
- Water dam because this area always lacked of water for agriculture (for example growing rice)
- Rice bank because people can borrow from it when needs
- Training on adaptation to climate change in agriculture because 90 % are farmers doing agriculture (Cambodia's climate is currently changing)
- Vegetable seeds /seeding because the products can be sold earn income for family
- Training related to emergency response in the event of natural disaster because it can help solving issue of people when there is a natural disaster
- Restore water canal, building community pond, water well and water filter because this area lack of water
- Training on adaptation to climate change in agriculture because people are farmers who lack of technical knowledge on agriculture

The training was aimed at increasing technical knowledge in agriculture. **None of the activities are found to be unbeneficial by respondents.**

The support of community and village

Most agree that support has increased preparedness to face natural disasters and/or the impacts of climate change.

Respondents mentioned several activities that contributed to this:

- Evacuate to higher place to be safe from flood
- Urgently report to village/ commune authorities as well as partner organizations when there is a natural disaster happening
- Dig well, pond
- Growing crop that are more resilient to climate change
- Turn off phone, not going in the field, avoid sheltering under tree during raining
- Prepare foods, board, or bamboo raft when there is a flood
- Not going in the field during raining not using any electric devices
- Urgently report to local authorities when there is a natural disaster happening
- Select crop seeds or change crop growing calendar/ plan to adapt climate change
- Do not touch any mental equipment tools
- Participate in tree planting
- Put water pump standby
- Provision of foods to farmers who are facing disaster

On the other hand, respondents mentioned some measures that had not been implemented. Building, renovation and restoration of reservoirs were the most frequently mentioned in the questionnaire.

DRR plan

Thirteen answers rather agree that the commune or village DRR plan has increased the resilience of respondent's community or village to natural disasters and/or climate change. Under the Special Disaster Risk Reduction Plan, knowledge and skills were expanded in **water supply, changing rice seeds in response to climate change, participation in tree planting and pond digging.**

Positive impact

- 1 Growing vegetables and raising chicken for sale
- 2 Able to grow three Time per year
- 3 Easier and more accessible road to transport products for selling at market
- 4 Have water to grow rice
- 5 People can borrow rice from bank rice when they needed

Respondents didn't observe negative impacts.

Survey for representatives of communities and villages – Caritas

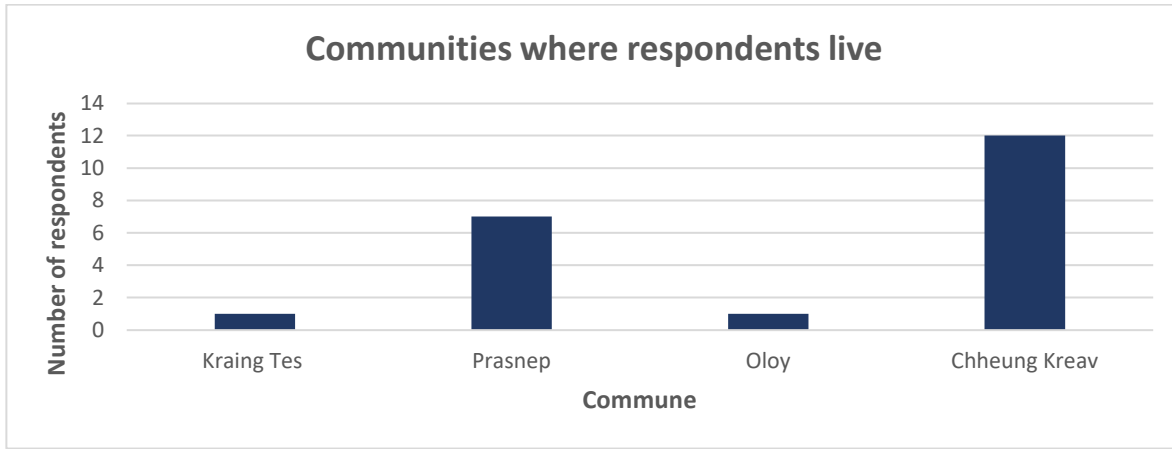
In total, 21 relevant responses were obtained in the questionnaire. Five respondents only opened the questionnaire but did not complete it. Eleven respondents did not complete the questionnaire at all. The age of the respondents is between 32 and 72 years, with an average age of 54 years. Ten respondents are members of the VDMG and eleven of the CCDM. Six women participated in the survey.

Geographical origin of respondents

Regarding the communities where respondents live, the structure of respondents is not balanced (Figure 3). Several villages were represented within the communities, for example:

- Prasnep commune (Sa Ang village, Prey Sampov village, Sa orng village)
- Chheung Kreav commune (Print Koung village, Andong Check village, Tain Bampong village etc.)

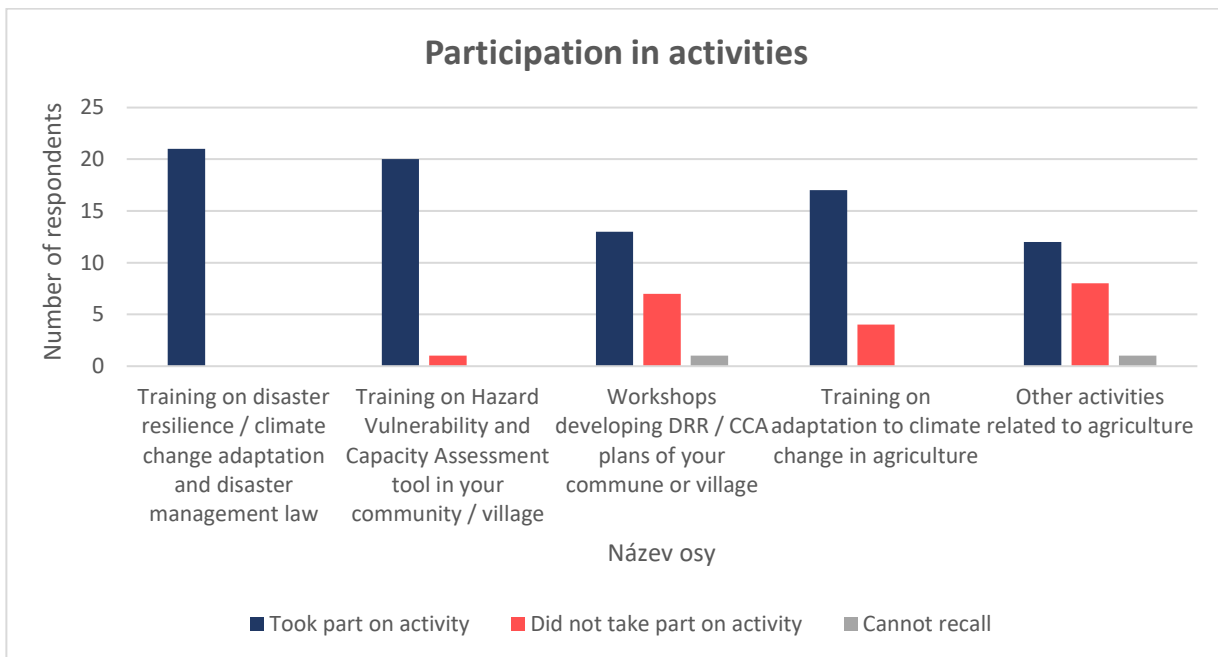
Figure 3. Structure of respondents by their geographical origin



Participation in activities

The following graph (Figure 4) shows the frequency of participation in various activities organized in the framework of disaster risk reduction (DRR).

Figure 4. Summary of participation in activities of DRR and resilience



Twelve participants find the training very useful / relevant, while the others find it rather useful / relevant. The main improvements in knowledge/skills are in the following points:

- Know how to prevent and reduce natural disaster
- Know how to increase the resilience of community to natural disasters
- Select seeds that are more resilient to climate change
- Change techniques on chicken raising and crop growing depending on weather /season
- Improve knowledge on Flood and drought
- Reduce chemical fertilizer
- Reduce migration
- Being able to live together in family (not separated)
- Children are able to full study
- Better living conditions
- Protect ourselves from lightening /thunder strike when there is a rain

Of the activities that were implemented by Caritas in villages or communities, the following activities are considered the most beneficial:

- Training on disaster law
- Training on adaptation to climate change in agriculture because Cambodia's climate is currently changing (most of the people in the village are farmers are going agriculture)
- Provision of chicken breed because able to sell to support family's daily needs
- Training on Hazard Vulnerability and capacity Assessment tools in community/village because there is currently natura disaster which is unprecedented
- Borehole with pump generated by solar panel, together with water filter is most beneficial as school lack of drinking water, as well as lack for irrigating vegetables garden

None of the activities are found to be unbeneficial by respondents.

The support of community and village

Most agree that support has increased preparedness to face natural disasters and/or the impacts of climate change.

Respondents mentioned several activities that contributed to this:

- Reserve water to be used during dry season
- Dig pond, borehole
- Have chicken vaccinated
- Change techniques on chicken raising and crop growing depending on weather/ season
- Evacuate to higher place to be safe from Flood
- Turn off phone when there is lightening /thunder, not using any electric devices, avoid sheltering under tree
- Do not touch any mental equipment tools and turn off phone during raining
- Prepared water jar or basin to reserve water to prevent fire during dry season
- Growing morning glory and amaranth leaves in rainy season
- Growing cabbage in dry season
- Growing short - time rice during the time which is less water
- Better prepare to address flood during rainy season

DRR plan

On respondent strongly agree, thirteen answers rather agree that the commune or village DRR plan has increased the resilience of respondent's community or village to natural disasters and/or climate change. Eight people replied that they did not know.

DRR plan increase resilience to natural disasters and/or climate change in the following areas:

- Better prepare to address drought for agriculture
- Many people have water to use/drink
- Know how to plant tree
- Know how to select rice seed resilient to climate change

The responses indicate that at least some of the measures proposed in the plan have been implemented. Different villages were reflected in the variation in responses. Building, renovation and restoration of reservoirs were the most frequently mentioned in the questionnaire.

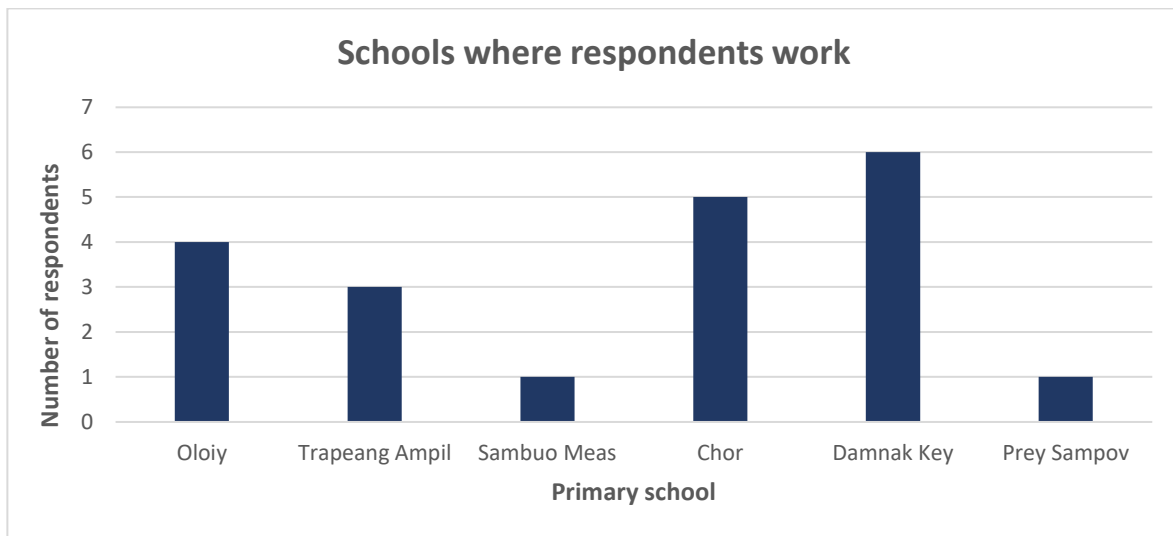
The only other positive impact respondents find is in raising chickens and growing vegetables for sale. Respondents didn't observe negative impacts.

Survey for schools

In total, 22 relevant responses were obtained in the questionnaire, two of which ended up in question number 8. Four respondents only opened the questionnaire but did not complete it. Thirty-six respondents did not complete the questionnaire at all. The age of the respondents is between 23 and 62 years, with an average age of 39 years. Seven respondents are involved in the management of the school, eight are teachers and four are members of the school committee, two of whom are chairpersons.

Geographical origin of respondents

Figure 5. Structure of respondents by their schools



Participation in activities

The following graph (Figure 6) shows the frequency of participation in various activities organized in the framework of disaster risk reduction (DRR).

Figure 6. Summary of participation in activities of DRR and resilience



Seventeen participants find the training very useful / relevant, while the others find it rather useful / relevant. The main improvements in knowledge/skills are in the following points.

Improving knowledge/skill than before in:

- Growing vegetables without using chemical fertilizer
- How to keep ourselves healthy and hygienic
- Protect ourselves from lightening/thunder strike when there is a rain
- Flood and drought
- Reduce natural disasters
- Reduce sickness by improve hygiene
- Deforestation can cause global warming
- Building protective defence around the pond
- Protect ourselves while traveling to school
- Establishing committee
- Should burn only waste that the smoke does not affect health
- Better help preventing disaster for my school

Respondents see the following components of support as most beneficial:

- Solar panel, provide light for my school as there is no electricity at my school
- Borehole with pump generated by solar panel, together with water filter is most beneficial as school lack of drinking water, as well as lack of water for irrigating vegetables garden
- Training on safe school guidelines and disasters management in school is very beneficial because knowledge one disasters management is important before anything else
- Latrine is most beneficial because the school has not enough latrine for students and teachers

The only respondent does not find WASH training beneficial because he already knows how to manage WASH. Other people see all the training as beneficial.

The support of community and village

Most agree that support has increased preparedness to face natural disasters and/or the impacts of climate change.

Respondents mentioned several activities that contributed to this:

- Know how to avoid lightning/thunder struck by switching off phone when raining
- When there is lightening/thunder
 - Turn off phone
 - Avoid sheltering under tree
 - Not going to the field
 - Not using any electric devices
 - Do not touch any mental equipment/tools during raining
- Clear tree trunk close to the building that would eventually cause destruction when there is storm
- Build protective fence around pond
- Evacuate to higher place to be safe from flood
- Share knowledge to students and people in community

The support has contributed to increasing of children's safety at school.

- Prevent student from thunder struck
- Dissemination through
 - Teacher's session
 - Guardian
 - Local authority
 - During student's together gathering at flag's pole
 - Posting danger sign on the tree
 - Pond
 - Information board
 - School committee
 - Children's council

Any other positive impacts are:

- School is more resilient to disaster
- Vegetables are distributed to students for eating
- Students can bring water from school to drink at home
- People living around the school can use school's borehole to get clean water.

Annex 6: Case studies

Case study 1: Caritas’s support in Rolear P’ier, Kampong Chhnang province

Trapeang Ampil Village, Prosnip Commune, Rolear P’ier District, Kampong Chhnang Province.

1. Mr Noev Vanthy	Primary school Principal (Tropeng Ampel)	Rolear P’ier (Kampong Chhnang)	Caritas	23 July 2021 10:00am
2. Mr Sunn Thenn	Village Chef (Tropeng Ampel)			
3. Mr Sort Sophal	Teacher (Trapeng Ampel)			
4. Lorn Longdy	Teacher (Trapeng Ampel)			
5. Soth Kimsy	Teacher (Trapeng Ampel)			
6. Tem Puthea	Teacher (Trapeng Ampel)			
7. Lam Lem	Commune Council (Prosnep)			

Trapeang Ampil village is a village located along National Road 5 in Prosnip commune, Rolea P’ier district, Kampong Chhnang province, with a population of 1,307 people, equivalent to 338 families, of which 30 families have ID poor cards. Trapeang Ampil Village also has a Trapeang Ampil Primary School, covering only the Trapeang Ampil Village where the children of the people of Trapeang Ampil Village come to study in this school with a total of 5 teachers and 83 students.

Trapeang Ampil Primary School and Trapeang Ampil Village were supported by Caritas in in 2018/19, which some activities/support were implemented, such as Workshop on Natural Disaster and Climate Change in Cambodia and Knowledge of Disaster Early Warning System (EWS 1294) in 2019-2020, which was attended by all teachers of Trapeang Ampil Primary School, as well as some residents of Trapeang Ampil village. Caritas also supported/provided wells, 1 water filter, 1 vegetable garden, as well as some vegetable seeds such as: kale, cabbage, eggplant and 1 solar panel and 1 incinerator to burn waste to the school.

Water wells and water filter have been very helpful for students to reduce the cost of purchasing unhygienic drinking water, while they have clean water to drink at school, so that many water-borne diseases such as diarrhea, vomiting, or fever have been reduced, which eventually lead to reduction of dropout or student skipping class. Water can also be pumped from wells to irrigate crops and vegetable gardens in the school. People living near the school and in Trapeang Ampil village also lack of water in the dry season, so they can take advantage of using water from the school’s wells.

Support vegetable gardens for the school, together with providing people with agricultural techniques to grow crops by using natural fertilizers without the use of chemical fertilizers, would enable the school and villagers grow different types of vegetables and crops for foods, which eventually make them healthy and have enough nutrition by consuming variety of vegetables.

By providing the school with incinerator helps the school to have a clean environment with good sanitation and hygiene.

After people know and subscribe to the EWS1294 system, it helps reduce or avoid the risk of disasters and climate change that affect the health and property of them, by preparing food, medicine and transporting property, livestock, as well as evacuating families to safety places on time.

In conclusion, the support of Caritas to the school and the people of Trapeang Ampil village not only helps people avoid from the risk of natural disasters and climate change, but also to alleviate the poverty and to become clean and healthy citizens. According to the interview with school teachers and principal as well as community members, all the supported materials/facilities are still functional in good condition.

Meanwhile, natural disasters have also occurred in Trapeang Ampil village, with strong winds blowing on three houses, causing some houses to collapse and others to make roof opened in 2020, but there was no danger to the lives of the citizens. The village also faces drought which caused by climate change, damaging rice and other different crops. Therefore, the people in Trapeang Ampil village request for a water canal to reserve and supply water for farming, especially during drought. Furthermore, they requested more training on agricultural techniques for growing various vegetables.

Xxxx

Case Study II: Diaconia support in Phnom Kravagn District, Pursat Province

Damnak Ampil Village, Bak Ching Ching Chean Commune, Phnom Kravagn District

1. Mr. Tea Soeunn	Village Chef (Damnak Ampel)	Phnom Kravagn district, Pursat	Diaconia/ LWD	22 July 2021 09:00am
2. Mr. Chuop Dinn	Commune Chef of Bak Ching Chean Commune			
3. Mr. Long Horn	Farmer			
4. Mr. Non Noeun	Farmer			
5. Msr. Sok Von	Farmer			

There are 9 villages in the Bak Ching Chean Commune, Phnom Kravagn district and among them, 8 villages were supported by LWD. Damnak Ampil village is one of the supported villages in the commune.

According to the village chief, LWD supported in building rural road with a length of 1110 m in the village with a shared contribution from community, building canal, supported chicken breeds to people with ID poor and techniques on how to raise chicken, as well as water tanks (1000L) for some families, while two families in the village received solar panels. Furthermore, LWD conducted training to farmers on animal raising, dissemination on safe migration, and DRR, training on alternative conflict resolution, human trafficking, domestic violence.

Besides these, LWD also provided support to dig community pond, borehole. LWD supported in renovating an irrigation canal which is very important to supply water for a whole village, except 15 family who are not benefited from the canal as their locations are unreachable by it. Therefore, they suggest LDW to support in renovation of two more canals which would provide more irrigation water for the whole community.

According to the commune chief, the Damnak Ampil village was normally under water (3 times per year), when there was flood, but now there was dams building by the project, which would be helpful for the village to avoid flood. He went on to say that road constructed with support from LWD is important for people to go to health centre or to market to sell their agricultural products.

Farmer 1: A 42-year-old and a father of three children, he received training in 2019 on animal raising: how to make cage, how to take care of the chicken when they are sick, training on family cash flow. He was selected because he had an ID poor. After training LWD provided net, materials to raise chicken, as well as 70 baby chickens and some mother chicken (18Kg in total). He said: *“Now I know how to cure my chicken when they are sick and 60% increase from the original, and able to sell with amount of 60 0000 riels (150\$) to increase family income.”* He continued: *“Before I also raised chicken but in a small scale and just enough for family consumption.”* *“The money from selling the surplus is used to buy cloth and study material for my children and foods (rice, meat) for family, while before we did not have enough food to feed the family throughout the year. Cash flow training is important for me to manage my incomes. I know what should be bought and what not. I plan to increase size of my business to make my family much better off.”*

These two interviewed participants may not be so much relevant to the project:

Farmer 2 (M, 35-year-old): there was a flood in 2020 and I received a small sum of 156000 riels (first time), 100000 riels (second time) and 160000 riels (third time). We did not have any money to buy rice and foods and condiments. I am a farmer who depends on farming and hardly enough to feed my family the whole year.

Farmer 3: (F, 39 years old): I jointed training on nutrition (three food groups, on how to make diversity and condense porridge) and participated in community dissemination campaign on safe migration. I also received some money during the flood in 2020: three times (which was around 400000 riels or equivalent to 100\$ in total). During flood, I had up to 4 children under 18 years old and an old mother to feed in the family, so I was selected to receive the money to buy rice and food.

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Case study 3: PIN support in Mondulkiri province

Sre Preah Village, Sre Preah Commune, Keo Seima District, Mondulkiri Province.

1. Mrs. Leng Srey nhep	Village Chef (Sre prah)	Kao Seyma (Mondulkiri)	PIN	23 July 2021 3:00pm
2. Mr. Len Vary	Sub Village (Sre Prah) Farmer (Sre Prah) Farmer (Sre Prah) Farmer (Sre Prah)			
3. Mrs. Len Molika				
4. Mr. Len Vany				
5. Mr. Chroeun Chamret				

Sre Preah village is a village in the northeastern part of Sre Preah commune, Keo Seima district, Mondulkiri province, with a population of 1,152 people and 259 families with 71 poor families.

Sre Preah Village received some support from PIN to reduce natural disasters and adapt to climate change. The support included installation of EWS 1294 system and training on how to subscribe to the system for some people in Sre Preah village, so that they would be informed about any possible disasters that would occur. This would eventually prevent or reduce the risks caused by those natural disasters, as well as climate change, because if people knew in advance, they would be well prepared and ready to cope with the incidents, such as: relocating families to safety place, preparing food and medicine in the event of a flood, which would be helpful to reduce the loss of life and effect of people’s health, caused by the natural disaster.

In addition, PIN also provided some other supports, such as seeds, crop and agricultural techniques (avoiding chemical fertilizer, but using organic fertilizer) to the people in Sre Preah village to facilitate the living conditions that were experiencing difficulties in the past. This support is important to help make people healthy by reducing the consumption of vegetables containing chemicals. PIN also provides solar panels to extract energy to pump water for farmland. However, the village of Sre Preah is less prone to flooding because it is far from the river and has never affected the lives of the people due to this kind of natural disaster, but the main natural disaster is drought which normally caused damage to crops. Besides drought, the village affected by strong wind (storm) that sometimes damage some people's homes due to the effects of strong winds.

Even though some awareness raising orientation/training were provided for some people in the village, the interviewed respondents still think that their understanding on the benefits of the EWS 1294 system and how to make use of it is still limited, therefore, they request additional training to make it clearer and easier to use the EWS 1294 system, not only for themselves, but for other people in the whole village.

XXXXX

Annex 7: Evaluation matrix

Evaluation question	Indicators	Data sources	Data collection tools	Data analysis tool
<p>EQ1: What are the main contributions of the Programme to disaster risk reduction and resilience building in view of the participants, beneficiaries and identified impacts? (from relevance, effectiveness and impact perspective)</p>	<ul style="list-style-type: none"> • Programme objectives are in line with strategic goals of target countries, the Sendai Framework and other strategies • Programme responds to needs of target groups as identified by implementer / partners. • Project implementers / partners have identified relevant needs of target groups. • Programme support activities that are coherent with systems and approaches in target countries on local / regional / national levels • Evaluated projects have proven effective in fulfilling their goals • Planned objectives of the Programme have been achieved. • Stakeholders were able to identify obstacles to achieving programme goals and implemented sufficient measure to overcome them. • Partners of supported projects identify contributions 	<ul style="list-style-type: none"> • Project document, reports, monitoring and evaluation reports • Programme documentation, • Strategic documents of FDC and bilateral strategies • Sendai Framework • Implementer of supported projects • Local implementers and partners of projects in Cambodia • Representatives of Embassies in supported target countries • Representatives of relevant public governance institutions in Cambodia • Other relevant local stakeholders at national and regional level (associations, R&D institutions, etc.) • Other donors • Findings of EQs 4-5, incl. elaborated case studies 	<ul style="list-style-type: none"> • Desk research • IDI • Questionnaire • Focus groups (if pandemic measures allow) 	<ul style="list-style-type: none"> • Content analysis • Synthesis

	<p>that are in line with Programme objectives</p> <ul style="list-style-type: none"> • Project implementers, partners and other stakeholders identify factors of success or failure of supported projects 			
<p>EQ2: In which ways can the Programme contribute to the coherence of humanitarian and development activities in priority countries of bilateral Foreign Development Cooperation of the Czech Republic? (from relevance, coherence, effectiveness and sustainability perspective)</p>	<ul style="list-style-type: none"> • Synergies of Programme with objectives of FDC in target countries (as defined by bilateral programmes) are identified • Synergies of Programme with projects implemented in target countries are identified and have been taken advantage of • Bilateral programmes and related activities of Czech Development Agency (CDA) – i.e. calls for projects in target countries, formulated projects, etc. – take into account objectives and achievements of Programme 	<ul style="list-style-type: none"> • Findings of EQ1 • Desk officers and other employees of CzDA • Implementers of FDC projects in target countries in relevant sectors 	<ul style="list-style-type: none"> • Desk research • IDI • Questionnaire 	<ul style="list-style-type: none"> • Content analysis • Case study • Synthesis
<p>EQ3: What else can the Development Cooperation Department of MFA do for ensuring that the DRR and Resilience priorities in humanitarian area are fulfilled? (from coherence and effectiveness perspective or</p>	<ul style="list-style-type: none"> • Stakeholders identify alternative approaches to DRR and Resilience that are in line with Programme objectives 	<ul style="list-style-type: none"> • Responses to EQ 1 and 2 • Project implementers • Project partners in Cambodia • Representatives of relevant public institutions in Cambodia 	<ul style="list-style-type: none"> • IDI • Focus group (if possible due to pandemic restrictions) or online workshop (alternative) 	<ul style="list-style-type: none"> • Synthesis

<p>additionally efficiency/timing perspective)</p>				
<p>EQ4: How is the comparative effectiveness of different scopes of activities and partnerships contained in the evaluated projects? (from relevance /appropriateness, efficiency /timing, effectiveness, impact and sustainability perspective, possibly including a case study or highlighting good/bad practice)</p>	<ul style="list-style-type: none"> • Project activities are relevant with needs of target groups as well as with good practice set out in Sendai Framework • Planned target values on the level of project outputs and outcomes have been achieved. • Local stakeholders and public institutions at relevant levels confirm fulfilling of project objectives • Number of people from target group protected against negative impacts of natural disasters • Supported communities observe and explain increase in their resilience regarding natural disasters • Project activities implemented in coherence with local / regional / national systems and approaches; outcomes of interventions are streamlined in structures and systems developed in target regions / localities • All relevant institutions and other stakeholders sufficiently / appropriately involved in project implementation 	<ul style="list-style-type: none"> • Project document, reports, monitoring and evaluation reports • Representatives of Embassy in Cambodia • Project implementers, local partners, other partner organisations • Representatives of relevant public institutions at all levels • Members of supported communities • Representatives of supported households / farmers • Attendees of trainings • Representatives of supported schools 	<ul style="list-style-type: none"> • Desk research • IDI • Questionnaire • Evaluation visit, transect walk (if enabled due to pandemic restrictions) • Focus groups (if enabled due to pandemic restrictions – alternatively replaced by 2-3 IDI with key community members) 	<ul style="list-style-type: none"> • Content analysis • Case studies • Synthesis

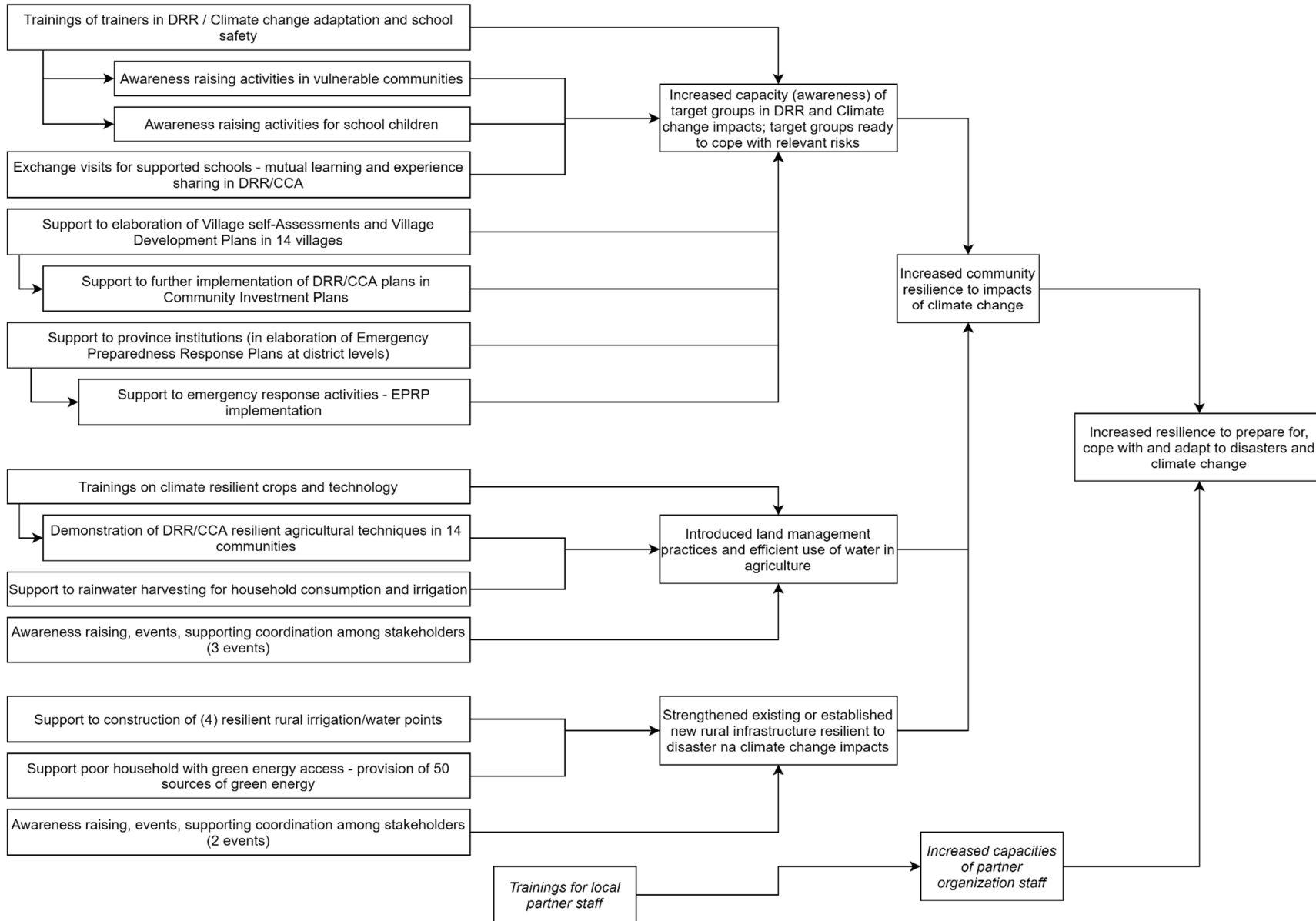
	<ul style="list-style-type: none"> • Benefits for target groups achieved in more effective and appropriate way than possible alternative approaches • Exit strategies have been formulated and appropriately implemented; project outcomes taken over by appropriate institutions / stakeholders • Proven high level of local ownership of project outputs / outcomes • Partners and/or other local institutions have sufficient capacity and knowledge to maintain and further develop project outcomes and outputs. • Evidence of follow-up development activities 			
<p>EQ5: Is there coordination among humanitarian and development activities on the implementer level in the evaluated projects? It includes coordination between the implementers and also between implementers and other donors. (from coherence and effectiveness perspective, including the possible role of the Embassy and local coordination mechanisms)</p>	<ul style="list-style-type: none"> • Evidence of project implementers and/or partners involved in relevant local coordination mechanisms • Evidence of coordination among implementers/partners of evaluated project and with other donors • Evidence of cooperation with other stakeholders on delivering project outcomes 	<ul style="list-style-type: none"> • Findings and response to EQ2 • Other donors • Representatives of relevant donor coordination platforms • Representatives of academia and/or interest groups 	<ul style="list-style-type: none"> • IDI • Desk research 	<ul style="list-style-type: none"> • Content analysis • Synthesis

	<ul style="list-style-type: none">• Project implementers / partners identifying added value of coordination / cooperation with other stakeholders			
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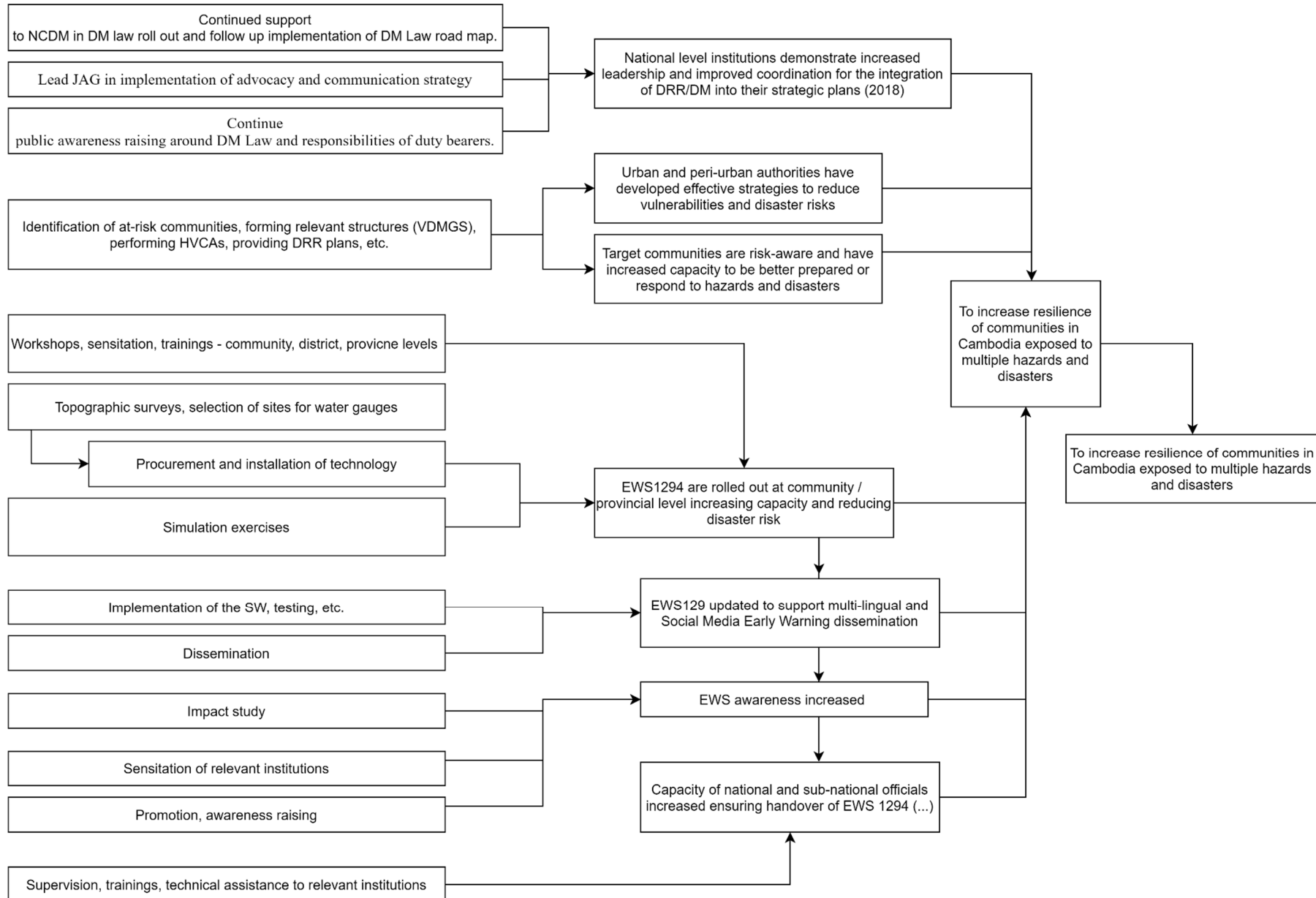


Annex 8: Theories of change of supported projects

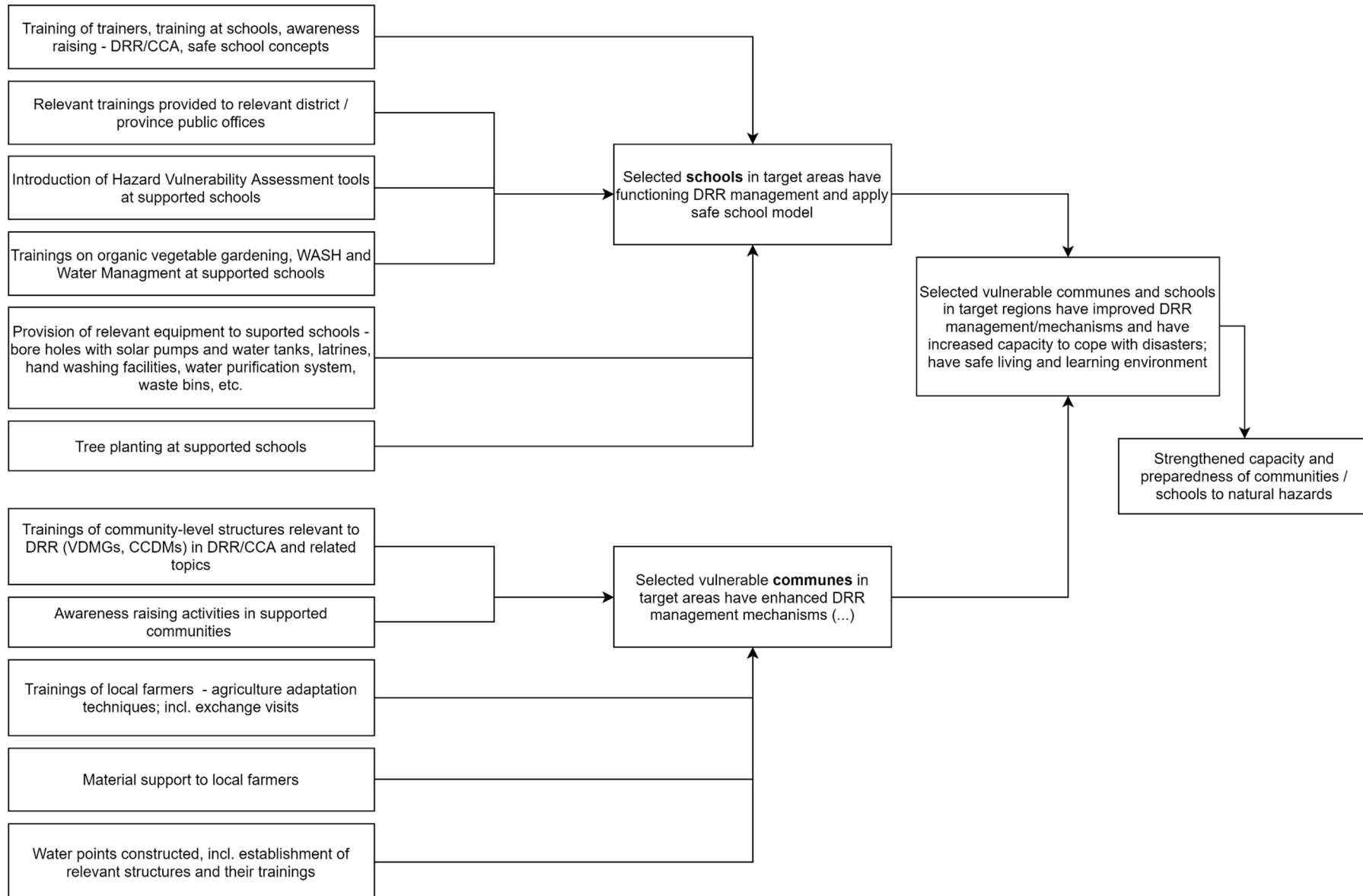
Project no. 1: Diaconie ECCB



Project no. 2: People in Need



Project no. 3: Caritas



Annex 9: Additional texts

Detailed information on the evaluated Programme and projects

Programme

General information on the evaluated Programme is presented in the following table:

Table 4: Basic data on evaluated Programme

Administrator:	Development Cooperation and Humanitarian Aid Department (DCD), Ministry of Foreign Affairs
Geographical Focus:	The least developed priority countries of the bilateral development cooperation of the Czech Republic and other fragile countries (evaluated projects were implemented in Cambodia)
Thematic Focus:	Managing and mitigating disaster risk, strengthening preparedness and resilience, supporting implementation of the Global Framework from Sendai in priority countries, linked with thematic priorities of the bilateral development cooperation programmes.
Evaluated Period:	2018 - 2020
Type of programme:	Grant programme
Total number of projects supported in the Programme in evaluated period	15, see below for details
Implementers:	ADRA, CARE Czech Republic, People in Need, Diaconia ECCB, Caritas Czech Republic
Total amount spent on the Programme in evaluated period (excl. co-financing):	29,7 mil. CZK

The programme was announced separately for each of these three years (always in the fall for the following year). The conditions of the programmes for individual years are identical in the basic parameters. The total allocation of funds is always CZK 10,000,000, while the subsidy can reach a maximum of CZK 2,000,000. The maximum amount of the subsidy from the Programme can reach 90 % of the project costs, so the beneficiary must co-finance his project up to at least 10 %.

The Programme does not explicitly define its overall objective (in accordance to SMART requirements), neither does it introduce any monitoring system. The overall objective of the Programme can be therefore only reconstructed from the definition of its thematic focus: *“The projects are to focus on linking humanitarian and development activities, in particular in the field of disaster risk reduction (DRR), improving preparedness and strengthening the resilience of the population and local authorities in thematic areas corresponding to the relevant bilateral foreign development cooperation program 2018-2023 (...).”* Objectives and their monitoring are, therefore, formulated only at the project level.

The following selection criteria are applied:

1. Benefit for the beneficiary, i.e. relevance in terms of needs of target groups (max. 30 points)
2. The applicant's ability to implement the project, i.e. qualification, experience in providing the type of assistance and ensuring the presence of the implementer at the place of implementation of assistance (max. 20 points)
3. Relevance to the objectives of the Action Framework for DRR from Sendai and to the thematic priorities of FDC in the target country (max. 15 points)

4. Effectiveness of spending financial resources, i.e. adequacy of resources and capacities in relation to the declared goals and method of project implementation (max. 20 points)
5. Use of other sources of financing, financial sustainability (max. 15 points)

In each of the monitored years, exactly five projects were supported. Absorption of the programme, resp. however, the demand for this subsidy is rather lower. 9 projects were submitted to the call in 2018 and five of these projects received support. Although 6 projects were submitted to the call for 2019, one of them was excluded from the programme by the envelope commission for not meeting the formal criteria of support (insufficient co-financing), so all remaining projects received support. In 2020, even only 8 projects were submitted, of which 5 were again approved for support. However, the interest in support is sufficient to exhaust the allocation of the programme - in each of the evaluated years, the total amount of supported projects is close to or reaches the total allocation of the Programme.

The accompanying phenomenon of calls in individual years are repeated applications submitted by the same entities, resp. very low number of entities participating in the calls. All projects supported in the monitored period were implemented by only five entities: CARE Czech Republic (calls for 2018, 2019 and two projects in 2020), People in Need (2018, 2019 and 2020), Diaconia ECCB (2018, 2019 and 2020), Caritas Czech Republic (2018 and 2019) and ADRA (2018, 2019 and 2020). All entities submitted projects to each call, CARE submitted two projects to the call in 2020, both of which were supported. Only in 2018, other entities also participated in the call; in the following years, only these 5 entities always submit their projects. It can therefore be observed that participation in the programme may be perceived by other entities as exclusive - after the failure of 2018, none of the unsuccessful entities submitted their projects in the following years.

Thus, although the programme supports one-year projects, it is clear that the supported organizations use the programme more to finance multi-annual initiatives - according to the name of the projects, it is clear that the individual projects follow each other and form comprehensive initiatives. This multi-annual approach was strengthened by memoranda of understanding (MoU) that were signed with selected beneficiaries of the programme, including Diaconia ECCB (covering 2018 – 2020 projects) and People in Need (covering 2019 and 2020 projects) that established the framework of long-term cooperation overarching the annual character of the programme.

The largest beneficiary of support from the programme in the period 2018 - 2020 was Cambodia - in 2018 and 2019, 3 out of five supported projects were directed to initiatives in Cambodia, in 2020 two out of five supported. Other target countries are Ethiopia (4 supported projects - 2 in 2018 and one each in 2019 and 2020), Indonesia (2 follow-up projects in 2019 and 2020) and Zambia (1 project in 2020).

Cambodia

Cambodia is one of the priority countries for the Czech Republic FDC. It was included in this category by the approval of the new Strategy of Foreign Development Cooperation of the Czech Republic for the period 2018 - 2030. The implementation of development cooperation in this country is, following the Strategy, governed by the Development Cooperation Programme with Cambodia set for the period 2018 – 2023, the programme priorities are Water and sanitation, Health Care and Education, with humanitarian aid as additional priority based on actual needs in the target country.

The Czech Republic in Cambodia will focus on supporting the access of poor people to their livelihoods through education, increasing competitiveness in the labour market and strengthening skills and the ability to generate their own income.

Major development priorities are enshrined in the strategic development document. These include the development of physical infrastructure focusing on water resources, capacity building and human resource development (improving education, science and technology and technical training) and the development of agriculture, including forestry and fisheries.

Cambodia is one of the poorest and other developed countries on the planet. Agriculture accounts for almost a third of gross domestic product, employing more than half of the population. Cambodia's compliance is affected by floods and prolonged droughts. Frequent floods in the monsoon seasons destroy school buildings and homes and affect the livelihoods of hundreds of thousands of people, as well as the countryside, who are dependent on their own agricultural production. In times of drought, people suffer from insufficient clean water, which carries health risks, and of course crops threaten them.

Prepare for the frequent occurrence of tropical storms, hurricanes, floods or, conversely, droughts in Cambodia, with the Czech Republic under the DRR (Disaster Risk Reduction) and resilience funding for three projects focused on this issue.

Brief information regarding supported projects in Cambodia

The subject of the evaluation are 3 groups of projects that were supported from the Program funds in Cambodia in the period 2018-2020:

- Climate change adaptation of agriculture, Diaconia ECCB, 2018-20 (Memorandum/MoU with MFA confirming long term cooperation)
- Disaster resilience building and implementation of an early warning system (DREW Project), People in Need, 2018-20 (for 2019-20 MoU with MFA)
- Building resilience and disaster preparedness of communities in Kampong Chng Province, Caritas Czech Republic, 2018-20 (2018-19 with grant, 2020 without)

Each of these sets of projects focuses on different target groups, levels of crisis management and impact mitigation and technical solutions, and in part on different natural disasters and their potential negative impacts (drought and climate change impacts more generally vs. floods - but with these negative phenomena are interconnected and the projects are more about building capacity at different levels to manage natural disasters and increase resilience).

1. Climate change adaptation of agriculture (Diaconia ECCB)

Since 2018, Diaconia ECCB - Center for Humanitarian and Development Cooperation in Pursat Province in Phnum Kravanh District has been trying to support local communities through involvement in a set of projects Climate change adaptation of agriculture. They work with full participation, but target in particular young people who have the greatest potential for change. All participation is purely voluntary. The projects are divided into 3 parts - **disaster risk reduction, adaptation of agriculture to climate change, and building resilient infrastructure.**

The DRR (Disaster Risk Reduction) part seeks to reduce disaster risk primarily by raising awareness - this includes community events, training or exchanges. Several representatives within the community or schools are always trained to be able to further spread awareness of this problem within their group (training of trainers). Topics covered and such as disasters and their impacts, climate change adaptation and mitigation, flood preparedness, drought and strong winds, fire law, etc. Subsequently, schools and communities are helped to develop their own plans of disaster risk reduction (e.g. Village Development Plan).

They support several farmers in adapting agriculture to climate change; to start using new agricultural techniques on their land (e.g., drip irrigation). As part of the training, the support focuses on techniques for growing crops resistant to climate change, incl. distribution of hardy seeds, organic fertilizers and other equipment. Activities also focus on diversifying farmers' incomes through chicken farming.

The support is also aimed at increasing the resilience of the infrastructure. Elements of climate change-resistant water supply / irrigation infrastructure have been built. Furthermore, households were supported through sustainable energy sources - solar panels or small water reservoirs.

2. Disaster resilience building and implementation of an early warning system (People in Need)¹⁶

People in Need (PIN), in cooperation with other partners in the target region, aims to reduce the risk of natural disasters and, where possible, to identify potential crisis situations on a larger scale in a timely manner. PIN

¹⁶ The implementation of EWS 1294 is a long-term initiative/project implemented by PIN and his partners since 2013. Therefore, supported projects have contributed to implementation of only selected parts of the overall initiative (EWS system). As highlighted below in Table 3, a number of other donors took part on the EWS project as whole.



supports local governments, and in particular supports provincial, regional and local institutional capacities in the field of crisis management (elaboration of crisis plans, mapping and organizing crisis infrastructure and services, etc.). At the local level, PIN and its 4 local partner NGOs are implementing steps to mitigate the effects of potential disasters, such as the construction of irrigation canals and ponds to facilitate water regulation, afforestation of crisis areas, construction of elevated water pumps, construction of disaster protection facilities and introduction of agricultural techniques taking into account frequent droughts. As part of the implemented projects, People in Need, in cooperation with international partners, local government, national and international experts, develops, implements and expands the system of early warning of the population against the risk of floods with messaging by mobile phones - EWS1294. People in Need has also worked to include information on crisis management and risk reduction into school curricula and to educate teachers so that they can explain to children how to behave in the event of disasters. These activities are gradually expanding to six provinces in the north and northwest of the country.

3. Building resilience and disaster preparedness of communities in Kampong Chhnang Province (Caritas Czech Republic)

In 2018, the project focused on 2 schools and 2 communities in Kampong Chhnang province. Teachers and principals in training have adopted a "safe school" model to prevent, mitigate and manage the consequences of disasters (how to behave properly in the event of a sudden flood and where safe places are located). Communities have acquired water pumps and tanks and boreholes have been built to prevent property damage and loss of life.

The following year, the project was expanded to a sub-district, selected schools and villages in Kampong Chhnang province to help improve the ability to respond to natural disasters and other life-threatening situations. Workshops were set up for students, teachers, school heads and also for representatives of local village committees, where they obtained information about risks and then could practice reactions in specific model situations. The work resulted in the development of contingency plans describing the procedures in the event of a natural disaster, which took into account the situation and possibilities of the school or village. The project also included assistance in obtaining drinking water for local schools by purchasing pumps, filters, tanks, etc. In addition, children learn to grow organic vegetables or plant trees in newly built school gardens, which is very important in relation to the environment and afforestation to maintain water in the countryside.



Detailed analysis of relevance of the Programme with Sendai Framework

The Programme does not explicitly define its overall objective (in accordance to SMART requirements), neither does it introduce any monitoring system. The overall objective of the Programme can be therefore only reconstructed from the definition of its thematic focus: *“The projects are to focus on linking humanitarian and development activities, in particular in the field of disaster risk reduction (DRR), improving preparedness and strengthening the resilience of the population and local authorities in thematic areas corresponding to the relevant bilateral foreign development cooperation program 2018-2023 (...).”* Specific objectives are, therefore, formulated first at the level of projects that are submitted to the Programme by (potential) implementers.

However, in the formulation of this broad thematic focus the Programme is referring to the well-defined concepts of Disaster Risk Reduction (DRR) and resilience of communities and is explicitly rooted in the Sendai Framework for DRR, which is a multilateral agreement adopted by the UN member states (under the umbrella of UN Office for DRR) that formulates a framework strategy for reducing the risk of disasters, increasing resilience as well as adaptation to climate change (CCA) especially in developing countries. The Sendai Framework formulates the following goal:

“The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries.”

In this regard the Sendai Framework formulates seven global targets:

1. Substantially reduce global disaster mortality (...);
2. Substantially reduce the number of affected people globally (...);
3. Reduce direct disaster economic loss in relation to GDP;
4. Substantially reduce disaster damage to critical infrastructure and disruption of basic services (...);
5. Substantially increase the number of countries with national and local disaster risk reduction strategies;
6. Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of this framework;
7. Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people.

The thematic focus of the Programme is directly contributing to the fulfilment of these objectives. A strong relevance to the overall goal and global targets is also perceived at the level of objectives of supported projects. These supported projects have been focused predominantly on the supporting national, regional and local authorities in implementation of DRR-related systems, processes, capacities and strategies (such as hazard analyses, local DRR strategies, etc.) as well as, more specifically, introduction and strengthening of an early warning system at national level. Furthermore, the supported projects were aimed at increasing the awareness of natural disaster hazards and their impacts in local population and changing relevant practices (e.g. in farming or construction) in order to lower negative impacts of natural disasters on supported communities. These objectives are apparently in line with the Sendai Framework goals and targets presented above.

Synergies of the Programme with bilateral FDC programmes

- In Cambodia, one of the objectives of the bilateral FDC programme is formulated as “Universal and equitable access to safe affordable drinking water, sanitation and hygiene for all in selected areas”, in which access to affordable drinking water and adequate sanitation and hygiene is supported. Enhancing the access to drinking water is a significant component of DRR approaches, especially when it comes to reducing the risks of droughts and its impact on local livelihoods. Strong synergies can therefore be observed in interlinking DRR approach with investments into WASH infrastructure. In fact, investment in sources of drinking water and/or accumulation of water for agriculture was a significant component of a number of projects supported under the Programme in Cambodia. Moreover, direct reference to the Programme can be found in the bilateral FDC programme, which states, that “Czech Republic will complement its bilateral development activities with humanitarian assistance, especially in reaction to serious natural disasters and negative climatic impacts”. The Programme therefore explicitly foresees relevant interlinking of bilateral and DRR programmes.
- In Ethiopia again strong implicit as well as explicit interlinks between the bilateral FDC programme and DRR Programme can be observed. The FDC programme puts strong emphasis on agriculture and rural development in order to ensure sustainable food production and productivity and its nutritious values. Focus on DRR is highly relevant in this context as negative impacts of natural disasters as well as climate change is a crucial negative factor limiting the productivity and effectiveness of agricultural production. Furthermore, a similar objective in the field of accessibility of drinking water and sanitation and hygiene infrastructure as in Cambodia is formulated in FDC bilateral programme with Ethiopia – whose strong synergies with DRR have been discussed in previous paragraph. Last but not least, the bilateral programme formulates a specific objective in complementing the FDC initiatives with humanitarian assistance especially in the field of natural disasters and explicitly requires that the humanitarian assistance in the field of DRR and increasing the resilience of local communities is linked to the priority thematic objectives. The DRR Programme is thus strongly interlinked with all objectives of the FDC bilateral programme.
- In Zambia the bilateral FDC programme is aimed exclusively on agriculture and rural development, aiming again at supporting “resilient and sustainable agricultural practices”. Strong link of this objective to DRR and resilience is further enhanced by the regional focus on the Western and Southern provinces where the occurrence of drought is very frequent and thus these regions are especially vulnerable to its negative impacts on livelihoods of local communities. Therefore, interlinking FDC support with activities aimed at increasing the resilience of communities (farmers) with regard to drought and supporting their overall adaptability to climate change is highly relevant. Again, reference to humanitarian assistance is found in FDC bilateral programme with Zambia, however, this explicit reference is weaker than in the previous two programmes.

Description of synergies of projects supported by the Programme with projects supported by FDC:

Although formally the Programme (or rather humanitarian assistance initiatives in DRR and resilience in general) is sufficiently linked to FDC, in reality taking advantage of this humanitarian-development nexus has been so far rather rare.

Only two instances of at least partial linking of DRR project to a follow-up FDC initiative have been identified:

First of these is the DRR project in Zambia called “Readiness to natural disasters in southern Zambia” supported in 2020 that is directly interlinked with the larger FDC project called “Livelihood stabilization and development in response to climate change, Southern Province, Zambia”. These two projects have been implemented by CARE Czech Republic (with key role of the local partner, CARE Zambia) simultaneously. In this setup, DRR Programme complemented the larger multi-annual development project (approved for period 2020 – 2023) with an additional component aimed at readiness for natural disasters (elaboration of response plans, relevant trainings, etc.) and enabled the implementer to address the needs of local target groups in a more complex way and take into account environmental context of development of target localities – namely the fact, that frequent occurrence of natural disasters is crucial external factor which, if unmitigated, will negatively affect the effectiveness, impacts and (most notably) sustainability of the larger development approaches. This interlinking of DRR and FDC programmes, although not strictly sequential, is perceived as an example of good practice by both, the implementer as well as representative of Czech Embassy in Zambia who is tasked with coordination of FDC in the country. It is argued that the DRR Programme enabled to lay foundation of proper implementation of larger development initiatives and its future sustainability as it contributed to mitigation of one of the crucial risks – and the added value of the DRR Programme is fully recognized in this context. However, it should also be noted that this good practice is recognized rather at theoretical or concept level – negative impact of COVID-19 did not enable the implementer to take full advantage of these synergies.

Second instance of interlinking of DRR initiative with support in the FDC framework has been identified in Cambodia. Projects of Diaconia, resp. local partner LWD, have since 2018 implemented projects supported by the Programme whose key objective was to increase the adaptability of local farmers to climate change and their resilience to natural disasters more generally. At the same time a larger project was implemented by the same implementer and partner called “Livelihood Enhancement Action Programme” that was similarly focused, however, with different regional scope (whereas the DRR projects were implemented in Pursat province, the LEAP was active in neighbouring Kampong Speu project). LEAP project was co-financed by FDC within the scope of the trilateral programme as the senior donor of this project was the Australian Lutheran World Service. Despite the difference in regional scopes, there were functional interlinks between these two projects, moreover, the LEAP project was, to some extent, taken advantage of in supporting the sustainability of DRR interventions in Pursat: supported farmers in Pursat were invited to field days and organized visits to demonstration farms within the LEAP project in order to strengthen their commitment to innovations in agricultural practices that were introduced in DRR projects.



Annex 10: Scripts of IDIs

IDI – farmers – Caritas 2019

1. Please explain how were you supported, what kind of material as well as non-material support did you receive from the project?
2. Did the support that you received respond to your needs? Was the support relevant for you?
3. How did your farming change in effect of the project?
Please follow-up in the previous response. Did the support lead to a long-term change in farming. E.g. new plants or seeds and varieties, focus on animal production (e.g. poultry farm), etc.
4. Please describe in detail the effects of these changes on your resilience to natural disasters and adaptation to climate change.
*Did the changes increase the respondent's resilience? How, in what way? For example, less concerned with drought – can withstand it better due to new seeds. Etc.
Are there any specific examples of how the farmers became more resilient?
Please ask specifically on the effects of trainings.*
5. What was the impact of the support on your incomes and, more generally, economic situation of your household?
Did the changes in farming introduced by the project have any impact on incomes? Please investigate more in depth.
6. What other impacts of the project on your household have you experienced? Positive as well as potential negative impacts.
Here also try to verify whether the support had an impact on lowering the migration for work to Thailand we have heard about in other interviews.
7. Do you experience any impact of the project on your village / community – positive as well as negative.
Let the respondent elaborate on wider impacts of the support in the community. Did others benefit – and how? Did other farmers change their practices, maybe even replicate the good practice?
8. Are you able to continue in the changes that you introduced with project support? What are key obstacles in sustaining those changes?
*Do they still keep on with the farming practices introduced? Why yes or why not? Are there extra expenses? Is it profitable over the previous practice?
Ask specifically on knowledge and capacity – do they have sufficient knowledge and capacity to carry on on their own? Would they still need trainings, consultations or other support?*
9. Do you continue to organize demonstrations / field days for other farmers from your community on your plots? Do you provide any other support to other farmers in your community?
10. Did you receive any other support after the project from other national or international stakeholder (e.g. another donor, NGO, etc.)?
Were there any follow-up activities? Other donors or implementers that were building on the outcomes of Czech project?
11. Overall, how do you assess the project and support that you received. Did it fulfil your expectations? Which of your expectations were not fulfilled and why?
12. Was there anything that could have been done better from your point of view?
Ask especially on redundant activities that did not bring much effect/benefit from the respondent's point of view, inefficient spending, "blind alleys"

IDI – farmers – Diacony

1. Please describe how you joined the project and why your farm was selected for directed support by Diacony
Just a question to start the respondent talking, let him tell the story of his/her involvement in the project.
2. Please explain how were you supported, what kind of material as well as non-material support did you receive from the project?
3. Did the support that you received respond to your needs? Was the support relevant for you?
4. How did your farming change in effect of the project?
Please follow-up in the previous response. Did the support lead to a long-term change in farming. E.g. new plants, focus on animal production (e.g. poultry farm), etc.
5. Please describe in detail the effects of these changes on your resilience to natural disasters and adaptation to climate change.
*Did the changes increase the respondent's resilience? How, in what way? For example, less concerned with drought – can withstand it better due to the irrigation. Etc.
Are there any specific examples of how the farmers became more resilient?*
6. What was the impact of the support on your incomes and, more generally, economic situation of your household?
Did the changes in farming introduced by the project have any impact incomes? Please investigate more in depth.
7. What other impacts of the project on your household have you experienced? Positive as well as potential negative impacts.
Here also try to verify whether the support had an impact on lowering the migration for work to Thailand we have heard about in other interviews.
8. Do you experience any impact of the project on your village / community – positive as well as negative.
Let the respondent elaborate on wider impacts of the support in the community. Did others benefit – and how? Did other farmers change their practices, maybe even replicate the good practice?
9. Are you able to continue in the changes that you introduced with project support? What are key obstacles in sustaining those changes?
*Do they still keep on with the farming practices introduced? Why yes or why not? Are there extra expenses? Is it profitable over the previous practice?
Ask specifically on knowledge and capacity – do they have sufficient knowledge and capacity to carry on on their own? Would they still need trainings, consultations or other support?*
10. Do you continue to organize demonstrations / field days for other farmers from your community on your plots? Do you provide any other support to other farmers in your community?
11. Did you receive any other support after the project from other national or international stakeholder (e.g. another donor, NGO, etc.)?
Were there any follow-up activities? Other donors or implementers that were building on the outcomes of Czech project?
12. Overall, how do you assess the project and support that you received. Did it fulfil your expectations? Which of your expectations were not fulfilled and why?

13. Was there anything that could have been done better from your point of view?

Ask especially on redundant activities that did not bring much effect/benefit from the respondent's point of view, inefficient spending, "blind alleys"

IDI – local leaders, members of VDMGs or CCDMs*Introduction, basic information, needs*

1. Please tell us how your village or community was supported by *Caritas / LWD+Diacony (hereinafter: implementer)* in 2018 – 2020 (2018 – 2019 for *Caritas*). What kind of support did you receive in your community / village?
Broader first question to make the respondent talk. Will also help us to cross-check what the respondents remember from the support and what is presented in the reports.
2. Do you feel that the staff of the implementer understood the needs and problems of your village / community well?
Focus on what are the problems and needs of the community in DRR / CCA. Did the implementers understand the problem well and in their complexity? Did they do some kind of needs analysis in the local context before starting the project, did they ask locals what their problems and needs were? If a respondent feels that some needs were not understood well, please elaborate, ask for an example, etc.
3. Were the activities that were implemented in your village or community within the project appropriate? Do you feel that the activities were tailored for the needs of your village / community and were implemented in such way that they respected your local context?
You may simplify the question if it feels too academical for the respondent. Basically we are asking whether the activities were general, “one size fits all” or whether it was tailored to the needs of the village / community.
4. Were all activities that were implemented in your village / community necessary from your point of view? Or were there activities that, from your point of view, did not bring that much effect and were redundant?
Please try to make the respondent specific – was there something that was not really necessary in the project. Basically it is a question targeted at efficiency.

Effects, impacts

5. Do you see that your village / community is better prepared for natural disaster and/or effects of climate change (especially more frequent droughts or floods) than before the project? Please elaborate
6. *Additional question:* Could you estimate how many people in your community are better protected against negative impacts of natural disasters than in the past?
7. Was there any occurrence of flood or drought or any other natural disaster since the project ended in your community? Please elaborate whether and how your community was able to mitigate it better than in the past in direct effect of the project.
We would like to hear specific examples how the activities of the project have helped in an occurrence of natural disaster in the locality.
8. Which of the activities of the project have proven to be most helpful in mitigation of natural disasters and, more generally, in making your community / village more resilient against natural disasters and effects of climate change? Which activities, on the other hand, did not bring such effect?
Second part of the question is a little similar to Q4, however, in Q4 please focus on the relevance of the activities to the needs, whereas here you should be more “empirical” – did something prove to be ineffective with regard to the goal, i.e. making the communities more protected?
9. Did the project establish a local structure aimed at DRR in your village or community (VDMG, CCDM) and did the implementer facilitate elaboration of HVCA / DRR plan in your village or commune? If so, how do you assess the effectiveness of these structures and plans with regard to DRR / CCA?

Ask this question only in case that the respondent did not focus on these activities in earlier questions 5-8. We need specific assessment of establishing local structures and plans in DRR / CCA. Did this activities specifically help them to mitigate natural hazards more effectively than in the past? How exactly did these activities contribute to being better prepared for natural hazards? Or do the respondents see them as rather redundant – just “papers” that are not a solution to their problems? Why?

A specific part of this question is the issue that they might have planned a number of measures in their DRR plan that would help them to reduce effects of natural disasters, these measures might have been implemented in the investment plan of Commune or District, however not implemented due to lacking funds. Didn't this demotivate them in carrying on to work in the structures?

10. Do you feel that members of your community / village are in general better prepared for the occurrence of natural disasters? Do they understand better what should they do and how should they behave in emergency due to the project?
There was quite a number of awareness-raising activities. Therefore, we are asking here on effects of these activities – whether they did help and how.
11. How do you assess the effects of other activities of the project in your community / village with regard to DRR / CCA (such as investments in the schools, support to local farmers, supporting the most vulnerable families with renewable energy sources, access to water, etc.)?
Ask only if these issues were not already addressed in previous questions.
12. What other impacts of the support did you register in your community / village? Positive as well as negative.
I.e. what other impacts outside being better prepared to natural disasters did the project have? How did it change the life of the local community – in positive as well as negative way? Especially in Diacony projects the respondents highlight that due to the project local sources of income have increased (supported farmers can produce more vegetables or other plants and sell them on local markets) and in effect the migration of local male to Thailand for jobs has decreased. Please try to verify this effect as well.
13. What are today your most pressing needs with regard to natural disasters? What activities should be implemented today in your village / community in order to increase your resilience to natural disasters and preparedness for effects of climate change?
Generally we are asking here what was NOT solved by the project...

Sustainability, follow-up activities

14. Are you or other supported members of your community able to carry on in the activities that were started by the project on your own?
If possible, please try to stay with this question a little longer and ask specifically on activities that were implemented in their community:
 - *Are the established local structures still functioning and what are they currently doing?*
 - *Are the built water points still operational? Who takes care of their maintenance?*
 - *Are supported farmers carrying on in the new practices, such as drip irrigation, etc. Are they still performing as well as during the project? Why yes or no?*
 - *In case of schools, what is the status quo of investments that were made there from the point of view of local leaders?*
15. What kind of support would you need today in order to further increase DRR /CCA in your community?
Focus not only on material support – this will be of course plenty. Would they need any other trainings, do they feel that their knowledge / capacity is not sufficient? Technical assistance in strengthening established local structures? Better communication with institutions higher up in the chain? Etc.

16. Have you, after the project finished, received any further support from the government, other NGOs or other stakeholders in the field of DRR / CCA?

Concluding

17. What do you personally see as the greatest impact / benefit that the support had on your community?
18. Did the project fulfil your expectations? Did it disappoint you in any way (were some of your expectations higher than what the project finally brought)?
19. If it was your decision, what would you change in the support the next time?
20. Do you have any other recommendations for the future implementation of similar projects?

PCDM

1. Are you informed about the activities of Caritas / LWD+Diaconia that were implemented in ...*commune, villages...* in 2018 – 2020 (2018 – 2019 in the case of Caritas) with the support of the Czech Ministry of Foreign Affairs with the aim to increase the resilience of those communities against natural disasters and increase the promote adaptation to climate change?
If NOT, please go to more general questions on page 5.
2. Was PCDM involved in the implementation of those activities? Please describe in detail how PCDM was involved.
3. Do you consider the involvement of PCDM in the evaluated activities as sufficient? Please explain why yes or no.
4. From your point of view, were the other levels, namely DCDMs and CCDMs sufficiently involved in the implementation of the evaluated activities? Please explain why yes or no.
5. Were the activities of Caritas / LWD+Diaconia (*hereinafter “implementer”*) sufficiently coordinated with other institutions that are relevant in this field (e.g. provincial / district departments of MOWRAM) and/or with other actors that are active in this field in your province? Was it sufficiently involved in coordination mechanisms in this field at the province level, if any such mechanisms are established?
In the questions 2 – 5 please focus primarily on possible shortcomings or deficits – ask specifically whether something could have been done better from their point of view.
6. How do you assess the approach of the implementer to disaster risk reduction (DRR) and climate change adaptation (CCA) with regard to **national and possibly sub-national strategies** of Cambodia in this field (DRR, CCA)?
Ask specifically whether the implementer followed the goals of national and sub-national strategies in his approach to CRR/CCA or rather deviate from them from the point of view of the respondent? If the implementer deviated from national / sub-national strategies, ask for details.
7. Did the approach of the implementer that was applied in supported communities / villages follow **procedures and approaches** that are standard and required? Was his approach to DRR/CCA coherent with established standards / norms or templates?
Here we are interested whether the way how VDMGs / CCDMs were established and trained, how the outcomes of workshops, such as plans and vulnerability assessments, look like, etc. are in line with requirements of the institutions or whether the implementer is rather trying to push forward his own practice / approach, not sufficiently taking into account the approach of state institutions.
8. How do you personally assess the quality of activities that were implemented in supported localities by the implementer? Most importantly the quality of trainings / workshops and the quality of outputs, namely the Hazard Vulnerability and Capacity Assessments (HVCA) and DRR plans.
If any objections towards the quality are formulated, please try to elaborate on them – ask what should have been done differently, why was the quality insufficient, how did they work around it, etc.
9. How were you, in overall, satisfied with the communication and cooperation with the implementer during their activities in supported villages / communes?
What could have been done better in communication and cooperation between implementer and institutions?

10. How do you personally assess the effects and impacts of the implementer activities in supported communes / villages? To what extent was the resilience of supported communities increased in direct effect of these activities? On the contrary, what are the limits of the preparedness of supported communities to face natural disasters?
11. Can you compare the effects of the evaluated project and efforts to increase the DRR / CCA in other localities of your province, implemented by either public institutions or other NGOs?
What was done better in the project localities? What was maybe done worse and there is a better practice from elsewhere – when establishing local structures, training them, producing the HVCAs / DRR plans, etc.
Please focus here on alternative approaches and their comparison with project approach!
12. Do you see any added value of activities implemented by the implementer and of involvement of Czech or local NGOs with regard to DRR/CCA at local level? Please elaborate.
Naturally, the projects helped to speed up the establishment of local structures and their streamlining into structures at district and province level. However, is there any added value on the top of this fact that with project support the dissemination was faster than without?
13. Were there any other impacts of the projects in the supported villages / communes that you observed? Positive as well as negative.
Ask here on all components of the projects – not only establishing local structures, but also working with local farmers, increasing access to water, work in local schools, etc. Please try also to find out whether there were any negative impacts.
14. Were there any lessons that you personally learned from the approach of the implementer in supported localities? Did you change your practices or approaches in supporting DRR / CCA across your province on the basis of good practice brought about by the project?
15. What are the most significant barriers with regard to DRR / CCA in the supported localities today? What are the key issues and the most pressing needs in order to increase the resilience of those communities?

DCDM

1. Are you informed about the activities of Caritas / LWD+Diaconia that were implemented in ...*commune, villages...* in 2018 – 2020 (*2018 – 2019 in the case of Caritas*) with the support of the Czech Ministry of Foreign Affairs with the aim to increase the resilience of those communities against natural disasters and increase the promote adaptation to climate change?
If NOT, please go to more general questions on page 5.
2. Was DCDM involved in the implementation of those activities? Please describe in detail how DCDM was involved.
3. Do you consider the involvement of DCDM in the evaluated activities as sufficient? Please explain why yes or no.
4. Were the activities of Caritas / LWD+Diaconia (*hereinafter “implementer”*) sufficiently coordinated with other institutions that are relevant in this field in your district?
5. How do you assess the approach of the implementer to disaster risk reduction (DRR) and climate change adaptation (CCA) with regard to **national and possibly sub-national strategies** of Cambodia in this field (DRR, CCA)?
Ask specifically whether the implementer followed the goals of national and sub-national strategies in his approach to CRR/CCA or rather deviate from them from the point of view of the respondent? If the implementer deviated from national / sub-national strategies, ask for details.
6. Did the approach of the implementer that was applied in supported communities / villages follow **procedures and approaches** that are standard and required? Was his approach to DRR/CCA coherent with established standards / norms or templates?
Here we are interested whether the way how VDMGs / CCDMs were established and trained, how the outcomes of workshops, such as plans and vulnerability assessments, look like, etc. are in line with requirements of the institutions or whether the implementer is rather trying to push forward his own practice / approach, not sufficiently taking into account the approach of state institutions.
7. How do you personally assess the quality of activities that were implemented in supported localities by the implementer? Most importantly the quality of trainings / workshops and the quality of outputs, namely the Hazard Vulnerability and Capacity Assessments (HVCA) and DRR plans.
If any objections towards the quality are formulated, please try to elaborate on them – ask what should have been done differently, why was the quality insufficient, how did they work around it, etc.
8. Were you able to feed the outputs of the support, most importantly elaborated DRR plans, directly into relevant documents of your DCDM? If not, what limitations did you experience?
9. How were you, in overall, satisfied with the communication and cooperation with the implementer during their activities in supported villages / communes?
What could have been done better in communication and cooperation between implementer and institutions?
10. How do you personally assess the effects and impacts of the implementer activities in supported communes / villages? To what extent was the resilience of supported communities increased in direct effect of these activities? On the contrary, what are the limits of the preparedness of supported communities to face natural disasters?

11. Can you compare the effects of the evaluated project and efforts to increase the DRR / CCA in other localities of your district, implemented by either public institutions or other NGOs – if you have the experience?

What was done better in the project localities? What was maybe done worse and there is a better practice from elsewhere – when establishing local structures, training them, producing the HVCA's / DRR plans, etc.

Please focus here on alternative approaches and their comparison with project approach!

12. Do you see any added value of activities implemented by the implementer and of involvement of Czech or local NGOs with regard to DRR/CCA at local level? Please elaborate.

Naturally, the projects helped to speed up the establishment of local structures and their streamlining into structures at district and province level. However, is there any added value on the top of this fact that with project support the dissemination was faster than without?

13. Were there any other impacts of the projects in the supported villages / communes that you observed? Positive as well as negative.

Ask here on all components of the projects – not only establishing local structures, but also working with local farmers, increasing access to water, work in local schools, etc. Please try also to find out whether there were any negative impacts.

14. Which activities of the project implemented in the supported localities did, from your point of view, bring the most significant impact on the lives of locals?

15. On the other hand, did you observe that the project did implement activities that had little or no positive impact (or even negative impact) on the lives of locals and should be avoided in the future?

16. Were there any lessons that you personally learned from the approach of the implementer in supported localities? Did you change your practices or approaches in supporting DRR / CCA across your district on the basis of good practice brought about by the project?

17. What are the most significant barriers with regard to DRR / CCA in the supported localities today? What are the key issues and the most pressing needs in order to increase the resilience of those communities?

* In case that the respondent is **not aware** of the project supported by Czech MFA, please ask more general questions:

- How do you assess the operation and capacity of VDMGs and CCDMs in supported localities (*name the communes and villages*)? Compare the operation and capacity of these structures to similar structures in other localities of your province / district.

- How do you, in general, assess the level of resilience of the supported localities to natural disasters and climate change? Did their capacity to mitigate natural disasters and/or adapt to climate change increase since 2018 from your point of view? If yes, please elaborate why and how.

- How do you assess the quality of strategies and plans of the supported villages / communes in DRR / CCA? Please compare them to plans elaborated in other localities of your province / district.

- What are the biggest problems with regard to DRR / CCA in the supported communities today? What are their greatest needs in that regard?

PCDM

16. Are you informed about the activities PIN, supporting the installation of Early Warning System in your province?
17. Was PCDM involved in the implementation of the activities of PIN in this regard? Please describe in detail how PCDM was involved.
18. Do you consider the involvement of PCDM in the activities of PIN as sufficient? Please explain why yes or no.
19. From your point of view, were the other levels, namely DCDMs and CCDMs sufficiently involved in the implementation EWS by PIN in your province? Please explain why yes or no.
20. Were the activities of PIN, from your point of view, sufficiently coordinated with other institutions that are relevant in this field (e.g. provincial / district departments of MOWRAM) and/or with other actors that are active in the field of DRR in your province? Was it sufficiently involved in coordination mechanisms in this field at the province level, if any such mechanisms are established?
In the questions 2 – 5 please focus primarily on possible shortcomings or deficits – ask specifically whether something could have been done better from their point of view.
21. How do you assess the approach of the implementer to disaster risk reduction (DRR) with regard to **national and possibly sub-national strategies** of Cambodia in this field (DRR)?
Ask specifically whether the implementer followed the goals of national and sub-national strategies in his approach to preventing the impacts of natural disasters or rather deviate from them from the point of view of the respondent? If the implementer deviated from national / sub-national strategies, ask for details.
22. How do you assess the impacts of PIN project in your province? Do you observe that the population of your province is better prepared for floods in effect of PIN project? Please elaborate.
Key questions of this IDI – what exactly is the effect, how did it help local communities and villages? If possible, ask also for specific examples – was there a flood since PIN arrived? If so, how was the response different from the times before PIN?
23. Can you estimate how many people in your province are better prepared for floods that before PIN came and installed its system?
24. Do you see any weaknesses of the early warning system or more generally the PIN approach? Please elaborate.
*For example: subscription-based system – number of subscriber is still quite low, also when a person changes number and does not re-subscribe, he or she is no longer warned...
Another example: people do know that a flood comes sooner than in the past, however, do not know how to behave in such circumstance, what to do with the information that a flood is coming – then the information as such won't help much.
Let them think on their own, try to probe in this fields if the respondent claims that all is great and there are no weaknesses.*
25. Did the way how PIN implemented its activities in supported communities / villages in your province follow **procedures and approaches** that are standard and required? Was his approach to DRR coherent with established standards / norms or templates?
Establishment of VDMGs / CCDMs, trainings, etc. – was it in line with national approaches and strategies?

26. How do you personally assess the quality of activities that were implemented in supported localities by PIN (expect for the installation of system as such)? Especially when it comes to trainings, awareness raising or hazard risks assessments.
If any objections towards the quality are formulated, please try to elaborate on them – ask what should have been done differently, why was the quality insufficient, how did they work around it, etc.
27. How were you, in overall, satisfied with the communication and cooperation PIN in your province?
What could have been done better in communication and cooperation between implementer and institutions?
28. Were there any other impacts of the projects in the supported villages / communes that you observed? Positive as well as negative.
Please try also to find out whether there were any negative impacts.
29. Were there any lessons that you personally learned from the approach of PIN in supported localities? Did you change your practices or approaches in supporting DRR across your province on the basis of good practice brought about by PIN?
30. What are the most significant barriers with regard to preparedness for floods or other disasters in your province and in supported localities today? What are the key issues and the most pressing needs in order to increase the resilience of those communities?

DCDM

1. Are you informed about the activities PIN, supporting the installation of Early Warning System in your province?
2. Was DCDM involved in the implementation of the activities of PIN in this regard? Please describe in detail how DCDM was involved.
3. Do you consider the involvement of DCDM in the activities of PIN as sufficient? Please explain why yes or no.
4. Were the activities of PIN, from your point of view, sufficiently coordinated with other institutions that are relevant in this field in your district? Please elaborate.
5. How do you assess the impacts of PIN project in your district? Do you observe that the population of your district is better prepared for floods in effect of PIN project? Please elaborate.
Key questions of this IDI – what exactly is the effect, how did it help local communities and villages? If possible, ask also for specific examples – was there a flood since PIN arrived? If so, how was the response different from the times before PIN?
6. Can you estimate how many people in your district are better prepared for floods that before PIN came and installed its system?
7. Do you see any weaknesses of the early warning system or more generally the PIN approach with regard to the needs of inhabitants of your district? Please elaborate.
*For example: subscription-based system – number of subscriber is still quite low, also when a person changes number and does not re-subscribe, he or she is no longer warned...
Another example: people do know that a flood comes sooner than in the past, however, do not know how to behave in such circumstance, what to do with the information that a flood is coming – then the information as such won't help much.
Let them think on their own, try to probe in this fields if the respondent claims that all is great and there are no weaknesses.*
8. Did the way how PIN implemented its activities in supported communities / villages in your district follow **procedures and approaches** that are standard and required? Was his approach to DRR coherent with established standards / norms or templates?
Establishment of VDMGs / CCDMs, trainings, etc. – was it in line with national approaches and strategies?
9. How do you personally assess the quality of activities that were implemented in supported localities by PIN (expect for the installation of system as such)? Especially when it comes to trainings, awareness raising or hazard risks assessments.

If any objections towards the quality are formulated, please try to elaborate on them – ask what should have been done differently, why was the quality insufficient, how did they work around it, etc.
10. Do you see any added value of activities implemented by PIN and generally of involvement PIN with regard to strengthening DRR at local level? Please elaborate.

Focus on activities that were implemented at local level. Were there any added value in comparison to what PCDM or other national actors do in communities in order to raise their readiness to natural disasters?

11. How were you, in overall, satisfied with the communication and cooperation PIN in your province?
What could have been done better in communication and cooperation between implementer and institutions?

12. Were there any other impacts of the projects in the supported villages / communes that you observed? Positive as well as negative.
Please try also to find out whether there were any negative impacts.

13. Which activities of the project implemented in the supported localities did, from your point of view, bring the most significant impact on the lives of locals?

14. On the other hand, did you observe that the project did implement activities that had little or no positive impact (or even negative impact) on the lives of locals and should be avoided in the future?

15. Were there any lessons that you personally learned from the approach of PIN in supported localities?
Did you change your practices or approaches in supporting DRR across your province on the basis of good practice brought about by PIN?

16. What are the most significant barriers with regard to preparedness for floods or other disasters in your province and in supported localities today? What are the key issues and the most pressing needs in order to increase the resilience of those communities?

IDI – local leaders, members of VDMGs or CCDMs

Introduction, basic information, needs

1. Please tell us how your village or community was supported by PIN in 2018 – 2020. What kind of support did you receive in your community / village?
Broader first question to make the respondent talk. Will also help us to cross-check what the respondents remember from the support and what is presented in the reports.
2. Do you feel that the staff of PIN understood the needs and problems of your village / community well – especially when it comes to danger of floods?
Focus on what are the problems and needs of the community in DRR / CCA. Did the implementers understand the problem well and in their complexity? Did they do some kind of needs analysis in the local context before starting the project, did they ask locals what their problems and needs were? If a respondent feels that some needs were not understood well, please elaborate, ask for an example, etc.
3. Were the activities that were implemented in your village or community within the project appropriate? Do you feel that the activities were tailored for the needs of your village / community and were implemented in such way that they respected your local context?
You may simplify the question if it feels too academical for the respondent. Basically we are asking whether the activities were general, “one size fits all” or whether it was tailored to the needs of the village / community.
4. Were all activities that were implemented in your village / community necessary from your point of view? Or were there activities that, from your point of view, did not bring that much effect and were redundant?
Please try to make the respondent specific – was there something that was not really necessary in the project. Basically it is a question targeted at efficiency.

EWS – effects, impacts

5. Are you aware of the floods Early Warning System EWS1294 that was installed in your region?
If yes, ask further whether the respondent is involved in EWS1294, gets information, is subscribed?
6. As far as you know, are there other members of your community / village who are involved / subscribed in EWS1294?
Ask also why there are or are not other people subscribed.
7. If alert message arrives, how is it distributed to / shared with other members of your community / village? What is exactly the process?
How does the whole village / community benefit from EWS1294? We are looking for good practice here.
8. In your opinion, is EWS1294 efficient in reaching everyone living in flood-prone areas? Why or why not?
What should be done better? How could the system be improved in order to reach everyone who is at risk?
9. Do you see that your village / community is, in general, better prepared for natural disaster and/or effects of climate change (especially more frequent droughts or floods) than before the project?
Please elaborate
10. *Additional question:* Could you estimate how many people in your community are better protected against negative impacts of natural disasters than in the past?

11. Was there any occurrence of flood or any other natural disaster since the project ended in your community? Please elaborate whether and how your community was able to mitigate it better than in the past in direct effect of the project.
We would like to hear specific examples how the activities of the project have helped in an occurrence of natural disaster in the locality.
12. Was the potential of EWS1294, from your point of view, used sufficiently in the pandemic crisis? Was this information channel sufficiently used to distribute messages and alerts regarding COVID-19?
13. Which of other activities of the project have proven to be helpful in mitigation of natural disasters and, more generally, in making your community / village more resilient against natural disasters and effects of climate change? Which activities, on the other hand, did not bring such effect?

Impacts on local structures - optional

14. Did the project establish a local structure aimed at DRR in your village or community (VDMG, CCDM) and did the implementer facilitate elaboration of HVCA / DRR plan in your village or commune? If so, how do you assess the effectiveness of these structures and plans with regard to DRR / CCA?
Ask this question only in case that the respondent did not focus on these activities in earlier questions. We need specific assessment of establishing local structures and plans in DRR / CCA – if this was implemented in the village / community. Did these activities specifically help them to mitigate natural hazards more effectively than in the past? How exactly did these activities contribute to being better prepared for natural hazards? Or do the respondents see them as rather redundant – just “papers” that are not a solution to their problems? Why?

Other impacts

15. What other impacts of the support did you register in your community / village? Positive as well as negative.
I.e. what other impacts outside being better prepared to natural disasters did the project have? How did it change the life of the local community – in positive as well as negative way?
16. What are today your most pressing needs with regard to natural disasters? What activities should be implemented today in your village / community in order to increase your resilience to natural disasters and preparedness for effects of climate change?
Generally we are asking here what was NOT solved by the project...

Sustainability, follow-up activities

17. What kind of support would you need today in order to further increase the preparedness to floods in your community?
Would they need any other trainings, do they feel that their knowledge / capacity is not sufficient? Technical assistance in strengthening established local structures? Also feed in on what you learned regarding distribution of EWS1294 messages.
18. Have you, after the project finished, received any further support from the government, other NGOs or other stakeholders with regard to lowering impacts of natural disasters, most importantly floods?

Concluding

19. What do you personally see as the greatest impact / benefit that the support had on your community?
20. Did the project fulfil your expectations? Did it disappoint you in any way (were some of your expectations higher than what the project finally brought)?
21. If it was your decision, what would you change in the support the next time?
22. Do you have any other recommendations for the future implementation of similar projects?

IDI – school directors

Introduction, basic information, needs

21. Please tell us how your school was supported by Caritas / LWD+Diacony (hereinafter: implementer) in 2018 – 2020 (2018 – 2019 for Caritas). What kind of support did you receive?
Broader first question to make the respondent talk. Will also help us to cross-check what the respondents remember from the support and what is presented in the reports.
22. Do you feel that the staff of the implementer understood the needs and problems of your school well?
Focus on what are the problems and needs of the the school and community when it comes to DRR / CCA. Did the implementers understand the problem well and in their complexity? Did they do some kind of needs analysis in the local context before starting the project, did they ask locals what their problems and needs were? If a respondent feels that some needs were not understood well, please elaborate, ask for an example, etc.
23. Were the activities that were implemented at your school and community within the project appropriate? Do you feel that the activities were tailored for the needs of your school and community and were implemented in such way that they respected your local context?
You may simplify the question if it feels too academical for the respondent. Basically we are asking whether the activities were general, “one size fits all” or whether it was tailored to the needs of the village / community.
24. Were all activities that were implemented at your school necessary from your point of view? Or were there activities that, from your point of view, did not bring that much effect and were redundant?
Please try to make the respondent specific – was there something that was not really necessary in the project. Basically it is a question targeted at efficiency.

Effects, impacts

25. Do you see that your school as such and your students are better prepared for natural disaster and/or effects of climate change (especially more frequent droughts or floods) than before the project?
Please elaborate.
If possible, ask for specific examples – did the support, for example, help students to behave better in the case of emergency?
26. In what other ways did the support increase the safety of children in your school?
How did the support contribute to creating a safer environment for education?
27. How did the project increase the capacity and knowledge of the employees of your school as well as other members of your community in tackling the risks of natural disasters?
28. Which of the activities of the project have proven, from your point of view, to be most beneficial for your school, students as well as local community? Which activities, on the other hand, did not bring the benefit you expected?
29. How do you assess the effects of other activities of the project that were implemented in your school, such as support to organic gardening, WASH facilities, planting trees, etc.? What are the benefits of these activities from your point of view (especially with regard to DRR / CCA)?
Ask only if these issues were not already addressed in previous questions.
30. What other impacts of the support did you register in your school, students or community as whole?
Positive as well as negative.

I.e. what other impacts outside being better prepared to natural disasters did the project have? How did it change the life of the local community – in positive as well as negative way?

31. What do you see today as the most pressing needs of your school or community with regard to natural disasters? What activities should be implemented today to increase your resilience to natural disasters and preparedness for effects of climate change?

Generally we are asking here what was NOT solved by the project...

Sustainability, follow-up activities

32. To what extent is your school able to carry on in the activities that were started by the project on your own?

If possible, please try to stay with this question a little longer and ask specifically on activities that were implemented in the school:

- *What is the status quo of investments that were made there? Are the installed WASH facilities operational – and who covers costs of maintenance? Are investments related to reduction of trash sustained? Are established organic gardens still functional and are they used in education? Etc.*

33. What kind of support would you need today in order to further increase the preparedness of your school and community to natural hazards as well as further increase the safety of your students? *Focus not only on material support – this will be of course plenty. Would they need any other trainings, do they feel that their knowledge / capacity is not sufficient? Technical assistance in strengthening established local structures? Better communication with institutions higher up in the chain? Etc.*

34. Have you, after the project finished, received any further support from the government, other NGOs or other stakeholders in the field of DRR / CCA?

Concluding

35. What do you personally see as the greatest impact / benefit that the support had on your community?
36. Did the project fulfil your expectations? Did it disappoint you in any way (were some of your expectations higher than what the project finally brought)?
37. If it was your decision, what would you change in the support the next time?
38. Do you have any other recommendations for the future implementation of similar projects?

IDI – water user group – Caritas

1. Please share with us whether the water pump and tank works well today and how useful did it prove since its installation.
Does it work all year long? Does it break down often or is it reliable? Is the capacity today comparable to when it was installed?
2. How many people benefit from the water source? What is the trend – is the number of people more or less the same, is it increasing or decreasing – and why?
3. What were your key sources of water before this system was installed?
4. How did your life change since the pump and tanks were installed? In what way did the quality of your life increase?
5. Please describe in detail the effects of this activity on your and/or your community's resilience to natural disasters and adaptation to climate change.
6. Were there any problems related to the installation and/or operation of the water source? Please describe in detail.
Please focus also on the impacts of community – could it cause any disturbance in the community? Is there any difference in who has access to the water and who does not? Did it cause any issues? Etc.
7. Are you able to operate the water source after the project ended? How do you cover operational costs – especially maintenance? How is the sustainability ensured institutionally? Do you have sufficient knowledge / capacity to operate it yourself?
8. Overall, how do you assess the project and support that you received. Did it fulfil your expectations? Which of your expectations were not fulfilled and why?
9. Was there anything that could have been done better from your point of view?
Ask especially on redundant activities that did not bring much effect/benefit from the respondent's point of view, inefficient spending, "blind alleys"

IDI – Diacony – families supported with solar panels

1. Please explain how were you supported, what kind of material as well as non-material support did you receive from the project?
2. Did the support that you received respond to your needs? Was the support relevant for you?
Please try to establish why it was necessary to deliver solar panels to these families. Which needs were addressed? Were these needs that really belonged to key problems of these families? Or were there more acute needs that could have been addressed?
3. Please describe the effects that this support had on your family.
Please try to differentiate between impacts. For example: better conditions for children to study (light in the evening). More time for other activities since they do not have to harvest wood? Etc
4. Did you experience any impact of the support on your incomes and, more generally, economic situation of your household?
Try to establish a link between the support and increase in economic opportunities / incomes – if there is any such link.
5. Did the support have any effect on your resilience to natural disasters, such as floods or drought?
The link is, most likely, weak. However, since this was the key objective of the project, we need to analyse it.
6. What other impacts of the project on your household have you experienced? Positive as well as potential negative impacts.
7. Do you experience any impact of the project on your village / community – positive as well as negative.
Let the respondent elaborate on wider impacts of the support in the community. Did others benefit – and how? Did other farmers change their practices, maybe even replicate the good practice?
8. Are the solar panels still working well? Are the benefits of the support lasting until today? Why yes or no?
9. Did you receive any other support after the project from other national or international stakeholder (e.g. another donor, NGO, etc.)?
Were there any follow-up activities? Other donors or implementers that were building on the outcomes of Czech project?
10. Overall, how do you assess the project and support that you received. Did it fulfil your expectations? Which of your expectations were not fulfilled and why?
11. Was there anything that could have been done better from your point of view?
Ask especially on redundant activities that did not bring much effect/benefit from the respondent's point of view, inefficient spending, "blind alleys"

Rozhovory s realizátory

Identifikace

- Proč jste se rozhodli zapojit do programu DRR a odolnost? Co jste od těchto aktivit očekávali – ve vztahu k cílovým skupinám i obecněji, co se týče snížení rizika katastrof a budování odolnosti v cílové zemi?

Programová úroveň

- Čím podle vás program především přispívá ke snižování rizika katastrof a budování odolnosti?
- Shledáváte cíle programu v souladu se strategickými cíli cílových zemí? Jsou opravdu programové podpůrné činnosti v souladu se systémy a přístupy v cílových zemích?
- Reaguje program na potřeby cílových skupin? Resp. umožňuje vám realizovat takové aktivity, které jsou skutečně v souladu s potřebami cílových skupin v oblasti DRR a odolnosti?
- Shledáváte nějaké nedostatky v nastavení programu?
- Jak je program DRR a odolnost koherentní s jinými aktivitami, které ZRS ČR podporuje v Kambodži, pokud to umíte posoudit?
- Napadají vás jiné alternativní přístupy ke snižování rizika katastrof a odolnosti, které by byly v souladu s programem?

Cíle a potřeby

- Jaké cíle jste si v rámci projektu stanovili?
 - Provedla se dostatečná opatření, aby se předešlo případným překážkám?
 - Byly cíle dosaženy?
 - Zohledňovali jste při formulaci relevantní rozvojové strategie, jak na straně Česka, tak Kambodži? Jak?
- Jak a jaké potřeby cílových skupin jste identifikovali jako relevantní?
- Jak hodnotíte aktivity vašeho projektu ve vztahu k potřebám, které jste zjistili?

Dosažení cílů

- Jak osobně hodnotíte dosažení cílů projektu? Dosáhl projekt očekávání a cílů, které jste plánovali?
- Existují nějaké oblasti, ve kterých projekt nenaplnil vaše očekávání?
 - Co bylo příčinou? Jak jste se tyto překážky snažili řešit?
- Můžete zpětně identifikovat faktory úspěchu či neúspěchu u vámi realizovaného projektu?

Efektivita

- Jak hodnotíte finanční efektivitu projektu?
- Existují výdaje, které zpětně vnímáte jako nadbytečné či naopak podhodnocené?

Soudržnost s ostatními implementátory a jejich dárci

- Do jaké míry byly aktivity projektu propojeny na struktury a mechanismy, které jsou v cílové zemi pro zvládání katastrof implementovány? Do jaké míry jsou vaše projekty napojeny na místní systém?
- Jakým způsobem jste své aktivity koordinovali s místními institucemi na lokální, okresní, provinční a národní úrovni?
- Byly do implementace projektu zapojeny všechny relevantní místní instituce? Které ano nebo ne?
- Probíhala spolupráce/koordinace mezi realizátory a dalšími implementátory a jejich dárci? Jak?
 - Kdo spolupráci inicioval? Docházelo k dělbě práce?

- Evidujete přidanou hodnotu samotné spolupráce/koordinace s dalšími účastníky?
- Byli jste při implementaci projektu zapojeni do místních koordinačních mechanismů?

Dopady

- V čem konkrétně projekt přispěl ke snižování rizik katastrof a podpoře odolnosti v Kambodži? Co se ukázalo jako klíčové?
- Vyskytly se naopak faktory, které omezovaly lepší implementaci projektu?
- Které dopady projektu považujete za nejvýznamnější? Které z krátkodobého a které naopak z dlouhodobého pohledu?
- Bylo možné dosáhnout stejných dopadů efektivněji? V jakém smyslu?

Celkové hodnocení

- Co považujete obecně za největší úspěch projektů? A co je naopak největší zklamání?
- Myslíte, že projekt nějakým způsobem změnil vnímání místních obyvatel na problematiku živelných katastrof? Jak?
- Jak se celkově díváte na relevanci a efektivnost programu DRR v cílových zemích? Přispívá skutečně ke zvyšování odolnosti komunit a snižování ohrožení katastrofami? Jak?

Udržitelnost, odchod realizátora

- Jsou nastavené podmínky udržitelné i po ukončení projektu?
- Jsou cílové skupiny schopny po ukončení projektu dlouhodobě nebo případně dále snižovat rizika katastrof? Za jakých podmínek?
- DO jaké míry se povedlo zajistit „ownership“ výsledků projektu na straně místních komunit?
- Jakým způsobem proběhlo předání výstupů? Byly formulovány a implementovány strategie odchodu?
- Máte povědomí o tom, že by na vaše aktivity bylo navázáno dalšími rozvojovými aktivitami?
- Jaké jsou nejzásadnější hrozby a překážky pro udržitelnost výsledků projektu?

IDI - LWD*Identification*

- Please describe the genesis of your project. Why did you start implementing projects aimed at adaptation to climate change in Cambodia?
- How did you identify the need of such project?
- Please describe your prior cooperation with Diakonie CZ.
- Why did you decide to take part on the programme DRR and resilience? What were your expectations with regard to this programme?

Programme level

- To what extent was the programme appropriate for your project? Did you have to adjust your project in any way in order to fulfil the criteria and other specific aspects of the programme?
- How do you assess the programme as whole? Is it, from your point of view, a useful tool when it comes to initiatives aimed at reduction of risks of disasters or increasing resilience of communities? Why yes or no?
- To what extent is, from your point of view, the programme relevant to strategic goals of Cambodia in this regard?
- To what extent is, from your point of view, the programme coherent with approaches, processes and systems that are implemented in Cambodia in the field of DRR and resilience? Have you experienced any deficits of the programme in this regard?
- Are there any limitations that you encountered in your experience with the programme? How would you adjust its parameters, conditions, targeting, etc. if it was your decision?

...back to projects: goals, effectiveness and efficiency of the projects

- What were the most significant issues or limitations that you had to overcome during the implementation of your project? How did you work around them?
- Did you encounter any barriers that you did not expect or account for in your project design? Please elaborate.
- How do you assess the level to which you reached your objectives / goal? Are you satisfied in this regard?
- Is there anything in the project that you are not completely satisfied with? Why?
- Is there anything that you would have done differently today? Why and how?
- What do you see as key factors that enabled you to implement your project well and achieve your goals? Or vice versa, what were the key shortcomings that limited your effectiveness in reaching the goals?
- How do you assess the efficiency of your project? Were there any costs or activities that did not fulfil your expectations and you would avoid them the next time?
- Vice versa, are there any good practices that you gathered during implementation of your project with regard to its efficiency?

Cooperation with other stakeholders

- From your point of view, were all relevant institutions sufficiently involved in the implementation of your project?
- How did you coordinate your activities with relevant institutions, systems and processes at various levels (village, commune, district, province, national)?

- What is your general experience with this coordination? Did you experience any deficits or shortcomings in the coordination process? If so, what were the causes and how did you work around them?
- Were there any other local stakeholders directly or indirectly involved in your project?
- Did you coordinate your activities with other stakeholders that are active in the sector of DRR and resilience of communities (such as sharing of experience, cooperation on trainings, etc.)? How does this coordination take place? What are the coordination mechanisms in place and used?
- Are you satisfied with coordination of your project with other stakeholders? Or do you see any potentials that were not sufficiently taken advantage of?

Follow-up activities, sustainability, exit

- How do you assess the capacity of public institutions and other stakeholders to sustain the outcomes of your project?
- To what degree are the supported farmers able to carry on in activities launched by the project after its conclusion?
- Do you see any limits with regard to sustainability of the outcomes in supported localities? What are, from your point of view, the key challenges and risks to the sustainability?
- Were, from your point of view, local institutions sufficiently involved in the conclusion of the project, was sufficient ownership created?
- Have you implemented any follow-up activities in the supported region?
- Have you or any other stakeholder implemented a follow-up development project that would build up on the results of your project?

Final assessment

- What do you, in general, see as the biggest success of your project?
- Would you do anything differently the next time?
- What recommendations would you have to the programme DRR and resilience in order to increase its effectiveness and relevance?

Interview guide – IDI with other donors / stakeholders

1. Please provide us with brief information regarding your activities in the field of DRR and resilience / climate change adaptation (CCA) in Cambodia.
2. Are you aware of the programme of the Ministry of Foreign Affairs of the Czech Republic in the field of DRR and resilience of communities in Cambodia and/or activities that were implemented in this field with the support from the Czech Republic?
3. Please give us your general assessment of the Czech programme and/or activities supported by the Czech Republic in the field of DRR and resilience / CCA, if you feel sufficiently informed:
 - i. *Were the activities well planned and necessary from your point of view?*
 - ii. *Were there any activities that were not really useful or even redundant when it comes to strengthening of preparedness for disasters and/or climate change at local communities?*
 - iii. *On the contrary, was something important missing in projects / activities supported by the Czech Republic?*
 - iv. *What could have been a better approach from your point of view?*
 - v. *Compare to other donors, government's actions or your own activities. What did the projects supported by Czech Republic do better, what did they do worse from your point of view?*
 - vi. *Were there any lessons learned for you from the projects supported by the Czech Republic or the programme as whole – good practice as well as practice to be avoided?*
4. From your point of view, were / are the projects or activities supported by the Czech programme in the field of DRR and resilience / CCA sufficiently coordinated with you and other donor in this field? If not, what is the reason?
5. How do you generally assess the coordination of donors, NGOs, national and local institutions and other stakeholders in this field in Cambodia?
6. Have you cooperated with projects supported by the Czech programme? If so, please give us details regarding your cooperation.
7. Would you say that the potential of cooperation with projects supported by the Czech programme was sufficiently taken advantage of? If not, please describe
 - a. Where do you see potentials for deeper cooperation?
 - b. Why were these potentials not sufficiently taken advantage of from your point of view?
8. How do you assess the approach of international donors and other stakeholders to supporting DRR and resilience in Cambodia as whole? Are there any gaps in this support that you observe (such as needs that are not sufficiently covered, neglected activities, etc.)?
9. Do you see any added value of the Czech programme or supported projects in comparison with activities of other donors and stakeholders in this field?

10. On the contrary, are there any specific weaknesses of Czech support to DRR / CCA that you have experienced or observed?

11. Do you have any specific recommendation with regard to the Czech programme supporting DRR and resilience / CCA in the future – with regard to its scope, thematic objectives as well as administrative / institutional aspects of the support?

Rozhovory s realizátory – mimo Kambodžu

Identifikace

- Proč jste se rozhodli zapojit do programu DRR a odolnost? Co jste od těchto aktivit očekávali – ve vztahu k cílovým skupinám i obecněji, co se týče snížení rizika katastrof a budování odolnosti v cílové zemi?

Relevance, potřeby

- Shledáváte cíle programu v souladu se strategickými cíli cílových zemí?
- Jsou aktivity, které lze s podporou programu realizovat, v souladu se systémy a přístupy nebo mechanismy v cílových zemích?
- Reaguje program, dle Vaší zkušenosti, dostatečně na potřeby cílových skupin co se týče snižování rizika přírodních katastrof a posilování odolnosti? Resp. umožňuje vám realizovat takové aktivity, které jsou skutečně v souladu s potřebami cílových skupin v oblasti DRR a odolnosti?

Efektivita, efektivnost, dopady

- Jak efektivně, podle vaší zkušenosti, program přispívá ke snižování rizika katastrof a budování odolnosti?
- Uveďte prosím příklady, jak Vaše projekty s podporou programu přispěly ke snižování těchto rizik a podpoře odolnosti v cílových zemích. Co se ukázalo jako klíčové?
- Jak hodnotíte efektivitu programu při dosahování vytyčených cílů? Bylo by kupříkladu možné dosáhnout stejných dopadů efektivněji? V jakém smyslu?
- Vyskytly se při implementaci Vašich projektů faktory, které omezovaly limitovaly jejich dopady na cílovou skupinu? Bylo by možné těmto negativním efektům předejít lepším nastavením programu? Jak konkrétně?
- Shledáváte nějaké další nedostatky v nastavení programu, které omezují jeho efektivitu nebo efektivnost?

Koherence, synergie

- Je, dle Vašeho názoru, program DRR a odolnost koherentní s jinými aktivitami, které ZRS ČR podporuje v cílových zemích, ve kterých pracujete, pokud to umíte posoudit?
- Pozorujete synergie mezi programem a dalšími projekty podpořenými v rámci ZRS ČR v cílové zemi? Byly tyto synergie, podle Vašeho názoru, dostatečně využity?
- Umožnil Vám program koordinovat své aktivity s dalšími stakeholdery a donory, které se v cílové zemi / regionu na problematiku DRR a odolnosti zaměřují?
- V čem konkrétně by bylo možné program a/nebo jeho implementaci upravit tak, aby bylo možné podpořené aktivity lépe koordinovat s dalšími stakeholdery?

Celkové hodnocení

- Co považujete obecně za největší přidanou hodnotu programu?
- Co Vás naopak, při implementaci podpořených programů, nejvíce zklamalo (ve vztahu k programu a jeho mechanismům)?
- Myslíte, že program nějakým způsobem přispívá ke změně pohledu místních obyvatel na problematiku živelných katastrof? Jak?
- Jak se celkově díváte na relevanci a efektivnost programu DRR v cílových zemích? Přispívá skutečně ke zvyšování odolnosti komunit a snižování ohrožení katastrofami? Jak?

- Domníváte se, že by bylo možné odolnost vůči přírodním katastrofám podporovat efektivněji? Jak konkrétně?
- Jaké jsou nejzásadnější hrozby a překážky pro udržitelnost výsledků projektu?

Rozhovory se zástupci ambasád, ČRA, MZV*Programová úroveň*

- Shledáváte cíle programu v souladu se strategickými cíli v Kambodži? V čem je případně možné pozorovat nějaký nesoulad, pokud něco zaznamenáváte?
- Jsou aktivity, které lze s podporou programu realizovat, v souladu se systémy a přístupy nebo mechanismy v cílové zemi? Umožňuje realizovat takové aktivity, které zapadají do rámce DRR a posilování odolnosti komunit, který je v cílové zemi implementován? Případně s jakými omezeními?
- Reaguje program, dle Vaší zkušenosti, dostatečně na potřeby cílových skupin co se týče snižování rizika přírodních katastrof a posilování odolnosti? Resp. umožňuje realizovat takové aktivity, které jsou skutečně v souladu s potřebami cílových skupin v oblasti DRR a odolnosti?
- Jak efektivně, podle vaší zkušenosti, program přispívá ke snižování rizika katastrof a budování odolnosti v Kambodži?
- Uveďte prosím příklady, jak program (resp. podpořené projekty) přispěly ke snižování těchto rizik a podpoře odolnosti v cílových zemích. Co se ukázalo jako klíčové?
- Jak hodnotíte efektivitu programu při dosahování vytyčených cílů? Bylo by kupříkladu možné dosáhnout stejných dopadů efektivněji? V jakém smyslu?
- Pozorujete nějaké aspekty programu nebo faktory, které by limitovaly dopady na cílové skupiny? Bylo by možné tato omezení eliminovat lepším nastavením programu? Jak konkrétně?
- Shledáváte nějaké další nedostatky v nastavení programu, které omezují jeho efektivitu nebo efektivnost?
- Je, dle Vašeho názoru, program DRR a odolnost koherentní s jinými aktivitami, které ZRS ČR podporuje v Kambodži? Pozorujete případně nějaké konkrétní inkoherece? Prosím rozveďte.
- Pozorujete konkrétní synergie mezi programem a dalšími projekty, implementovanými v Kambodži s podporou ZRS ČR?
- Pokud ano, jsou tyto synergie, z Vašeho pohledu, dostatečně využity? Uveďte prosím konkrétní příklady.
- Jakým způsobem by bylo, z vašeho pohledu, možné posílit synergie mezi programem a „standardními“ iniciativami ZRS ČR?
- Byla implementace programu v Kambodži dostatečně provázaná s podobnými iniciativami jiných donorů? Bylo, dle Vašeho názoru, dostatečně využito příležitostí spolupráce s jinými donory a stakeholdery, kteří se zaměřují na problematiku DRR a odolnosti? Prosím rozveďte / uveďte konkrétní příklady.
- Jaká je role ZÚ při koordinaci aktivit podpořených z programu s jinými donory a stakeholdery?
- Je ZÚ zapojeno do relevantních koordinačních mechanismů v oblasti DRR a odolnosti?
- V čem konkrétně by bylo možné program a/nebo jeho implementaci upravit tak, aby bylo možné podpořené aktivity lépe koordinovat s dalšími stakeholdery?

Projektová úroveň

- Reagovaly podpořené projekty, dle Vašeho názoru, na skutečné potřeby a problémy cílových skupin? Vnímáte nějaké rozdíly mezi projekty v této oblasti?
- Jak hodnotíte podpořené projekty z hlediska načasování podpory? Co bylo rozhodující pro správné načasování podpory v cílových lokalitách?
- Jak hodnotíte finanční efektivitu podpořených projektů? Co případně způsobovalo problémy v efektivitě?
- Jak osobně hodnotíte dosažení cílů jednotlivých projektů a realizátorů? Dosáhly projekty očekávání a cílů, které jste plánovali?
- Prosím srovnajte jednotlivé realizátory z pohledu dosažení vytyčených cílů? Které projekty byly efektivnější (z pohledu efektivity a efektivnosti) a proč? Které faktory jsou rozhodující při dosahování vytyčených cílů?

- Existují nějaké oblasti, ve kterých projekty nenaplnil vaše očekávání?
 - Co bylo příčinou? Jak jste se tyto překážky snažili řešit?
- Můžete zpětně identifikovat faktory úspěchu či neúspěchu u podpořených projektů?
- Domníváte se, že aktivity projektů byly v dostatečné míře propojeny se strukturami a mechanismy, které jsou v Kambodži pro zvládání katastrof implementovány? Existovaly nějaké rozdíly mezi projekty v tom, jak jsou napojeny na místní systém?
- Domníváte se, že aktivity projektů byly dostatečně koordinovány s místními institucemi na lokální, okresní, provinční a národní úrovni? Byly do implementace projektu zapojeny všechny relevantní místní instituce? Které ano nebo ne?
- Existovaly mezi projekty rozdíly v míře zapojení místních institucí? Co tyto rozdíly, dle Vaší zkušenosti, způsobovalo a jaké byly jejich dopady?

- V čem konkrétně projekty přispěl ke snižování rizik katastrof a podpoře odolnosti v Kambodži? Co se ukázalo jako klíčové?
- Bylo možné dosáhnout stejných nebo ještě lepších dopadů efektivněji? V jakém smyslu?

- Jsou, dle vašeho názoru, cílové skupiny schopny po ukončení projektu dlouhodobě nebo případně dále snižovat rizika katastrof? Za jakých podmínek?
- Do jaké míry se, dle Vaší zkušenosti, povedlo zajistit „ownership“ výsledků projektu na straně místních komunit?
- Máte povědomí o tom, že by na aktivity podpořené z programu bylo navázáno dalšími rozvojovými aktivitami?
- Jaké jsou nejzásadnější hrozby a překážky pro udržitelnost výsledků projektu?

Celkové hodnocení

- Co považujete osobně za největší přidanou hodnotu programu?
- Co Vás naopak při implementaci programu nejvíce zklamalo (ve vztahu k programu a jeho mechanismům)?
- Myslíte, že program nějakým způsobem přispívá ke změně pohledu místních obyvatel na problematiku živelných katastrof? Jak?
- Domníváte se, že by bylo možné odolnost vůči přírodním katastrofám podporovat efektivněji? Jak konkrétně?
- Máte nějaké další návrhy, jak by bylo vhodné program do budoucnosti upravit?

Rozhovor – další stakeholdeři

1. Prosím popište, jakým způsobem a v jakých fázích jste Vy a/nebo instituce, kterou zastupujete, do implementace programu DRR a odolnost zapojen(a)
2. Proč je nebo není, z Vašeho pohledu, důležité, aby se ČR angažovala v problematice DRR v zemích třetího světa? Pozorujete nějakou přidanou hodnotu ČR v tomto smyslu?
3. Jsou do implementace programu zapojeni všichni relevantní stakeholdeři? Nebo se domníváte, že by do procesů implementace měli být zapojeni další národní nebo mezinárodní aktéři?
4. Má program, dle Vaší zkušenosti, schopnost řešit problémy a potřeby cílových skupin v cílových zemích? Reaguje na jejich potřeby co se týče snižování rizika přírodních katastrof a posilování odolnosti?
5. Umožňuje program, dle Vaší zkušenosti, realizovat takové aktivity, které jsou potřebné z pohledu cílových zemí a systémů a struktur, které jsou cílových zemích v oblasti DRR zavedeny?
6. Jak hodnotíte efektivnost programu při dosahování cílů? Má schopnost naplňovat své stanovené cíle? Proč ano nebo ne?
7. Jak hodnotíte efektivitu programu – tedy vztah mezi vynaloženými prostředky a dosaženými výsledky? Bylo by kupříkladu, dle Vašeho názoru, dosáhnout stejných (nebo lepších) dopadů efektivněji?
8. Pozorujete nějaké aspekty programu nebo faktory, které by limitovaly dopad na cílové skupiny? Bylo by možné taková omezení eliminovat lepším nastavením programu? Jak konkrétně?
9. Pozorujete nějaké další nedostatky v nastavení programu, které omezují jeho efektivitu, efektivnost nebo dopady?
10. Je, z Vašeho pohledu, dosahováno dostatečné provázanosti s podobnými iniciativami jiných donorů? Bylo, dle Vašeho názoru, dostatečně využito příležitostí spolupráce s jinými donory a stakeholdery, kteří se zaměřují na problematiku DRR a odolnosti?
11. V čem konkrétně by bylo možné, z Vašeho pohledu, program a/nebo jeho implementaci upravit tak, aby bylo možné podpořené aktivity lépe koordinovat s dalšími stakeholdery?
12. Jak by z Vašeho pohledu bylo vhodné upravit obecněji implementační schéma programu, tak, aby bylo dosahováno vyšších synergií a zapojení Programu do relevantních mezinárodních sítí?
13. Co osobně považujete za největší přidanou hodnotu programu?
14. Co Vás naopak při implementaci programu nejvíce zklamalo?
15. Domníváte se, že by bylo možné odolnost vůči přírodním katastrofám podporovat efektivněji? Jak konkrétně?

16. Umožňuje, dle Vašeho názoru, program dostatečně využívat know-how ČR v oblasti snižování rizik přírodních katastrof? Pokud ne, jaká konkrétní doporučení máte ke zlepšení v tomto smyslu?
17. Máte nějaké další návrhy, jak by bylo vhodné program do budoucnosti upravit?
- 18.

Annex 11: Surveys

Survey for schools

1. Are you aware of the activities that were implemented in your school by Caritas in 2018 – 2019 with the support from the Czech Republic?
 - a. Yes
 - b. No
 - c. I don't know

2. Have you been personally involved in some of these activities? Please provide details:

	Took part on activity	Did not take part on activity	Cannot recall
Workshops promoting community and school resilience to disasters			
Trainings on safe school guideline and disaster management in school			
Training on Hazard Vulnerability Assessment Tool in your school (along with students)			
Training on school organic vegetables gardening			
Training on WASH and water management			

3. Please provide us with feedback regarding usefulness / relevance of the trainings for your school and you personally:
 - a. Trainings were very useful / relevant
 - b. Trainings were rather useful / relevant
 - c. Trainings were rather not useful / relevant
 - d. Trainings were not useful / relevant at all
 - e. I don't know.

Optional additional commentary (why the trainings were or were not useful?):

Open response

4. Which components of the support that you / your school was provided do you personally see the most beneficial and why?
Open response, will codify responses afterwards
5. On the contrary, which components of the support do you, in retrospect, not see beneficial at all and why?
Open response, will codify afterwards
6. Do you agree that the support which you and your school received from Caritas in 2018 – 2019 directly increased the preparedness of your school to face natural disasters?
 - a. Strongly agree
 - b. Rather agree

- c. Do not agree neither disagree
- d. Rather disagree
- e. Strongly disagree
- f. I don't know

Optional: Please give us details for your response. How exactly did the project increase the resilience of your school to natural disasters? Or why do you think that project did not have such effect?

- 7. Did the support contribute to the increase of safety of children in your school in any other way?
 - a. Yes
 - b. No
 - c. I don't know
- 7.a If yes, please elaborate on your response. How specifically has the support contributed to increasing the safety of your students?
Open response
- 8. Are there any other positive or negative impacts of the support from your point of view that you would like to share with us?
Open response

Please share some demographic data:

- 9. Gender:
 - a. Male
 - b. Female
 - c. Don't want to respond
- 10. Your age:
- 11. Name of the school:...
- 12. In what capacity did you take part on the project?
 - a. School management
 - b. School teacher
 - c. Other school employee (e.g. counsellor)
 - d. Member of school committee
 - e. Member of commune / village council
 - f. Other, please specify:.....

Survey for representatives of communities and villages - Caritas

1. Are you aware of the activities that were implemented in your community / village by Caritas in 2018 – 2019 with the support from the Czech Republic?
 - a. Yes
 - b. No
 - c. I don't know

2. Have you been personally involved in some of these activities? Please provide details:

	Took part on activity	Did not take part on activity	Cannot recall
Training on disaster resilience / climate change adaptation and disaster management law			
Training on Hazard Vulnerability and Capacity Assessment tool in your community / village			
Workshops developing DRR/CCA plans of your commune or village			
Training on adaptation to climate change in agriculture			
Other activities related to agriculture			

3. Please provide us with feedback regarding usefulness / relevance of the trainings / workshops for your community or village and you personally:
 - a. Trainings were very useful / relevant
 - b. Trainings were rather useful / relevant
 - c. Trainings were rather not useful / relevant
 - d. Trainings were not useful / relevant at all
 - e. I don't know.

Optional additional commentary (why the trainings were or were not useful?):

Open response

4. Which activities that were implemented by Caritas in your village or community do you personally see the most beneficial and why?
Open response, will codify responses afterwards
5. On the contrary, which activities, do you, in retrospect, not see beneficial at all – if any - and why?
Open response, will codify afterwards
6. Do you agree that the support which your community / village received from Caritas in 2018 – 2019 directly increased its preparedness to face natural disasters and/or impacts of climate change?
 - a. Strongly agree
 - b. Rather agree
 - c. Do not agree neither disagree
 - d. Rather disagree
 - e. Strongly disagree
 - f. I don't know

Optional: Please give us details for your response. How exactly did the project increase the resilience of your community or village to natural disasters? Or why do you think that project did not have such effect?

7. Do you agree that specifically the commune or village DRR plan that was elaborated with support of Caritas has increased the resilience of your community or village to natural disasters and/or impacts of climate change?
- Strongly agree
 - Rather agree
 - Do not agree neither disagree
 - Rather disagree
 - Strongly disagree
 - I don't know

- 7.a If the response to the question above was "strongly agree" or "rather agree", please elaborate on how in particular has the elaborated DRR plan increase your resilience to natural disasters and/or climate change:

Open response

8. As far as you remember, were the measures that you drafted in the village / commune DRR plan reflected in the Commune Investment Plan and implemented?
- Yes, most of the measures
 - Yes, but only part of the measures
 - No, measures were not reflected / implemented.
 - I don't know

Optional commentary:

9. Did you observe any other positive or negative impacts of the support in your community / village that you would like to share with us?

Open response

Please share some demographic data:

10. Gender:
- Male
 - Female
 - Don't want to respond
11. Your age:
12. Village and community:...
13. In what capacity did you take part on the project?
- Member of VDMG
 - Member of CCDM
 - Member of DCDM or PCDM
 - Member of other commune / village council
 - Member of established water management group
 - Other, please specify:.....

Survey for representatives of communities and villages - Diacony

1. Are you aware of the activities that were implemented in your community / village by Diakony in 2018 – 2020 with the support from the Czech Republic??
 - a. Yes
 - b. No
 - c. I don't know

2. Have you been personally involved in some of these activities? Please provide details:

	Took part on activity	Did not take part on activity	Cannot recall
Training on disaster resilience / climate change adaptation and disaster management law			
Trainings related to emergency response in the event of natural disaster			
Workshops developing DRR/CCA plans of your commune or village			
Training on adaptation to climate change in agriculture			
Other activities related to agriculture			

3. Please provide us with feedback regarding usefulness / relevance of the trainings / workshops for your community or village and you personally:
 - a. Trainings were very useful / relevant
 - b. Trainings were rather useful / relevant
 - c. Trainings were rather not useful / relevant
 - d. Trainings were not useful / relevant at all
 - e. I don't know.

Optional additional commentary (why the trainings were or were not useful?):

Open response

4. Which activities that were implemented by Diakony in your village or community do you personally see the most beneficial and why?
Open response, will codify responses afterwards
5. On the contrary, which activities, do you, in retrospect, not see beneficial at all – if any - and why?
Open response, will codify afterwards
6. Do you agree that the support which your community / village received from Diakony in 2018 – 2020 directly increased its preparedness to face natural disasters and/or impacts of climate change?
 - a. Strongly agree
 - b. Rather agree
 - c. Do not agree neither disagree
 - d. Rather disagree
 - e. Strongly disagree
 - f. I don't know

Optional: Please give us details for your response. How exactly did the project increase the resilience of your community or village to natural disasters? Or why do you think that project did not have such effect?

7. Do you agree that specifically the commune or village DRR plan that was elaborated with support of Diakony has increased the resilience of your community or village to natural disasters and/or impacts of climate change?
- Strongly agree
 - Rather agree
 - Do not agree neither disagree
 - Rather disagree
 - Strongly disagree
 - I don't know

- 7.a If the response to the question above was "strongly agree" or "rather agree", please elaborate on how in particular has the elaborated DRR plan increase your resilience to natural disasters and/or climate change:

Open response

8. As far as you remember, were the measures that you drafted in the village / commune DRR plan reflected in the Commune Investment Plan and implemented?
- Yes, most of the measures
 - Yes, but only part of the measures
 - No, measures were not reflected / implemented.
 - I don't know

Optional commentary:

9. Did you observe any other positive or negative impacts of the support in your community / village that you would like to share with us?

Open response

Please share some demographic data:

10. Gender:

- Male
- Female
- Don't want to respond

11. Your age:

12. Village and community:...

13. In what capacity did you take part on the project?

- Member of VDMG
- Member of CCDM
- Member of DCDM or PCDM
- Member of other commune / village council
- Member of established water management group
- Other, please specify:.....

Survey – PIN project

1. Are you aware of the activities that were implemented in your community / region by People in Need in 2018 – 2020 with the support from the Czech Republic?
 - a. Yes
 - b. No
 - c. I don't know

2. Are you aware of the floods Early Warning System EWS1294 that was installed in your region?
 - a. Yes
 - b. No
 - c. I don't know

- 2.a If yes, are you personally subscribed with your mobile phone to receive information from EWS1294?
 - a. Yes
 - b. No
 - c. I don't know

Optional commentary: why yes or no?

Open response

- 2.b If yes, are you aware of other information channels used by EWS1294? Please specify:

Ask as open question (do not read the responses below), however codify answers:

- a. Not aware of any other information channels expect for phone warnings
- b. Aware of Facebook messages or other social networks
- c. Other response:.....

3. Have you received any training from People in Need aimed at EWS1294?
 - a. Yes
 - b. No
 - c. I don't know

- 3.a If yes, please provide us with feedback regarding usefulness / relevance of the training for your community or village and you personally:
 - a. Training was very useful / relevant
 - b. Training was rather useful / relevant
 - c. Training was rather not useful / relevant
 - d. Training was not useful / relevant at all
 - e. I don't know.

Optional additional commentary (why the training was or was not useful?):

Open reponse

4. Have you taken part on any other training that was provided by People in Need in this period?
 - a. Yes
 - b. No
 - c. I don't know

- 4.a If yes, please elaborate on the topic of the training

Open question

- 4.b If yes, please provide us with feedback regarding usefulness / relevance of the trainings / workshops for your community or village and you personally:

- f. Trainings were very useful / relevant
- g. Trainings were rather useful / relevant
- h. Trainings were rather not useful / relevant
- i. Trainings were not useful / relevant at all
- j. I don't know.

Optional additional commentary (why the trainings were or were not useful?):

Open response

5. Do you personally agree that the support provided by PIN directly made your village or community more resilient to floods?

- g. Strongly agree
- h. Rather agree
- i. Do not agree neither disagree
- j. Rather disagree
- k. Strongly disagree
- l. I don't know

Optional: Please give us details for your response. How exactly did the project increase the resilience of your community or village to floods? Or why do you think that project did not have such effect?

6. Do you personally agree that EWS1294 is an efficient tool how to reach / warn everyone living in flood-prone areas?

- a. Strongly agree
- b. Rather agree
- c. Do not agree neither disagree
- d. Rather disagree
- e. Strongly disagree
- f. I don't know

Optional: Why do you agree or disagree?

7. If it was your decision, how would you change the EWS1294 system to make it more efficient in warning the at-risk population against floods?

Open question

8. Did you observe any other positive or negative impacts of the support in your community / village that you would like to share with us?

Open response

Please share some demographic data:

9. Gender:

- g. Male
- h. Female
- i. Don't want to respond

10. Your age:

11. Village and community:...

12. In what capacity did you take part on the project?

- m. Member of VDMG
- n. Member of CCDM
- o. Member of DCDM or PCDM

- p. Member of other commune / village council
- q. Other, please specify:.....

PROCESS AND CONTEXT CHARACTERISTICS OF THE PROJECT IMPLEMENTATION

GOVERNANCE

STAKEHOLDER ENGAGEMENT & PARTICIPATION

National and local government partners provide a formal mechanism for stakeholder engagement and policy dialogue.

GGP1

GGP2

GGP3

GGP4

GGT The thematic focus of the project falls under the area of Good Governance.

GGP1 An appropriate stakeholder analysis was carried out at the beginning of the project.

GGP2 Identified stakeholders have been consulted in the project planning phase.

GGP3 Input from stakeholders was reflected in the final project proposal.

GGP4 Input from stakeholders was reflected in the project implementation.

GGP5 Stakeholders have been informed about the results, success and challenges of the project.

TRANSPARENCY, ACCOUNTABILITY AND THE RULE OF LAW

Regular monitoring and data publication (e.g., water quality data, health statistics etc.) is taking place in the intervention area.

GGP6

GGP7

GGP9

GGT

To a Great Extent

GGP6 Information about the project is available on the website of project implementers and their local partners. Information is available in local languages.

GGP7 Implementation partners and/or subcontractors were selected based on clear and transparent processes and criteria.

GGP8 Target groups / institutions (e.g., schools, villages) were selected based on clear and transparent processes and criteria.

GGP9 Project implementers and their partners clearly divided their responsibilities and were adequately fulfilling them during the project implementation.

ENVIRONMENT

ENVIRONMENTAL EFFECTS AND ENVIRONMENTAL GOVERNANCE

Relevant environmental strategies, plans, services and/or technologies (e.g., a waste management plan, stable safe water supply etc.) are in place in the intervention area.

EEP5

EET
To a Great Extent

EET The thematic focus of the project falls under the area of Environment.

EEP1 Potential negative environmental impacts of the project implementation were identified in a timely manner and appropriately eliminated or mitigated.

EEP2 Waste generated as a result project activities and outputs has been disposed of in accordance with accepted safety and environmental standards.

EEP3 A project life cycle assessment with an emphasis on sustainability of the project and resources it uses was carried out.

EEP4 All possible strategies and means for decreasing the intervention's carbon footprint or any other negative environmental effects have been applied during the project implementation phase.

EEP5 Applied methods and technology for project implementation are sustainable from the environmental point of view.

HUMAN RIGHTS AND GENDER EQUALITY

HUMAN RIGHTS

None of context indicators is relevant.

HRT
Not at All

HRT The thematic focus of the project falls under the area of Human rights.

GET The thematic focus of the project falls under the area of Gender Equality.

HRP1 In the stage of project planning, rights of all potentially affected stakeholders, and specifically of those belonging to traditionally marginalized and excluded groups, were taken into account.

GEP1 A gender (poverty) analysis was carried out at the beginning of the project or during its implementation and its conclusions were reflected in the project design.

GEP2 Gender-sensitive indicators were developed for the monitoring and evaluation of the project's impact on women and men and on gender relations.

GEP3 Sex-disaggregated data have been collected for every major project activity.

GEP4 The project worked effectively with gender analyses and integrated them into its activities.

GENDER EQUALITY

In project partner organizations, women and men share equally decision-making responsibilities and power.

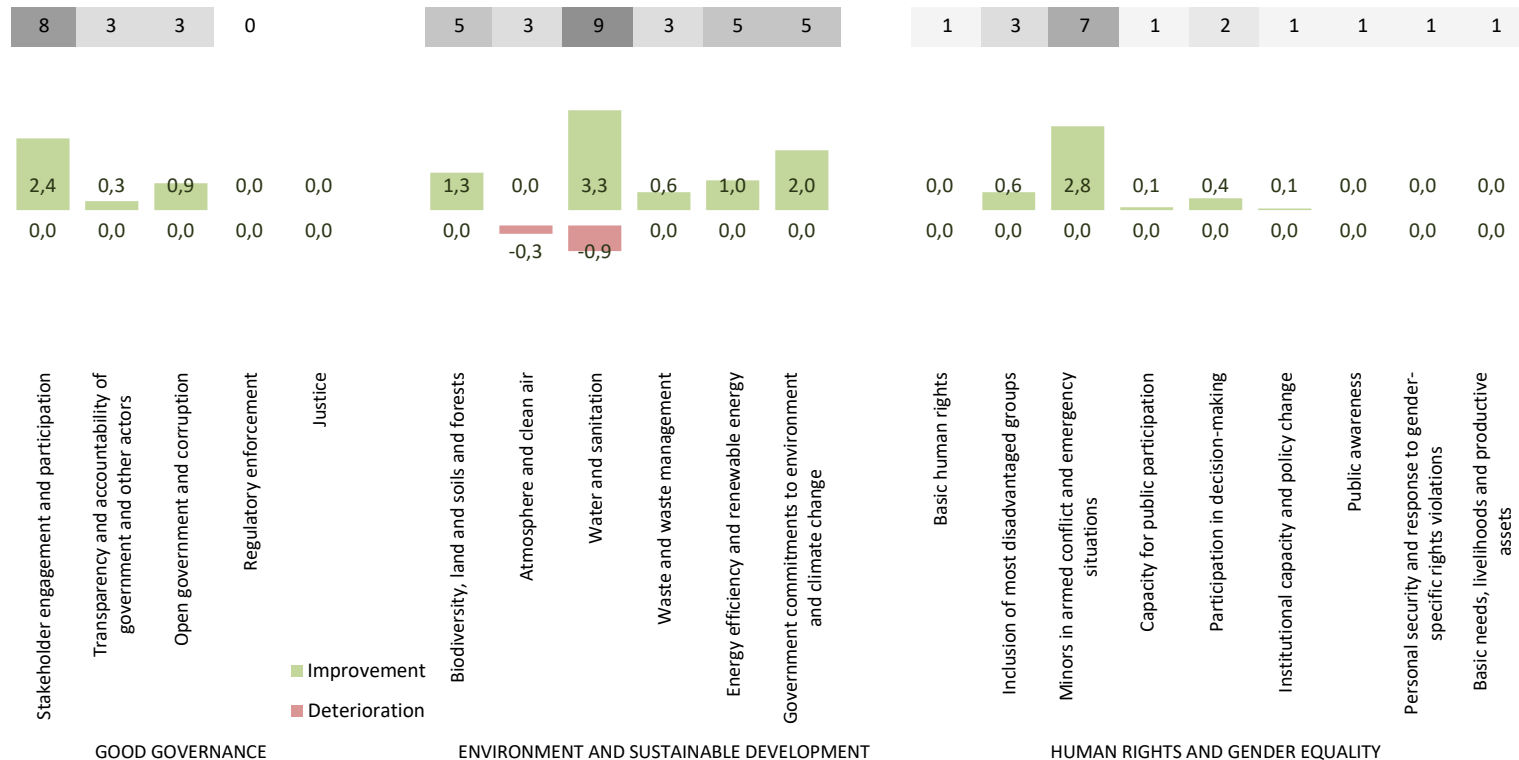
GEP1

GET
Not at All

Note: green colour indicates that all relevant context indicators have been fulfilled; orange colour indicates that at least one of the relevant context indicators has been fulfilled; red colour indicates that none of the relevant context indicators have been fulfilled; grey colour indicates that none of context indicators is relevant; in grey cells are presented positively evaluated project-related indicators

EVALUATION OF PROJECT RESULTS

RELEVANCE (0=impossible to judge; 1=not at all relevant, 10=very highly relevant)



Note: Improvement: 0=none, 1 to 3=partial, 4 to 5=high; Deterioration: 0=none, -3 to -1=partial, -5 to -4=high



MINISTRY OF FOREIGN AFFAIRS OF THE CZECH REPUBLIC

CALLS FOR BIDS

FOR A SMALL-SCALE PUBLIC CONTRACT

„THE EVALUATION OF THE HUMANITARIAN AID DRR AND RESILIENCE GRANT PROGRAMME (CAMBODIA)“

INFORMATION ABOUT THE CONTRACTING AUTHORITY

Name: Ministry of Foreign Affairs of the Czech Republic
Corporate ID: 45769851
Tax ID: CZ45769851
Registered office: Loretánské náměstí č. 101/5, Praha 1, PSČ 118 00, Czech Republic

The Contracting Authority's representative competent to decide on matters of substance related to the contract: Václav Bálek, Director, Development Cooperation and Humanitarian Aid Department, MFA

Official responsible of the contract award procedure: Dana Zázvorková, Development Cooperation and Humanitarian Aid Department, MFA

E-mail contact: dana_zazvorkova@mzv.cz and e-mail: ors_sekretariat@mzv.cz
tel.: +420 224 182 157 or tel.: +420 224 182 366

Description of the public contract (CPV code 79998000-6 Coaching services)

The aim of this tender procedure, which is being organized like an open call form, is an independent evaluation of the humanitarian aid's grant programme of the Czech Republic. This programme is organized by the Development Cooperation and Humanitarian Aid Department (DCD), which is a part of Ministry of Foreign Affairs. The programme's name is DDR (Disaster Risk Reduction) and Resilience. The special focus is on the projects, organized in the framework of the programme in Cambodia from 2018 to 2020. The name of this contract is The Evaluation of the Humanitarian Aid DRR and Resilience Grant Programme (Cambodia) – henceforth just „the Programme“.

Evaluations of programmes and projects of the Foreign Development Cooperation (FDC) and Humanitarian Aid (HA) are carried out in accordance with the Act No 151/2010¹, which addresses the Foreign Development Cooperation and Humanitarian Aid, with The Strategy for the Foreign Development Cooperation 2018 to 2030, with relevant provisions of the Methodology of Foreign Development Cooperation, and with relevant strategic documents of the partner countries of the Czech Republic.

The evaluation will be carried out according to the internationally recognized OECD-DAC criteria, modified for a humanitarian evaluation. In addition, external presentation and fulfilling of the crosscutting principles of FDC will be reviewed. The special focus of this evaluation is on overall effectiveness of the evaluated Programme and on its potential in the humanitarian-development nexus and integrated approach in priority countries of bilateral FDC of the Czech Republic.

The conclusions and recommendations should be relevant for the next course of the evaluated Programme and for the overall support in DDR and Resilience thematic area.

The evaluation will take place from February to September 2021 in the Czech Republic; the selected projects in Cambodia will be evaluated via remote investigation.

¹ Act No 151/2010 and other relevant strategic documents of FDC of the Czech Republic is possible to find at www.mzv.cz/rozvoj section Conceptions

The Programme will be evaluated for the first three years of its existence (2018-2020), with a special focus on the group of projects implemented in Cambodia:

The Grant Programme „DRR and Resilience“

Administrator:	DCD, Ministry of Foreign Affairs
Geographical Focus:	The least developed priority countries of the bilateral development cooperation of the Czech Republic and other fragile countries (evaluated projects were implemented in Cambodia)
Theme Focus:	Managing and mitigating disaster risk, strengthening preparedness and resilience, supporting implementation of the Global Framework from Sendai in priority countries, linked with thematic priorities of the bilateral development cooperation programmes.
Evaluated period:	2018 - 2020
Type of programme:	A grant programme in humanitarian assistance
Total number of projects supported in the Programme in the evaluated period:	16 (5/2018 + 5/2019 + 6/2020), or more precisely 7 (5 multi-year projects, 2 single year)
Implementers:	ADRA, CARE Czech Republic, People in Need, Diaconia ECCB, Caritas Czech Republic
Another partner/implementer:	Public institutions and non-profit organizations in the partner country; or other institutional donors (EU)
Total amount spent on the Programme from humanitarian assistance budget in the evaluated period:	29.7 mil CZK
Projects in Cambodia:	Climate change adaptation of agriculture, Diaconia ECCB, 2018-20 (Memorandum/MoU with MFA confirming long term cooperation) Disaster resilience building and implementation of an early warning system (DREW Project), People in Need, 2018-20 (for 2019-20 MoU with MFA) Building resilience and disaster preparedness of communities in Kampong Chnang Province, Caritas Czech Republic 2018-20 (2018-19 with grant, 2020 without)

Principal stakeholders

Ministry of Foreign Affairs of the Czech Republic (MFA) is responsible for development cooperation and humanitarian assistance of the Czech Republic management at conceptual and strategic level, including evaluations. It is also responsible for providing of humanitarian assistance to the countries outside of the EU and the European Economic Area. This activity is under the patronage of the **Development Cooperation and Humanitarian Aid Department** of MFA (DCD), which cooperates with relevant territorial departments of the MFA, with Embassies of the Czech Republic abroad and with Czech Development Agency (CzDA). The DCD is the administrator of the evaluated Programme.

Czech Development Agency (CzDA) has been active since 1st January 2008 as an implementing agency of the Czech Republic development cooperation, in particular of bilateral development project's preparation, implementation and monitoring. In relation to the evaluated Programme, CzDA was a member of the committee for selecting the projects, with a special focus on the coherence with the thematic priorities and projects in the bilateral Development Cooperation.

Embassy of the Czech Republic in Phnompenh; took part in the selection process of the projects, pursued monitoring of their implementation and meetings with the implementers and their local partners.

Implementers

Non-governmental non-profit organizations ADRA, CARE Czech Republic; People in Need; Diaconia ECCB – Centre of Relief and Development; Caritas Czech Republic.

Reference group

Together with the contracting authority, the evaluation process will be supervised by an expert reference group consisting of representatives of the MFA - Development Cooperation and Humanitarian Aid Department (DCD) and Department of Asia and Pacific (ASIA), further Czech Development Agency (CzDA), Ministry of the Environment (ME) Ministry of the Interior (MI), Czech Hydrometeorological Institute (CHMI) and the independent expert of the Czech Evaluation Society (ČES).

Communication between the reference group and the contractor will be facilitated by an authorized representative of the Ministry of Foreign Affairs. The members of the expert reference group have the right, while preserving the impartiality, to comment on the reports submitted by the contractor.

Detailed information on the programme

The aim of the Programme, introduced in 2018, is supporting the implementation of the Global Framework from Sendai in the least developed priority countries of the Bilateral Development Cooperation of the Czech Republic (Cambodia, Ethiopia, Zambia), and in other fragile countries (in the evaluated time frame Indonesia). The support is given to activities and measures focusing on DRR, improving preparedness and strengthening resilience of people and local authorities in the thematic areas corresponding to the programme of bilateral development cooperation from 2018 to 2023.

The Programme shall also contribute to the coherence between humanitarian and development activities (humanitarian-development nexus), which is one of the strategic priorities set in the Foreign Development Cooperation Strategy 2018 to 2030, and also in the respective bilateral cooperation programmes 2018-2023. At the same time the Programme contributes to fulfilling the target of international cooperation set by the Sendai Global Framework (target f) and confirms the priority focus of the Czech Republic on the DRR and Resilience area, as set in the Annual Humanitarian Assistance Strategy.

Three multi-year projects are selected for the evaluation in Cambodia. They contain various types of activities (adaptation and mitigation activities, education and awareness raising, disaster monitoring and early warning) as well as various partnerships (public sector, civil society). MFA concluded a Memorandum on long term cooperation with two of the implementers. All three projects are long term, subsequent activities. One project (People in Need) has been co-financed from a similar programme of the European Commission – DG ECHO (DIPECHO Programme). The project of Caritas Czech Republic was supported from the Programme in 2018 and 2019, but not in 2020.

Purpose of the evaluation and further use of results

The main purpose of this evaluation is to obtain independent, objective and consistent findings, conclusions and recommendations which can be utilised in the decision making by MFA, in cooperation with other participants, about the future orientation and implementation of the DRR and Resilience in the framework of HA of the MFA of the Czech Republic, including the future orientation of the evaluated Programme, with focus on its potential for interconnecting humanitarian and development activities in the framework of integrated approach with other donors.

The aim of this evaluation is mainly to evaluate the relevance and potential of the Programme in relation to its goals and the main actors. The contracting authority will welcome also the comparative evaluation of the effectiveness of particular activities and partnerships, and recommendations in relation to the future focus of the Programme, supported projects, but also to the overall DRR and Resilience support in HA and Foreign Development Cooperation of the Czech Republic.

Evaluation shall be performed in accordance with the internationally recognised OECD-DAC criteria, modified for the humanitarian evaluations², i.e. **relevance** (in humanitarian settings in particular appropriateness to the needs), **coherence** (incl. humanitarian-development nexus and coherence with other donors and programmes), **efficiency** (incl. appropriate timing), **effectiveness** (incl. respecting the humanitarian principles), **impact** (focusing on reduction of vulnerability and resilience building) and **sustainability** (in particular impacts based on local contexts and comprehensive national programmes), and other criteria (visibility and crosscutting themes of the Czech development cooperation).

An important aim of the contracting authority is to obtain an independent evaluation of processes and procedures associated with the implementation of the evaluated programme with an emphasis on its efficiency and effectiveness and on the quality of the provided assistance.

Principal evaluation questions:

1. Questions related to the Programme

- What are the main contributions of the Programme to disaster risk reduction and resilience building in view of the participants, beneficiaries and identified impacts? (from relevance, effectiveness and impact perspective)
- In which ways can the Programme contribute to the coherence of humanitarian and development activities in priority countries of bilateral Foreign Development Cooperation of the Czech Republic? (from relevance, coherence, effectiveness and sustainability perspective)
- What else can the Development Cooperation Department of MFA do for ensuring that the DRR and Resilience priorities in humanitarian area are fulfilled? (from coherence and effectiveness perspective or additionally efficiency/timing perspective)

2. Questions related to the projects

- How is the comparative effectiveness of different scopes of activities and partnerships contained in the evaluated projects? (from relevance/appropriateness, efficiency/timing, effectiveness, impact and sustainability perspective, possibly including a case study or highlighting good/bad practice)
- Is there coordination among humanitarian and development activities on the implementer level in the evaluated projects? It includes coordination between the implementers and also between implementers and other donors. (from coherence and effectiveness perspective, including the possible role of the Embassy and local coordination mechanisms)

Additional evaluation criteria

Evaluation will assess the Programme and projects also as to visibility and as to the implementation of the **crosscutting themes** of the Czech development cooperation defined in the Development Cooperation Strategy of the Czech Republic 2018 – 2030³: good (democratic) governance; environment (sustainable development); human rights, including gender equality. Evaluators should, in particular, assess whether and how the crosscutting principles or some of them (as applicable) were directly associated with the sector/theme of evaluated interventions; whether and how the crosscutting principles were implemented.

Evaluation will be elaborated in compliance with the certified **Methodology for Evaluation of Crosscutting Themes in the Czech Republic Development Cooperation** prepared by the Institute for Evaluations and Social Analyses – INESAN within the OMEGA programme of the Technology Agency of the Czech Republic⁴.

² More information on application of OECD-DAC criteria in development cooperation evaluations is available at www.oecd.org/development/evaluation. To the use of these criteria in humanitarian settings see also <https://www.alnap.org/help-library/evaluating-humanitarian-action-using-the-oecd-dac-criteria>. The Project Cycle Methodology for Bilateral Projects under the Czech Republic's Development Cooperation is available at www.mzv.cz/aid.

³ see www.mzv.cz/rozvoj

⁴ see www.mzv.cz/rozvoj/Evaluace

The contractor will proceed in accordance with Section 6 of Act No. 134/2016 Coll. about Public Procurements, as amended, during this independent evaluation.

The contractor will also obey **Formal Evaluation Standards** of the Czech Evaluation Society, with a special focus on **professional quality, the specific targeting of the proposal and the feasibility of the evaluation methodology.**

Recommendations based on the evaluation findings and conclusions

The final evaluation report will give **specific and feasible recommendations (possibly added with options for partial aspects)**, with added value, stating the level of importance of such recommendation and directed specifically to the MFA, the CzDA, the implementers or other relevant development cooperation partners.

Such recommendations should be adequately supported by **specific findings and conclusions**, arranged by the main recipient and indicating the level of recommendation importance, with indication of suggested measures, time prospect, etc. The recommendations should be specific for each recipient because of its further arrangements - different recipients should not share the same general recommendations. Recommendations **for further management** of development cooperation projects or for modification of existing programs and procedures of Czech development cooperation are highly appreciated.

Required outputs, deadlines

- The contracting authority requires the submission of one **input evaluation report** and one **final evaluation report** which will subsequently be published on the MFA website. **The input report**, structured according to the attached mandatory outline⁵, expands in detail on the evaluation methodology, describes the sets of evaluation questions and hypotheses formulated on the basis of a study of documents and interviews. The input report also contains the schedule of the work, including a plan of meetings, interviews, focus groups, observations, scientific measurements, surveys, etc. **Draft of the input report** must be submitted for comments to the expert reference group not later than **by 31st March 2021.**
- The input report must be discussed with the contracting authority and the expert reference group and submitted both as a bound hardcopy publication and in electronic form, with comments incorporated **at least 5 days prior to the beginning of the remote investigation in Cambodia.**
- Final evaluation report structured according to the attached **mandatory outline**⁶ will be a maximum of 4 (four) A4 pages of executive summary and maximum 25 pages A4 (excluding annexes). Bearing in mind the stipulated scope, the contracting authority expects the final evaluation report to contain, in particular, key points of the independent evaluation, including summary of main findings, basic information on the evaluated intervention, description of used evaluation methodology and, in particular, independent **findings, conclusions and recommendations.**
- Annexes will provide background data for the Programme or particular projects and for evaluation findings and all additional information, quantitative facts, models and results of questionnaires, etc. - according to the evaluation methodology. As part of the processing of sources of verifiable findings, the evaluation team will respect the right to protect private respondents and anonymize the sources of their findings according to the Code of Ethics of the Czech Evaluation Society⁷.
- The evaluation report shall be elaborated in **Czech language** (with an English summary, max 4 standard pages), or in English (with a Czech summary, max 4 standard pages). Annexes to the evaluation report can be kept in their original language.
- **Draft of final evaluation report** in edited way, structured in accordance with the attached mandatory outline and with all its annexes, must be submitted to the contracting authority for comments by **16th August 2021.** The contracting authority will collect comments from the expert reference group and pass them on to the evaluation team who is required to process the content related comments (i.e. incorporate them into the report, or reject them, with reasons and in writing).

⁵ see annexes

⁶ see annexes

⁷ www.czecheval.cz

- The contracting authority expects the evaluation team to present main findings, conclusions and recommendations of **evaluation report** at a public presentation with discussion organised by the Development Cooperation and Humanitarian Aid Department of the MFA. The presented report will already reflect comments and suggestions of expert reference group, implementers and local partners. Any additional major observations arising from the presentation with discussion will be incorporated as a separate annex to the final version of the report. The date of presentation will be mutually agreed sufficiently in advance. Prior to the presentation the evaluation team shall send a visual outline of the presentation (PowerPoint) to the contracting authority for approval at least 2 working days before public presentation at MFA.
- **The final evaluation report must be submitted to the contracting authority by 21st September 2021.** The final evaluation report will subsequently be published on the MFA website. The final evaluation report must be delivered to the contracting authority in a hardcopy, i.e. **as one bound copy and in electronic form on a CD/DVD/USB.**

Remote investigation and further instructions for bidders

- Assessment of the projects supported by the evaluated Programme, in the form of a remote investigation, is an obligatory part of the evaluation process (a key condition is procuring of a local expert, who will be physically present in Cambodia and who can speak the beneficiary language, as well as a detail description of methods in the input report, which will be used for the remote investigation). The evaluation team will specify the evaluation schedule upon agreement with implementers, local partners and institutions involved.
- In the course of the evaluation, the team will conduct interviews with representatives of the MFA, the CzDA, the Embassy of the Czech Republic, the implementers, representatives of recipients and partner organizations of the implementers in Cambodia (including other respondents if required).
- The contracting authority will provide initial and final briefing for all participants of the remote investigation (relevant authorities of the partner country, recipient's representatives, embassy etc.). There will be presented findings and conclusions of the evaluation in those briefings, so it will be possible to get feedback for them. A similar briefing is recommended after the end of the remote investigation with the expert reference group. Minutes, records or a presentation from the final briefing and the possible briefing with the reference group should be added as annexes to the final evaluation report.
- The evaluation team is also expected to hold detailed consultations with the Embassy of the Czech Republic in Cambodia. The Embassy can be contacted in advance in order to assist with the facilitation of remote interviews with relevant local authorities. Nevertheless, the assistance of the Embassy should be only required if strictly necessary.
- During the evaluation the contractor can ask for a briefing with the expert reference group in order to discuss the preliminary findings, conclusions and recommendations. A presentation from this briefing will be then also added to the annexes of the final report.

Publication of the call and receipt of bids

The public contract will be awarded through an open bidding procedure. The call for bids is published on the MFA website on **1st February 2021.**

Bids shall be based on supporting documentation concerning the projects that are to be evaluated. Requests for supporting documentation shall be sent by e-mail to the organizer of the contract award procedure: dana_zazvorkova@mzv.cz and copied to email: ors_sekretariat@mzv.cz

THE DEADLINE FOR RECEIPT OF BIDS IS 23rd February 2021, 14:00 (CET).

Bids must be submitted by **registered mail** or **delivered personally** both in paper and electronic form on a data storage device (CD ROM or USB flash) to the **Ministry of Foreign Affairs of the Czech Republic:**

Bids must be submitted in a sealed envelope marked as follows:

- bidder's full name (or business name) and address;

- note: **VEŘEJNÁ ZAKÁZKA – NEOTEVÍRAT – IHNED PŘEDAT ORS – „VYHODNOCENÍ DOTAČNÍHO PROGRAMU HUMANITÁRNÍ POMOCI DRR a ODOLNOST (KAMBODŽA)“**

Bids submitted through other channels (e.g. by fax or e-mail); bids delivered to another address and/or bids submitted after the deadline **will be rejected**.

Bid is considered as **submitted by registered mail** according to the date and time registered by the mailroom of the contracting authority – Ministry of Foreign Affairs.

Bid may be **submitted personally** on working days from Monday to Friday from 8:00 a.m. to 16:00 p.m. (CET) at the reception of the MFA building (see above).

Bid is considered as **submitted** at a moment of its physical takeover by responsible employee of the contracting authority. For physical delivery it is necessary to contact the respective employee in charge or his/her substitutive.

Bids may be submitted in the Czech or English languages. Bids submitted in other languages will not be accepted.

The MFA reserves the right to reject bids that do not completely meet all the requirements set out in this Call for Bids.

Bidders are not entitled to any compensation for costs associated with participation in this Call for Bids. Any **issuance costs** associated with the submission of bids shall be borne fully by the bidders at their expense. With the exception of bids submitted after the deadline, the bids will not be returned and will remain with the contracting authority as a part of the tender documentation for this public contract.

Requests for additional information concerning this public contract procedure must be delivered to e-mail contact: dana_zazvorkova@mzv.cz and copied to e-mail: ors_sekretariat@mzv.cz **no later than 15th February 2021, 23:59 (CET).**

Evaluation team

The evaluation may be carried out by **a team of independent experts** (one of them being the team leader responsible for all provided services to the MFA) or by **a legal entity** with the appropriate team of experts (one of them being the team responsible for communication with the MFA).

The MFA regards as reasonable evaluation team of 2-5 experts, including **the main evaluator** (preferably an expert on evaluation methods, with overall responsibility for entire evaluation process and reporting); expert/ s, including local one/s, with proficiency in the humanitarian aid, DRR and Resilience, or other topics of evaluated interventions, and junior member/s (if needed).

The expert team may be complemented by other members (e.g. interpreters, surveys' interviewers, administrators, experts involved in the evaluation or control of data, etc.).

Bids must include the following:

- **Methodological approach** of the evaluation team, including a work plan (detailed description of a methodology specifically proposed for the evaluation of the projects of development cooperation of the Czech Republic in Cambodia);
- **Composition of evaluation team**, i.e. names, contacts (e-mail, phone number) and field of expertise of those who are about to participate in the evaluation, including a clear definition of their participation in the evaluation mission, or in part of the mission and including **their planned roles in the evaluation reports elaboration**;
- **CVs of the evaluation team experts**, with clear specific information on their education, skills, expertise and experience relevant to this evaluation;
- **Statutory declaration on fulfilment of the qualification requirements** (see below); prior to signing the contract, the bidder must be able to demonstrate fulfilment with applicable

documents/certificates; in the case of foreign evaluation team the fulfilment can be proved by analogous foreign education and experience;

- **Statutory declaration of independence** signed by all members of the evaluation team. All persons, or members of a legal entity, must simultaneously meet all the following independence conditions. The statutory declaration of independence is signed by all persons, or a legal entity and all the participating experts in its team;
- **Bid price stated both excluding and including VAT** (non-VAT payers must quote the price without the VAT and state that they are non-VAT payers). The anticipated total cost of this public contract is within an indicative range of 300,000 – 450,000 CZK excl. of the VAT⁸;
- The completed total **Evaluation Budget table** (see annex) – the cost budgeted in the table is binding on the bidder. Any subsistence expenses (per diems) included in the total Evaluation Budget must be broken down per person/day and their amounts must comply with the applicable Czech regulations. Bidders should note that before paying the cost of this public contract the MFA will request a statement of the costs actually incurred, broken down by the items of the total Evaluation Budget. In justified cases, and after prior approval from the MFA, the evaluation team may be allowed to transfer funds between budget items to a maximum level of 10 per cent of the total Evaluation Budget whilst maintaining the total bid price unchanged. If the total expenditure is in reality less than that budgeted in the bid submitted to the tender, the MFA will reduce the final sum payable by this difference compared to the bid price of the winning bidder. If on the other hand the actual costs are higher than those budgeted in the bid, such additional amount will not be paid by the contracting authority - MFA;
- **Extract from the Commercial Register** or, where applicable, Extract from the Trade Register if the bidder (entity submitting the offer) is registered, or an extract from another similar register proving expertise, legal status, specialization, etc. The extract will be presented in a plain copy and should not be older than 90 days.
- **Statutory declaration of the bidder** – A Statement of Truthfulness (see annex).

Qualification requirements for Evaluation Team Experts

- All evaluation team experts as specified above must be **higher education graduates**;
- All evaluation team experts, except for junior and local member/s, must have at least **4 (four) years of professional experience** – in the area of evaluation;
- All evaluation team experts, except for junior and local member/s, must have a past record of **participation in at least one comprehensive evaluation** of results of a project, programme or similar intervention;
- All evaluation team experts, except for junior and local members, must have completed at least one training course or higher education **course on evaluation or project/program cycle management or results-based management**; or must have a past record of performing an **evaluation as part of thesis/dissertation work** at a higher education institution, provided that thesis/dissertation was successfully accomplished;
- Qualification requirements may also be proved by the **reference of the legal entity** submitting the offer or by the **reference of the natural persons** who will implement subject of the procurement.

Independence of evaluation team members

- None of the evaluation team members has been involved in the preparation, selection or implementation of the projects to be evaluated at any stage nor will they participate in the year of evaluation or the following year.

⁸ This tender is announced pursuant to Act No. 134/2016 Coll. about Public Procurements as a **small-scale public procurement with an estimated value up to 500,000 CZK**, excl. VAT. The contracting authority, however, does not intend this indicative range to serve as a strict definition of either a minimum or maximum price. The bid price must cover all of the evaluation team's costs, i.e. the time spent working in the office (document analysis, report writing, the incorporation of comments), the cost of the evaluation mission to the partner country (the remuneration of team members, airfares, local transportation, briefings, accommodation, meals, interpreting, telephone calls), the remuneration of team members for time spent on the final presentation, etc.

- None of the evaluation team members is an employee or external associate of the projects' coordinators, nor had he been during the period of the preparation and implementation of the evaluated projects; none of the evaluation team members is an employee or external associate of the projects' implementers, nor had he been during the period of the preparation and implementation of the evaluated projects.

Each member of the evaluation team confirms fulfilment of these conditions with a statutory declaration.

Bid assessment criteria (0 to 100 scoring scale)

The main assessment criterion will be **value for money**.

The sub-criteria will be as follows:

1. Lowest Bid Price (excluding the VAT): 0-40 points

Maximum (40) points will be awarded for **the lowest Bid Price**. The remaining bids will be scored as follows: $\frac{\text{lowest bid}}{\text{bid currently under assessment}} \times \frac{\text{points awarded to the bid under assessment}}{40}$.

2. Professional quality, relevance (specific targeting) and feasibility of the proposed evaluation methodology, including timetable, work plan and distribution of tasks within the team: 0-30 points

The highest points will be awarded for a methodology that provides a theoretical framework for the proposed methods and identifies any limitations the methods may have, and usefully combines these methods and the OECD/DAC evaluation criteria – typically in the form of evaluation questions, the method for the identification and triangulation of data, etc. Strict compliance with the outline of the evaluation reports (input and final) and logical connections between findings, conclusions and recommendations with the stipulated evaluation questions is expected.

An optimal methodology will define a timetable of work including a tentative programme of the evaluation mission to Cambodia and the division of tasks and competences within the team. These procedures must be proposed realistically. It is expected, that the evaluations will be based on the **Formal Evaluation Standards** of the Czech Evaluation Society. Emphasis will be placed on **professional quality, the specific targeting of the proposal and the feasibility of the evaluation methodology, and in accordance with Section 6 of Act No. 134/2016 Coll. about Public Procurements, as amended, i.e. respecting the principles of socially and environmentally responsible and innovative approach.**

3. Expertise and previous experience of the team with evaluations of development interventions in developing or transforming countries: 0-20 points

The highest points will be awarded to an evaluation team offering optimal combined expertise in the field of evaluations of development projects and areas related to evaluated projects. "Expertise" means a combination of theoretical knowledge and professional experience. In case the team has expertise in related fields, part of the points will be awarded for the depth, breadth and transferability of such knowledge. The team's expertise and experience in the relevant area/sector/theme will be assessed on the basis of supporting documents enclosed with the bid.

4. Experience from development cooperation and humanitarian aid: 0-10 points

The maximum points belong to the participant whose expert team together can demonstrably offer extensive experience in the field of international cooperation, especially in the field of development cooperation or broader assistance programs, work on the conceptual or research level of development cooperation, both from working, research or similar stay with countries or international development and humanitarian organizations; development cooperation as an activity and part of foreign policy. Experience from the implementation or evaluation of international academic cooperation and mobility is an advantage.

The criteria 2 – 4 will be assessed on the basis of the bid documentation.

The highest number of points awarded for criteria 2 – 4 may be less than the maximum stated above. The points are awarded by an expert assessment board.

The bid awarded by the highest number of points summing all above mentioned criteria points and meeting all other requirements defined by this Call for Bids will be considered the most economically advantageous bid.

Assessment of bids

Bids received in time limit (as mentioned above) will be opened by a **board for bids opening**. The board will check each bid for compliance with formal requirements of the contract award procedure. Qualifying bids will be presented to the **assessment board for assessment** against the **above mentioned criteria**. This Board will select the best bid.

Once approved the result by MFA all bidders will be notified without undue delay.

Contract of Mandate

Following the result of selection of the best bid, the MFA will enter with the selected bidder into a Contract of Mandate for evaluation. The Contract will be concluded based on Section 2586 of Act No. 89/2012, the Civil Code, as amended. It will include a clause in which the parties agree that the information contained in the Contract of Mandate and any amendments thereto will not be regarded by the parties as a business secret in terms of Section 504 of Act No. 89/2012, the Civil Code as amended, and that the parties give their unconditional consent to the disclosure and/or publication of such information namely in accordance with Act No. 106/1999 concerning free access to information as amended. A checklist of the requirements related to this public contract must be included in an annex to the Contract of Mandate.

Final provisions

The MFA will not return any of the bids received on the basis of this announcement. The MFA reserves the right to change the bidding terms and conditions or to cancel the tender without giving any reason⁹.

Annexes:

Statutory declaration of independence (mandatory part of a bid)

Statutory declaration of truthfulness (mandatory part of a bid)

Specimen of Evaluation Budget table (mandatory part of a bid)

Mandatory outline of input evaluation report

Mandatory outline of final evaluation report

⁹ See Act No. 89/2012, the Civil Code (Part 6 – Public tender and selection of the best bid).

No.	Comment / suggestion	reference	author	Reflection
1	Please, make the Summary more summarizing rather than copy-pasting from the full report.	summary	MFA	Accepted , whole summary edited
2	Broad v. vague: if the objective would be vague – how can it in the same time be evaluated as coherent with particular objectives?	Summary	MFA	Accepted: The change is accepted throughout the document, however, the primary cause of high relevance / coherence is caused primarily by relevant projects that were implemented within this broad framework..
3	This is not fully right – there are opportunities for synergies (and identification of overlaps) also in the selection process of the projects, with both MFA and CzDA represented. These opportunities are also used.	Summary	MFA	Accepted partially: Edited in accordance to the conclusion. As elaborated in the report, we do realize that there is a mechanism how to put preference on projects that are linked to FDC interventions in the selection process, however, there is, so far, not a clear way how to stimulate specific, targeted identification of such projects.
4	Conclusion related to coherence not true, as explained in comment no. 3	Summary	MFA	Accepted partially. Put in line with conclusions in the report, observed coherences with other development activities were almost exclusively due to the fact that implementers had development as well as humanitarian projects and were able to couple them..
5	Please, identify more general points, not referring (at least not in the Summary) to the particular projects.	Summary, conclusion Effectiveness	MFA	Accepted , edited.
6	Conclusion rather unclear	Summary, conclusion Efficiency	MFA	Accepted , elaborated.
7	The introduced possibility for multi-year not reflected.	Summary, conclusion Sustainability	MFA	Explained: We do not see much effect of the multi-year framework in this regard, however, the sample is rather small. In short, with regard to exit strategy the difference between Caritas and DCCB projects is not that significant and the DCCB initiatives are seen as more sustainable rather in effect of the follow-up activities under LEAP.
8	Current criteria allow education institutions as well as experts from public sector.	Summary, recommendation no. 1	MFA	Accepted , recommendation deleted and the point further elaborated in recommendations aimed at awareness raising and communication
9	Not relevant –English is already allowed and used in the HumAid projects in the extent legally possible.	Summary, recommendation no. 4	MFA	Accepted , recommendation deleted. However, we would appreciate if the issue of a more direct communication between MFA and local partners could be discussed during the presentation.
10	ZÚ Phnompenh: This is already done (Embassy in Phnompenh is part of EU coordination, incl. Joint Programming; the Embassy was also involved into donor coordination with EU, UNDP and SDC related to PIN project.	Summary, recommendation no. 7	Embassy Phnompenh	Explained: General recommendation aimed at all relevant Embassies; it should also be pointed out that representatives of DG ECHO and WFP seem not to be sufficiently informed on Czech initiatives in DRR, with the exception of PIN.
11	This is already done (the Programme is presented both in FoRS, Council for Dev.coop. and in the National DRR Platform. If you mean presentation in target countries, specify this.	Summary, recommendation no. 8	MFA	Accepted partially. Recommendation specifically targetted at education institutions and experts of public institutions – despite opening up the programme to these beneficiaries no project proposals were submitted for the 2021 call
12	In the final report, do not copy-paste the Methodology from the Inception Report – rather make clear, how you in reality proceeded and which parts of the approach you altered and how. Please, provide adequately detailed description of the methods used (data collection techniques, analytical procedures, evaluation techniques, etc.).	ch. 3	MFA, ČES	Accepted. Whole chapter revised

13	Please provide the evidence for this claim. Even in the annex such information is not provided.	ch. 4.1, multiple instances	ČES	Accepted. Information / data sources elaborated upon.
14	Also explicitly = the international cooperation and support to developing and fragile countries is an explicit part of Sendai Framework, explicitly reflected in the DRR programme.	ch. 4.1	MFA	Accepted partially. The explicit reference to international cooperation added to paragraph above.
15	This seems to be an interpretation of the finding rather than the finding itself. Would it be possible to distinguish the findings from an opinion of evaluator?	ch. 4.1	ČES	Explained: The information has been explicitly mentioned by nearly all the respondents at PCDM or DCDM level: there is a formal structure, but not really established in the field (i.e. we have structure formally established, but structures at local or commune levels are not really created, neither is there local capacity). All of these respondents subsequently see the added value of Czech projects in actually establishing these local structures. Therefore, there is no opinion or interpretation involved, only a generalization of a finding by numerous interviews..
16	Not true = all projects have financing for 12 months, not 9.	ch. 4.1	MFA	Explained, edited: That is correct, however, implementers claim that they do not dare to initiate project activities before they have their financing confirmed. In effect, the period for implementation is de facto shortened by ca. 3 months. Although we do recognize that in current setup it is hardly possible to avoid this and in fact we have observed that the selection process can, in current setup, be hardly made any faster (for that reason we also did not formulate any recommendation in this regard), this is a significant limitation of the Programme confirmed by ALL implementers and partners as well as by some representatives of local institutions. Text in question edited.
17	This is rather a speculative point – it does not apply to any of the DRR projects implemented in Cambodia.	ch. 4.1	MFA	Explained, edited: We believe it does apply for Caritas project(s) as well as other supported initiatives. In the case of Caritas, there were limited follow-ups between projects implemented in 2018 and 2019 – both projects were rather one-offs. The impact of this fact on sustainability is discussed further. We are, of course, ready to discuss this issue during presentation. However, since this point of view was recorded numerous times and and is corroborated by findings with regard to sustainability below, we would rather leave it in the report.
18	The Programme fully respects the deadline for grant payments set by the Government. The NGOs are adapted to these timelines both in the domestic and foreign service related projects.	ch 4.1	MFA	Accepted. We recognize this and have elaborated on the text to stress this fact. However, the issue is still relevant and should be pointed out.
19	This is one-sided view; the financial capacity of the Programme is set up to rather technical cooperation (confirmed by the next point – training, capacity building) than investments, where the funding is adequate to other similar CZ programmes and allowing for broad scale initiatives	ch. 4.1	MFA	Explained: It is shown below that one of the key factors of success of a project in this regard is at least partial implementation of some of proposed mitigation measures. If the project is only “soft”, it can even discourage local stakeholders – as they, in the end, have a DRR plan which is mirrored in specific investment requirements that are implemented in the commune / district investment plans, however, if none of these is implemented, local stakeholders are not motivated to follow-up.
20	It is not = the current FDC programme does not include any geographical limitation.	ch. 4.2	MFA	Accepted, deleted from the text
21	There are two of them: one directly in the DRR programme = selection process, where both MFA and CzDA are included and the particular synergies/overlappings are reviewed. The other, set in the FDC Methodology and initiated in 2019, through the FDC identification process, involving MFA and WP on identification under the FDO Council.	ch. 4.2	MFA	Accepted partially, edited
22	Involvement of Czech expertise is already part of the capability criteria	ch 4.3	MFA	Not accepted. Despite that, it has not been registered that Czech expertise was applied in any of the evaluated projects. Therefore, if this is a desired outcome of the Programme, more should be done in this regard.

23	Recommendation rather outside of this programme – allocate funds into focused call for experts	ch. 4.3	MFA	Accepted , recommendation revised
24	This is not true. English is allowed both for project documents and all kind of reports in the humanitarian assistance, incl. DRR programme. Furthermore, MFA can communicate with local representative of the implementing partner directly – and it has been done even in Cambodia.	ch. 4.4	MFA	Accepted , text revised. We are aware that English is accepted in project documents as well as in monitoring reports and it has surely had positive impact on the efficiency. However, the Programme itself is, as far as we know, not available in English and also the structure of the reports have Czech headings. In any case, this is a minor issue and does not need to be pointed out explicitly. Rather a more general recommendation to, if possible, communicate more directly in project where the added value of Czech implementer is not relevant has been mentioned in footnote.
25	Questionable attribution: do the local partners only have decisive role due to vague/broad formulation of the Programme? Or due to the subject of DRR as such?	conclusion no. 22	MFA	Accepted partially . Formulation revised. However, we have observed this causal link – Programme does not explicitly specify what it wants to achieve, provides only broad objective. In effect the objectives of projects are formulated often at the level of local partners, it is easy for them to present their internal strategies within the “narrative” of the overall objective of the Programme. Had the formulation of the objective been narrower, it would have to be taken more into consideration in the identification process.
26	Insert Czech Executive Summary as Annex 1	Attachments	MFA	Accepted , Czech summary added



Ministerstvo zahraničních věcí
České republiky



The Evaluation of the Humanitarian Aid DRR and Resilience Grant Programme (Cambodia)

Final Report presentation

Evaluator: Evaluation Advisory CE

15. 9. 2021

Contents of the presentation

- Introduction to the Evaluation
- Logic of evaluated Programme
- Methodology
- Findings and Conclusions
- Recommendations
- Summary
- Discussion



Introduction

- Evaluated intervention: Humanitarian programme DRR and Resilience (Programme), implementation in 2018 - 2020
 - Purpose of the evaluation:
 - Evaluation of the Programme in the context of modified OECD-DAC criteria
 - Focus on future orientation of the Programme, in context of potentials for interconnecting humanitarian and development activities
 - Context of the evaluation:
 - Programme implemented by MFA since 2018, yearly allocation 10 mil. CZK
 - Focus on managing and mitigating disaster risks, strengthening preparedness, and resilience and supporting implementation of Sendai Framework
 - 5 supported projects each year, 5 implementers in total, most in Cambodia
 - Yearly projects, however, possibility of multi-annual Memorandum of Cooperation
 - Evaluation team:
 - Lead evaluator, senior expert, local expert (team), junior evaluator
-

Programme logic

- Programme does not explicitly define its overall objective, rather broad definition:

“The projects are to focus on linking humanitarian and development activities, in particular in the field of disaster risk reduction (DRR), improving preparedness and strengthening the resilience of the population and local authorities in thematic areas corresponding to the relevant bilateral foreign development cooperation program 2018-2023 (...).”

- Therefore, key role of project implementers / local partners – identification of needs and formulation of specific objectives first at the level of projects
- Selection of projects – specific criteria:
 - Benefit for the beneficiary (max. 30 points)
 - The applicant's ability to implement the project (max. 20 points)
 - Relevance to the objectives (max. 15 points)
 - Effectiveness of spending financial resources (max. 20 points)
 - Use of other sources of financing, financial sustainability (max. 15 points)



Methodology

- Applied methods
 - Interviews – in CZ, Cambodia and other target countries (Embassies), mostly online / phone; >30 interviews (excl. case studies);
 - Surveys – 4 different surveys, 20 respondents each, CATI;
 - Case studies – one CS for each analyzed project (3 in total), distant data collection due to COVID-19 limitations
 - Desk research
- Methodological limitations
 - COVID-19 limitations – restrictions on traveling and face to face meetings; evaluations visits not realized, substituted by phone interviews (individual, group)
 - Non-response of some (high level) respondents (Cambodia as well as CZ)
 - Inability to use CAWI for data collection – replaced by CATI surveys



Evaluation findings and conclusions

Criterion	Assessment	Argumentation
Relevance	high	<ul style="list-style-type: none"> - Programme as well as supported projects in line with needs and relevant documents - Focus on establishing of local institutional frameworks and processes related to DRR and capacity building – highly relevant - Broad definition of objective supports relevance for target groups – provides flexibility, enables “tailor-made” solutions, experienced local partners; however also leads to isolated initiatives
Coherence with development activities	rather low	<ul style="list-style-type: none"> - High potential of mutual synergies with other FDC projects as well as potentially development projects of other donors identified (“complementary activities” – agriculture, WASH, good gov., etc.) - However, only some fulfilled instances of coherence registered, almost exclusively in effect of the initiative of implementers - Key reasons: <ol style="list-style-type: none"> 1. Broad objective of the Programme 2. Identification of DRR projects by implementers 3. Insufficient streamlining of Programme outcomes into FDC

Evaluation findings and conclusions

Criterion	Assessment	Argumentation
Effectiveness	rather high – rather low	<ul style="list-style-type: none">- Differs significantly across projects and cannot be assessed in aggregate on Programme level.- Generally rather high effectiveness identified by projects that were coupled with larger initiatives (e.g. in the form of co-financing) and, on the contrary, rather low effectiveness of isolated initiatives.- Programme accelerates the dissemination of good practice and knowledge of DRR in supported regions, builds capacities- Potential to contribute to national-wide system, however, circumstantial (flexibility enabled cofinancing of existing project)
Efficiency	rather high	<ul style="list-style-type: none">- Implementation is rather efficient- However, in cases of projects with dominant role of local partners in formulation as well as implementation the “intermediary” role of implementers lowers efficiency – key question of added value of the Programme!



Evaluation findings and conclusions

Criterion	Assessment	Argumentation
Sustainability	rather low	<ul style="list-style-type: none">- Unless coupled with a follow-up initiative or part of larger (and longer) project sustainability is very low.- Due to the character of the Programme no explicit exit strategies implemented (with the exception of PIN) and projects end rather abruptly
Cross-cutting criteria	-	<ul style="list-style-type: none">- Positive impact in the area of good governance- Positive impact on protection of environment (utilization of rainwater, strengthening water management generally, etc.)- No direct impacts on human rights or gender equality



Recommendations: programme/sector

Recommendation	Seriousness	Addressee	Justification
<p>Analyse options to divide the allocation of the Programme into general and targeted sections so that results of identification can be mirrored in formulation of relevant DRR projects. Alternatively prioritize projects that are submitted to targeted call in the selection process.</p>	2	MFA	<p>Broad formulation enables high flexibility of the Programme, however, it also puts identification of projects fully on implementers / local partners, who formulate projects that are in line with their own programmes and activities. In result, support is fragmented and projects are, to a large extent, isolated from each other as well as from other development initiatives.</p>
<p>Allocate funds to thematically focused call for DRR experts within the programme “Temporary Expert Assignments”</p>	2	MFA	<p>Czech expertise and know-how in DRR is not taken advantage of within the Programme, projects rely explicitly on local expertise – therefore questionable added value. Motivation of involvement of individual experts in DRR by proper means (existing programme) can stimulate larger-scale cooperations in future. However, clear identification of required expertise is crucial</p>

Recommendations: programme/sector

Recommendation	Seriousness	Addressee	Justification
<p>Consider the following revision of selection criteria as follows:</p> <ul style="list-style-type: none"> • Increase the significance of the criteria “Previous experience of the Applicant (...)” and include the local partner in the formulation of the criteria • Increase the significance of the criteria aimed at coherence with other humanitarian and development interventions • On the contrary, the significance of sustainability criteria might be lowered as well as the total significance of the coherence criterion (criterion no. 3). 	2	MFA	<p>Long-term experience and presence of the implementer / local partner in the target region or country (depending on the level of implementation) is a crucial factor of success of a project; key role of local partner in this regard.</p> <p>Low coherence / utilisation of synergies of the Programme with other humanitarian or development initiatives is a weak point.</p> <p>Sustainability of isolated, stand-alone initiatives without link to other projects cannot be achieved due to the short time frame and limited financial scope of the Programme.</p>



Recommendations: system

Recommendation	Seriousness	Addressee	Justification
<p>Strengthen identification processes by representatives of Embassies in the field of DRR and resilience. Support joint identification in relevant thematic fields (sustainable agriculture, WASH, good governance) by requiring that consequences of identified projects in DRR and adaptability to climate change are addressed as a cross-cutting issue.</p>	1	CzDA, Embassies, MFA	<p>Interlinking of DRR and FDC projects in relevant sectors addresses the needs of target groups in a more complex approach and strengthens efficiency and sustainability of DRR projects. However, these synergies are not sufficiently taken advantage of due to lacking identification and therefore occur only upon the initiative of individual implementers.</p>
<p>Require that identification of FDC projects in relevant thematic fields follow up on the results of DRR initiatives. On this basis prioritize formulation of follow-up development projects within the framework of FDC bilateral programme – if viable follow-up projects are identified.</p>	1	CzDA, Embassies, MFA	<p>The humanitarian-development nexus is not sufficiently implemented, results of DRR projects are not sufficiently taken into consideration in identification and formulation of development projects.</p>



Recommendations: system

Recommendation	Seriousness	Addressee	Justification
Encourage representatives of Embassies (development diplomats in target countries of FDC) to join relevant donor coordination mechanisms as well as take active cooperation in the Joint Programming of the EU	1	MFA, Embassies	Insufficient coordination of the Programme with activities of other donors. Synergies with initiatives of other donors are taken advantage of only if the implementer or local partner is involved in projects of other donors; Initiatives of CZ in DRR not well known among other relevant donors.
Ensure that implementers of development projects thematically close to DRR, resilience and adaptation to climate change are thoroughly informed about the Programme; target ad-hoc communication activities specifically at relevant education institutions (implementers of thematically close FDC projects) and government organizations	2	CzDA, MFA	Programme does not sufficiently take advantage of Czech expertise and know-how, projects rely explicitly on local expertise; coherence between DRR Programme and FDC projects is insufficient. Despite the fact that in the call of the Programme for 2021 the eligibility criteria was revised so that education institutions as well as experts from public sectors are eligible beneficiaries, no project proposal was submitted by these institutions.

Summary

- Programme is in line with the needs of target countries and target groups in DRR and adaptation to climate change. It is effective in setting up / strengthening local structures and their capacities with regard to DRR
 - Key characteristic is the broad definition of the objectives. This, on the one hand, enables flexibility and “tailor-made” solutions, however, it also causes fragmented support and follows the (development) objectives of implementers/local partners.
 - Programme has demonstrated significant synergies with other development activities, however, this potential is not fully taken advantage of.
 - At the same time, only if interlinked with follow-up or complementary initiatives, the sustainability and effectiveness of supported projects was proven
 - In general, the following are key challenges:
 - Strengthening the humanitarian-development nexus and linking Programme to wider context of DRR-related initiatives in target regions / countries
 - Increasing the involvement of MFA / CzDA in identification and formulation
 - Focusing on and taking advantage of the added value of Czech implementers / experts
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Discussion



Seznam povinných náležitostí evaluační zakázky – povinná příloha k příkazní smlouvě SM1120-003

Všeobecné podmínky	Splněno	Kdy	Poznámka
Použití min. tří evaluačních metod	Ano	V průběhu celé evaluace	Využity kvantitativní i kvalitativní metody
Realizace mise v partnerské zemi	Ne		Mise plánovaná, ale neuskutečněna z důvodu restrikcí COVID-19
Zahajovací a závěrečný briefing na misi	Ne		S ohledem na neúčast hlavního evaluátora na misi z důvodu pandemie COVID-19. Brífinky nahrazeny videokonferencí nebo telefonickou komunikací
Řádné vyúčtování	Ano	Současně se ZZ	
Vypořádání připomínek	Ano	7. 9. 2021	
Závěrečná prezentace na MZV	Ano	15.9. 2021	
Dokumenty	Splněno	Kdy	Poznámka
Vstupní zpráva se strukturou dle povinné osnovy	Ano	Návrh: 14. 4. 2021 Finální: 20. 5. 2021	
Přílohy vstupní evaluační zprávy dle povinné osnovy	Splněno	Kdy	Poznámka
Seznam a vysvětlení použitých zkratk	Ano	Součást finální VZ	
Seznam prostudovaných dokumentů, příp. též dřívějších evaluačních zpráv v dané tématice a odborné literatury, relevantní internetové odkazy	Ano	Součást finální VZ	
Seznam interview (přehled klíčových respondentů) a skupinových diskusí (fokusních	Ano	Součást	

skupin) v ČR, při dodržení pravidel ochrany osobních dat		finální VZ	
Navržený harmonogram mise do partnerské země včetně plánu setkání, rozhovorů, fokusních skupin, pozorování, odborných měření, dotazníkových šetření, apod.	Ano.	Součást finální VZ	
Navržené dotazníky, okruhy pokládaných otázek (případně evaluační matice)	Zčásti		Dopracováno po prvních rozhovorech
Závěrečná evaluační zpráva se strukturou dle povinné osnovy a s přílohami: Identifikační formulář Zodpovězení evaluačních otázek Zohlednění kritérií DAC Stupnice míry naplnění evaluačních kritérií Zohlednění průřezových principů Provázanost zjištění, závěrů a doporučení Adresnost doporučení Soulad se standardy ČES Rozsah textu zprávy maximálně 25 stran A4 (bez příloh) Korektnost překladu do anglického/českého jazyka	Ano	Návrh: 16. 8. 2021 Finální ZZ: 21. 9. 2021	
Povinné přílohy závěrečné evaluační zprávy dle povinné osnovy	Splněno	Kdy	Poznámka
Shrnutí zprávy v anglickém jazyce v případě české nebo slovenské verze zprávy nebo v českém jazyce v případě anglické verze zprávy (se shodným obsahem a strukturou jako shrnutí v textu zprávy)	Ano	Současně s finální ZZ	
Seznam a vysvětlení použitých zkratk	Ano	Současně s finální ZZ	
Schéma intervenční logiky hodnocené intervence (v případě potřeby rekonstruované)	Ano	Současně s finální ZZ	
Seznam prostudovaných dokumentů, příp. též dřívějších evaluačních zpráv v dané tématice a odborné literatury, relevantní internetové odkazy	Ano	Současně s finální ZZ	
Seznam interview (přehled klíčových respondentů) a skupinových diskusí (fokusních skupin), při dodržení pravidel ochrany osobních dat	Ano	Současně s finální ZZ	
Využití dotazníky, okruhy pokládaných otázek	Ano	Současně s finální ZZ	
Analýzy výsledků průzkumů, dotazníkových šetření, faktická zjištění	Ano	Současně s finální ZZ	

Shrnutí zásadních výsledků rozhovorů a fokusních skupin s klíčovými respondenty (nejsou-li v textu), při dodržení pravidel ochrany osobních dat	Zčásti		Výsledky rozhovorů byly zpracovány v ZZ. Transkripty rozhovorů nebyly zpracovány
Vyhodnocení jednotlivých průřezových principů dle nástrojů certifikované metodiky evaluace průřezových principů ZRS ČR	Ano	Současně s finální ZZ	
Zadávací podmínky (Terms of Reference)	Ano	Současně s finální ZZ	
Tabulka vypořádání (zásadních) připomínek referenční skupiny a dalších zapojených aktérů	Ano	Současně s finální ZZ	
Přehled připomínek vzešlých z diskuse při závěrečné prezentaci a jejich vypořádání ze strany evaluačního týmu (v případě potřeby)	Ne		Nerelevantní, z diskuse při závěrečné prezentaci nevešly další připomínky
Checklist povinných náležitostí evaluační zakázky	Ano	Současně s finální ZZ	
Doporučené přílohy závěrečné evaluační zprávy dle povinné osnovy	Splněno	Kdy	Poznámka
Rozsáhlejší tabulky a grafy (krátké je naopak vhodné vložit do textu hlavní části)	Zčásti	Současně s finální ZZ	Doloženy výsledky DŠ současně s grafy
Výběr fotografií	Ne		Není relevantní
Citace stanovisek zainteresovaných stran (zejména cílových skupin), případové studie	Ne		Dle potřeby citováno v ZZ
Doplňující informace k evaluačním metodikám sběru dat a analýz, případně k evaluačnímu týmu	Ano	Současně s finální ZZ	Doložena evaluační matice
Doplňující informace ke zjištěním a závěrům evaluace	Ano	Současně s finální ZZ	
Prezentace výsledků evaluace (z debriefingu či závěrečné prezentace na MZV)	Ano	Současně s finální ZZ	