



Climate Change Practice Note

Stakeholder participation

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CAMBODIA CLIMATE CHANGE ALLIANCE

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ABOUT the Cambodia Climate Change Alliance and the projects it supports

The Cambodia Climate Change Alliance (CCCA) was launched in February 2010 as a collaborative endeavor among development partners and the Royal Government of Cambodia to address climate change in the country. The initiative is led by the Ministry of Environment (MoE) and is supported by the European Union, the Governments of Denmark and Sweden, and the United Nations Development Program (UNDP). The CCCA is anchored in the Cambodian government's National Climate Change Committee (NCCC), which is the mandated government coordinating and policy support entity for all aspects of climate change.

The overall objective of the CCCA is to strengthen the capacity of the National Climate Change Committee to fulfill its mandate to address climate change and to enable line ministries, local government institutions, and civil society organizations to implement priority climate change actions. The CCCA's work focuses on five main areas including: 1) national level climate change policy making and coordination; 2) capacity building for knowledge management and access to information; 3) creating an enabling environment for a nationally owned climate change financing mechanism; 4) building coastal climate change resilience; 5) financing climate change response initiatives for adaptation and mitigation and providing technical assistance.

The CCCA operates a Trust Fund which provides a single engagement point for both donors and organizations interested in submitting project proposals to deliver climate change adaptation and mitigation initiatives at both the community as well as policy levels. A total of 21 projects have been funded to date. Most grants awarded are between \$150,000 and \$300,000 USD per grant cycle of 15-22 months and are delivered by various line ministries at the national and sub-national levels as well as by national and international non-governmental organizations. The initial grants were awarded in October 2011 and have since concluded implementation. In December 2012, 11 new projects were awarded covering most priority sectors of the climate change response in Cambodia. These included a mix of community based infrastructure projects, such as irrigation channels aimed at improving water management in water scarce areas, as well as intensification and diversification of agricultural production, such as home and commercial vegetable gardening, rice farming, livestock raising, aquaculture, and post harvest production. Projects also include health initiatives as well as disaster reduction initiatives in the context of climate change. National as well as sub-national policy initiatives also form a significant part of the work. The overall value of the program is \$10.85 million USD. In November 2013 at the 3rd National Forum on Climate Change, the continuation of the CCCA was announced beyond June 2014 and the defining of the next phase is currently underway. For a full list of grantees to date as well as other information about the CCCA please visit www.camclimate.org.kh.

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Author and Disclaimer

This document was written by Mona Laczo. The views and opinions expressed in this document are that of the author and may not represent the views and opinions of Ministry of Environment or CCCA donors.

Front cover caption

Ms. Mith Chorm, Head of Help Age International's Older People Association (OPA) in Samrongsrou village, Samrounkrong commune, reviews drawings she has collectively made with OPA members describing the village environment and identifying vulnerable areas.

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1. INTRODUCTION

1.1 About this Practice Note

Today, climate change is an accepted daily reality affecting billions worldwide. It is a serious development challenge requiring the attention and participation of a wide range of stakeholders including government actors, donors, civil society groups, the private sector, and communities in both rural and urban areas. Their joint involvement and participation in climate change initiatives is paramount in preparing for the changes ahead.

There are already a number of development initiatives and interventions by government departments, multilateral donors, non-governmental organizations, the private sector, as well as communities that to a varying degree support rural communities' ability to adapt their lives and livelihoods to climate change. The following practice note explores the approaches taken to ensure the participation of key stakeholders in climate change initiatives by drawing upon the experiences and lessons learnt from the projects supported by the Cambodia Climate Change Alliance (CCCA) under the Ministry of Environment.

1.2 Why this Practice Note

CCCA supported projects present a wealth of information and knowledge about climate change interventions. The dissemination of this information to climate change practitioners is a high priority for both the CCCA as well as the Ministry Of Environment. Thus, a series of Practice Notes with illustrative case studies have been commissioned. This is the 2nd Climate Change Practice Note of the series and is closely linked to the 1st Climate Change Practice Note – Factors of Change – which discusses the processes and conditions that make climate change projects work. For a list of additional and future Practice Notes please visit www.camclimate.org.kh.

1.3 Who should read this Practice Note

This practice note is meant for development practitioners, government actors, and policy makers working in contexts affected by climate change.

1.4 The Practice Note will help climate change practitioners to

- Better understand the challenges and opportunities surrounding the participation of various stakeholders vis-à-vis climate change at the national, sub-national, and community levels.
- Learn about existing good practices that address the need for stakeholders participation in climate change projects
- Strengthen the design and implementation of climate change adaptation programs and policy initiatives.

1.5 The methodology for the development of the case studies followed the process outlined below

The overall selection of the theme of this practice note included the recommendations from the CCCA Grants Review of 2013. Furthermore, the selection of the project sites visited was based on the monitoring reports and reflection of key CCCA staff noting that these projects had made significant and pertinent contributions to the topic of the practice note. A small group discussion was also held to help shape the areas of focus and to frame the overarching questions related to the specific topics of the practice note. An extensive field visit incorporated over 20

conversational interviews with key informants. The methodology followed the appreciative inquiry principles and approaches. Extensive coordination and facilitation of key informant interviews was provided by CCCA staff as well as the staff of the implementing project partners. For each case study, participating beneficiaries and local authorities including commune council members, village chiefs as well as project staff were interviewed. The representation and involvement of women was ensured throughout. Overall, 12 grantee projects were visited including four under the 1st Call for Proposal and eight under the 2nd Call for Proposal. A total of 215 key informants participated in conversational interviews in the Battambang, Prey Veng, Pursat, Siهانouk Ville, Svay Rieng, and Takeo provinces of Cambodia, where CCCA projects were implemented.

1.6 Cambodia Climate Change Context

Cambodia's development challenges are many fold including political, economic, social, and environmental. Climate change is expected to compound and amplify Cambodia's development challenges, stresses, and problems in the future. Like other countries in Southeast Asia, Cambodia is expected to experience higher and more intense rainfall. The effects are likely to include periods of more severe water scarcity as well as more frequent flooding, which may result in crop failures and food shortages. Coastal communities and eco-systems are likely to be affected by rising sea levels. Higher temperatures and humidity will create conditions for increased incidences of malaria and dengue fever. Poor and marginalized communities, particularly women and children, will be the worst affected.

Cambodia has been identified as a country that is one of the most vulnerable to climate change in the Southeast Asia region. The country's high vulnerability is based on a combination of factors that includes a high dependency on rain-fed agriculture - the economic livelihood of some 70% of the population - increasingly unpredictable and intensified weather patterns, expected frequency of climate hazards such as droughts, floods as well as low adoptive capacity to climate change due to availability of information, resources, and technologies to adopt.

During the past decades, Cambodia has enjoyed steady macro-economic growth as reflected in its increased GDP (roughly \$1000 USD per capita) and reduction in poverty incidents which currently stands at 19.8%. However, Cambodia has also suffered losses, both human and economic, during the past decade due to erratic weather variations. Weather related natural disasters such as floods, drought, and storms are also intensifying and affecting millions throughout the country and often within a short time span. Rural areas, even those not normally prone to natural disasters, are now commonly experiencing either flooding or drought or both in some instances. Likely climate change scenarios include more precipitation as well as serious water management issues for the country. As a result, people's ability to cope and recover from weather related shocks will be seriously tested.

Fortunately, climate change is not all about a doomsday scenario and certainly Cambodia can turn negative predictions into opportunities for development. While developed countries must deliver on their promises to pay for the damage they have caused, Cambodia cannot simply rely on being a victim of climate change. Its policy makers, academics, engineers, civil society members, and its people in rural and urban areas must invest themselves to collaborate and catalyze together on the opportunities for change. Cambodia's strength lies in efforts already made to progress the climate change agenda at the national and sub-national levels, which incorporate development paths such as Green Growth, which consider and leverage future potentials. Diversifying and intensifying Cambodia's agricultural production potential, which mainly comes from rice, will help and so will supporting rural communities find income

generating opportunities beyond their immediate dwellings/households. Furthermore, climate change will require a cross-sector approach with extensive investment in collaboration and the coordination of efforts by stakeholders at all levels. Climate change stakeholders, especially those in the government, can no longer afford to work in a disconnected and isolated manner.

A vast amount of climate change adaptation and mitigation initiatives have been undertaken. Knowledge, information and communication materials have been generated in Cambodia by various stakeholders including government bodies, academic institutions, civil society actors, and local communities. In 2012, the Royal Government of Cambodia took considerable steps to develop Cambodia's Climate Change Strategic Plan (CCCSP), covering 2014 up to 2023. This addresses the climate change impacts in the National Strategic Development Plan (NSDP). Nine priority line ministries have also been identified and have subsequently prepared their Climate Change Strategies Plans (CCSPs) in support of their Sector Development Plan (SDP). In August 2013, these nine line ministries embarked on a process of defining specific actions on climate change responses. These actions will be articulated in sector specific Climate Change Action Plans (CCAPs). The first CCAPs will cover the period 2014 to 2018 (5 years), but will also include actions that continue into the longer terms.

1.7 The context of stakeholder participation

“The cooperation of all stakeholders is the most important factor to address climate change.”

Mr. Chim Keurn, Commune Chief Steung Osaray Commune, Takeo Province.

Climate change interventions at any one point involve a wide range of stakeholders. At the national level, policy makers are entrusted with the integration of climate change into national and sector level strategies, plans, and budgets. Academics on the other hand, undertake scenario planning and research into agricultural intensification efforts. Private sector entities are contracted to build roads and canals or provide other supplies needed to implement projects. The engagement of women and men in their local communities allows for experimentation and the application of new technologies in hopes of building resilience. The quality of stakeholders' participation and engagement in climate change projects signifies the benefits and likelihood of sustainability for the future.

Most development practitioners argue that building relationships with and among key stakeholders is a prerequisite of good development practice. This notion is not different for climate change initiatives. However, what is different is that the topic of climate change is a new one and limited understanding of its causes and consequences can lead practitioners to design strategies that may not consider potential long term changes. Climate change interventions require long term thinking and planning. Thus, climate change interventions are not about responding to one single event (i.e. flooding in 2013 and the rehabilitation of a rural road), but rather are about understanding and responding to long term possible changes in weather patterns, such as habitually more severe floods which necessitates the rural road construction to withstand those conditions later on, as in the example.

Nevertheless, the interrelationship between government actors, civil society groups, and communities has been clearly defined through decades of intervention in the country. Long collaborative and conducive experiences act as a good basis to further efforts. Yet there has to be a clear recognition that climate change cannot be tackled in an isolated and uncoordinated manner, especially if Cambodia is to turn the negative prospects into positive opportunities. For ensuring project success, the roles and responsibilities of key stakeholders must be understood

and their engagement in climate change projects further strengthened. Building a common understanding about the causes and consequences of climate change among various actors engaged in climate change initiatives can strengthen collaboration and build synergy and sustainability in the long run. While there is a clear understanding that the private sector can and should play a key and well defined role in supporting climate change initiatives, this is yet to be strengthened and realized.

The following case studies have been selected in order to provide deeper insight into how various stakeholders' participation takes place and how various approaches influence the success of climate change adaptation projects. Special attention was given to women, national and sub-national policy makers, community based organizations/groups, and the private sector.

2. CASE STUDIES Climate change project at work: Stakeholder participation

Case Study #1: Women – from participation to empowerment

“I have never grown anything other than rice before. I am amazed at how my garden has changed my life. I am less tired, we have more income. I am less worried about my family’s future, and I am now expanding my business.”

Mrs. Phov Minh, Women Farmer, Spean village, Khor Krolor Commune, Battambang Province.

The gender dimensions of climate change are many folds and for the approximately 7.8 million Cambodian women the paradigm cannot be ignored. Both women and men experience the effects of climate change but they experience the impacts differently. Given their position and roles in society as caregivers and nurtures of their families as well as their role in the economy, especially the agricultural sector, women may experience more difficulties because of climate change. These difficulties mainly come from the lack of profile within their own families and communities as well as their limited participation in decisions making regarding issues that have a profound impact on their lives. While women have an extensive leadership potential, especially vis-à-vis the successful delivery of climate change actions, this potential needs to be nurtured and strengthened in order to be realized.

CCCA project interventions employ an approach that supports the collaboration of women and men in local communities in adapting to climate change. Among CCCA projects, there is no one initiative that specifically targets women in an exclusive way. In most instances, women and men are drawn together into participation in climate change initiatives and work alongside each other to harness knowledge and benefits. This has been viewed by many as the best approach for the engagement and participation of women.

The approaches to drawing the attention of women mainly focus on giving a clearer explanation of the benefits that women can get from the participation itself. At the onset, women and men learn about climate change concepts together and collectively undertake Vulnerability Reduction Assessments (VRA), or baseline assessments for their immediate localities. These assessments act as a good tool to help women share and address their own concerns. Once an understanding of climate change concepts is built, they continue to participate in initiatives that help them learn to adopt particular practices such as new agricultural technologies (i.e. rice cultivation, rice-fish farming, raising livestock, and so on). Just like men, women would like to understand the benefits that their participation will bring in such projects, especially the extent to which it improves their daily household income. When such benefits are clear to them their participation becomes more meaningful and may be sustainable for a longer time.

In CCCA projects in Battambang province, women's leadership potential is being observed. The Provincial Department of Agriculture and the Farmer Livelihood Development (FLD) (a local non-governmental organization) work hand in hand to build climate change resilience. Their work involves the introduction of new agricultural technologies to households, including a plastic mulch/drip system for home and commercial gardening as well as aquaculture. In her garden next to a paved busy road towards Battambang town, Mrs. Pov Man is accustomed to visitors as they often stop to admire her unique, lush green produce. They ask many questions and compliment her vegetable growing and entrepreneurial skills. She willingly shares her skills with others and is not shy in noting that her life was very different from just a couple of months ago when she had few options and a limited income to support her household.

Her life started to change for the better in early 2013 when the Provincial Department of Agriculture and FLD introduced the concept of climate change to the area and Mrs. Pov, along with other women and men, was selected as a participant for trying a new vegetable growing technique. Armed with her own observations of changing weather patterns as well as newly learned facts about climate change, Mrs. Pov was eager to try something new. She and her husband made the collective decision to convert their idling land and devote time and effort to growing vegetables to complement the income gained from rice farming. The project also introduced extensive household financial literacy and management concepts which helped participating households to better understand and manage the profits earned. Mrs. Pov and her husband have since decided to expand their vegetable garden and are ready to learn more practices that can help them increase their rice yields as well. She is also keen to help other young farmers in her area learn the skills that can potentially support them to stay in their villages rather than migrate to dangerous jobs outside the community.

Reaching women through their community organization is also a preferred method of many CCCA projects. For example, a Conservation International (CI) project, working on the Tonle Sap Lake in Pursat province, works towards strengthening community led natural resource management and reaching women through this work. In the case of CI, women initially learn and work alongside men to ensure the protection of their environment as well as the establishment of a community fisheries area and a community fisheries group. Since its inception Mrs. Ros Sophy, a mother of five in Orakol village, Osandan district, has joined the community fisheries group in her area. She lives in a house that floats on the Tonle Sap Lake all year round. Mrs. Ros Sophy, like most women in her area, recognizes that the weather is changing and that fishing for food and income is no longer a viable option. Given the need to put less stress on the environment around her, Mrs. Ros Sophy learnt about how she can improve her fish processing practices such as drying and hygiene and how she can diversify her income. Through CI's integrated interventions she learnt to dry fish, grow vegetables, and raise pigs. This represents a huge achievement given that everything beneath her is not solid land but water. She joined a producer group where attention is given to further refine skills and apply peer quality monitoring so that prices for the products can remain higher than during previous times. In addition, Mrs. Ros Sophy also joined a newly established community based savings led microfinance initiative and is now undertaking a role as cashier for the group. CI helped to structure the savings group with women and men jointly to suit the needs and the desires of everyone and to keep profits in the community. In both these presented cases, trust and the relationship between women in the community and those delivering the project were key. Women also want to participate because these initiatives resonate with them as they have a way to partake in reflecting on their immediate environments through assessments, such as VRAs, and surveys. Women are also able to monitor firsthand what is happening in their communities and learn skills that enable them to seek outside support if need be. In the case of Battambang, the trust came when results were clearly visible and documented through financial

record keeping. The benefits gained, especially the financial ones, gave women a boost of confidence in their own selves.

CCCA project participants, both women and men, consistently acknowledge, even if anecdotally, that women tend to benefit more from the initiatives under CCCA even if the initiative is not specifically targeted at them. Their benefits are many fold including a reduction of time spent gathering firewood, as was the case in areas where bio-digesters were introduced in Svay Rieng province, to having more income from new technologies such as vegetable gardening in Battambang province. The financial benefits gained from these activities, even if they were not conducted by women only, tended to be handed over to women. This is mainly because women traditionally hold and take care of financial matters for the family. The extra income is used to buy necessities as well as investing in the education of school aged children.

While the potential for increasing household income through diversification and intensification of income sources is key for both women and men, more attention needs to be paid in ensuring that the opportunities to build women's leadership potential is also fully capitalized upon. Women are key drivers of these initiatives and their role in shaping and designing climate change interventions should not be marginalized. This can only be done if women are meaningfully engaged from the conceptualization of climate change projects and if they are empowered to influence and make their own decisions about such projects. Many of the recommendations presented here for women are also applicable to vulnerable groups (elders, children, etc.).

What can climate change practitioners do?

- Ensure that gender analysis is done for all climate change actions and that women participate in decision making in order to design actions that best resonate with them.
- Support and design initiatives that enable women and men to take joint action on climate change, including support for women's leadership.
- Link and network women across communities so that they can share their experiences and support each other.
- Gather the voices of women to capture the knowledge generated from climate change projects and share these at all levels including national level policy making.

Case Study #2: Government actors at the sub-national level - strengthening accountability and transparency

“Before we did not even know the meaning of climate change or what importance of changes of wind and storm frequencies had. Now we do and it is our duty to help the communities understand and adapt.”

Mr. Chan Sarun, Chief of Sangkat, Bati Commune, Svay Rieng

The roles and responsibilities of local authorities and government actors include the oversight of local development efforts and progress. Their participation in climate change projects at the sub-national level brings multiple benefits. First and foremost, they provide an avenue for communities to commune and direct district and provincial planning and administration processes. They can also be the first point of contact for advocating to and influencing other key actors at different levels and times. Their social standing in the communities also enables them to model and influence positive behaviors of change that may lead others to uptake various

good climate adaptation practices. They can also possess technical know-how, contextual understanding, and extensive relationships and networks that can be called upon if problems arise. However, limited access to resources for addressing the countless needs at the community level makes the work of local government actors constraining and difficult.

CCCA grant application requirements from the initial design stages require clear and close relationships between government actors and counterparts at all levels. In most instances CCCA projects are delivered through the leadership of government actors at national, provincial, and district levels. Civil society organizations most often, though not always, act as counterparts and play a supporting and coaching role to the capacity building efforts in both community organizing as well as climate change awareness. Sub-national level government actors bring links to authority and decision making as well as a good understanding of the local context and government planning processes. There are well established links and networks in the various localities where CCCA projects are being implemented.

Motivating national and sub-national government actors is not always easy and competing priorities and demands make their participation uneven at times. Those in local decision making positions such as commune council members and village chiefs receive little remuneration (between 120,000Riel to 300,000 Riel) for their efforts. CCCA projects do not provide additional financial incentives for them to participate beyond small actual recovery costs for travel to meetings and learning events outside their areas. Their motivation to participate relies mostly on social recognition from the communities that they represent. In CCCA projects, commune and village authorities have valued their ability to partake along with the affected communities in climate change initiatives. These have ranged from training opportunities for the better understanding of climate change concepts to demonstration sites for livestock and agricultural productivity. They all put the highest value on strengthening their own individual knowledge so that they can be equipped to better serve their communities.

Some CCCA project implementers also capitalize on the interpersonal skills and influence that sub-national government actors have on community uptake of climate change best practices. In Pryob commune in Sihanouk province for example, commune and village chiefs have worked collectively with others in the community to learn about the key concepts, causes, and effects of climate change. Furthermore, their participation was extended by drawing their interest into modeling the practices introduced by the project. For example, Mr. Seung Soreth in Toul Torteng village who serves as a Commune Chief noted that he too was eager to try a new seed variety introduced by the project. Along with other key farmers, he observed and measured the plant growth and the environment and was able to learn about the practice first hand. His results convinced him to continue to invest more effort into this particular practice. In addition, he realized that it was not enough for him and a handful of others to implement the practice alone, but that others around him also needed to learn and implement better agricultural practices to withstand the changes and bring better income for each household. He is now an advocate of the practice and uses the opportunities he receives through his job to share his positive experience and he supports the integration of climate change into the commune development plan. This is a backbone for ensuring the sustainability of climate change practices in the long run.

Local authorities and government actors at the sub-national level play an increasingly important role in supporting community development efforts including climate change initiatives. They are particularly influential in bringing technical knowhow to communities whether it be agricultural practices and policies, infrastructure planning, or other expertise like commune level planning and budgeting under Cambodia's decentralization efforts. The NCDD-S project has played a strong role in the latter by supporting local authorities in Takeo province to uptake their new

roles as promoters of climate change integration in planning and decision making. In most instances, commune councils now implement participatory methodologies using well defined processes to engage communities in the drafting of commune development and commune investment plans that include climate change considerations. The NCDD-S project went a step further by putting the financial resources linked to the project directly under the discretion of the commune council thus creating ownership and strengthening accountability at the local level.

In areas where CCCA projects are implemented, the integration and mainstreaming of climate change adaptation practices as well as disaster risk reduction practices are highly prioritized. These are included in commune development and investment plans mainly because these initiatives are seen to provide immediate benefits in addressing current climate variability. However, sub-national actors will need the support of national level decision makers and counterparts in order to acquire budgets for their plans and to better integrate longer term climate change analysis (not just current climate variability) in their plans and to help avoid maladaptation. The resourcing of these local priorities from national budgets will be a litmus test for their sustainability and the upkeep of motivation.

Most commune and village authorities in CCCA project areas work well with participating communities, as they are located in close proximity. This is particularly true in communities where implementers spend time on learning and refining working relationships among all key actors and foster and maintain a constant flow of information that is useful for local authorities to conduct their business. Proximity to communities however is not always the defining factor in determining how well a climate change project will work. For example, the WOMEN organization in Prey Veng province and Help Age International in Battambang province are both able to strongly engage provincial as well as village level authorities. Their keys to success include consistent information sharing with the communities regarding project implementation, challenges, and successes. This allows local authorities to know what is happening on the ground and what challenges the communities face and how best to channel support to the project. Their participation in climate change knowledge activities has also led to more people participating and sharing relevant and useful information beyond the project participants. In the future, strengthening collaboration and coordination among all actors can support the flow of relevant information, knowledge building, and development as a whole.

What can climate change practitioners do?

- Engage sub-national government actors at the onset of climate change project design and build upon partnership principles that reinforce collective decision making and collaborative efforts by all stakeholders at the sub-national level.
- Collectively define good working relationships among stakeholders at local levels and foster timely and appropriate information flows between actors.
- Review commune development and investment plans and work collaboratively with local authorities to ensure that projects which are introduced will add value to existing plans and initiatives.
- Collectively monitor the implementation of plans and budgets and support the strengthening of local governance by establishing clear and consistent guidelines to motivate and support sub-national actors.
- Enable provincial level authorities to provide technical support on climate change proofing standards to commune level officials when needed or when such skills are not available at the community level.

Case Study #3: Role of local community based groups/organizations in climate change initiatives

“Local community based groups are key in delivering climate change initiatives. If they did not exist our work would be more difficult or almost impossible.”

Mr. Long Phorn, Deputy Director of Battambang Provincial Department of Agriculture,

Most CCCA climate change projects put the creation and strengthening of community organizations and groups as a central element to community participation. In fact, such initiatives have been keys to community organizing and the building of social capital by development practitioners for decades. In many CCCA project areas these local community based organizational structures have been long established with clear roles, mandates, and goals for its members. Community organizations in CCCA project areas include user groups (i.e. water user association) with governance structures such as water management committees, saving groups, producer groups, and community forestry groups just to name a few. In communities where such structures are already present, trust has been established and collaboration among village residents is more widespread.

A unique local network that addresses the needs of an aging community in a climate change context is Help Age International's (HAI) Older People's Association (OPA) in Battambang province. HAI implements a climate change and disaster risk reduction project focusing on livelihood improvements including home gardening, rice growing, chicken raising, and providing safe water through water tanks and water filters. The areas where HAI implements its activities are both flood and drought prone and the communities are experiencing increased difficulty in responding to the constantly changing weather patterns. Activities are delivered through HAI's concept of OPAs where women and men take leading roles in community social work by for example caring for the elderly as well as supporting intergenerational dialogue and collaboration with younger members of the community to ensure future sustainability. Using the established OPA structures and experiences, climate change principles are integrated into the groups. The OPAs may further prioritize climate change and thus create a climate change sub-group in order to maximize the facilitation and coordination of all climate change interventions by group members. Ms. Khil Khem, who leads the OPA's Climate Change Sub-committee in Bokamrek Village, Prekloung Commune, monitors changing conditions, solves problems, influences behaviors, and negotiates with local, communal, and even provincial authorities. This has already brought numerous benefits. In October 2013, the community experienced severe flooding but the project participants were pleased as the preparations they had made through the project helped them to be more resilient as they had concluded their rice harvest by the time floods arrived. However, when they realized that the middle men who came to their village were not willing to pay a fair price for their rice crop, they took action. Through their OPA they alerted their Chief of Commune Council about the problem and together they sought various avenues for resolution. While they have not yet been able to successfully address the issue, they are determined to fight on and are planning a petition throughout the commune to ensure that such experiences will not be repeated.

In Takeo Province's O' Saray district, Preak Leap National Collage for Agriculture (PNCA) builds upon a community organization to deliver its climate change initiative. The work centers on the rehabilitated Krob Trabek Reservoir which provides a more stable water supply to communities nearby who are faced with repeated drought. To manage the water resource and to build climate change resilience, a Farmer Water User Association was set up. Members of the group are able to learn and practice new technologies together including rice-fish farming, a practice

that enables inundated rice fields to also serve as fish raising grounds. The fish bring dual benefits as they eat pests and nourish the rice fields thus significantly reducing the application of pesticides and chemical fertilizers, as well as provide protein for the households. The Farmer Water User Association members support each other to build healthier lives, monitor results, celebrate achievements, address problems together, and engage in social activities that further supports trust building. In addition, the collective engagement of the community also enables landless farmers to participate in the activities by providing them with jobs of patrolling the reservoir to ensure that illegal fishing does not take place. The Farmer Water User Association is run by a committee selected by its members and is seen as a transparent and accountable way to manage the collective resource. Some challenges, however, include supporting members who do not regularly participate fully and thus do not fully understand what is happening within the group. At times this has created disagreements within the collective. Nevertheless, commitment and motivation are high despite resource constraints.

Community networks, groups, and associations can play a role in enhancing peer learning and support and can ensure sustainability in the long run. They also bring together different segments of the community to work together to identify and address problems and collaborate for the collective good. They can also be a safe and trusted channel to monitor changes in the community context and alert relevant stakeholders of issues, concerns, and achievements. Most community groups are able to address sustainability because the structures are already well established and once they gain the necessary knowledge, they can continue with the activities without significant outside intervention. Climate change projects can and should leverage the potential that community organizations and groups present, especially the ones that have been well established and which have remained active beyond project cycles. These groups can build trust and coherence in communities as well as influence community preparations for climate change and urge local authorities to prioritize and integrate climate change into village, commune development, and investment plans. They are also the path for sustainability and self reliance within communities.

What can climate change practitioners do?

- Implement climate change projects through community networks, groups, and associations that have been established prior to the introduction of climate change initiatives, as these can serve as a good catalyst to deliver climate change initiatives.
- Support networks and groups that pull together communities on a broad goal (i.e. older people's associations) rather than a narrow goal (i.e. a livestock raising group), as these may facilitate additional learning and may be sustainable for longer periods beyond the project intervention.
- Allow adequate time for the creation of new groups and networks and build members' capacities so that groups can function and remain sustainable for a long time. It is important to ensure that group structures are accountable and transparent to all members. Keep in mind that short term climate change projects may pull together people for the duration of the project but their relevance may disintegrate once the project concludes, especially if no additional follow up is planned.

Case Study #4: National level policy making –working with national level policy makers to further the climate change agenda.

“We now have a specific strategy to combat climate change impacts on the fisheries sector and we are developing our corresponding action plans. However, we will need strong commitment from policy makers as well as government financing to deliver on the ambitions.”

Dr. Sochivi Kao, National Project Director and Deputy Director General, Fisheries Administration

Climate change is a hot topic for many national level government actors. The reasons behind this are numerous and range from the prospect of securing international financing under the United Nations Framework Convention on Climate Change (UNFCCC), to the understanding of the risk that climate change poses to development gains previously achieved in the country. One of the opportunities for increased attention and intervention on climate change in Cambodia includes the government's attention and genuine preparations to integrate and mainstream climate change into national level policy making. Since the ratification of the UNFCCC in December 1995, Cambodia has made great progress to ensure that climate change is seriously considered as part of the country's development challenges. In November 2013, the Prime Minister launched the National Climate Change Strategic Plan and ten priority ministries are subsequently preparing their sector specific climate change action plans. Climate change is also being integrated into the National Strategic Development Plan (2014 to 2019). The government's attention to the issue can be seen as strength and if the momentum is sustained, it can lead to harnessing the opportunities of climate change and capitalizing on Cambodia's green development potential.

There are a number of CCCA projects that to a large extent focus the attention of interventions on the national level where those in policy making roles are able to participate. The three projects that are specifically highlighted for this practice note include those delivered through the Ministry of Interior's NCDD-S, MAFF's Fisheries Administration (FiA), and the Ministry of Women's Affairs (MoWA). All three interventions have close linkages to community based livelihood improvement activities and involve sub-national level counterparts and authorities. The idea builds upon the importance of sub-national actors in both disaster as well as climate change adaptation initiatives and supports the strengthening of national as well as local accountability and transparency principles. While institutional arrangements at each CCCA participating government agency are present in delivering the activities, individual leadership, motivation, and commitment plays a strong role in ensuring project success.

The initial starting point for all three interventions remains the support given to national level government actors, including policy makers, to build their understanding and awareness about climate change. This initial step is seen by all three project implementers as a key to equipping those in decision making power with the right information that enables them to deliver their work. The CCCA project engagement has enabled all these national level government bodies to bring climate change to their prospective ministries and to begin a more systematic integration of climate change into their sector's work.

The fisheries sector is vital for Cambodia as most households in Cambodia gain their protein intake from fish. At the same time the sector also provides livelihood opportunities for countless fisher folks and fish processors around the country, be it via inland or coastal fisheries. In 2011, for the first time the Fisheries Administration undertook an ambitious idea to integrate climate change into sector specific plans by leveraging resources gained from CCCA. As a result, the

FiA is currently planning a sector wide strategy inclusive of climate change considerations. Mechanisms also exist to support the further strengthening of climate change initiatives in the sector. For example, the FiA hosts various sub group meetings, task force meetings, and TOT trainings where climate change is now regularly integrated or has taken central stage. In addition, the FiA is capitalizing along with its partner WorldFish on CCCA project activities to test promising climate change adaptation strategies in the fisheries sector. These initiatives are enabling the FiA to test recommendations at pilot demonstration sites, refine these, and provide fact based policy recommendations for national level considerations. At the same time, close collaboration with other actors in the fisheries sector, including other related line ministries and civil society organizations, is taking place to ensure consistency and synergy among them. Nevertheless, climate change interventions require both financial as well as human resources that have not been yet been fully committed from national resources thus making commitment, motivation, and sustainability a potentially serious problem.

The Ministry of Women's Affairs also capitalizes on building internal Ministry-wide capacity on climate change. This initiative stems from the realization of the potential negative impacts that climate change can have on women in Cambodia. The project utilizes CCCA funds, with demonstration sites in Stung Treng and Oddar Meanchey Provinces, to build internal institutional knowledge and ensure the full integration of gender concepts and women's empowerment in climate change policy making. In addition, the agency also builds capacity across line ministries to integrate gender to sector specific climate change agendas and plans under Neary Rattanak IV (NRIV). Under NRIV, each line Ministry is now equipped with gender focal points who serve as technical advisors and assist with gender mainstreaming at each ministry. These gender focal points have served as key facilitators in helping the priority line ministries to mainstream gender into their sector specific climate change strategies and action plans. Just like the Fisheries Administration, the MoWA has developed its own climate change strategy and is in the process of finalizing its corresponding action plans. CCCA project interventions will help the Ministry with learning more about the gender dimensions of climate change and to develop clear policy recommendations for future considerations.

The NCDD-S climate change initiative is focusing on local governance in the context of climate change. It builds upon processes and policies that support sub-national level planning and budgeting, thus bringing decision making and accountability closer to communities. To date, CCCA pilot experiences have supported sub-national level capacity building on climate change and closely supported integration of climate change into commune development and investment plans (CDP and CIP). At the same time, financial contribution to communes deliver linked climate change initiatives through small infrastructure projects such as canals and are administered through a direct sub-national financial mechanism. Commune councils and others entrusted with the transparent and accountable use of resources are further trained and supported to fulfill their roles and mandates in a responsible manner. The pilot now serves as a basis for the NCDD-S to develop guidelines for climate change inclusive sub-national planning and budgeting.

While the participation of national level government actors and policy makers takes place, these are mainly due to the resources received through the CCCA or similar climate change initiatives. Most government actors at the national level note that there are little or no incentives for them to undertake such important interventions. CCCA provides no individual financial incentives for government participants and often only reimburses project related costs in line with government rates (Anukret #10). This is seen mainly as a reimbursement of financial expenditures associated with project related travel and is not seen in a way a boost to individual income.

In general, all CCCA projects have specific examples that demand the support of national level policy makers. The role of national level policy makers is important to ensure that challenges and opportunities presented by climate change will not go unaddressed. These examples, if captured and shared, can serve as good basis for evidence based policy making. They could provide a specific link for policy makers and decision makers in order to better understand and learn about the challenges and opportunities that climate change brings to local communities and support their aspirations of improved livelihoods as well as the country's development potential. However, the level of policy uptake has varied, mainly relying on the personal commitment of senior officials, due to the lack of other incentives. Institutional commitment to integrate climate change into national policies and practices needs to be strong and will need to help facilitate resource mobilization for those in leadership positions to deliver climate change actions.

What can climate change practitioners do?

- Involve policy makers from the start of project identification and design. Define policy makers' roles and responsibilities vis-à-vis projects and possible policy interventions.
- Capture best practices of government actors delivering climate change initiatives. Feed case studies and relevant information to policy makers and government actors in the form of policy notes for more efficient fact-based policy making.
- Provide opportunities for policy makers and other actors to collectively gain direct climate change intervention experiences through field visits and learning events.
- Support and monitor budget allocation to climate change intervention at the national and sub-national levels.

Case Study #5: Private Sector participation – Beyond supply and demand.

“It was a company that built the canal. They bid for the project and they were selected.”

Mr. Heng Hong, Chief of Commune Councils, Thnourt Commune, Takeo, Province

There are a lot of ambitious expectations being put on private sector actors when it comes to development in general and more so for climate change action in particular. However, the private sector is a broad term which includes many different actors, from large international companies to small local businesses and traders. Nevertheless, be it their relevance in markets, potential as employers, or their influence on policies and practices, they are important and their behaviors and practices can significantly influence development paths. It is important to recognize that they are not acting in a vacuum. Their potential as conducive or inhibiting players is based on and supported by government policies and actions. In developing countries such as Cambodia, the private sector tends to capitalize on low wages, loose regulatory frameworks, and other favorable business environment conditions. Nevertheless, it is yet to be seen how the private sector can play a more significant and constructive role for climate change in Cambodia. Climate-resilient technologies such as biogas, drip systems, clean energy have often been introduced through NGO or government subsidized programs. Some private initiatives are starting to emerge in these areas but incentives from the public sector still seem to be required in order to encourage this trend.

The experiences of CCCA projects to date have shown that most participation of private sector players involves short term interventions, mainly as suppliers of inputs and based mostly on open tendering processes. Occasionally CCCA project participants have also become petty traders of their agricultural produce and livestock. In some instances, it is the project

implementers themselves who sourced particular products such as rice or vegetable seeds at markets either near or outside the project areas. In these instances, knowing the product and where it was available was pivotal but the information was not always known by the host communities. To a large extent, communities' access to private sector actors tends to take the form of contact with middlemen or other traders either buying their produce, mostly rice, or selling an array of inputs to them. There is little evidence that middlemen, traders, or even large private sector actors have a significant understanding or concern for climate change in Cambodia. At the same time, while most climate change practitioners as well as local communities acknowledge the importance of private actors and the need for their engagement, this ambition is yet to be realized. Nevertheless, the behaviors and practices of private sector actors can have a profound impact on the uptake of climate change adaptation practices.

There are many examples from CCCA experiences of involvement of more formal private enterprises as suppliers of goods and services. In Takeo province, the NCDD-S working closely with local communities began the rehabilitation of a Khmer Rouge era water canal in Preychob village, Thnourt Commune in order to support the community's access to water. The area is drought prone and the canal provides critical water resources to about 100 households directly situated next to the canal. In addition, a road was built parallel to the canal which links communities together and makes transportation of agricultural products easier for all. The fields directly next to the canal receive the greatest benefit as they are able to use the water for their rice planting activities. To deliver the project the community was mobilized by the NCDD and a water user group was established. In addition, a management committee was set up comprising of community members and the local authority in order to support the management and upkeep of the canal. When it was time for the reconstruction of the canal, an open tender was released. Part of the NCDD-S project policy is to ensure that financial resources come under the management of sub-national actors and thus the local commune council took primary responsibility.

In line with this process, the management of the open tender was given to the commune council with the support of technical assistance from NCDD-S. However, commune council members felt it was difficult to partake in such a process as their technical ability, both regarding climate change as well as infrastructure design and work, was limited. It was also unclear how much the private company participating in the project really understood about climate change concepts and how this was integrated into their work. In addition, commune council members also felt that the bidding procedures were constantly changing which made it hard to feel true ownership and responsibility for the project. When the construction finished, community members living next to the canal were identified by the company and asked to support its upkeep. These community members were paid 10,000 Riel (\$2.50 USD) for their efforts and the exchange was the only specific interaction between the company and the community after the completion of the canal.

Many climate change projects revolve around small scale infrastructure rehabilitation or construction. In these cases it is often the private sector that has the ability and capacity to bid for these projects. While government oversight does happen, clear standards that would enable more consistent quality checks and monitoring of private sector implementation are lacking in the context of climate change. Furthermore, once construction is finalized these contractors play minimal roles in further maintenance and upkeep of such infrastructure. These are highly technical interventions which local communities have difficulty in monitoring or repairing. At the same time, since the companies involved have limited or no knowledge about climate change and the potential risks it poses on their efforts (i.e. warranty for their goods and services), their continued interests remain limited at best. Given the short time frame of most CCCA projects, it

is yet to be tested how management and maintenance responsibilities play out over the long term and how the private sector can take a more constructive role.

Many districts in Svay Rieng province are undeniably booming with the presence of old and numerous new factories taking advantage of low wages and favorable proximity to Vietnam's largest port at Ho Chi Minh City. The new job opportunities in the community mean that new technologies being employed are also complemented by incomes that are earned in the factories nearby. This is particularly true for households that have a number of unmarried children still living at home. At the same time, factories nearby can provide an array of opportunities for producers of locally grown products to supply the customers that come from these factories. Mrs. En Ly from Angkdouch village, Preykorki Commune, grows morning glory and local herbs which she sells in front of a nearby factory. She sells her produce in 500 Riel bunches thus making it affordable to young women in the factories and a good profit for her own labor. She learned her vegetable growing skills from a CCCA project and considers the nearby factory as a blessing for her small business.

While there are many reasons to build a better understanding of the linkages with the private sector, there are some climate change interventions that work on disengaging the private sector in order to minimize the negative impact on communities. This is particularly true for micro finance activities as well as activities that support the reduction of agricultural inputs such as fertilizers and pesticides. In these cases, communities have adopted activities such as rice-fish farming to reduce the inputs needed and have established local community run and owned savings groups. In both cases, leaving the profits and hard earned money in the community was an important consideration.

What can climate change practitioners do?

- Equip sub-national actors, especially provincial departments, with integrated climate change knowledge so that they can strengthen the quality of small scale infrastructure project implementation.
- Ensure that clear linkages are established between relevant actors, including the private sector, and communities to manage and upkeep small scale infrastructure projects in a sustainable manner.
- Engage and inform private sector actors on climate risk and the need to climate-proof their value chain for their own benefit.
- Undertake private sector analysis for climate change projects. Support communities to link directly to markets either as suppliers or buyers. For inputs, select companies and businesses that have a closer proximity to participating communities and have earned a good reputation for quality.
- Foster initiatives that build upon the principles of corporate social responsibility and partnership with the private sector. As a starting point, undertake learning initiatives that highlight the potential of private sector engagement in the context of climate change.

3. CONCLUSION and RECOMMENDATIONS

Stakeholders are at the center of climate change initiatives, be it women and their families, members of community based organizations, local and national level decision makers, or private sector actors. Climate change is a new topic for most stakeholders in Cambodia and therefore motivation for participation and engagement is still a challenge. However, it also presents an opportunity at all levels nonetheless. Participation in climate change initiatives is, in itself, not enough. Considerations must be made by all climate change practitioners concerning how to ensure that meaningful, constructive, and sustainable attention is given by stakeholders so that their interactions and actions bring positive changes. CCCA climate change project experiences show that the interaction and collaboration of various stakeholders at any given time enables climate change adaptation to take root. However, more needs to be done to ensure that climate change initiatives are not simply implemented in an isolated sector specific manner that only addresses the interests of the sector specific stakeholders. Ideally these initiatives will be implemented in a manner that fosters cross sector and cross stakeholder engagement, collaboration, and coordination.

In conclusion, the following recommendations are offered to support change:

In Support of Women

Women and men are affected by climate change differently and thus climate change initiatives require the application of a gender lens. Nevertheless, fostering collaboration between women and men in analyzing their context and environment as well as formulating corresponding responses may serve as a good model for addressing the gender paradigm of climate change. Building upon women's leadership potential by empowering and supporting women in leading roles at all levels and equipping them to address rapidly changing contexts will also be vital.

In Support of Community Based Groups, Organizations, Associations, and Networks

Community based groups, organizations, associations, and networks can be decisive in ensuring the sustainability of climate change initiatives. This is mainly because these local arrangements build ownership and trust amongst community members, foster the collective monitoring of contexts, and enhance learning and responses to opportunities and challenges in rapidly changing contexts. Furthermore, groups that come together on a broader scope, such as Help Age International's Older People's Associations, may provide for greater inclusion and sustained interest among its members and allow for an easier introduction to new initiatives for learning, including climate change. At the same time, practitioners should reflect on the time needed to build and sustain quality community groups with clear institutional arrangements that promote community ownership, accountability, and transparency.

In Support of Sub-National Actors

Local authorities play an important role in integrating climate change principles and practices into local development and investment plans. As deconcentration and decentralization takes full effect, their role will be increasingly important in influencing decisions regarding interventions that support local development ambitions and efforts. Involving sub-national actors in climate change initiatives from the onset is a key to success in addition to fostering good collaboration and facilitation of information between sub-national actors, especially commune councils.

In Support of National Level Policy Makers

The Royal Cambodian Government recognizes that climate change is a development issue which, if left unchecked, can have a profound impact on the future of its people. Thus, policies and practices must be conducive to climate change adaptation as well as mitigation efforts being delivered in the country. These include sector specific strategies as well as delivery plans for priority areas including agriculture, forestry and fisheries, health, education, water, energy, and infrastructure. Given the impact of climate change on women, consideration of their needs will be paramount. However, policy formulation alone will not be enough. The government needs to build strong capacity within national and local decision makers to deliver on policies in a way that brings about cross sector collaboration and coordination and fosters transparency and accountability.

In Support of the Private Sector

The potential that the private sector brings to climate change adaptation and mitigation initiatives must not be undervalued. To date, CCCA experiences show that the private sector plays a minimal and often stand alone role in supporting community adaptation initiatives. Yet their potential to complement and support adaptation best practices in the long run cannot be underestimated. The green growth development initiative may serve as a good way to link the private sector with community based adaptation programming.

4. NEXT STEPS

Engage: While the participation of various stakeholders in climate change adaptation and mitigation projects is taking place, there is room to deepen their involvement. CCCA projects serve as excellent examples for building interest and fostering the learning of various actors. Furthermore, genuine engagement that embraces meaningful relationship building amongst key actors and incorporates participatory decision making may enhance the quality and sustainability of such projects.

Build Knowledge: Knowledge building serves as a good basis for bringing various stakeholders together. Building the capacity and knowledge about climate change awareness is a good starting point to fostering stakeholder participation. However, knowledge generation, capture, and dissemination should be purposefully and systematically integrated into government initiatives as well as development programs. Opportunities for communities and key stakeholders to learn and share must be paramount, while systems to capture knowledge must be established and supported by all. These systems must be simple, easy to use, and accessible to all.

Link, Collaborate, and Network: Climate change cannot be tackled in isolation by different sectors or stakeholders, be it government, donors, civil society, the private sector, or communities themselves. It requires collaborative approaches from different government sectors as well as other practitioners, including the private sector. Supporting and fostering cross sector learning and implementation is therefore an effective basis for climate change initiatives. Conducting an in depth stakeholder analysis can be a principal tool for establishing who performs what role as well as determining how linkages, collaboration, and networking can be further enhanced.

Finance: Climate change adaptation projects can produce a significant impact on the daily lives of affected communities. CCCA climate change projects are already a testament to what positive change small financial contributions can bring. As communities build their knowledge

about the effects of climate change and identify possible responses to them, they cannot be left alone to fend for themselves. Many CCCA project areas have already integrated climate change in commune development and investment plans. Financing and resourcing these and other initiatives will be essential in fostering continued motivation and more importantly in enabling communities to have a say in their own development for the future. The international community plays an important role in ensuring sufficient and timely financing for Cambodia's climate adaptation efforts. The government of Cambodia, in turn, plays an equally important role in ensuring that it equips itself with a sound mechanism to manage climate financing in a transparent and accountable manner.