



EVALUATION REPORT

Rapid Endline Evaluation of the “Strengthening Climate Resilience” in the Mekong Sub-region Project

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Strengthening Climate Resilience (SCR) in the Mekong Sub-region

An evaluation report issued in November 2025

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RAPID ENDLINE EVALUATION OF THE STRENGTHENING CLIMATE RESILIENCE PROJECT | EVALUATION REPORT

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ACRONYMS

AUD	Australian Dollar
3SPN	3S Rivers Protection Network
CBDRM	Community Based Disaster Risk Management
CCA	Climate Change Adaptation
CSA	Climate Smart Agriculture
CSO	Civil Society Organisation
DFAT	Australian Department of Foreign Affairs and Trade
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ERC	Evaluation Reference Committee
EWS	Early Warning System
FACT	Fisheries Action Coalition Team
FGD	Focus Group Discussion
GDPR	General Data Protection Regulations
GEDSI	Gender Equality, Disability, and Social Inclusion
KII	Key Informant Interview
IOI	Intermediate Objective Indicator
IP	Inclusion Project
Lao PDR	Lao People's Democratic Republic
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Plus
LPDA	Laos Disabled People's Association
LTO	Long Term Objective
LTOI	Long Term Objective Indicator
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability, and Learning
MRC	Mekong River Commission
MRWGP	Mekong Regional Water Governance Program
MSC	Most Significant Change
MVi	My Village
MTR	Mid-term Review
NCE	No Cost Extension
NRD	Northeastern Rural Development
OECD-DAC	Organisation for Economic Co-operation and Development-Development Assistance Committee
OiC	Oxfam in Cambodia
OiL	Oxfam in Lao PDR
OiV	Oxfam in Vietnam
OAU	Oxfam Australia
PCVA	Participatory Capacity and Vulnerability Analysis
PMU	Program Management Unit
POI	Project Objective Indicator
REE	Rapid Endline Evaluation
RfP	Request for Proposal
SCR	Strengthening Climate Resilience
SDGs	Sustainable Development Goals
SEDP	Socio Economic Development Plan
ToR	Terms of Reference
VDC	Village Disaster Committee
VfM	Value for Money

EXECUTIVE SUMMARY

Project Background. The Strengthening Climate Resilience in the Mekong Subregion (SCR) project is an AUD 4.5 million initiative funded by the Australian Department of Foreign Affairs and Trade (DFAT), implemented by Oxfam from March 2022 to November 2025, following a no-cost extension from June to November 2025. The project aims to strengthen the resilience of riverine communities and local governments across Cambodia, Lao PDR, Thailand, and Vietnam against the adverse impacts of climate change and disasters. By facilitating inclusive and locally driven disaster risk management (DRM) and Climate Change Adaptation (CCA) planning, SCR seeks to reduce vulnerabilities while promoting collaboration across stakeholders. Oxfam leads the implementation in partnership with civil society organisations, local authorities, academic institutions, and others, emphasising inclusivity through Gender Equality, Disability, and Social Inclusion (GEDSI) principles.

The project's overall objective is that target riverine communities in the Mekong Subregion experience reduced vulnerability to the impact of disasters and climate risk. By the end of the project, SCR aims to achieve the following three outcomes: (1) Target riverine communities are implementing inclusive Disaster Risk Management and Climate Change Adaptation (DRM/CCA) plans; (2) Local authorities are supporting communities to manage disaster and climate related hazards; and (3) Improved hydro-meteorological data is used by riverine communities and Disaster Risk Management (DRM) authorities.

Significant contextual differences across project countries and sites necessitated different approaches within the project, adapted to each country. Key interventions included supporting research related to climate change impact; assessing climate and disaster risk; the development of DRM or community-based DRM (CBDRM) plans and/or updating contingency plans; the application of nature-based solutions (NBS) in DRM/CCA; supporting the integration of DRM/CCA into Social Economic Development Plans (SEDP); supporting climate smart agriculture (CSA) implementation; building the technical capacity of local authorities to improve their DRM structures; and supporting communities' access to hydrometeorological data and early warning. In addition, Oxfam's Program Management Unit (PMU) undertook a range of strategic national and regional activities, such as convening or participating in relevant national and regional conferences and dialogues, facilitating research on actionable data sharing, and contributions towards advocacy and relevant policy processes.

Evaluation Background. This Rapid Endline Evaluation (REE) aimed to support the SCR project's approach to learning, accountability, and continuous improvement. It was designed to support the generation of knowledge and insights that can inform future programming and contribute to strengthened climate resilience across the Mekong Subregion. The REE aimed to build on the mid-term review (MTR) of May 2025, updating MTR findings and examining the project's progress against outcomes, the effectiveness of implementation, and lessons learned for future iterations of the project or similar work. An understanding of the effectiveness of local, context-specific strategies, their impacts, and their contributions to the project's outcomes was central to the approach.

As per the Terms of Reference (ToR) evaluation focused on the Organisation for Economic Co-operation and Development's Development Assistance Committee's (OECD-DAC) evaluation criteria of Impact, Efficiency, Effectiveness and Sustainability, as well as GEDSI outcomes and the drawing out of lessons learned and actionable recommendations for future programming. The primary users of the evaluation findings include DFAT for strategic decision-making, Oxfam's MRWGP, implementing partners, and local governments and stakeholders involved in climate resilience initiatives to improve DRM and CCA practices in the Mekong Subregion and the development of project designs on the theme of climate resilience and disaster preparedness.

This evaluation covers the entire project period, from March 2022 until the submission of the draft on 31 October 2025. The review and revision period carried over to 28 November 2025.

Methods. This REE included primary data collection in Cambodia, Lao PDR and Thailand. The Oxfam team had separately commissioned an evaluation to cover SCR's work in Vietnam, a decision taken due to local administration reforms in Vietnam, and to coincide with the end date of the SCR project in Vietnam (30 June 2025). This evaluation report integrates the separate, independent findings of the Vietnam evaluation. The evaluation was conducted by a four-person international team between August and November 2025, over a period of 38 days.

Mixed design methods were used to collect information during the evaluation, all of which were participatory, inclusive, target group sensitive, and gender responsive. Methods included briefing sessions, a desk review, a results framework analysis, key informant interviews (KIIs) (remote and in-person during fieldwork by team members in Cambodia, Lao PDR, and Thailand), focus group discussions (FGDs), site visits and observations, questionnaires, and a validation meeting. A wide range of stakeholders and beneficiaries were consulted throughout the evaluation. This included Oxfam staff, DFAT representatives, partners, researchers and consultants who have been involved in SCR, community members in project sites, and government stakeholders. The evaluation team sought to encourage the engagement of People with Disability, LGBTQI+ people, youth, elderly people, and women.

In total, the endline evaluation process across all four countries reached a total of 348 participants, including 175 men, 172 women, and one participant who identified as non-binary. This REE included 38 KIIs and 17 FGDs held in Cambodia, Lao PDR and Thailand. Combined with the Vietnam data collection, this endline process included a total of 61 KIIs and 23 FGDs. The Vietnam evaluation also involved a quantitative survey that reached an additional 60 people. Site visits and data collection took place in target communities in Ratanakiri and Stung Treng provinces in Cambodia, Champasak province in Lao PDR, Phayao and Chiang Rai provinces in Thailand, and Soc Trang province in Vietnam.

This REE was undertaken with known limitations. While the evaluation team did not compromise vigour, there was a relatively limited period for data collection (16 days in total) for this complex, multi-country project evaluation. This included fieldwork across different, often difficult-to-access sites in Cambodia, Lao PDR and Thailand, as well as all remote interviews. Not all project sites could feasibly be visited during this time.

FINDINGS

Effectiveness. The evaluation found that the SCR project engaged meaningfully in its target communities through activities designed to strengthen climate resilience. The relevance of its activities was heightened through its use of participatory community vulnerability assessments and similar approaches, and the project's partnership approaches were a key driver of its effectiveness. While the project was challenged by external factors such as COVID-19 (at the beginning), political constraints and associated delays, and extreme environmental events such as Typhoon Yagi in Vietnam and heavy flooding in Thailand, the project team demonstrated adaptability in its responses. The evaluation found uneven effectiveness within the project's approaches to climate smart agriculture and climate resilient activities, as well as its GEDSI approaches. The impact of migration on DRM and climate resilience in some target communities emerged as a theme for potential exploration in future, similar work.

This evaluation's results framework analysis did highlight substantial challenges in the results framework's design, leading to ongoing challenges in monitoring and data quality throughout the project's lifespan. The results framework design was challenged by the delays and questionable relevance of the baseline for setting clear indicators and targets, repetition of indicators, problems of attribution, and too many indicators. Ongoing monitoring was challenged by mixed monitoring and reporting capacities among partners, turnover in MEAL staff, and a lengthy and complicated internal MTR. While the Oxfam team and partners made strong efforts towards monitoring in difficult and complex circumstances, these challenges have negatively impacted the quality and reliability of the results framework data. There were laudable efforts to offset this through the collection of in-depth qualitative change stories. However, without reliable results framework data, it is difficult to fully or

systematically assess and triangulate project achievements.

Efficiency. The Australian Department of Foreign Affairs and Trade funded this project between 1 March 2022 and 30 June 2025 with an NCE from 1 July to 30 November 2025. The total approved budget for the project amounted to AUD4,530,428.00, which included the interest earned of AUD30,437.00. This evaluation found that the total actual expenditure from 1 March 2022 to 30 September 2025 was AUD4,308,313.00, accounting for 95% of the total approved budget. Several activities under the MEAL budget line are scheduled for completion by the end of November 2025. This evaluation found no major issues with the financial reporting. Several project stakeholders noted that the reporting structure, while clear, did take some time, given the various levels in the reporting flow.

This evaluation found that the project scored positively for Value for Money (VfM), with evidence that the project managers were aware of and responded to VfM in terms of effectiveness, economy, efficiency, and equity. While it was not a requirement or built into the SCR project's design, this evaluation noted that overall cost-benefit analysis data for project activities would be useful moving forward in similar future projects, along with the incorporation of monitoring data across the project cycle. The management structure provided oversight across the project, including partner management, financial oversight, technical support and guidance for Country Offices and implementing partners. The PMU worked closely with Oxfam Australia (OAU) to meet donor contractual and compliance obligations, with OAU providing critical technical support, support to the PMU, thematic leads, Country Offices and partners.

Impact. The collection of impact data at the SCR project level was done through both quantitative and qualitative methods. The collection of quantitative impact data (for example, at the Project Objective Indicator (POI) level and the Long-term Outcome Indicator level) was challenged by many of the same results framework and monitoring data challenges described in Effectiveness. The project also collected qualitative impact data, for example, through narrative reporting, case studies, videos, and reflection workshops. The evaluation highlighted the notable efforts of the project team to respond to limitations in quantitative impact data through an emphasis on the collection and analysis of qualitative stories from across the target countries. These stories produced helpful qualitative insights into how communities have adapted to climate-related challenges and pursued new strategies for resilience. While the project had a guiding MEAL Framework, the actual approaches used to monitor impact did not always align with the Framework.

The evaluation did find strong examples in the fieldwork of impacts connected with the project, which echo many of the impacts outlined in the qualitative story analysis, such as improved effective communication and early warning systems, adaptations to climate risks through livelihood shifts, collective infrastructure action, ecosystem-based solutions, and strengthened preparedness, strengthened collaboration between communities, local government and external partners, among others. Unsurprisingly, given the diversity of project activities and contexts, these impacts varied considerably from site to site. Further, given some of the political and contextual challenges encountered by the project (and subsequent delays), it is too early to fully assess the impact of some project activities. The evaluation also highlighted the networking, convening and influencing work of the PMU at national and regional levels through, for example, its participation in national and regional events, actionable data sharing research, and advocacy and policy influence. Despite the important impacts that were documented, overall, this project missed a key opportunity in relation to robust impact assessment. For future similar work, specific monitoring and learning approaches can be strengthened to ensure better impact data quality and adaptive learning. While the collection and analysis of impact stories was a useful addition to the data, the more systematic collection of quantitative impact data would help provide a stronger evidence base for impact, including social impact and changes in knowledge, attitudes and practices related to climate resilience.

Sustainability. The evaluation provides some strong examples of project gains from across the target countries that are likely to be, or have potential to be, sustainable (particularly around reported changes in knowledge and attitudes around DRM, CCA and EWS, strengthened capacities in communities and local authorities for DRM and CCA, some CSA activities). This evaluation found evidence of the project's sustainability planning and approach, as outlined in the proposal. Many of these sustainability assumptions remain sound, though the project would likely have benefited from

more detailed sustainability planning once all the activities were decided upon. As discussed in Impact, in many cases, particularly due to the various delays and contextual challenges experienced during project's implementation, it is too early to determine the impact of some project activities and connected to that, their sustainability. Importantly, the integration of SCR into IP3 activities provides an opportunity to take forward gains and promising approaches from the project. The evaluation also noted some sustainability-related challenges, including possible maintenance challenges, migration challenge, funding issues at the local level for the implementation of disaster plans, CSA sustainability and scalability, risk management, lack of internet connectivity in some locations, and the need for strengthened sustainability monitoring.

GEDSI. The project made demonstrable efforts to integrate GEDSI principles into its approaches in various project sites. Evaluation data suggests that there were shifts in knowledge, attitudes and practices in some contexts, but also that the gains were somewhat uneven and contextual. In the evaluation fieldwork and in project documentation, there are numerous examples of the engagement and participation in project activities of women, People with Disability, ethnic minorities, youth, as well as LGBTQI+ and elderly community members, including evidence of how such groups are now engaged and incorporated into disaster management planning and structures; and the engagement of members of these various groups in the livelihood and CSA activities of the project. Change stories and reports highlight examples of an increase in women's confidence and capacity to lead within communities and families and to actively engage in regional or international climate workshops and events. The evaluation noted substantial variance in perspectives regarding the GEDSI approaches and GEDSI-related achievements of SCR, which may indicate a lack of clarity or shared understanding between DFAT and Oxfam about what was expected of the project in terms of its GEDSI focus. Ongoing challenges cited in different contexts included accessibility for People with Disability (particularly in remote areas) and ongoing barriers in some contexts for women, ethnic minorities and People with Disability to exercise decision-making and leadership roles.

LESSONS LEARNED

1. Approaches like PCVA, which enabled communities to participate in the identification of their own priorities, helped build the project's relevance and buy-in in communities, as well as sustainability prospects. In some contexts, these processes also helped identify needs that could be taken up and funded by others.
2. SCR's partnership approach was an overall project strength, contributing to relevance, local engagement, and a diversity of contextualized implementation approaches. This included a range of strategic partnerships with university partners, government partners, women's unions, civil society organisations, and others.
3. The SCR project required the allocation of more time at the outset for planning and baseline activities to account for the socio-political complexities and potential environmental or climate change-related hazards of the various project contexts.
4. Challenges in the SCR project confirmed the central importance of having a well-structured, relevant and usable Results Framework and MEAL plan. There may have been a missed opportunity in the project to adapt or redefine the Results Framework and monitoring approaches, as the challenges emerged.
5. The delays in the baseline data collection and the relevance of the data in relation to project monitoring created challenges that rippled through the project lifespan. This highlights the importance of carefully timed and planned baseline processes that feed directly into the project's overall monitoring and evaluation approaches.
6. The DRM work was highly appreciated in communities, but some community members also highlighted the need for more proactive approaches, in addition to disaster planning and response. There may be scope for further focus on anticipatory action in target communities.
7. Challenges in the cost-effectiveness and sustainability of some CSA pilots in Cambodia highlight the importance of feasibility studies, market analysis, and understanding market linkages ahead of decisions to pilot a specific livelihood model or approach.

8. There may be further opportunities to more systematically encourage peer-to-peer learning of successful CSA and livelihood models.
9. The Vietnam REE highlighted that a significant insight from the evaluation was the effectiveness of the project's approach of "combining digital innovation with traditional communication and other social prevailing methods to disseminate early warning information."
10. Across all four targeted countries, flexibility and adaptability of both Oxfam and the donor were important in enabling the project to pivot where needed (for example, supporting recovery from flooding in Thailand, and reallocations of resources away from app development to community training in Vietnam).
11. There is ongoing value in working at different levels simultaneously, from the community-level to the regional level. While local empowerment and community adaptation is essential, there will be little change unless larger systems (e.g., basin-scale governance & cross-border coordination) improve.

RECOMMENDATIONS

The recommendations below are project-level recommendations formulated from the findings of this REE. Recommendations specific to the Vietnam REE are included in full in Annex 4. These recommendations are grounded in the findings of this SCR REE but may have implications for the design and implementation of the Inclusion Project Phase 3.

DESIGN AND IMPLEMENTATION (CLIMATE RESILIENCE IN THIS GEOGRAPHY)	
1	In IP3 or future climate resilience work, conduct site specific, localised market analysis and feasibility studies ahead of livelihood or climate smart agriculture pilots. <i>(Oxfam PMU with support)</i>
2	In IP3 or future climate resilience work, consider site specific analysis of community-level migration dynamics , integrating the findings, where relevant, into climate resilience project planning and implementation. <i>(Oxfam PMU/baseline consultants)</i>
3	In IP3 or similar work, consider the addition of a flexible Rapid Relief Fund to better respond to disasters or severe climate events in target communities. If this is not possible, an adaptive and flexible management approach is necessary to consider how best to respond to such needs as they arise. As the SCR project demonstrated, targeted communities (selected in part due to their vulnerability to disasters and climate change) may need immediate recovery assistance during the project's implementation. <i>(Oxfam PMU, OAU and DFAT)</i>
4	Include cost-benefit monitoring data for specific activities in the project design. Moving forward, it would be useful to integrate cost-benefit analysis monitoring data throughout the project cycle across all sites that would be available for the team throughout the project cycle, as well as the midterm and endline evaluation consultants. <i>(Oxfam PMU, Country Offices and Finance staff)</i>
5	Strengthen the sustainability planning. Future similar work could strengthen the sustainability planning through the inclusion of a more intentional and workable sustainability planning, scenario planning, and exit planning. <i>(Oxfam PMU with support from OAU)</i>
6	Strengthen maintenance plans and training. The project could strengthen activity support and sustainability by conducting specific maintenance training and developing maintenance plans for any project components with infrastructure or equipment. <i>(Oxfam PMU with support from OAU)</i>
7	Analyse the site-specific GEDSI context and priorities at the beginning of the project, recognising that GEDSI approaches and strategies may need to be catered to the specific needs and dynamics in each target community. <i>(Oxfam GEDSI staff/external baseline consultant)</i>

MEAL PRACTICE FOR FUTURE CLIMATE RESILIENCE PROJECTS

8	For IP3 or future similar projects, the Results Framework should: • Be better tailored to reflect the actual interventions in each country • Involve fewer indicators, but SMART indicators (specific, measurable, achievable, relevant and timebound) • Capture the strategic regional and convening work of the Project Management Unit • Capture the partnership-related work and outcomes of the project (capacity strengthening) • Integrate sustainability indicators that can be actively monitored through the project cycle • Be designed to capture disaggregated GEDSI data (for example, through more specific indicators) • Include an end column in which the reasons for all indicator overachievements are documented in real time narrative form and summarised for ongoing learning and endline analysis. <i>(Oxfam MEAL Coordinator or Manager, Oxfam PMU, OAU and DFAT)</i>
9	Consider an evaluability assessment ahead of commissioning a multi-country evaluation for a climate resilience project of this complexity, where there are notable challenges in the results framework. To maximise learning and accountability, Oxfam and partners might also consider an evaluation process that involves four separate country-level evaluations, coordinated by a central managing evaluation team. <i>(Oxfam PMU and DFAT)</i>
10	Ensure adequate time and resources are built into planning to ensure timely baseline, mid-term and endline processes. As the SCR project demonstrated, additional time may be needed for a project like SCR (or IP3), given the complex political and geographic contexts. <i>(Oxfam PMU and DFAT)</i>
11	Ensure that baseline data is cohesive with what the project wants to measure and track over time in future similar work. <i>(Oxfam MEAL Coordinator/Manager and Oxfam PMU)</i>
12	In IP3 and future similar work, consider how to avoid M&E burden and fatigue in communities through careful planning, spaced visits and the strategic collection of data. <i>(Oxfam MEAL Coordinator/Manager, Oxfam PMU and partners)</i>
13	For a similar project of this size and complexity, consider strengthening MEAL capacity, staffing and structures. <i>(Oxfam PMU and DFAT)</i>
14	Review and bolster impact assessment approaches. For IP3 or future similar work, specific monitoring and learning approaches can be strengthened to ensure better impact data quality and adaptive learning. While the collection and analysis of impact stories was a useful addition to the data, the more systematic collection of quantitative impact data would help provide a stronger evidence base for impact, including social impact and changes in knowledge, attitudes and practices related to climate resilience. <i>(Oxfam MEAL Coordinator/Manager and Oxfam PMU)</i>

INTRODUCTION

BACKGROUND AND CONTEXT

The Mekong River spans nearly 5,000 km from its source on the Tibetan Plateau to the Mekong Delta, flowing through China, Myanmar, Thailand, Lao PDR, Cambodia and Vietnam. The Mekong River basin is rich in biodiversity, home to more than 20,000 known plant species, and 850 known fish species.¹ The basin is also home to more than 60 million people, with communities in Cambodia, Lao PDR, Thailand and Vietnam being heavily reliant on the river and its resources for their livelihoods. The river is a source of drinking water, food, irrigation, transportation, trade and commerce, and it is a cultural heritage.

However, climate change is causing extreme and unpredictable weather events, posing a threat to lives and livelihoods. For example, communities are facing flash flooding, changes in the intensity of rainfall, changing river water flows, extended droughts, and potential soil erosion, all of which can negatively impact ecosystems, food security, and livelihoods. Communities whose livelihoods rely on predictable patterns of rainfall and flood cycles are most vulnerable to these changes.

In these communities, women, ethnic minorities, and People with Disability, who often have less capacity to cope with, adapt and recover from the impacts of climate change and disasters, face additional challenges and vulnerabilities. Systemic social, economic and political barriers reduce access to services and opportunities for these groups, meaning they often have less knowledge and available resources to prepare, respond and recover, or to adapt their livelihoods to the new context or conditions.

Many women in the Mekong basin region work in the informal sector in precarious working conditions, and in sectors like agriculture that are particularly vulnerable to climate change and disasters. Women often receive lower remuneration for similar work compared to men and have a double burden of unpaid care at

home and for extended family. Further, women, ethnic minorities and People with Disability are often underrepresented or excluded from the disaster risk management (DRM) structures or institutions that do exist, particularly in leadership positions.

There are also challenges within Mekong Basin communities with the availability and uptake of useful, accessible and practical data and information that can inform the Early Warning Systems (EWS) and the management of disaster and climate risks at the community or local authority level. While there is significant information and hydro-meteorological data collected across the sub-region and national and regional levels, and some existing data sharing platforms do exist, much of this data is not available or accessible to communities, or it is too technical to be of use. In addition, technical capacity, time, and resources to support DRM strategies and vulnerability assessments (particularly through a socially inclusive approach) remain limited for some communities, local authorities, and governments.



Credit: Oxfam

PROJECT DESCRIPTION

Project Overview. The Strengthening Climate Resilience in the Mekong Subregion (SCR) project is an AUD 4.5 million initiative funded by the Australian Department of Foreign Affairs and Trade (DFAT), implemented from March 2022 to November 2025.² The project aims to strengthen the resilience of riverine communities and local governments across Cambodia, Lao PDR, Thailand, and Vietnam against the adverse

July 2025. 7 Aug 2025.

¹ "Mekong River Basin." Mekong River Commission for Sustainable Development. See:

<https://www.mrcmekong.org/mekong-river-basin/>

² Oxfam. SCR. Project implementation updates, January –

impacts of climate change and disasters. By facilitating inclusive and locally driven DRM and Climate Change Adaptation (CCA) planning, SCR seeks to reduce vulnerabilities while promoting collaboration across stakeholders. Oxfam leads the implementation in partnership with civil society organisations, local authorities, academic institutions, and others, emphasising inclusivity through Gender Equality, Disability, and Social Inclusion (GEDSI) principles.

The project’s overall objective is that target riverine communities in the Mekong Subregion experience reduced vulnerability to the impact of disasters and climate risk.

By the end of the project, SCR aims to achieve the following three outcomes:

- 1. Target riverine communities are implementing inclusive Disaster Risk Management and Climate Change Adaptation (DRM/CCA) plans.
- 2. Local authorities are supporting communities to manage disaster and climate related hazards.
- 3. Improved hydro-meteorological data is used by riverine communities and Disaster Risk Management (DRM) authorities.

The project supports the integration of disaster management and CCA into the commune's social and economic development plans, piloting climate smart agriculture (CSA) and applying nature-based solutions in disaster management and CCA. In disaster management, the project supports improving local disaster management mechanisms, including improving coordination mechanisms, strengthening technical capacity and developing community-based disaster risk management plans (CBDRM). In parallel, the project provides village speakers and influences hydrological and meteorological data sharing for early warning.

Extreme weather events, including Typhoon Yagi and severe floods across the Mekong Subregion, significantly disrupted project activities, particularly in the final quarter of 2024.³ A mid-term review (MTR) in the last quarter of 2024 informed the project of a No-cost extension (NCE) to allow sufficient time for project implementation in anticipation of stronger outcome performance and impact of the project. Oxfam and DFAT agreed to the extension of the project timeframe from June 2025 to November 2025. With this extension, Oxfam proposed to complete the implementation of the activities at the country level by June 2025 and regional activities by September and October-November, including the project closure report and endline evaluation.

Key Project-Level Interventions. These interventions consisted of:

- 1. Research related to climate change impact
- 2. Assessing climate and disaster risk
- 3. Developing DRM or CBDRM plans and/or updating contingency plans
- 4. Applying Nature-based solutions in DRM/CCA
- 5. Integrating DRM/CCA into Social Economic Development Plans
- 6. Supporting CSA implementation
- 7. Building the technical capacity of local authorities to improve their DRM structures
- 8. Supporting communities’ access to hydrometeorological data and early warning, including water level monitoring
- 9. National and regional level convening and strategic interventions (PMU).

Country Interventions. Country contexts varied widely across the four countries, which necessitated different approaches that were adapted to each country. Key country-level interventions at a high level are outlined in the table below (Table 1). Regional activities are presented and discussed under Impact.

Table 1: Key interventions by specific country

CAMBODIA	1. Support community-based disaster management (water level monitoring and early warning)⁴ 2. Conduct simulation exercises and update the contingency plans 3. Provide technical training on GEDSI integration in DRM for local government to strengthen inclusive DRM/CCA planning 4. Support Climate Smart Agriculture (drip irrigation mixed with a mulching system, hydroponics
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³ Oxfam. SCR. Annual Report Summary: Year 2024.
⁴ Activities included the (1) installation of water level measuring polls and support communication through Telegram and notice boards, (2) installation of village

speakers and mobile speakers for early warning, and (3) promotion of access to early warning through the authorised App EWS 1294.

	using solar energy, and smart plan farming) 5. Develop Smart Agriculture guidelines 6. Policy engagement at the national level 7. Facilitate with local disaster management structure to conduct Vulnerability Risk Assessment (VRA) and facilitate the development or updating of Contingency Plan (CPs)
LAO PDR	1. Conduct Participatory Capacity and Vulnerability Analysis (PCVA) and facilitate participatory livelihood planning 2. Support livelihood options (mushroom cultivation and frog raising) 3. Provide technical training on animal vaccination and livestock feed production ⁵ 4. Support the installation of village speakers and provide technical training on warning announcements 5. Establish village DRM committees and link them to the district and province 6. Support the development of inclusive village DRM or CBDRM plans 7. Support clean water filters (one village in Champasak) 8. Provide technical training to the district and province to access meteorological and hydro data to support communities
THAILAND	1. Conduct research on climate impact (fisheries, traditional ecology knowledge on DRM/CCA and changes in the hydro regime) 2. Development of inclusive village DRM plans 3. Support experiments on local/Mekong fish in ponds 4. Support the fish conservation zone 5. Pilot different skills development (fish processing, running village agribusiness, etc.) 6. Support 2024 flood recovery (e.g., rice seeds, vegetable seeds, seedlings, chickens and frogs) 7. Support DRM education at schools 8. Support dialogue on the Ing River basin management and hand over the recommendations
VIETNAM	1. Provide technical training to the local authorities on PCVA 2. Conduct PCVA and integrate inclusive DRM/CCA into the social economic development plan at the district level 3. Support the taskforce operation at the commune level 4. Plant mangroves to counter riverbank erosion 5. Promote GEDSI and nature-based solutions in DRM at the commune level 6. Support marginalised groups with water-saving models 7. Promote access to early warning information through the existing Apps

Partnerships and Collaborations. SCR's partnerships across the four target countries are listed below (Table 2).⁶

The SCR project has coordinated with the Inclusion Project Phase 2 (IP2) with some shared

sites and partners. The IP2 project, also implemented by Oxfam within the MRWGP with support from the Australian and Swiss governments, was completed in 2025 with baseline work for a new phase (IP3) in process at the time of this evaluation.

Table 2: Project partners by country

COUNTRY	PARTNERS
CAMBODIA	Fisheries Action Coalition Team (FACT), Northeastern Rural Development (NRD), 3S Rivers Protection Network (3SPN), My Village Organisation National Committee for Disaster Management, Center for Agricultural and Environmental Studies of Royal University of Agriculture
LAO PDR	CLICK, Green Community Alliance (GCA) Souphanouvong University in Luang Prabang Champasak University in Champasak Department of Social Welfare Department of Meteorology and Hydrology (DMH-MoNRE) Laos Disabled People's Association (LDPA)
THAILAND	Mae Fah Luang University, Chiang Rai Province.

⁵ Not every village received the same support.

⁶ Oxfam. SCR. Proposal. Revised Submission: 23rd May 2022, p23.

	Ubon Ratchathani University, Ubon Ratchathani Province Mahasarakham University, Mahasarakham Province. Kasetsart University, Bangkok Note: Mae Fah Luang University is leading the consortium, the consortium members deliver the project based on their respective technical expertise.
VIETNAM	Department of Agriculture and Rural Development (DARD, Soc Trang Province. Women's Union – Soc Trang Province. Farmer Union – Soc Trang Province.
REGIONAL	Center for Social Development Studies (CSDS), Faculty of Political Science, Chulalongkorn University (Collaborative partner) Cambodian Institute for Cooperation and Peace (CICP)

EVALUATION OVERVIEW

Purpose. This Rapid Endline Evaluation (REE) aimed to support the SCR project's approach to learning, accountability, and continuous improvement. It was designed to support the generation of knowledge and insights that can inform future programming and contribute to strengthened climate resilience across the Mekong Subregion. The REE aimed to build on the MTR, updating MTR findings and examining the project's progress against outcomes, the effectiveness of implementation, and lessons learned for future iterations of the project or similar work. An understanding of the effectiveness of local, context-specific strategies, their impacts, and their contributions to the project's outcomes was central to the approach.



Credit: Oxfam

Specific Objectives. As per the ToR, the REE's **specific objectives** included:

1. **IMPACT.** To identify the changes brought by the project, especially the direct and indirect impact on community resilience related to disasters and climate risk management.
2. **EFFICIENCY.** To evaluate the efficiency of the resource allocation and utilisation in the project.
3. **EFFECTIVENESS.** To evaluate the extent to which the project achieved its outcomes and

end of project target as per the project result framework.

4. **SUSTAINABILITY.** To assess the long-term viability of the project's interventions, ensuring that inclusive DRM and CCA strategies and outcomes continue beyond the project's completion.
5. **GEDSI.** To evaluate the GEDSI outcomes, including effective norms approaches and monitoring and responding to (un)intended consequences.
6. **LEARNING.** To draw out lessons learned and formulate actionable recommendations for future programming.

Audience. The primary users of the evaluation findings include DFAT for strategic decision-making, Oxfam's MRWGP, implementing partners, and local governments and stakeholders involved in climate resilience initiatives to improve DRM and CCA practices in the Mekong Subregion and the development of project designs on the theme of climate resilience and disaster preparedness. The REE findings will be published on DFAT's website, ensuring transparency and accountability to stakeholders, including donors, partners, and communities.

Scope. This evaluation covers the entire project period, from March 2022 until submission of the draft on 31 October 2025. The review and revision period carried over to 28 November 2025. This REE process included primary data collection in Cambodia, Lao PDR and Thailand. The Oxfam team had separately commissioned

an evaluation to cover SCR's work in Vietnam.⁷ This decision was taken due to local administration reforms in Vietnam, and to coincide with the end date of the SCR project in Vietnam (30 June 2025). This meant that any project level work, including this REE, would have met with difficulties in obtaining permission to collect data and interview project stakeholders. Following discussion with the Oxfam team and the Evaluation Reference

Committee (ERC) during the inception phase, it was agreed that this evaluation team would integrate the findings of the separate, independent Vietnam evaluation into this report.⁸ It was agreed that because the Vietnam evaluation was designed and conducted by another team, the team preparing this report could not be responsible for its data, findings, or recommendations.

EVALUATION APPROACH AND METHODOLOGY

The evaluation team consisted of Dr. Sarah Pugh (lead, Canada), Dr. Stephen Van Houten (co-evaluator, Canada), Mr. Veasna Ky (co-evaluator, Cambodia) and Ms. Patporn (Aor) Phoothong (co-evaluator, Thailand).

The evaluation used multi-faceted and mixed design methods to collect information during the evaluation, all of which were participatory, inclusive, target group sensitive, and gender responsive. Methods included briefing sessions, a desk review, a results framework analysis, key informant interviews (KIIs) (remote and in-person during fieldwork by team members in Cambodia, Lao PDR, and Thailand), focus group discussions (FGDs), site visits and observations, questionnaires, and a validation meeting.

The evaluation was launched with two **briefing sessions** with (1) key Oxfam project staff (11 Aug 2025) and (2) a DFAT representative to ensure that the project and expectations were understood (18 Aug 2025). These sessions were followed by an initial review of project documents shared by the PMU, including the mid-term review, to inform the development of the inception report. Further documents were requested throughout the evaluation process, following lines of enquiry during the data collection and analysis.

A results framework analysis was undertaken to assess the development of the objectives; formulation of the baseline data; development of the core indicators (especially in terms of impact

and performance measurement); data monitoring; reporting; and available results to date in the project.

Questionnaires. A Value for Money (VfM) questionnaire was sent to key Oxfam staff to gather explicit VfM data (Annex 3).

Validation Meeting. A Validation meeting was held on 28 October 2025 with representatives from Oxfam and DFAT, providing an opportunity to share, discuss and validate preliminary findings and to identify gaps ahead of the submission of the draft report.

Data Quality Control and Analysis Plan. The team lead managed the data quality control and analysis plan. Data was analysed by the relevant team members, after which the team leader reviewed and verified the data. Data was collated and analysed thematically, guided by the selected OECD-DAC evaluation criteria and the specific evaluation questions. The team systematically analysed the data, identifying patterns and themes in the responses.

Various tools were utilised to collect, triangulate and validate the data, including Collaborative Advantage; Program Logic; Maximising Accountability and Learning Opportunities; and Quality of Evidence. This evaluation ensured the data quality through the application of the BOND Principles (Voice and Inclusion, Appropriate, Triangulation, Contribution, and Transparency)⁹ and the ALNAP criteria (Accuracy, Representativeness, Relevance, Generalisability,

⁷ As the ToR for this assignment notes, "Given the distinct implementation approach and contexts, Vietnam will separately conduct the evaluation process, while still follow[ing] the guidance under this TOR including the overall methodologies, key questions, data collection tools, scope and objectives."

⁸ This involved a contract amendment and expansion of the scope of work from the original ToR for the Rapid Endline Evaluation, for a further eight days.

⁹ BOND, Evidence Principles, <https://www.bond.org.uk/resources/evidence-principles>

Attribution, and Clarity around contexts and methods).¹⁰ In the interviews, descriptive, normative, and impact questions were used to ensure that past, present and future conditions are described and cause-and-effect relationships are explored. Triangulation was used to cross-validate the findings from multiple sources to ensure accuracy and reliability. This was done through ongoing analyses, the identification of gaps in the data, and follow-up interviews and questions until such a point as data saturation was achieved.



Credit: Stephen Van Houten

Sampling. A wide range of stakeholders and beneficiaries were consulted throughout the evaluation through KIIs and FGDs. This included Oxfam staff, DFAT representatives, partners, researchers and consultants who have been involved in SCR, community members in project sites, and government stakeholders. The evaluation team sought to encourage the engagement of People with Disability, LGBTQI+ people, youth, elderly people, and women.

This evaluation used purposive sampling (maximum variation) to best answer the evaluation questions by focusing on the relevant population involved in the project. In qualitative designs, the focus generally is not on sample size but rather on sample adequacy. The adequacy of sampling was used as an indication of quality, which is justified by reaching saturation. This evaluation used thematic data saturation, that is, stopping when no new patterns or themes emerge from the data.

The initial stakeholder list with contact details was shared with the consultants on 28 August 2025. The evaluators reviewed this list and selected the stakeholders to be interviewed. During the evaluation process, some stakeholders were added on the suggestion of interviewees (Annex 1).

This evaluation aimed to undertake approximately six FGDs each in Cambodia, Lao PDR and Thailand, along with approximately five to six KIIs per country, as well as approximately 10-12 remote KIIs, for an estimated anticipated total of between 25-30 KIIs. The evaluation team exceeded these targets, with a total of 38 KIIs and 17 FGDs held in Cambodia, Lao PDR and Thailand (Table 3). Combined with the Vietnam data collection, this endline process included a total of 61 KIIs and 23 FGDs. The Vietnam evaluation also involved a quantitative survey that reached an additional 60 people. In total, the endline evaluation process across all four countries reached a total of 348 participants, including 175 men, 172 women, and one participant who identified as non-binary.

Table 3. Data collection summary

	KIIs	M/F/NB	FGDs	PARTICIPANTS	M/F/NB	TOTAL	M/F/NB
Cambodia Fieldwork	11	5M, 6F	5	31	13M, 18 F	42	18M, 24F
Lao PDR Fieldwork	6	6M/0F	6	89	46M,43F	95	49M/46F
Thailand Fieldwork	6	3M/3F	6	46	23M, 22F, 1 non-binary	52	26M/25F, 1 non-binary
Other Remote Interviews	15	7M/8F	N/A	N/A	N/A	15	7M/8F
REE TOTALS (Cambodia, Lao PDR and Thailand)	38	21M/17F	17	166	82M/83F/1 non-binary	201	99M/101F, 1 non-binary
Vietnam Evaluation	23	12M/11F	6	61	30M/31F	84	42M/43F

¹⁰ ALNAP, Strengthening the quality of evidence in humanitarian evaluations, May 2017,

www.alnap.org/system/files/content/resource/files/main/alnap-eha-method-note-5-2017.pdf

Qualitative ¹¹							
Vietnam Evaluation Quantitative	N/A	N/A	N/A	N/A	N/A	60	30M/30F
TOTAL ENDLINE RESPONDENTS	61	33M/28F	23	227	112M/114F/ 1 non-binary	348	175M/172F/ 1 non-binary

Site Visits and Observations. This REE involved fieldwork in Cambodia, Lao PDR and Thailand (Table 4). Data collection in Cambodia and Thailand was undertaken by Cambodian and Thai evaluation team members, while the Lao PDR data was collected by an international team member. Site visits by evaluation team members took place over 14 days of field work across the three countries. In inception conversations with

the Oxfam team, the evaluators discussed site sampling that would be practically feasible within these time constraints and would best cover the data gaps and information needs at the time of the final evaluation. Champassak, Stung Treng and Ratanakiri were identified as provinces where a further focus in the final evaluation would be most beneficial to supplement existing data.

Table 4. Fieldwork sites and dates

COUNTRY	PROVINCE	DISTRICT	SITE	NOTE
Cambodia (26 Aug, plus 1-5 Sept)	Phnom Penh Municipality	Phnom Penh	Cambodia Country Level SCR Project Closure Reflection Workshop, Cambodiana Hotel, Phnom Penh ¹² (26 Aug 2025)	Focus on Kratie Province stakeholders (province not to be visited in fieldwork)
	Ratanakiri	Lumphat District	Kang San Village, Seda Commune	Flood-prone village on the Srepok River close to Vietnam
	Ratanakiri	Andoung Meas District	Ka Chut Village, Nhang Commune	Village on the Sesan River downstream of the Yali Falls dam in Vietnam
	Ratanakiri	Andoung Meas District	Dal Veal Leng Village, Nhang Commune	Village on the Sesan River downstream of the Yali Falls dam in Vietnam
	Stung Treng	Borey Ou'Svay District	Koh Snaeng Village, Koh Snaeng Commune	Village on the Mekong River, close to the Dan Sahong Dam in Lao PDR
Lao PDR (22-26 Sept)	Champassak	Sukuma District	Mouang village	Remote Mekong River Community, boat access
	Champassak	Sanasomboun District	Kheele and Champee villages	Sedonh riverine communities, Mekong tributary
Thailand (14-17 Sept)	Chiang Rai	Mueang Chiang Rai District	Pa Kha village	Northern village not far from the Lao PDR and Myanmar borders
	Phayao	Phan District	San Ton Pheun village	Northern village not far from Lao PDR and Myanmar borders

For the **Vietnam** evaluation, the team conducted data collection in three project communes in

Soc Trang Province, including An Thanh Dong (Cu Lao Dung District), Phong Nam (Ke Sach

¹¹ This includes what the Vietnam Evaluation team refers to as KIIs and “Semi structural with Video interview” respondents. Please see Annex 1 for further details on the stakeholder consultations for the Rapid Endline Evaluation in Vietnam.

¹² Oxfam Cambodia requested that an evaluation team member be present on August 26th at the Project Closure workshop in Phnom Penh, to listen to proceedings and interview stakeholders who would be present, especially from Kratie province, where fieldwork will not take place due to limited time and budget. While this took place ahead of the finalised inception report, the tools were developed (with minor alterations in the revised inception report) and were highly consistent with the remaining data collection. Nonetheless, this is acknowledged as a minor limitation.

District), and Song Phung (Long Phu District). In Vietnam, the team undertook: (1) a household survey (60 households), completed through respondents' smartphones; (2) in-depth interviews with community representatives and commune and district officials; (3) semi-structured interviews with three key experts and non-project participants; and (4) separate FGDs with men and women in each commune.

Ethical Considerations. This independent evaluation was conducted in accordance with the international norms and standards for evaluation.¹³ All interviews, FGDs and other discussions were conducted in accordance with best ethical practices and safeguarding in research and evaluations, particularly with respect to ensuring participants' safety, anonymity, the protection of data, and risk mitigation. A Do No Harm approach was strictly followed, with relevant considerations for the safety of all staff, beneficiaries, stakeholders and evaluation team members. Risks of Do No Harm were identified and mitigated. Data security and protection, the use of safe and private digital communication channels for sensitive exchange, and data management were carefully considered and managed. This evaluation was also informed by General Data Protection Regulations (GDPR) Key Principles.¹⁴ Informed consent was obtained ahead of all key informant interviews and FGDs. Oxfam shared its consent forms in English, Lao, and Khmer. Our Thai team member translated the form into Thai for fieldwork with Thai speakers. The team ensured that the DFAT principles of (1) respect for human beings; (2) beneficence; (3) research merit and integrity; and (4) justice were upheld in the data collection processes, as per DFAT's Ethical Research and Evaluation Guidance Note.¹⁵

GEDSI. DFAT's guidance on GEDSI analysis helped guide this evaluation.¹⁶ While this evaluation is not primarily a GEDSI analysis, it drew on the seven DFAT principles below to assist in our assessment of the incorporation of GEDSI considerations into the project's work.¹⁷ This evaluation was also informed by DFAT's good practice note that outlines its approach to disability-inclusive development and identifies the main entry points for disability inclusion within the development program management cycle.¹⁸

Limitations. There were some noted limitations in this evaluation. First, given the overlapping implementation period of the Inclusion Project Phase 2 (IP2) during much of the SCR project period, along with some shared partners, geographic locations, and staff, there were at times challenges of attribution, as some evaluation stakeholders were unsure about differences between the two projects and their activities. Our team attempted, wherever possible, to ask questions that specifically probed SCR activities and to delineate the two projects, but this was not always possible given the synergies and interconnections. Second, language posed a limitation to this evaluation, given the various contexts of the project. This was mitigated by having a team with Thai and Khmer speakers. In Lao PDR, Oxfam staff and partners assisted in interpretation, with the potential limitation that some participants may be less open or less critical than they otherwise might be.¹⁹ Third, as a Rapid Endline Evaluation, this evaluation had a large scope with relatively limited days of data collection (16 days in total) that included field work across three countries, as well as all the remote data collection through key informant interviews. Fourth, the Vietnam Rapid Endline Evaluation was undertaken

¹³ United Nations Evaluation Group (UNEG), Norms and Standards for Evaluation, 2005 (updated 2016), <http://www.unevaluation.org/document/detail/1914>

¹⁴ GDPR. General Data Protection Regulation. 2018. <https://gdpr-info.eu/>

¹⁵ DFAT. Ethical Research and Evaluation Guidance Note. July 2021.

¹⁶ DFAT. Gender Equality, Disability and Social Inclusion Analysis. Good Practice Note. Oct 2023.

¹⁷ These include: (1) Accessibility and Accommodations: Recognised and provided accessibility and reasonable accommodations; (2) Power Imbalances: Makes visible the inequities and identifies opportunities to transform power imbalances; (3) Do No Harm: Takes a 'do no harm' approach; (4) Inclusion: Goes beyond women, men, girls and boys; (5) Comprehensive Data Collection: Combines

quantitative and qualitative methods; (6) Participatory Approaches: Uses participatory approaches' (7) Disaggregation: Disaggregates data by sex, age and disability as a minimum and, where safe and appropriate, gender identity.

¹⁸ DFAT. Disability Inclusion in the DFAT Development Program. Good Practice Note. May 2021. Please note, this program was designed before the new Disability Equity and Rights Strategy and will address disability using the 2021 Good Practice Note.

¹⁹ The evaluation team sought assistance from Oxfam and partners to source external interpretation support but was provided with quotes of between US\$400-\$500 daily plus per diems, transportation and accommodation. This was not realistic nor feasible within the budget.

separately and integrated into this report, meaning that this evaluation team did not do primary data collection or analysis in Vietnam. Finally, regarding the limitations of purposive sampling, these are usually cited as: errors in

evaluator judgment; low level of reliability; and inability to generalise findings. The evaluation quality criteria listed in the previous section were used to minimise these limitations.

FINDINGS

EFFECTIVENESS

SUMMARY. The evaluation found that the SCR project engaged meaningfully in its target communities through activities designed to strengthen climate resilience. The relevance of its activities was heightened through its use of participatory community vulnerability assessments and similar approaches, and the project’s partnership approaches were a key driver of its effectiveness. While the project was challenged by external factors such as COVID-19 (at the beginning), political constraints and associated delays, and extreme environmental events such as Typhoon Yagi in Vietnam and heavy flooding in Thailand, the project team also demonstrated adaptability in its responses. The evaluation found uneven effectiveness within the project’s approaches to climate smart agriculture and climate resilient activities, as well as its GEDSI approaches. The impact of migration on DRM and climate resilience in some target communities emerged as a theme for potential exploration in future, similar work.

This evaluation’s results framework analysis did highlight substantial challenges in the results framework’s design, leading to ongoing challenges in monitoring and data quality throughout the project’s lifespan. The results framework design was challenged by the delays and questionable relevance of the baseline for setting clear indicators and targets, repetition of indicators, problems of attribution, and too many indicators. Ongoing monitoring was challenged by mixed monitoring and reporting capacities among partners, turnover in MEAL staff, and a lengthy and complicated internal Mid-term Review. While the Oxfam team and partners made strong efforts towards monitoring in difficult and complex circumstances, these challenges have negatively impacted the quality and reliability of the results framework data. There were laudable efforts to offset this through the collection of in-depth qualitative change stories. However, without reliable results framework data, it is difficult to fully or systematically assess and triangulate project achievements.

These effectiveness findings are discussed under the headings of (1) progress, (2) achievements, (3) drivers, and (4) challenges.

PROGRESS. The results framework analysis of the final data for the end of the project,²⁰ showed achievement for the overall and country specific progress. Details of the progress against the results framework are presented below (Table 5).²¹ This data is presented to provide a summary

of what project data was available for the evaluation team, as well as the gaps. The quality and gaps in the results framework mean that this data does not necessarily represent the full scope and achievement of the project. Impact and achievements should be considered alongside the qualitative evidence of impact, presented under “Impact.” The discussion below will detail some of the challenges in this data that affect both quality and reliability.

Key

0-39%	Minimal Progress	40-74%	Under-achieved	75-124%	Achieved	125+%	Over-achieved	ND	No data / Upcoming
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²⁰ Received 20 October 2025.
²¹ Please note that the totals in the “Overall” column do not include PMU data, which was not consistent enough in the Results Framework to be presented here. The data presented in the Overall Column was provided by the Oxfam

MEAL Coordinator, incorporating PMU data where it was available. However, it remains unclear to the evaluation team how this overall percentage was reached, based on the data.

Table 5. Overall cumulative progress against the log frame (2022-2025)

	Cambodia	Lao PDR	Thailand	Vietnam	Overall
					
Indicator	Progress				
Long-Term Objective 1: By 2025, target riverine communities are implementing inclusive DRM/CCA plans					
LTOI1.1: Evidence of target communities are implementing activities from their DRM/CCA plans	138%	62%	100%	100%	108%
LTOI1.2: Increased number of climate resilient activities implemented by target households	129%	300%	100%	87%	156%
LTOI1.3: Evidence that community structures in target communities show the adoption of DRM/CCA in their mandates and/or operational plan	94%	100%	100%	100%	97%
LTOI1.4: Evidence that women, youth, persons living with disabilities, and representatives of marginalized groups (trained/supported by SCR) have taken leadership roles in DRM/CCA related events, platforms at community/commune and district level (Modified IP2 indicator)	87%	98%	150%	77%	92%
LTOI1.5: % of target population (men and women) reporting changes in knowledge, attitude and practices towards women, PWD and ethnic minorities related to DRM/CCA	ND	ND	ND ²²	63%	ND
Long-Term Outcome 2: By 2025, local Authorities are supporting communities to manage disaster and climate related hazards					
LTOI2.1: Evidence of local authorities making climate related information and data available to communities, for example, hydro-meteorological data, crop diversification and climate smart technologies	98%	150%	ND	108%	104%
LTOI2.2: # of commune and district level development plans incorporating DRM/CCA actions	79%	33%	100%	67%	67%
LTOI2.3: Evidence of local authorities integrating the perspective of women, people living with disabilities and social groups into DRM/CCA policies and programs	140%	133%	100%	150%	142%
LTOI2.4: # of local authorities with increased resource allocations for DRM and/or CCA in target communities, in particular climate smart livelihood options	100%	100%	ND	86%	100%
LTOI2.5: Evidence of local authorities conducting inclusive training, consultation and planning activities with target communities	138%	100%	ND	140%	140%
Long-Term Outcome 3: By 2025, improved hydro-meteorological data is used by riverine communities, authorities and DRM structures					
LTOI3.1: Evidence of authorities using 'improved' hydro-meteorological data to inform their plans and interventions supporting riverine communities	100%	100%	100%	133%	112%
LTOI3.2: Evidence of target communities taking actions to reduce the impact of climate related hazards based on hydro-meteorological information	100%	100%	300%	100%	114%
LTOI3.3: Evidence of target communities changing or adapting livelihood strategies based on hydro-meteorological information	88%	73%	ND	117%	114%
AVERAGE	99%	104%	131%	102%	104%

²² It is important to note that there is no data for five of the indicators for Thailand (LTOI1.5, LTOI2.1, LTOI2.4, LTOI2.5, LTOI3.2, and LTOI3.3). The activities in Thailand were implemented by academic partners and these activities were more focused on community support. MEAL and project staff stated that it was difficult to re-work this data (target and actual) as Oxfam and MFU had already agreed on this approach at the beginning. Thailand cannot be included in any meaningful country comparisons (except perhaps for LTOI1).

Discussion. The discussion begins with a review of the overall LTO progress (Table 6).

Table 6. Overall LTO project progress against the log frame (2022-2025)

LTO1					LTO2					LTO3		
108%	156%	97%	92%	No data	104%	67%	142%	100%	140%	112%	112%	114%
91%					111%					113%		
Minimal Progress 7.5% (1/13)					Underachieved 7.5% (1/13)			Achieved 62% (8/13)		Overachieved 23% (3/13)		

Outcomes. Overall, the data suggests that progress was highest for LTO3 (113%), followed by LTO2 (111%) and LTO1 (91%). Moreover, across the three LTOs, there was overall achievement of 62% (8/13 indicators), overachievement of 23% (3/13), underachievement of 7.5% (1/13), and minimal progress of 7.5% (1/13).

Long-Term Objective 1 (LTO1): The indicator that decreased the overall progress (91%) of this outcome is LTO1.5 (% of target population (men and women) reporting changes in knowledge, attitude and practices towards women, People with Disability and ethnic minorities related to DRM/CCA), as there was no data available. Based on email communication with the MEAL Coordinator,²³ this data was not consistently collected during the project and was therefore not available at endline. While there was evidence of KAP changes from the field especially in terms of some of the case studies (showing, for example, increased knowledge of climate change impact and hazards, increased capacity to manage disaster, better access to more early warning, etc.), the results framework was designed to capture quantitative data for this indicator, which was not collected. Moving

forward, it is essential to collect this data throughout the project cycle for reflection, learning, and adaptation.

Long-Term Outcome 2 (LTO2): The overall score (111%) was increased by the significant overachievement of 142% for LTO2.3 (Evidence of local authorities integrating the perspective of women, People with Disability and social groups into DRM/CCA policies and programs) and 140% for LTO2.5 (Evidence of local authorities conducting inclusive training, consultation and planning activities with target communities).

Long-Term Outcome 3 (LTO3): There was even achievement across the three indicators (113%), with no notable over- or under-achievement.

Project Countries. The results framework analysis showed the following progress for the four countries.

Cambodia. The results framework analysis showed progress for LTO1 (90%), LTO2 (111%) and LTO3 (96%). Across the three LTOs, there was overall achievement of 61.5% (8/13), overachievement of 31% (4/13), and minimal progress of 7.5% (1/13) (Table 7).

Table 7. Cambodia LTO project progress against the log frame (2022-2025)

LTO1					LTO2					LTO3		
138%	129%	94%	87%	No data	98%	79%	140%	100%	138%	100%	100%	88%
90%					111%					96%		
Minimal Progress 7.5% (1/13)					Underachieved 0% (0/13)			Achieved 61.5% (8/13)		Overachieved 31% (4/13)		

Lao PDR. The results framework analysis showed progress for LTO1 (112%), LTO2 (103%), and LTO3 (91%). Across the three LTOs, there

was overall achievement of 47% (6/13), overachievement of 23% (3/13), underachievement of 15% (2/13), and minimal progress of 15% (2/13) (Table 8).

²³ Email communication, 7 October 2025. MEAL Coordinator

and Evaluation team.

Table 8. Lao PDR project progress against the log frame (2022-2025)

LTO1	LTO2	LTO3
62% 300% 100% 98% No data	150% 33% 133% 100% 100%	100% 100% 73%
112%	103%	91%
Minimal Progress 15% (2/13)	Underachieved 15% (2/13)	Achieved 47% (6/13)
		Overachieved 23% (3/13)

Thailand. The results framework analysis showed progress for LTO1 (113%), LTO2 (100%), and LTO3 (200%). It is important, as noted in the footnote on the log frame above, that final data is not available for five indicators (39%) due to a

different implementation approach compared to the other 3 countries. Across the three LTOs, there was overall achievement of 75% (6/8 indicators) and overachievement of 25% (2/8) (Table 9).

Table 9. Thailand LTO project progress against the log frame (2022-2025)

LTO1	LTO2	LTO3
100% 100% 100% 150%	100% 100%	100% 300%
113%	100%	200%
Minimal Progress 0% (0/8)	Underachieved 0% (0/8)	Achieved 75% (6/8)
		Overachieved 25% (2/8)
		No Data 39% (5/13)

Vietnam. The results framework analysis showed progress for LTO3 (120%), followed by LTO2 (110%) and LTO1 (85%). Across the three LTOs,

there was overall achievement of 62% (8/13 indicators), overachievement of 23% (3/13), and underachievement of 15% (2/13) (Table 10).

Table 10. Vietnam LTO project progress against the log frame (2022-2025)

LTO1	LTO2	LTO3
100% 87% 100% 77% 63%	108% 67% 150% 86% 140%	133% 110% 117%
85%	110%	120%
Minimal Progress 0% (0/13)	Underachieved 15% (2/13)	Achieved 62% (8/13)
		Overachieved 23% (3/13)

Country comparison. A comparison of the data across the four countries shows that the project progress was highest for Thailand, followed by Cambodia, Vietnam, and Lao PDR (Table 11).

This data does echo qualitative data that highlighted the successes in Thailand and Cambodia and the challenges in Vietnam and Lao PDR, but due to data quality issues, this should be read and interpreted with caution.

Table 11. Country comparison of project progress (2022-2025)

		Achieved	Overachieved	Achieved + Overachieved	Under-achieved	Minimal Progress	Under-achieved + Minimal Progress	No Data
1		75%	25%	100%	0%	0%	0%	39%
2		61.5%	31%	92.5%	0%	7.5%	7.5%	0
3		62%	23%	85%	15%	0%	15%	0
4		47%	23%	70%	15%	15%	30%	0

MEAL Challenges. The section concludes with MEAL observations and associated challenges (1) overachievement, (2) coherence of project design & M&E approaches, (3) baseline, (4) targets and indicators, (5) repetition of indicators and problems of attribution, (6) data collection, (7) changing M&E staff, and (8) midterm review.

Overachievement. It is important to note that there can be positive or negative reasons for higher-than-anticipated achievements. A project can overachieve for positive reasons like the positive uptake of relevant activities by project participants. Negative factors might include, for example, inadequate planning, incorrect targets, deliberately setting a low target to ensure the achievement of perceived good results, poor monitoring systems, and the double counting of project participants. Generally, overachievement of above 125% necessitates a critical review of the indicators and targets. In other words, this involves asking whether these were the correct indicators and targets. This review allows the project team to assess both positive and problematic achievements.

The reasons for the overachievement were not documented (as is standard practice) in a column next to the relevant indicator, and this data was not available for analysis. Moving forward, the results framework requires an end column in which the reasons for all indicator overachievements are documented in real time narrative form and summarised for endline analysis.

Coherence of project design & M&E approaches. The project design, which was deeply contextual within each country, was somewhat at odds with the project's log frame. As designed, the log frame was not well-equipped to effectively capture the very different project activities and approaches, starting points, and progress across the four target countries, with stakeholders noting ongoing confusion about how to interpret indicators.²⁴ There are inherent difficulties in attempting to implement different activities through different partners, and monitoring these across four dissimilar countries with different access, support, and M&E capacity and experience. The project design was in many ways decentralised in its approach, community-informed, partner-led and partner-implemented. Yet, the overall M&E system was essentially centralised, leading to challenges in data availability, consistency and quality.

Baseline. Project staff highlighted the baseline study as a key challenge in planning and implementation. There were notable delays in the baseline, which had been initially contracted to external consultants but was then reassigned to the SCR team under the MEAL Coordinator at the time. Vietnam faced additional barriers due to prolonged delays in approvals, significantly limiting the scope of the baseline work in that country. The Baseline Study Synthesis Report was only approved in January 2024. Aside from the delays, stakeholders also raised the issue of the usefulness of the baseline data. To illustrate, one Oxfam stakeholder shared, *"The baseline data was very complex; it was not necessarily*

²⁴ For example, Cambodian target communities were far ahead of where Lao PDR target communities were, in terms of the existence of DRM structures and early warning

systems, making it difficult to meaningfully report and compare country progress using some of the common indicators.

well aligned with the monitoring needs of the project.”

Other respondents questioned the need for the specific kind of baseline used, as it was not able to provide useful, specific community baseline data. For example, in **Lao PDR**, a respondent stated that the baseline added very little information to what the partners and relevant government authorities already knew. Perhaps the baseline study’s main contribution was its overall contextual summary for the country and regions. An Oxfam respondent argued, *“The baseline did not help us much. It helped outline some of the main issues and risks in each country and community.”* In **Thailand**, a partner stated, *“For the baseline, Oxfam wanted standardised tools that could be used not only in Thailand but also in Laos, Cambodia, and Vietnam. The idea was understandable, but the reality is that each country’s context is different, so a one-size-fits-all approach doesn’t really work.”*

Targets and indicators. Respondents argued that the target-setting was difficult to understand, with some targets being poorly formulated, as the final results framework analysis showed. A respondent said, *“Our targets were not helpful. This is not the kind of work where we can set very helpful targets because we are working with a few villages and a few households and people with no available or real baseline data.”*

Various stakeholders also argued that the indicators were inadequate and overambitious. For example, one Oxfam stakeholder suggested that the indicators of Outcome 3 were overly ambitious, and questioned whether Oxfam was measuring the right things at the right times: *“I would be asking, are we measuring the right thing? The time of year even matters, like when the investment plans come out. We have to look at the nuance. First of all, did communities present something to the authorities? Did they listen? Did they adopt anything? Maybe we want to be more nuanced in the indicators – like perhaps a spectrum of adoption.”*

Staff respondents argued that the results framework is too long with too many indicators. This long format contributed to difficulties in partner understanding, data collection, and reporting. A respondent noted, *“This log frame could have been so much simpler and shorter. It stood in the middle of the project problems.”* Further, not all indicators were relevant for each context, particularly where some activities and were unique, as in Thailand.

Several respondents also noted that it was not helpful to have short-, medium-, and long-term indicators. For example, one Oxfam respondent said, *“This project was only three years long, so how can we have long term indicators? Having it arranged like this just adds confusion and unrealistic expectations. Our goals needed to be realistic for the short number of years and specific activities. Otherwise, we are chasing a dream.”*

Reviewing how the targets and indicators are set (as part of the baseline review above) might be useful. For example, using approaches that allow for more real-time data collection and adaptation might highlight the fact that fixed project targets in this kind of regional work are less beneficial.

There may have been a missed opportunity in the project to adapt or redefine the Results Framework and monitoring approaches, as the challenges emerged.

Repetition of Indicators and Problems of Attribution. An additional challenge is that some indicators measured the same or similar activities, creating challenges for data collection, consistency, and accuracy. A common description in response to the results framework was “confusing.” This design and approach significantly dilute and weaken project implementation and monitoring. Three examples are provided below.

Example 1	Community Implementation of DRM/CCA Plans POI1 reads: “Evidence of communities implementing inclusive DRM and/or CCA plans with support from local authorities” LTO1.1 reads: “Evidence of target communities implementing activities from their DRM/CCA plans” <i>It is unusual and impractical to repeat an indicator across the project and long-term objective levels.</i>
Example 2	Inclusion and Leadership of Marginalised Groups

	POI3 reads: “Evidence of Women, youth, people living with disabilities, and members of ethnic groups are playing critical roles in disaster and climate resilience building” LTOI1.4 reads: “Evidence that women, youth, persons living with disabilities, and representatives of marginalized groups (trained/supported by SCR) have taken leadership roles in DRM/CCA related events, platforms at community/commune and district level” IOI1.3 reads: “Evidence of participation of women, youth, people living with disabilities, and marginalized social groups in the planning of DRM/CCA activities.” <i>While these indicators are measuring different stages of inclusion (participation, leadership, confidence), they are tightly linked. Once again, it is unusual and impractical to do this across three levels of indicators (project, long-term and intermediate objectives).</i>
Example 3	Climate Smart Livelihoods POI4 reads: “Evidence of communities demonstrating new/improved/adapted livelihood strategies that promote resilience to disaster and climate change” LTOI1.2 reads: “Increased number of climate resilient activities implemented by target households” OI2.2 reads: “# of climate smart livelihood strategies/methods for adoption or adaptation in target communities.” <i>These indicators are repeated across levels with slight variations, and all relate to climate-smart livelihoods. This unnecessary repetition creates redundancy and, importantly, makes it difficult to attribute change to a specific level.</i>

Data collection capacity. Staff respondents emphasised that collecting data from the four countries was difficult because of the different M&E capacities in the country partners and the national teams. Some partners (e.g., government and university partners) had limited experience with the kind of monitoring required for such a project, while some activities sat uneasily within the results framework. While data collection was difficult in all four countries, staff reported that it was somewhat easier in Cambodia than in the other three countries due to existing capacities, established relationships with long-term partners, and access.

in Lao PDR, Thailand and Cambodia, some partners and community members highlighted the challenges associated with the various teams coming to communities. A partner shared, *“[There was] one team doing baseline surveys, another collecting human-interest stories, and sometimes they ended up asking the same communities very similar questions. People began to feel fatigued by the repetition.”* This suggests there may be a need to better coordinate project visits and data collection to reduce the burden on respondents and communities.

A critical evaluation finding was the overall low confidence of key staff and partner respondents

regarding the project’s data quality. Staff also noted that while the MEAL Plan provided specific guidelines on what information is required for each indicator, it was difficult to disaggregate the data due to the limited supporting evidence provided by partners. Respondents stated that the inconsistent data across the four countries made realistic and useful comparisons difficult. A respondent said, *“The different project activities and data collection process in the four countries made the data read more like four separate projects.”* Overall, key staff within Oxfam indicated that they did not feel that they were always able to verify or trust the data coming from partners.

Changing M&E staff. A central evaluation finding was the negative effect of the changing M&E staff for data collection, management, sharing, and learning. This is discussed in more detail under Efficiency.

Midterm Review and Rapid Endline Evaluations. This evaluation noted that the MTR process was also complicated and difficult. The MTR was internally conducted and only finalised in 2025 after a long period of consultation between DFAT and Oxfam.²⁵ The evaluation noted some frustration among stakeholders regarding the time-consuming process, with some expressing that, at the end of it, the report was still lacking in

²⁵ As decided and recorded at the SCR project’s 3rd Steering Committee meeting (26 Jan 2024), the decision to postpone the MTR was made to avoid two simultaneous evaluations for participating partners and communities (SCR and IP2). Additionally, the political and economic analysis in both evaluations would have been almost identical, which might

not have added significant value to project and program management. Delays from partners in Lao and Vietnam also slowed the implementation of activities, meaning activities may not have been advanced enough at that point to warrant an MTR.

the kind of data that many would have liked to have seen. This is likely due, at least in part, to many of the design and monitoring challenges raised here. There were also unclear expectations between DFAT and Oxfam. For example, the agreed ToR specified a lighter learning process due to the timing of the MTR, while DFAT expectations were for a full, standard MTR. Similarly, the REE process was limited compared to the geographic scope, range of activities and the project's complexity. It was also challenged by the design and monitoring issues noted above. In similar circumstances, Oxfam may consider an evaluability assessment ahead of commissioning evaluation work.

As external and independent evaluators, it is difficult to completely trust the data in the results framework. Initially, there were delays in the presentation of the MEAL data as not all the country data had been finalised. Then, over the final evaluation process, three different versions of the results framework were presented, each one noticeably different from the last version, partly due to a formula error. This is an unusual situation as the results framework is usually finalised by the time the evaluation begins and does not change significantly thereafter. The final version was received on 20 October 2025.

FACTORS OF EFFECTIVENESS

This section explores some of the key factors of effectiveness in the SCR project, including both drivers and challenges. This includes a discussion of the following factors (1) project relevance, (2) partnerships, (3) COVID-19, (4) political constraints and delays, (5) uneven or unclear progress in CSA and climate resilient livelihood activities, (6) extreme environmental events, (7) GEDSI, (8) adaptive approaches, and (9) youth migration.

Project relevance. A key driver of the effectiveness of the SCR project was its relevance within target communities, and its alignment with government strategies in all four countries, as well as Australia's interests. The project's work at the regional level was also highly relevant (discussed in more detail under Impact). The evaluation found that while the relevance of specific interventions within the targeted communities varied, overall, the strengthening of climate resilience among the riverine communities targeted by the SCR project undoubtedly remains a relevant and pressing need. The project prioritised the

specific selection of communities that are highly vulnerable to the impacts of climate change and disasters, including Mekong Delta communities in Vietnam and vulnerable riverine communities in Cambodia, Lao PDR and Thailand.

At a project level, the use of inclusive community participatory processes and research was central to supporting the design of relevant, context-specific activities and interventions. This included, for example, Participatory Capacity Vulnerability Analysis (PCVA) in **Lao PDR** and **Vietnam**, Vulnerability Risk Assessments in **Cambodia**, and research undertaken by university partners in **Thailand**. In addition, the SCR project was able to build on learning and experience from the concurrent IP2 project as well as other work and existing networks from programming under MRWGP. The project's partnerships with local NGOs, government institutions and academic partners were also important in supporting the relevance of project interventions, enabling the SCR project to build on existing local networks, knowledge and experience (partnerships are discussed in more detail below).

"Before this implementation, we did research on the needs of communities through PCVA action research, which allowed us to understand capacity and needs. We also looked at village human resources." Partner, Lao PDR



Flood line (2019 floods), community hall, Champee village, Champasak, Lao PDR. Credit: Stephen Van Houten

In **Cambodia**, during the evaluation discussions across the four villages visited in Ratanakiri and Stung Treng provinces, most stakeholders indicated that the project addressed real needs in their communities, including support with CSA, disaster preparedness and early warning

systems. In **Lao PDR**, the evaluation found that project interventions were also largely relevant. Community members, partners and government stakeholders in project sites visited in Champasak also highlighted the relevance of the SCR project in their communities. Community members across all three visited villages spoke clearly about the relevance of the new speaker systems for sharing information and early warning data. Residents in Mouang Village (Sukuma District, Champasak province) expressed their gratitude for the project's work in supporting the village with water filtration units, which they shared were especially relevant for them in the dry season to enable access to clean water. The evaluation data suggests that the mushroom cultivation activities were more relevant for some communities than others, depending on factors such as the village's location, market access, and access to resources to buy the necessary start-up materials.

In **Thailand**, community members in Pa Kha (Chiang Rai province) and San Ton Pheung (Phayao province) also spoke clearly about the relevance of the SCR project, as did the project's university partners. Partners, for example, highlighted that the project's activities were designed to meet needs identified by participants themselves (e.g., participants' wish to raise native Mekong fish species in light of the decline of wild Mekong fish stocks, rather than tilapia, which have little value in the local market).

"The funding was meant to strengthen communities, and that really matched with the way we already work. For me, it was important that we weren't just carrying out somebody else's agenda — we were addressing the priorities we had identified together with local people. That's why I often point to the Australian donors as an example. They've been very respectful, never prescriptive. They let us shape the work around our needs, rather than dictating what we should do. That kind of partnership makes a huge difference." **Partner, Thailand**

The project coincided with heavy and highly damaging flooding (especially in 2024) in northern Thailand, including in targeted SCR communities. Men in an FGD in Pa Kha village (Chiang Rai Province) shared that at first, many in their village had not believed that climate change would affect their village, given that

serious floods had been historically rare. A partner said, *"The villages that hadn't experienced floods directly were less interested in the beginning. But later, when Phayao faced repeated floods, even the villages that had been less engaged came back saying they wanted to do the same and have those tools. So, by the end, the interest spread more widely."* This view was supported in community discussions. One focus group discussant, for example, shared, *"After the research findings were shared, our plan was finished, and then heavy floods struck in 2024 and again this year. We saw rice paddies turning into grasslands and some mango trees dying. We realised the project directly addressed a real need."* Another discussant in this group shared that in the face of these flooding events, *"The community disaster plan and training suddenly became immediately useful."*

In Pa Kha, women in one FGD shared that the project's focus on DRM "matches the reality" of their current context, in which flooding risk comes not just from climate change, but also from human factors and infrastructure changes. They noted that the training they received on fish products and marketing through the project was relevant for them in the face of farming losses over the last two years. Both men and women in Pa Kha also highlighted that while the project was relevant, there remained root problems and human-caused factors that heightened their vulnerability. Women focus group discussants shared that while the project alone could not address or fix those issues, *"it gave us the language, evidence and organisation to raise the issues."*

In San Ton Pheung (Phayao Province), community members shared that while they believed the project's work was important, its relevance was tempered by factors beyond their control that influenced how effectively they could implement the plans they had developed. In one FGD with men, participants shared that while they now had a water management plan, they did not feel they could implement it effectively as it required cooperation with many organisations and government agencies. Further, as in Pa Kha, male and female respondents noted that root causes of flooding or water contamination were beyond their control (such as railway construction, lack of consultation with communities about when water should be released or withheld, and pollution from a nearby pig farm). A male village

leader shared, *“I think the project is partly relevant. It is a good project, but it doesn’t yet address the real problems and root causes that our community faces. We can’t avoid climate change, but the bigger problems come from poor management, corruption, and the lack of community involvement in decision-making.”*

One male participant noted that while these external challenges remain, the research and support provided through the project had ongoing relevance for the community, noting, *“The good thing is that we have had the opportunity to learn scientific data, access new resources, and develop a plan that we can adjust and expand in the future to fit our local context.”*

Finally, the evaluation noted that the clear relevance of the project’s flood recovery assistance in meeting the urgent needs of project participants affected by heavy flooding in project sites in 2024.

Data from the **Vietnam** REE also points to the project’s relevance in Soc Trang Province. A hazard analysis in target communities highlighted recurring hazards such as floods and storms, as well as long-term climate related trends such as changing patterns of flood regimes or increasing intrusion of saltwater. Communities in the three project communes actively participated in Community-Based Disaster Risk Assessments, risk mapping and the development of inclusive DRM/CCA plans. In the evaluation, one male stakeholder from Phnong Nam Commune, who became a member of the commune’s Commune Emergency Response Team (CERT), shared that after he started participating in the CERT, he *“recognised this activity is very meaningful and important for our community.”*

Partnerships. Various Oxfam staff, DFAT representatives and partners in this evaluation highlighted that one of the important drivers of the project’s effectiveness was its partner-led approach, which supported approaches that were tailored to the specific contexts of the targeted communities across the four SCR countries. Many of the SCR partners have a history of working with Oxfam on other projects, in similar locations but across different issues. As one Oxfam stakeholder shared, *“One of the successes of the project has been the partnerships. A lot of the SCR partners did not come together [just] for this project. They’ve*

been working together with Oxfam for over 20 years, as partners in other projects.”

The existing relationships between Oxfam and most of the SCR partners provided a platform of shared understanding and trust, while the project also engaged some new partners. The university partnerships, for example, represented an innovative component of the project, with mutual benefits to partners and communities. In Lao PDR and in Thailand, for example, these partnerships provided an opportunity to enable communities to directly tap into technical and academic knowledge, but they also provided an opportunity for university partners and academics to engage directly with communities and strengthen their own learning in turn. Stakeholders suggested that the partnerships have been key to reaching various vulnerable groups and building a movement for change at a regional network through project activities that brought partners together.

The evaluation noted evidence of Oxfam’s active monitoring of the partnerships (for example, through a February 2024 internal “partnership health check”).²⁶ This exercise highlighted partners’ appreciation of their work with Oxfam, along with some of the perceived challenges related to high demands and project reporting.

The evaluation also highlighted some observations related to the partnerships. First, the evaluation team observed that while stakeholders consistently highlighted the centrality of the partnerships to the effectiveness of the project, these partnerships and partner organisations remained somewhat in the background in some key project documents. To illustrate the limited visibility of partner contributions in reporting, a search for 3SPN, one of Oxfam’s partners in Cambodia, in the 2024 Annual Report yields activity-based results. Similarly, a search for My Village (MVi), another Cambodian partner, returns similar activity-based results. In the MTR, while partners are listed in a table early in the report, their roles and contributions remain largely in the background throughout the document. Oxfam suggests that this reflects the limited capacity of partners to capture results aligned with the complexity of the results framework. According to Oxfam, this could also suggest that the reporting template must be designed and simplified to reflect the level of partner

²⁶ Oxfam. SCR. Annual Report 2024.

engagement or the outcomes achieved, especially within an implementation model that remains largely activity-based.

This may reflect the diversity and complexity of the partnerships involved in this project, as well as Oxfam's long history with many of these partners. It may be that the understanding of how Oxfam works with its local partners is by now well-known by project stakeholders and funders. However, for external readers, it is difficult to develop an understanding of the partnerships themselves and how these partners are positioned within the SCR project.

A second observation from the evaluation was the level of time and effort invested in administrative support, including grant management and monitoring support, that was required by Oxfam when working with a wide diversity of partners (of different sizes and capacities) across the four SCR countries.²⁷

COVID-19. While some COVID-19 restrictions were beginning to relax when the project was launched in 2022, there were still implications for the project. The pandemic continued to have socio-economic impacts on the Lower Mekong countries. One Oxfam stakeholder shared that post-COVID-19 inflation had played an important role in people's decisions to shift jobs, especially in moving to organisations that paid in US dollars. There were also periodic spikes in infections, which resulted in recurring limitations on travel and public gatherings, causing delays and postponements of scheduled activities. Oxfam noted the importance of DFAT's support during COVID-19 in enabling the continuation of the payment of salaries and operational costs during times when activities could not take place. Further, in Lao PDR and Vietnam, where project approvals by government were required, the governments' focus on post-COVID recovery efforts may have contributed to delays in the project's approval and subsequent implementation.

Political constraints and delays. The SCR project experienced significant challenges related to the different political contexts and dynamics, particularly in **Vietnam** and **Lao PDR**. This

included delays associated with bureaucratic requirements and processes, constrained civic space, and coordination challenges with different levels of government.

In **Vietnam** and **Lao PDR**, the implementation was significantly delayed. In **Vietnam**, for example, the originally approved partnership with the Vietnam Disaster and Dyke Management Authority (VDDMA), which was not obtained at the national level until June 2023, was cancelled for various reasons out of the SCR project team's control following a long period of negotiations. This delayed the start of activities, impacting the baseline study as well as the development of SCR's GEDSI strategy. It also led to underspending at the time, requiring budget reallocation.

The political context also shaped the nature and scope of partnerships in some contexts. In **Lao PDR**, for example, the government did not allow some of the initially proposed partners to be added to the project Memorandum of Understanding (MOU). A partner in Lao PDR shared that while it was easy to work with Oxfam, there were often factors beyond their control in their work with the government.

While political constraints and delays were less pronounced during implementation in **Cambodia** and **Thailand**, the project did halt activities in both countries during election months out of consideration for the safety of Oxfam staff and communities in project locations. The project team also noted that shifts in leadership within key ministries and government agencies in Cambodia and Thailand impacted relationships with government officials, leading to delays in decision-making. Further, the border conflict between Thailand and Cambodia, which escalated in mid-2025, has resulted in a prolonged border closure between the two countries, hampering cross-border travel for SCR stakeholders and requiring, for example, that the Project Closure Workshop (16-17 October 2025) be held in Lao PDR to enable participants from both Thailand and Cambodia to attend.

²⁷ It is important to note the stringent accreditation process for Australian NGOs receiving DFAT grants, taking place every five years, ensuring standards such as accountability, transparency, safeguarding and others. Compliance is also required of any partner organisations of Oxfam Australia that receive funding. This can be challenging for some

partners or potential partners in the Mekong region (such as State institutions or universities). Oxfam's role, then, requires ensuring its own compliance and that of its partners through the monitoring and support systems in place for partners. This is an important contemporary issue in aid and development funding and localisation debates.

Uneven or unclear progress in CSA and climate resilient livelihood activities. The evaluation found that the results of the SCR project's CSA and livelihood activities varied across different project locations. The livelihoods component was in many ways an important response to the self-identified needs of target communities, and an important complement to the project's work on disaster risk management and response. As one stakeholder shared, *"You cannot get people to think disaster response unless they have something to grasp their hands around."* In Vietnam, Lao PDR and Thailand, livelihood activities were also impacted by project delays and external events (e.g., Typhoon Yagi and flooding). However, this work would have benefited from stronger and clearer linkages to vulnerability analyses as well as more robust market analyses.

In **Cambodia**, where piloted CSA models included approaches such as hydroponics and

aquaponics, drip irrigation systems, and "smart plan" farming, there appear to have been some gains, with some farmers indicating that they have been able to increase their yields and spend less time or labour in their farming. However, there were also significant challenges connected to the CSA work in Cambodia, particularly the three piloted hydroponic models in Kratie province. The project's MTR, as well as an external assessment of the CSA work in Kratie and Stung Treng provinces, raised issues of unstable electricity and high material costs, which limited the adoption, effectiveness and sustainability of the initiative.²⁸ The external assessment also highlights the lack of market linkages as a key challenge in the project's CSA work in Cambodia. An evaluation stakeholder shared, *"Even if [the hydroponics/greenhouses in Kratie] managed to produce a lot of vegetables, there was no connection to a market for them, so they'd need to be sold in a local market that would quickly become saturated."*

Box 1. Excerpt from the External CSA Assessment 2025

"The FGD in Boeung Char commune on the NRD model cited that the cost of setting up the hydroponics is prohibitive. Farmers will not freely invest and cannot afford the amount for this model. The model depends on materials available only in Phnom Penh or in urban areas; it requires a supplier contractor who knows how the components are assembled and who has exclusive control on the product. This skill was not taught to the beneficiary farmers. Farmers said local workers with knowledge of welding the steel framework is available in the area, nor the equipment and tools to assemble the structure. There was also an issue with the maintenance. It was observed in the Boueng Char sample that the entry-exit door was already worn out, while some pest already entered the structure. The model requires inputs that are brought by the supplier who introduced an A&B liquid fertilizer whose chemical elements are not known. Hence, the model does not use locally available materials that can serve as inputs for water-based production. This deters the local formulation of natural or organic fertilizers by farmers and makes the farmer dependent on the A&B fertilizer sold by the supplier-contractor."

While these were pilot interventions, some evaluation stakeholders questioned why these challenges had not been foreseen by Oxfam and highlighted that a market analysis ahead of approval of this intervention would have likely identified these issues. As one Oxfam stakeholder shared, *"Someone should have said, that's not going to work. Someone needed to be checking if this makes sense?"*

In **Lao PDR**, the endline evaluation data collected in Champasak province noted distinct differences between the three communities

visited in terms of the uptake and effectiveness of mushroom cultivation. In Muoang village, for example, while community members spoke about trying to cultivate mushrooms, they did not have the raw materials in the village and did not have the money to buy these materials. Further, access to the nearest large town, Pakse, is difficult and limited. There appeared to be more interest and traction around mushroom cultivation in Kheele village. In one group discussion, community members shared that they were currently waiting to take up the mushroom cultivation because it was difficult to

²⁸ Cruz, Abelardo and Il Oeur. Assessing Climate Smart Agriculture. The Strengthening Climate Resilience (SCR) in

the Lower Mekong Sub-Region Project: Cases of Kratie and Stung Treng, Cambodia. April 2025.

obtain materials in the rainy season, and they were also very busy at this time of year. This highlights that such initiatives are intended to be supplementary to people's main livelihoods, as part of building resilience. One community member shared, *"[There is a] great opportunity for us here. We believe we can continue this and benefit from this. We have the training, manual, and the resources."* There was even greater enthusiasm about mushroom cultivation in Champee village (where there is better access to materials and markets), although not enough time has passed to adequately assess the intervention's effectiveness or sustainability.

The evaluation notes the SCR project's work to document stories in Luang Prabang province related to frog-raising pilot efforts and mushroom cultivation, however, from these stories, it is difficult to comment on the overall effectiveness of these approaches or to situate them clearly within larger, documented program gains. To illustrate, in the frog-raising story of Ms. Dao (undated), the protagonist had not yet earned any money from the initiative, and there was no evidence available yet regarding its effectiveness or impact.²⁹ In the mushroom cultivation story from Houay Kang (undated), the story suggests that while mushroom cultivation was the climate resilient livelihood strategy selected by a "large group of women," it goes on to share the stories of "three of the six women" who have continued with mushroom cultivation.³⁰ It is unclear in the story how many initially were involved, or why some may have given it up. It also appears that one of the women showcased in the mushroom story launched her mushroom business on her own, before the SCR project. This is not to suggest that the selected pilot approaches are ineffective, but rather that there is little available evidence yet.

In **Thailand**, there were also some mixed results linked to livelihood activities. Women in one FGD in Pa Kha village, Chiang Rai province, who had participated in the project's fisheries-based livelihood adaptation work noted that the *"fish processing training gave practical steps – salting, drying, hygiene, packaging"* as well as ideas such as how to sell small, affordable packages within the local market. Another woman shared, *"[The] livelihoods training was useful. We learned to*

make dried fish and other products and were introduced to basic marketing approaches."

However, they noted that market access remained difficult. As one participant shared, *"We know how to make products now, but reaching steady buyers beyond our hamlet is hard."* Women spoke about the expenses they felt are involved in climate-resilient farming, including the costs of drought/short-season rice seed, fuel for pumping water, fertiliser and other costs, noting that many people in their community lack the cash flow for such expenses following losses they experienced due to the recent floods. Women spoke about the challenges linked to mental health and depression, linked to debt and losses within the community, following the floods.

In another focus group in San Ton Pheung village, Phayao province, women shared that they had been part of an income-generation program, visiting Nakhon Sawan province to learn from another women's group about fish preservation techniques, and how they could apply them. While happy for the experience, the women also raised that the field trip was *"challenging for us. The fish there are much larger than the ones in our area, so the way they cook, preserve and market them is quite different. We couldn't learn much about their marketing process because it didn't fit our local context."*

Other components of work in Thailand included the "culture-based fishery" and "fish conservation zone" models, based on research supported by the project.³¹ The partner research on this pilot indicated successes in demonstrating increased fish abundance and diversity (in the culture-based fisheries and the fish conservation zones) as well as successful artificial breeding in the culture-based fisheries ponds. The partner also highlighted that the project raised community awareness of climate change impacts on fish and fisheries, and the importance of fish conservation zones and culture-based fisheries for sustainable livelihoods and food security. They noted the successful growth of Siamese mud carp, yellowish catfish, and Pink-tailed Barb in CBF ponds as an example of the effectiveness of this approach.³² The MTR noted that the 2024 flooding destroyed the "fish conservation zone"

²⁹ "Frog-Raising: Houaymard." SCR Project Story Documentation. Undated.

³⁰ "Three Mushroom Growers in Houay Kang." SCR Project Story Documentation. Undated.

³¹ Oxfam. SCR. Annual Report: Year 2023, p.14.

³² Oxfam. SCR Final Narrative Report (Year: 2023) Thailand. Strengthening Climate Resilience in the Mekong Sub-Region

and the culture-based fishery experimental site, and that all the fish were lost, but suggested that the experiment could be replicated among community members on properties not prone to flooding (although there had not been flooding in the pilot sites for many years).³³

The REE for **Vietnam** reports that the project made “significant progress in embedding sustainable practices within target communities and among local partners.” The report noted that farmers reported continued use of climate-resilient agricultural methods introduced by the project, such as composting, intercropping, and water-saving irrigation techniques. The evaluation also found that the 239,600 square metres of Ban Mangrove trees that had been planted through the project had helped protect 29 kilometres of riverbank around the three communes and was also contributing to the livelihood opportunities. The partners used a community-based planning approach that helped communities identify and apply nature-based solutions for DRM, but which also aimed to build community awareness of climate change, encourage communities to take action, and also to share those lessons (for example, through an organised learning exchange workshop in 2025).

Extreme environmental events. Extreme environmental events and disasters also impacted the project’s effectiveness and timelines. This included, for example, Typhoon Yagi in **Vietnam** and the extreme flooding experienced in project sites in Thailand, particularly in 2024. In **Vietnam**, the Government declared an emergency response to Typhoon Yagi, and all key stakeholders, including SCR participants, were required to focus their efforts on emergency response, resulting in the intermittent suspension of project implementation there. As noted above, in **Thailand**, the flooding drove home the importance and relevance of the SCR project’s work towards climate resilience and disaster planning. The flooding had significant impacts on the lives of people in the affected areas, including SCR target communities, as communities focused on immediate recovery and rebuilding livelihoods. The flooding required that Oxfam pivot its work in Thailand towards

relief and recovery activities and had impacts on data collection (for example, for the MTR) and project activity timelines. The flooding destroyed the culture-based fishery and conservation zone pilots, as noted above.

These extreme environmental events not only reaffirm the relevance of the project but also provide an opportunity for learning about the importance of building flexibility into such work. The 2024 SCR Annual report notes that a total of USD10,000 was reallocated to support livelihood recovery in the flood affected communities in northern Thailand, aiming to address food security and the longer-term climate resilience of affected communities. While this was a relatively small amount, the project’s ability to adapt to the provision of relief and recovery services is important, demonstrating flexibility in meeting the real and changing needs within the communities it works with. However, the evaluation also noted that such flexibility can be challenging, particularly given what are often still administrative and programmatic divides between “development” work and “humanitarian” responses. There may be an opportunity for Oxfam and donors to explore the need for more flexible funding to enable the integration of relief and recovery activities into future programming in disaster-prone communities, for example, through a Flexible Rapid Relief budget line.



Still from a baseline video, Lao DPR. Credit: Oxfam

GEDSI. In the evaluation fieldwork and in project documentation, there are numerous examples of the engagement and participation in project activities of women, People with Disability, ethnic minorities, youth, as well as LGBTQI+ and elderly community members, including evidence of how such groups are now engaged and incorporated into disaster management planning

Project – Mekong Regional Water Governance Program. August 2024.

³³ Oxfam input on the draft of this evaluation report suggested there may be opportunities to introduce the

results to other communities or sites beyond the SCR target communities, or to use the results to inform fisheries adaptation policies.

and structures; and the engagement of members of these various groups in the livelihood and CSA activities of the project. Change stories and reports highlight examples of an increase in women's confidence and capacity to lead within communities and families and to actively engage in regional or international climate workshops and events. The project worked with women's unions and networks to engage women in community level DRM and CCA activities. Across all countries, stakeholders noted the systemic and cultural barriers that continue to challenge not only the meaningful engagement of such groups but also leadership from women, People with Disability, ethnic minorities, youth, as well as LGBTQI+ and elderly community members. The qualitative evidence of GEDSI impacts will be further discussed below under Impact.



Credit: Oxfam

Despite strong qualitative evidence, there are limited reliable GEDSI results framework data to present under Effectiveness. There is significant contextual variation across project sites (even in the same country), along with challenges in the baseline data collection (late baselines with unclear linkages to the log frame/monitoring of progress), making it difficult to systematically track GEDSI-related changes in specific project sites.

In terms of Effectiveness, the evaluation also found unusually strong variance in perspectives among different stakeholders regarding Oxfam's GEDSI approaches under SCR. This is noted here because it suggests there may be a lack of clarity or shared understanding between DFAT and Oxfam about what was expected of the project in terms of its GEDSI focus.

While most within Oxfam argued that the GEDSI approaches in SCR were strong, others (for example, some within DFAT and a small number in Oxfam) indicated that these approaches were not as strong as they could be. A minority

expressed disappointment, particularly when comparing the GEDSI approaches of SCR to those of IP2. It should be noted that IP2 had a more explicitly targeted focus on gender in its design than SCR, which was more focused on participation and inclusion, with a much shorter implementation window, particularly given the more modest, participation- and inclusion-focused design, its much shorter implementation window, and the late finalisation of the GEDSI strategy following flow-on effects from the baseline delays. Importantly, several Oxfam and DFAT participants suggested that the SCR project was able to positively leverage and benefit from the strong GEDSI work of IP2, given that many of the partners, geography and target actors were held in common.

The evaluation findings highlight several challenges that may have impacted the effectiveness of the integration of GEDSI considerations into SCR's work. First, while the project had a dedicated GEDSI Adviser for some of the project, this Adviser left the position in January 2025 (this was followed by the recruitment of a GEDSI consultant in March 2025). A small number of stakeholders suggested that while this Adviser was highly qualified, at times, it could be challenging to have a GEDSI Adviser from outside of the region for reasons of language and context. Second, the SCR project worked closely with partners and stakeholders from the government with different GEDSI capacities. An Oxfam representative shared, *"When we tried to mainstream GEDSI with government partners, it was difficult to do this. We could talk about this with CSO partners but had to be very cautious about what we could bring to the government stakeholders."*

Another Oxfam stakeholder shared that SCR worked closely with existing structures in project locations, such as Disaster Management Committees, as opposed to IP2, which could create new structures to advance gender equity³⁴. Third, as noted above, as a flow-on effect from the delayed baseline, the project's GEDSI Strategy was only finalised and approved by DFAT in February 2024, well into the implementation period, followed by the subsequent orientation sessions with staff and

³⁴ One Oxfam stakeholder shared that there was a deep-rooted cultural norm in the Mekong region which holds that

DRM work is dangerous, likely accounting for some challenges in engaging more women.

partners (in July in Cambodia and August in Lao PDR).³⁵

Adaptative Approaches. The SCR project, as noted above, was faced with both external challenges (e.g., political and contextual challenges, approval delays, and extreme weather events), as well as internal challenges, such as turnover in MEAL staff and turnover and change within DFAT. Despite the challenges, the team managed to adapt and move forward, establishing new partnerships, recruiting new staff, pivoting to provide flood relief to affected communities in **Thailand**, and working to meet project commitments within tighter timelines and the no-cost extension period. In **Vietnam**, the evaluation team also found evidence of adaptive approaches. For example, the development of a new app was cancelled to focus on existing apps (Aware Hero App and Nguon nuoc Cuu Long App) and avoid duplication. The team strategically reallocated funds to community training, reflecting adaptive and needs-responsive management.

Seasonal Migration. One theme that emerged in **Cambodia, Lao PDR** and **Thailand** was the issue of seasonal migration (particularly youth migration in some areas) in the SCR communities (though certainly it is a much broader regional issue). Migration was not raised in the **Vietnam** REE. In **Lao PDR**, community members and a partner respondent spoke about the issue of out-migration, particularly of young people, from the target communities, with mainly migration out of the country to Thailand. In Mouang Village, for example, stakeholders

stated that the village population was around 1,600 people, but that only half of that was present at the time of the fieldwork due to labour migration. Possible implications include a lack of (or inconsistent) youth engagement in DRM and planning, and increased burdens on older village residents in terms of daily workloads and village responsibilities. It also creates challenges for monitoring the level of ongoing engagement and impact, for example, when people who have received training through the project are no longer in the village during monitoring and evaluation exercises. In **Thailand**, stakeholders also raised the challenge of out-migration of youth, which reduced the local volunteer base and made it difficult to ensure consistent youth participation. As one partner shared, *“One continuing gap we noted is youth out-migration: there are fewer young adults available for training and response, which leaves more responsibilities to older men and women. We suggested that training and drills held during holidays or agricultural off-seasons could help involve youths when they return.”* In **Cambodia**, some stakeholders in Kratie and Ratanakiri raised the issue of migration as a challenge to the continuity of the project’s gains, as people who have received training or who are involved in DRM in the villages may leave the communities to find work elsewhere. While seasonal migration is not a new phenomenon, and undoubtedly a livelihood strategy that diversifies household income for many, in future programming, there may be further opportunities for Oxfam and partners to plan for how best to integrate migration considerations into programming.

EFFICIENCY

SUMMARY. The Australian Department of Foreign Affairs and Trade funded this project between 1 March 2022 and 30 June 2025 with an NCE from 1 July to 30 November 2025. The total approved budget for the project amounted to AUD4,530,428.00, which included the interest earned of AUD30,437.00. This evaluation found that the total actual expenditure from 1 March 2022 to 30 September 2025 was AUD4,308,313.00, accounting for 95% of the total approved budget. Several activities under the MEAL budget line are scheduled for completion by the end of November 2025. This evaluation found no major issues with the financial reporting. Several project stakeholders noted that the reporting structure, while clear, did take some time, given the various levels in the reporting flow.

This evaluation found that the project scored positively for VfM, with evidence that the project managers were aware of and responded to VfM in terms of effectiveness, economy, efficiency, and equity. While it was not a requirement or built into the project’s design, this evaluation noted that overall cost-benefit analysis

³⁵ Oxfam. SCR. Annual Report: Year 2024. P.32

data for project activities would be useful moving forward, along with the incorporation of monitoring data across the project cycle. The management structure for the SCR project provided oversight across the project, including project management, financial oversight, technical support and guidance for Country Offices and implementing partners. The PMU worked closely with Oxfam Australia (OAU) to meet donor contractual and compliance obligations, with OAU providing critical technical support, support to the PMU, thematic leads, Country Offices and partners.

Efficiency is discussed under the headings of (1) budget, (2) reporting, (3) value for money, and (4) capacity.

BUDGET. The Australian Department of Foreign Affairs and Trade (DFAT) funded this project

between 1 March 2022 and 30 June 2025 with an NCE from 1 July to 30 November 2025. The total approved budget for the project amounted to AUD4,530,428.00, which included the interest earned of AUD30,437.00 (Table 12).

Table 12: Total budget and actual expenditure from 1 March 2022 to 30 September 2025

CATEGORY (AUD)	BUDGET	%	EXPENDITURE	BALANCE	BURN RATE %
Staffing	704,275.00	15.6%	638,710.00	65,565.00	91%
Operations	155,803.00	3.4%	146,423.00	9,380.00	94%
Activities	2,689,571.00	59.4%	2,691,093.00	(1,522.00)	100%
Monitoring	527,736.00	11.6%	401,260.00	126,476.00	76%
Overhead Cost	453,043.00	10%	430,832.00	22,211.00	95%
Total	4,530,428.00	100%	4,308,318.00	222,110.00	95%

The total actual expenditure from 1 March 2022 to 30 September 2025 was AUD4,308,313.00, accounting for 95% of the total approved budget. As of 30 September 2025, the remaining balance was AUD222,110.00 (Table 12). Several activities under the MEAL budget line, including the SCR regional closure workshop and the endline evaluation, are scheduled for completion by the

end of November 2025. According to Finance, it is expected that the full remaining balance will be spent by the end of the project.³⁶ This table also highlights the largest budget line of Activities at AUD2,689,571.00 (59.4%) of the total budget. Table 13 shows the budget by country offices.

Table 13: Summary budget report by country offices

CATEGORY (AUD)	BUDGET	%	EXPENDITURE	BALANCE	BURN RATE
PMU	2,188,654.00	48.2%	2,028,615.00	160,039.00	93%
OiC	732,924.00	16.2%	734,935.00	(2,011.00)	100%
OiL	358,386.00	7.9%	372,921.00	(14,536.00)	104%
OiV	700,000.00	15.5%	655,766.00	44,234.00	94%
OAU	97,421.00	2.2%	85,248.00	12,173.00	88%
Overhead Cost	453,043.00	10%	430,832.00	22,211.00	95%
Total	4,530,428.00	100%	4,308,318.00	222,110.00	95%

As of 30 September 2025, the expenditure report by country offices indicated the following:

- **PMU:** Utilised approximately 93% of its budget. The remaining 7% is allocated for staffing costs and the SCR closure workshop. The PMU accounted for 48.2% of the total budget. This budget included aspects such as

regional activities, and overall project management including reporting, MEAL (including this evaluation), partnership management, and project management costs. However, the regional activities undertaken within this budget are not well represented in the results framework through formally tracked outputs. Moving forward, the

³⁶ Email correspondence, Seakhor Heng, 15 October 2025.

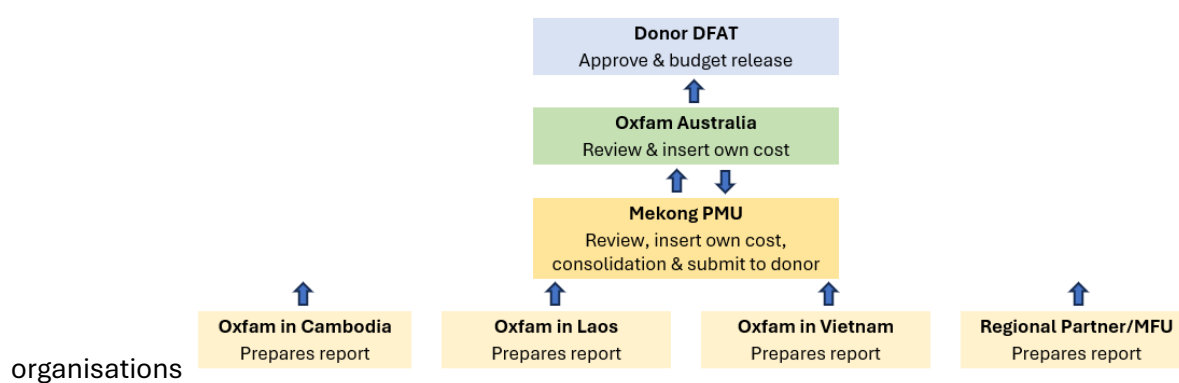
ongoing collection, collation, learning, and adaptation of evidence for these PMU activities is crucial. This evidence needs to be linked and integrated into the overall results framework to highlight progress and learning.

- **OiC:** Achieved 100% budget utilisation. An over-expenditure of approximately AUD \$2,000 will be covered through reallocation from the PMU budget.
- **OiV:** Spent around 94% of its budget. The unspent balance will be reallocated to PMU to support other emerging activities.

- **OiL:** Exceeded its approved budget by AUD \$14,000, which will also be reallocated from the PMU budget. The Lao PDR office also received the smallest budget of AUD358,386.00 (7.9%), approximately half of what the Cambodia (16.2%) and Vietnam (15.5%) offices received.

REPORTING. This evaluation found no major issues with the financial reporting. Several project stakeholders noted that the reporting structure, while clear, did take some time given the various levels in the reporting flow (Figure 14).

Figure 1. Project reporting flow



There was specific feedback from one of the **Thailand** partners about reporting that echoed feedback from partners in the other three countries regarding the challenges related to the various activities and data fatigue. In part, this may be due to different expectations and experience levels from a university partner (rather than an NGO partner in the development sector) regarding what is involved in monitoring and evaluation. This partner noted, *“We submitted progress reports regularly, but I have to say that Oxfam’s monitoring and evaluation required more time and attention than I initially expected. It wasn’t just the reports—there were also training, including GEDSI and financial management, that added to the workload. For an academic already balancing teaching and research, it was quite a heavy commitment.”* The partner continued, *“On top of that, there were multiple teams coming in – one doing baseline surveys, another collecting human-interest stories – and sometimes they ended up asking the same communities very similar questions. People began to feel fatigued by the repetition. My suggestion is to coordinate these efforts so everything could be done at once, reducing the burden on respondents and making the process*

smoother for everyone.” While the different kinds of partnerships in SCR brought different kinds of value to the project, it also meant that Oxfam had to carefully balance the different needs, approaches, and experiences of its various partners.

Challenges. The main efficiency challenges identified included (1) varying partner capacity, (2) staff turnover, and (3) language.

Varying partner capacity. Specifically for the financial reporting, project stakeholders noted the country offices had challenges with the capacity of some in-country partners, which led to delays in the reporting to Oxfam Australia and DFAT. For example, the finance team identified the lower financial capacity of one partner organisation in **Lao PDR**, and they provided a financial management workshop in October–November 2023. These stakeholders stated that despite this training, the challenges remained. Regarding the delays, the financial team had a system in place to communicate these delays to the donor to set the new deadlines.

This evaluation noted that there were delays in the narrative reporting. One Oxfam stakeholder

noted, *“While DFAT was reasonable about the delays, we did struggle with the quality of our reporting with SCR.”*

Staff turnover. A key evaluation challenge was the staff turnover, notably in Laos, the project’s MEAL Coordinator role, and to a lesser degree, the early end of the contract for the project’s GEDSI coordinator. There were also reported staff changes in DFAT. Stakeholders noted that such turnover had a negative effect on project implementation, in terms of continuity, project knowledge, and the development of relationships. One Oxfam stakeholder stated, *“All these created a lot of uncertainty in the project, which was difficult to manage, like a car that was starting and stopping all the time.”* In Lao PDR there was also high staff turnover, which contributed to the NCE, as the project *“was not able to spend as planned.”*

The MEAL position under the PMU changed three times, including a four-month gap between people two and three, during the project, which had a notable impact on project implementation. One respondent stated, *“This issue created a big problem for us as we did not have consistent M&E support and guidance over the project.”* Another stakeholder stated, *“Staff turnover disrupted the continuation of ongoing core activities particularly with regard to the MEAL Coordinator which is a core project function.”*³⁷ Evaluation stakeholders reflected on a range of possible reasons for this, including the high level of expertise needed for this project; the lack of people who tend towards higher similar paying markets like UN agencies and embassies; and the difficulties associated with having to work in a remote team across multiple countries and contexts. The MEAL coordinator turnover, together with the various MEAL challenges discussed above under

Effectiveness, resulted in substantial program implementation, monitoring, adaptation, and learning challenges. This project would undoubtedly have benefited from the management and direction of one consistent MEAL coordinator able to guide the staff and partners through the monitoring and learning.

Language. Working across four different countries meant that there were associated language and communication problems. Various stakeholders noted the difficulties in communicating with country offices and partners: *“There were language barriers across the whole team.”* In addition, some staff stakeholders highlighted the different language standards required by Oxfam and DFAT. A stakeholder stated, *“There were different philosophies between Oxfam and DFAT regarding language requirements ... we at Oxfam try, as part of a decolonial approach to our work, to generally leave second language English as it is written, which is just looking at comprehension and basic grammar. This is at odds with DFAT requirements.”* Where there were requirements for standard English, stakeholders noted that there was not always the capacity to do this, and external editorial support had to be purchased (for which there was no planning or budget). This issue requires discussion and negotiation up-front in any similar work moving forward.

VALUE FOR MONEY. This evaluation follows the VfM format that covers the areas of Effectiveness, Economy, Efficiency, and Equity.³⁸ While this list is not exhaustive, the examples are descriptive and illustrative of the project’s approach to VfM. These examples are based on data provided by the relevant project and finance staff as well as evaluation observations (Table 14).

Table 14. Examples of Value for Money

1	EFFECTIVENESS - How well did the project outputs achieve the desired outcomes for project participants and target groups?
- Overall, the project outputs were well-aligned with the desired outcomes, contributing to (1) enabling riverine communities to plan and implement inclusive DRM and CCA strategies; (2) engaging local authorities to support communities to manage disaster and climate related hazards; and (3) improving hydro-meteorological data that is used by riverine communities and DRM authorities. - As discussed above, project progress was best for LTO2 (100%), followed by LTO1 (82%) and LTO3 (81%). However, despite the qualitative evidence showing progress across the three outcomes in different contexts, overall project	

³⁷ The 2024 Annual Report notes, “A recruitment process was initiated to fill the MEAL Coordinator position after the previous coordinator stepped down. Although a new hire was made, the candidate left after the probation period,

and the project decided to reallocate within the existing resources by sharing the MEAL coordinator with the IP2 project.”
³⁸ Ibid.

effectiveness is difficult to assess quantitatively given the challenges in obtaining reliable data. Thus, the project effectiveness was mixed across the four countries.

2 ECONOMY - Did you buy inputs of the appropriate quality at the right price?

- All purchased orders were processed in compliance with the Oxfam Procurement Policy, which requires quotations, undertaking cost bidding analysis before purchasing, and following the procurement threshold and procedures.
- Oxfam used different approaches and strategies to ensure cost effectiveness, for instance, sharing and/or borrowing resources (e.g. human resources) under the Mekong program to reduce costs.
- The project avoided duplication of the existing interventions or existing tools.

3 EFFICIENCY - How efficiently did project inputs convert to outputs through project activities?

- **Procurement Thresholds.** Oxfam's procurement thresholds were applied to all purchased items.
- **Segregation of Duties:** Oxfam enforced a clear segregation of duties at every level to prevent fraud and corruption. For example, budget holders or Project Managers are authorised to approve expenditures up to EUR 5,000. Any amount exceeding EUR 5,000 requires approval from the Regional Program Manager or a higher authority.
- **Partner Oversight:** This practice is not limited to Oxfam alone; it is also implemented at the partner level. The Oxfam teams regularly monitored and assisted partners to ensure resources were adequately allocated and used effectively.
- **Framework Agreements:** To ease the administrative burden on project staff, Oxfam maintained framework agreements with selected suppliers. These agreements streamlined procurement processes when goods or services were urgently needed.
- **Event Venue Selection:** When organising workshops or training sessions, Oxfam prioritised value for money and accessibility. Venues were chosen based on their suitability for the event and their ability to accommodate People with Disability.
- **Procurement Without Framework Agreements:** In cases where no framework agreement existed, Oxfam followed a competitive procurement process. This includes obtaining three quotations, conducting a comparative bid analysis, and involving a three-member committee (comprised of one program staff member, one finance staff member, and one logistics team member) to ensure transparency and fairness in decision making.

4 EQUITY - How fairly are the benefits distributed? To what extent will the project reach marginalised groups?

- Overall, the project prioritised vulnerable communities at high risk to climate change and disaster (e.g. Mekong riverine communities). Within the project communities, the project prioritised marginalised groups such as women, ethnic minorities, the elderly, people with disabilities, and other vulnerable groups. Moreover, project interventions were tailored to meet the needs of specific groups. For example, the application of the climate smart agriculture technologies for the People with Disability in the Vietnam Mekong Delta allowed them better access to water (remote sensing control) and better irrigation for their farms, which increased agricultural yields.
- The project interventions distributed benefits at both the community and individual levels. For instance, the early warning system benefitted communities as a whole (as evidenced in community feedback, for example, in the evaluation fieldwork in Champasak province, Lao PDR).
- The project benefitted local authorities in terms of related increased support, knowledge, and capacity. The local authorities will continue to work with the community beyond the project timeline.

This evaluation found that the project scored positively for VfM. There is evidence that the project managers were aware of and responded to VfM in terms of effectiveness, economy, efficiency, and equity. As outlined above in the report, there were notable challenges to project effectiveness in terms of the project design, implementation, and monitoring. When assessing VfM, it is also important to ensure that there are clear objectives and parameters. While the project objectives were clear, there are opportunities, as discussed above under Effectiveness, to strengthen the project's parameters, including activities, indicators, acceptable timeframes, and levels of risk.

Finally, while it was outside the agreed design for the SCR project, this evaluation noted that there was no overall cost-benefit analysis data for the project activities. One exception was noted for

Kratie and Stung Treng provinces in **Cambodia**.³⁹ In assessing climate smart agriculture, this cost-benefit analysis showed that the hydroponics model had “a high setup cost (\$3,333 per farmer) but reduced labour requirements, while the water tank-solar pump model was significantly cheaper (\$800 per farmer) and highly adaptable.” The analysis found that farmers adopting CSA techniques doubled or tripled their income, with some exceeding their annual earnings in the first four months. While these interventions were pilot projects, partners noted the limited number of participants and the additional costs that participants had to cover themselves. That is, at the time of the CSA report, the hydroponic system benefitted three farmer families, the My Village Organisation (MVi) water tank-solar pump-and pipe system accommodated six participants, and the Royal University of Agriculture (RUA model) supported

³⁹ Cruz, Abelardo and Il Oeur. Assessing Climate Smart Agriculture. The Strengthening Climate Resilience (SCR) in

the Lower Mekong Sub-Region Project: Cases of Kratie and Stung Treng Cambodia. April 2025.

three farmers.⁴⁰ The farmers also contributed out-of-pocket approximately \$300-500 for mesh net housing, plastic mulching materials, and fencing.⁴¹

Discussions with some staff and partners highlighted the *perception* that the SCR project was a notably expensive project with low cost-benefit given the budget and the outputs. It is important to highlight that the VfM above does counter this view. However, having actual evidence to establish the project's cost-benefit is essential as there is value in understanding the cost-effectiveness of key approaches, such as livelihoods. Moving forward, consideration could be considered for a more targeted analysis on selected interventions.

CAPACITY & MANAGEMENT STRUCTURE. The management structure for the SCR project provided oversight across the project, including partner management, including financial oversight, technical support and guidance for Country Offices and implementing partners. The

PMU worked closely with Oxfam Australia (OAU) to meet donor contractual and compliance obligations, with OAU providing critical technical support, support to the PMU, thematic leads, Country Offices and partners.

Multiple Oxfam and DFAT stakeholders questioned whether this management structure had been sufficient for SCR, with some suggesting that there appeared to have been gaps, communication challenges, and difficulty in understanding the project in its entirety (particularly given turnover in both Oxfam and DFAT). Stakeholders also raised questions about whether some project staff had sufficient support to meet the challenges of this complex project. Others within Oxfam questioned whether there was sufficient management accountability within Oxfam, and enough institutional memory within Oxfam to understand what had been tried programmatically before the SCR project, when, and with what results.

IMPACT

SUMMARY: The collection of impact data at the SCR project level was done through both quantitative and qualitative methods. The collection of quantitative impact data (for example, at the Project Objective Indicator (POI) level and the Long-term Outcome Indicator level) was challenged by many of the same results framework and monitoring data challenges described in Effectiveness. The project also collected qualitative impact data, for example, through narrative reporting, case studies, videos, and reflection workshops. The evaluation highlighted the notable efforts of the project team to respond to limitations in quantitative impact data through an emphasis on the collection and analysis of qualitative stories from across the target countries. These stories produced helpful qualitative insights into how communities have adapted to climate-related challenges and pursued new strategies for resilience. While the project had a guiding MEAL Framework, the actual approaches used to monitor impact did not always align with the Framework.

The evaluation did find strong examples in field work of impacts connected with the project, which echo many of the impacts outlined in the qualitative story analysis, such as improved effective communication and early warning systems, adaptations to climate risks through livelihood shifts, collective infrastructure action, ecosystem-based solutions, and strengthened preparedness, strengthened collaboration between communities, local government and external partners, among others. Unsurprisingly, given the diversity of project activities and contexts, these impacts varied considerably from site to site. Further, given some of the political and contextual challenges encountered by the project (and subsequent delays), it is too early to fully assess the impact of some project activities. The evaluation also highlighted the networking, convening and influencing work of the PMU at national and regional levels through, for example, its participation in national and regional events, actionable data sharing research, and advocacy and policy influence. Despite the important impacts that were documented, overall, this project missed a key opportunity in relation to

⁴⁰ This data is for Kratie and Stung Treng, and does not include CSA activities in Ratanakiri, which was not included in the external CSA assessment.

⁴¹ Oxfam notes that at the end of the project, in Kratie, three households had been supported with hydroponic systems by NRD, while the RUA supported nine households

(three in Kratie, three in Stung Treng and three in Ratanakiri). 3SPN supported one household and MVI supported 15 households in Stung Treng, for a total of 28 CSA beneficiary households.

robust impact assessment. For future similar work, specific monitoring and learning approaches can be strengthened to ensure better impact data quality and adaptive learning. While the collection and analysis of impact stories was a useful addition to the data, the more systematic collection of quantitative impact data would help provide a stronger evidence base for impact, including social impact and changes in knowledge, attitudes and practices related to climate resilience.

Impact is discussed under the headings of (1) approach, (2) changes, and (3) discussion.

APPROACH. The SCR project collected impact data through quantitative and qualitative methods. The quantitative impact data was collected at the Project Objective Indicator (POI) level (Table 15) in the results framework and, to a lesser degree, at the Long-term Outcome Indicator (LOI) level across the three outcomes (see Effectiveness above). The qualitative impact data was collected through narrative reporting, case studies, videos, and reflection workshops (Table 16).

The evaluation found that while the project had a MEAL Framework to guide its work, the approaches outlined in the Framework were, for various reasons, not always implemented. For example, the MEAL Framework called for ongoing outcome harvesting⁴², review of government documents (e.g., DRM at local and sub-national levels) on the integration of learning, and a baseline and endline survey for

quantitative and qualitative indicators.⁴³ The baseline design and process were meant to be external, to establish specific values for a number of indicators. However, despite project efforts, the monitoring and evaluation of impact data did not necessarily align with these plans, with negative implications for the strength of its impact data.

QUANTITATIVE

Data was collected across four indicators for each country and overall. The data shows an overall average achievement of 106%.⁴⁴ There was an achievement for 75% (3/4) (POI1, 3, and 4) and overachievement for 25% (1/4) (POI2) of the indicators. The highest score was 153% for indicator POI2 (local authorities), followed by POI3 (inclusion) with 98%, POI1 (DRM and CCA plans) with 89%, and POI4 (livelihoods) with 85%. In terms of the countries, Cambodia had the highest score (141%), followed by Vietnam (105%), Thailand (100%), and Lao PDR (90%).

Table 15. Progress at the Project Objective Indicator (POI) level

	Cambodia	Lao PDR	Thailand	Vietnam	Overall
					
Indicator	Progress				
Objective: Riverine communities in the Mekong Subregion with reduced vulnerability to the impact of disasters and climate risk					
POI1: Evidence of communities are implementing inclusive DRM and/or CCA plans with support (technical, facilitation, financial resources) from local authorities.	78%	125%	100%	111%	89%
POI2: Evidence of local and sub-national authorities are implementing inclusive development plans that are informed by climate and disaster risk information and analysis.	250%	50%		167%	153%
POI3: Evidence of women, youth, people living with disabilities, and members of ethnic groups are playing critical roles in disaster and climate resilience building	113%	160%	100%	73%	98%
POI4: Evidence of communities demonstrating new/improved/adapted livelihood strategies that promote resilience to disaster and climate change	122%	25%	100%	67%	85%
AVERAGE	141%	90%	100%	105%	106%

⁴² Outcome harvesting is a very specific and highly intensive methodological approach that requires considerable time and investment. See, for example, [Outcome harvesting | Better Evaluation](#)

⁴³ Van Duijn, John. Monitoring, Evaluation, Accountability and Learning (MEAL) Framework: The Strengthening

Climate Resilience in the Mekong Sub-Region Project, 2022-2025.

⁴⁴ The totals in the “Overall” column do not include PMU data. This is the data provided by the Oxfam MEAL Coordinator.

Given the numerous challenges with the project and MEAL design (especially the indicators in terms of this discussion) and implementation (see Effectiveness above), it is difficult to verify whether these are the actual impacts for each country and across the countries. Please see Discussion below for further details.

QUALITATIVE

The SCR project gathered qualitative data to illustrate project outcomes through case studies, stories and videos. A few examples of these are provided below (Table 18).⁴⁵

Table 16. Examples of qualitative impact data

Outcome 1
Hydroponic farming as a climate reliant way to grow vegetables. Dong Chana and his family can sell surplus vegetables to increase their income. Sambo district, Kratie province, Cambodia (December 2023) Outcome 1 (Partner: Northeastern Rural Development) Video (3:57), https://oxfam.box.com/s/xd2jg5cr0vcq9cm8bwcmcryprcz8bwru
Climate-smart farming. Ms Loeur Sin from Stung Treng province, Cambodia, has been practising climate-smart farming since training with Oxfam partner My Village Organisation. Outcome 1, Indicator 1.1 (Borei O'Svay, Stung Treng, Cambodia) Case study, https://oxfam.box.com/s/bjnlxqbcf839zc4zxbtu2jr8fq40rd6t
Water pole to monitor flooding. Inspired by training with the 3SPN Organisation, Ms Sew Chaiyan advocated for a water pole to be constructed in her village. Outcome 1, Indicator IOI-1.1 (Ratanakiri, Cambodia) Case study, https://oxfam.box.com/s/fk4ok7okx6r65dpry33hhxkk53prs5if
Aquaponic cultivation for vegetables. Mrs Sare grows vegetables using aquaponic cultivation techniques. This has helped reduce her workload and fatigue and has improved her family's income. Outcome 1, Indicator 1.1 (Sambo, Kratie province, Cambodia, Northeastern Rural Development) Case study, https://oxfam.box.com/s/rrjlqvgaowhq0d4qj6uihpvao47kz30o
Outcome 2
Early flood warning system. Thongkham Luangboupavong, a rice farmer, is grateful for the Task Force that provides early flood warnings to his village, enabling the evacuation of the people and animals. Outcome 2, Indicator 2.1 (Lao PDR) Video (3:32), https://oxfam.box.com/s/6lgpmc97ygmz8jj2whvdhd6udyv8u67l
Water-saving irrigation. Ms Nguyen Thi Nua's water-saving irrigation system resulted in more time for her to work and increase her family's income. Outcome 2, Indicator IO-2.2 (Phong Nam Commune, Ke Sach District, Soc Trang Province, Vietnam) Case study, https://oxfam.box.com/s/istvbjkpw8fcwfiw9olhr6s885e7yf
Community lake protection. Ms Chanloeun helped mobilise resources from the provincial department and the community to clean up the lake and protect it from illegal fishing. Outcomes 2 (Ratanakiri province, Cambodia) Case study, https://oxfam.box.com/s/3rawjra91gvtwe1rqo7utfu5fnwtzkcr
Integrating gender into disaster prevention activities. After attending training on integrating gender into disaster prevention activities, Mrs Nguyen Thi Yen has increased her awareness and associated knowledge. Outcome 2, Indicator IOI-2.2 and OI-2.3 (Hong Nam Commune, Soc Trang Province, Vietnam) Case study, https://oxfam.box.com/s/b06h4hqdnj6tat4v3rsntyiosdn1oclg
Auto water saving (sprinkler models). These activities in Vietnam supported People with Disability to improve farming by reducing labour, as well as increasing the yield and quality of the yield. In Lao PDR, the shade houses tripled income for women farmers. Case study, https://drive.google.com/drive/folders/1HqnGsJJC7bK1UBN7qxiUnwdsySke57Gq

⁴⁵ Oxfam. Qualitative Change Stories. Summary of Impact

and Learning.

The evaluation highlighted the project team's notable adaptations to the limitations in the quantitative impact data. Following feedback from the MTR, the project and MEAL team made a concerted effort to bolster the impact data by using the Most Significant Change (MSC) approach to collect stories of change. A staff stakeholder noted, *"We recognised the progress reports provided limited evidence to showcase the project's success and impact, and that is why the project engaged external consultants to generate more stories to showcase the outcomes and impacts."* This is a good example of positive project adaptations, (others strong examples of adaptations are outlined under Effectiveness).

Stories from all four countries were collated and analysed, resulting in a report in August 2025.⁴⁶ The analysis provided helpful qualitative insights into how communities have adapted to climate-related challenges and pursued new strategies for resilience. Independent consultants collected 32 stories, comprised of seven stories (22%) for Cambodia, eight stories (25%) for Lao PDR, nine stories (28%) for Thailand, and eight stories (25%) for Vietnam.

The main impacts that the authors identified in the report are as follows:

1. Improved effective communication and early warning systems.
2. Adapted to climate risks through livelihood shifts, collective infrastructure action, ecosystem-based solutions, and strengthened preparedness.
3. Integration of local knowledge with external technical input.
4. Strengthened resilience through social networking.
5. Advanced women's leadership in climate resilience.
6. Strengthened collaboration between communities, local government, and external partners was essential to the project's outcomes.
7. Increased communities' growing capacity to adjust their practices in response to climate unpredictability.
8. Bolstered community cohesion as evident in collective activities and shared responsibilities.
9. Strengthened resilient livelihoods in multiple ways through, for example, diversifying income streams, applying climate-smart technologies, and restoring ecosystems.
10. Improved youth's skills, confidence, and a sense of responsibility, positioning them as contributors to their communities' long-term climate resilience.

Oxfam's MSC analysis report concludes that:

For **Outcome 1**, many communities are now applying more inclusive DRM/CCA plans (e.g., Cambodia, Lao PDR, and Vietnam).

For **Outcome 2**, local authorities in some provinces have taken on stronger roles in disaster management (e.g., Cambodia and Vietnam).

For **Outcome 3**, communities and authorities are beginning to use improved hydro-meteorological data for decision-making (e.g., Cambodia's PRISM and EWS1294 systems, the LaCSA and <https://laodimolsw.la/> in Laos PDR, and Vietnam's PCTT and Nguồn Nước Cửu Long apps).

While this report highlighted the progress across the three outcomes, it noted that "the depth and consistency of results vary by country." This finding is confirmed by the endline evaluation. It

is difficult from existing project data to understand the scope or breadth of these changes across targeted communities.

CHANGES. The evaluation noted changes in knowledge, attitudes, and behaviour as well as improved DRM and CCA policy and practices as a result of the project's interventions. This section outlines some of the high-level impacts by country but notes that these are varied and uneven across the different SCR target communities and countries. Rather than discuss impacts by Outcome, for the reasons above, the evaluation team opted to present the discussion at the country and the regional levels.

When considering the impacts and changes below, it is also important to note the project's role in raising communities' overall understanding of climate change and the multi-faceted impacts of climate change in their own communities. This is difficult to quantify, but

⁴⁶ Oxfam. Most Significant Change (MSC) Stories Analysis –

SCR. Aug 2025.

came through in evaluation findings, with community members across the SCR countries sharing new or improved understandings of climate change, connections between climate change and DRM, and new thinking about how to address the impacts of climate change.

In **Cambodia**, the evaluation data suggests that there have been impacts of the project's work across outcomes. Across the three provinces, evidence suggests that communities have developed their knowledge and shifted attitudes and practices regarding DRM/CCA plans. Community members suggested they now had a greater understanding of risks and stronger preparation for flooding, supported by contingency planning, early warning systems, and safe evacuation measures. There is also evidence of promising outcomes for some of the CSA activities. The project also supported the development of written emergency contingency plans in eight Communes.

"My learning which I can apply in the future is new knowledge about disaster management. [...] For these years, we can do a lot, including the simulation preparation and response, before, during and after. We are more experienced. Before, we didn't know how to evacuate or what people would need." **CCDM Member, Male, Kratie province, Cambodia**

Respondents across the four countries shared that they had learned more about climate change and its implications through the project. For example, in Ratanakiri, a female Indigenous Kuoy leader suggested that knowledge about climate change had increased in her community: *"After participating [in the SCR project], we learned and understand why [there is] no rain, why it is hotter, why there is more storming. Now we know more. We also connect with 1294, and we learn more about it."*⁴⁷

Evaluation stakeholders in Cambodia spoke positively about the simulation exercises and about improvements in community members' access to DRM knowledge and early warning systems. They also spoke about increased confidence to speak about these issues. In Ratanakiri, for example, one Indigenous woman with Disability shared that she now knows how to prepare and keep safe equipment, documents

and food supplies, noting that in the past, floods would wash away important ID documents and other property. One impact noted in the evaluation, which is also not captured in the log frame, was increased capacity among partners. One partner staff in Cambodia, for example, shared, *"I also think I have learned a lot from this project. I have the confidence to speak about climate change. [Before] I would just talk about the wind and rain. Now I can talk about the planning book. The villagers and I didn't know they had the VDMG created by the government."*

In Cambodia, the evaluation found evidence of increased access to and use of meteorological data through the use of information boards, speakers, water level monitoring poles, and reports of increased awareness of digital warning systems. In a focus group discussion of Indigenous men (Kachok and Jaray) in Andoung Meas, Ratanakiri, participants shared that the new water level monitoring poles were more accurate and specific than what they had used in the past: *"Before, we used the water level monitoring pole from the wood without a sign, which couldn't tell the increase of water. Now we can tell how much the water increases after one hour."*



Board for recording water levels in Kang San Village, Seda Commune, Lumphat. At the time of the evaluation, the board was not being updated as the water levels were neither too high nor too low. Credit: Veasna Ky

As noted under Effectiveness, in Cambodia, the livelihoods and CSA activities appear to have been more mixed in their results. Case studies, project documentation and data collected in this

⁴⁷ The EWS1294 system in Cambodia provides timely flood information to national and provincial authorities, enabling them to quickly disseminate reliable warnings to at-risk

communities. The system is officially recognised and owned by the Royal Government of Cambodia as the national EWS in Cambodia.

evaluation suggest that for some, impacts included increased income, more time, and better ability to meet the food needs of the household. The CSA Assessment in Cambodia found that the water tank solar pump model used in Stung Treng, for example, saw several farmers more than double their income in just four months. In this evaluation fieldwork, one partner staff member observed that some households were now better able to pay for their children's schooling, and that family members no longer needed to migrate for work away from home.

This was echoed by one male farmer in Ratanakiri in evaluation fieldwork, who benefited from the project's CSA programming. He shared that previously, he had gone to work on rubber and cashew plantations, with lower and less frequent income, but that he was now selling his produce at the local market and able to stay closer to his family. However, some of the factors limiting the impact of models such as the hydroponic-greenhouse model (Kratie) and the water tank solar pump model (Stung Treng), as outlined in the CSA Assessment in Cambodia, include "common climate-related and operational challenges, including limited access to water during dry seasons, pest infestations, and unstable market access."⁴⁸

Regarding GEDSI impacts in Cambodia, evaluation fieldwork findings suggest there have been some important shifts among stakeholders with regard to knowledge, attitudes and practice, though it is also likely that the work of IP2 has contributed to any GEDSI gains under SCR. One CCDM stakeholder, for example, shared that *"In the past, they [communities] didn't think of women, children or People with Disability. In the past, we thought everyone was equal, that no one is having a harder time than anybody. But now we know."* Indigenous men in one Ratanakiri FGD shared that they had learned from Oxfam's partner that in disasters, community members needed to consider the different needs of People with Disability, elderly people and women. In the same community, one Indigenous woman in a FGD shared, *"My ability was limited before. Now, we are braver. We didn't know if we were important or had a critical role. My husband used to say that women are women and can't do*

*anything. After the training, we know that women have good qualities, travel the world, and have the courage to share with their community."*⁴⁹

Another Indigenous woman in this group shared that while some women participate in the community DRM training, *"they learn and understand the lessons. But when they return [home], they forget."* This woman suggested this was possibly because of the stresses and pressures of their family situations and home lives, such as *"having babies or drunk husbands."* In FGDs and KIs, Indigenous stakeholders in Ratanakiri highlighted other ongoing challenges linked to language barriers, literacy among community members, and having the confidence to participate. In Stung Treng, stakeholders also highlighted that there could be barriers for the inclusion of men in project activities, as their traditional role as "breadwinners" made it difficult to engage them, requiring tailored sessions at times that could accommodate men. One male FGD respondent in Stung Treng also highlighted issues of male labour migration, with men migrating after the farming season to find work in construction, rice, cashew or cassava farms.

Field work discussions also suggest anecdotally that there may have been an increase in the participation and engagement of People with Disability. In Ratanakiri, for example, one older, Indigenous man with Disability shared, *"In the past, there was discrimination against women, the elderly, or People with Disability who said they can't travel. After the workshops, they prioritised them to join and increase awareness in these areas. Their participation increased."*

In Stung Treng, one partner also shared an example of a woman who openly identified as LGBTQI+, who had been encouraged by the Oxfam partner to join IP2 programming, and was now involved in SCR as well: *"They participated voluntarily, and we encouraged them. In the past, people criticised the person. Before, they didn't have the courage to speak [...] Now they always participate."*

The evaluation noted project efforts to work closely with the National Committee for Disaster Management in Cambodia, ensuring, for example, that GEDSI was integrated into the

⁴⁸ Cruz, Abelardo and Il Oeur. Assessing Climate Smart Agriculture. The Strengthening Climate Resilience (SCR) in the Lower Mekong Sub-Region Project: Cases of Kratie and Stung Treng Cambodia. April 2025. p.25.

⁴⁹ It should be noted, however, that it is not clear what training this respondent was referring to, and there is a chance that this could also be IP2 work.

training on Disaster Risk Assessment and Hazard, Vulnerability, and Capacity Assessment (HVCA), and into National Contingency Flood Plans in 2024.

In **Lao PDR**, the evaluation findings suggest that the project's work was impactful in strengthening village DRM structures, knowledge and response. In Kheele village, for example, in Champasak province, the Head of the Village and Deputy Head of the village told the evaluation team that the project itself had initiated the Village Disaster Committee, and before that, there had been no training or real discussion about DRM, as disasters were considered a normal part of life. They shared that information sharing between the district and the community had been much less before the project, and that there was now more communication and increased technical knowledge: *"After the project came in, we have a strategy, targets and legal documents in terms of agreements and an approved VDM plan."* These kinds of impacts were echoed in the project closure meeting in Lao PDR on 29 July 2025, from representatives from Luang Prabang and Champasak provinces. In this meeting, for example, the Village Head of Keomany, Luang Prabang, shared, *"Compared to 2012, now people have increased their understanding of climate disasters. They become more alert when we warn about the extreme event. In the event of recent flooding, when the village DRM committee warned through speakers, people were prepared. The damage and loss were less compared to the event in 2012."*⁵⁰ It is, however, important to note again that the delays in the project and limited timeline make it difficult to assess any kind of long-term impact.

As discussed in more detail under Effectiveness, there is less evidence at this stage regarding the impacts of selected livelihood activities in targeted villages in Lao PDR, such as mushroom cultivation and frog-raising. In two out of the three villages in Champasak visited in fieldwork for this evaluation, there was interest and enthusiasm for mushroom cultivation (more uptake in Champee), but it was too early to report on any significant impacts, and the numbers were generally small.

In terms of the use of hydro-meteorological data in villages in Lao PDR, communities clearly

noted their appreciation of the project's support for speakers, in terms of improving their early warning systems and information-sharing capacity. Importantly, given project delays and timelines, it is still early to expect to see major impacts. However, the evaluation findings suggest that there are changes happening among project stakeholders regarding how hydro-meteorological data is shared, accessed and acted on.

In Kheele Village, Champasak province, for example, the male Village Head shared that the information shared through their speakers is linked to the information they get from the provincial Department of Meteorology and Hydrology, which they received from the national level. The Village Head shared that the project had resulted in improved communication and information-sharing, along with a higher quality of that information: *"I feel the information is more trustworthy. I feel we are getting real information."* In Kheele, community members shared that of their eight speakers, five were supported by the project, and that they were being regularly used. A male community member shared, *"When there is a storm or it is windy, we get the information. I am happy and feel more comfortable and secure."*

"They are acting differently from the 2019 floods, with what they have learned from the project. It is about receiving messages and actually preparing to respond. This is very different from before. The announcements are now more for DRM. Before, the speakers were used for general community announcements. They received training on how to warn people, and the local government announced that under the project, we must work with the local government office to strengthen this. 2019 was a wake-up call for us to do things differently and prepare." **Head of Village, Kheele Village, Champasak province, Lao PDR.**

Input from other target villages in the evaluation fieldwork and from fieldwork and from Luang Prabang in the Project Closure workshop for Lao PDR indicates that information-sharing using speakers has improved communities' capacity to respond to disasters. However, in the Project Closure workshop, representatives from Sibounhueng and Kheomany also highlighted that recent flooding in July of 2025 had damaged

⁵⁰ Oxfam. SCR Project. Meeting Note. Project Closure Workshop, Lao PDR. 29 July 2025. Vientiane Plaza Hotel,

Vientiane.

speakers provided by the project (this is discussed below under Sustainability).

Another likely contribution of the project relates to communities using speakers for sharing animal health-related information that contributed to reduced vulnerabilities amongst residents. At the Lao PDR project closure workshop, the Village Head of Houaykang village shared that the DRM committee used the speakers provided to the village to share regular information about cattle diseases, noting, *“Before, the cattle death rate was high. From last year to this year, we observed that the death rate had significantly reduced. The village DRM committees used the speakers to announce regularly to inform about the disease, [and] people took measures.”*⁵¹ This was echoed in evaluation fieldwork in Champasak, where community members in Champee shared that they used the speakers this year to share information about animal diseases, and also aphids (which attack rice crops) enabling community members to take action to protect their livestock and crops. In some villages, some speakers already existed and were used for community messages, but additional speakers were added through the SCR project, extending coverage and reach.

The evaluation also noted an unintended impact of the PCVA processes in Lao PDR, with partners being able to leverage PCVA findings to access funding from other donors to respond to some of the issues identified. For example, Champasak University utilised PCVA findings on climate issues to develop a proposal that secured \$50,000 from the Indian government to construct a small-scale weir system for agriculture in Champee village.

Regarding GEDSI impacts in Lao PDR, the evaluation findings suggest mixed levels of impact, while keeping in mind the relatively short time frame of actual implementation and the deep structural gender gaps in Laos. In evaluation fieldwork in Champasak, the team noted very different starting points in attitudes and practices around gender equity in the three villages visited. In Mouang Village, for example, gender roles appear to remain deeply entrenched, and there appeared to be little substantive change as a result of project activities, despite the participation of some women on the VDC. In Kheele Village, there

appeared to be more change. In a focus group discussion, female community members shared that there are now four women on the VDC, whereas before the project, there were none. Stakeholders spoke about the training they received on the inclusion of women (including pregnant women), People with Disability, elderly people and children in DRM. Male focus group participants shared their impressions that women were now asking more questions and making contributions in the community as a result of their training and engagement linked to the project. While a more in-depth GEDSI analysis than was possible in this Rapid Endline evaluation would be needed to assess these dynamics in full, the evaluation team speculated that these different starting points may have been a factor in GEDSI results or outcomes.

Stakeholders in Thailand, Cambodia and Laos pointed out the opportunities provided by the project for rural women to attend and participate in national and regional meetings as an important component of building women’s capacity, confidence and leadership. One woman spoke about having attended a workshop in Thailand, highlighting that it was very meaningful for her to see how women in Chiang Rai were working as entrepreneurs, in charge of finances and businesses: *“I can share this information with other women.”* Another woman shared, *“The balance of gender is important. Men act like they are big things, but now the women know, and there is equality.”* Women shared that they now get more invitations to join other activities, with more participation and a better balance in decision-making bodies, like committees. However, women shared that there is still an ongoing need for more women in leadership roles.

In Champee village, however, men and women shared that they already felt that men and women “walk together” in the village, with shared roles and tasks, and more gender equality. Stakeholders shared that there have not been major changes related to women’s engagement or leadership, as they felt things were working well before. These three different cases highlight the nuanced and contextualised approaches needed to address issues of gender equity even between different project sites in a country.

⁵¹ Ibid.

In Lao PDR, there appears to have been some change in awareness regarding the inclusion of vulnerable groups, including People with Disability, in DRM planning, though it is too early to assess what this might mean in practice. However, community members across all three villages cited extremely low numbers of People with Disability (for example, in Champee, respondents said there was one person in the community with Disability), which also raises questions about people's understandings of disability and vulnerability, and its prevalence. These are complicated questions, with possible links to issues of self-identification of disability, stigma and discrimination, a lack of awareness among community members, or other factors.⁵² A partner shared that the inclusion of People with Disability was also difficult in project activities due to issues of access and distance. This partner suggested that more work was needed to improve the meaningful inclusion of People with Disability in future work.

In **Thailand**, SCR project activities varied significantly from those in other target countries, particularly with its strong research focus. The REE data suggests that there have been significant impacts in the project in targeted villages in Chiang Rai and Phayao provinces.

"What I've seen is that villagers are now much more alert than before. They're on the ball, watching the weather closely, and when new storms are mentioned, the village head even said they'll make announcements so that everyone knows what's coming. Some communities are also using LINE groups to share warnings quickly among households."

Partner, Thailand

In Wang Sila, Pa Kha and San Ton Phueng villages, Community Flood Response plans were developed through a combination of participatory vulnerability assessments, Thai Baan research and scenario mapping.⁵³ As noted under Effectiveness, the devastating flooding in late 2024 in project sites not only reinforced the relevance of the DRM and response work in the area, but it also provided an opportunity for communities to put into action some of what they had been learning and preparing for.

A partner shared, *"Without the project, we believe our village would have lacked an organised plan, clear roles, and communication routines. Evacuations would have been slower and more chaotic, and some households, especially those with elderly or disabled members, would have faced greater risk. We also would have had weaker relationships with external agencies and fewer skills for mobilising kitchens, transport, and relief distribution."*

Women in an FGD in San Ton Phueng said the project had given them the opportunity to meet and discuss water management and disaster preparedness more systematically. They said that without the project, their meetings would likely have remained occasional and informal, without clear plans or a deeper understanding of their situation.

In Pa Kha, an elderly man with Disability shared that the announcements and the planning had helped him and his family prepare for the 2024 flooding: *"The village headman made announcements very often that all of us have to prepare ourselves, but our house is located in the floodplain [...]. The water [in the 2024 flooding] came very fast, but we prepared everything, and I was at another daughter's house. So, the flood just came in, but we did not lose anything in the house. We lost all rice in the rice field and mango orchards."* This evaluation participant shared his appreciation for the volunteers, noting, *"The village volunteers always come visit and ask if my family and I need anything, and I thank them so much."* Stakeholders highlighted that even while the underlying drivers of the flooding and disasters remained, the project helped people and movable assets to be better protected, enabling recovery to begin more quickly.

⁵² Baseline data from the Household Survey in Champasak was based on 89 respondents and found that 7% of the respondents were Persons with Disability. (See Lao PDR Baseline Report, p. 23)

⁵³ Oxfam. SCR Final Narrative Report (Year: 2025) Thailand. Strengthening Climate Resilience in the Mekong Sub-Region Project – Mekong Regional Water Governance Program. 20 May 2025.



Mango orchard damaged by heavy flooding, Pa Kha Village, Chiang Rai Province, 15 September 2025. Credit: Patporn Phoothong

The project's work running hydrological flood scenarios and bringing the results back to communities enabled communities to begin more concretely anticipating and preparing for possible flooding scenarios. The village Head in Pa Kha suggested that community organisation and communication had noticeably improved through the project, with the village plan clarifying roles and prioritising support for vulnerable groups. He noted that the project made climate risks tangible by bringing model results and maps back to the community, helping people to prepare more realistically. He said, *"The warning chain, like LINE groups and village speakers, is now used proactively when storms are forecast."* This was echoed by a partner, who shared, *"Villagers are now much more vigilant and better prepared than before. Whenever a storm is forecast, they activate their own communication protocol. LINE groups start buzzing, and the village heads get ready to make announcements, so everyone knows what to expect."*

Various groups in Pa Kha and San Ton Phueng visited during the evaluation fieldwork could easily share examples of their own increased knowledge and awareness about DRM. In a small focus group with high school students in Pa Kha (two females and one non-binary student), participants shared that they had learned how to do participatory mapping of safe and risky places, how to organise evacuation support for vulnerable households, how to set up a community kitchen, and how to use rainfall forecasts and app updates to decide when to activate the plans. They also learned first aid, dry-bag preparation, and how to make clear announcements. These students shared that they had gained confidence and now felt they

had clearer roles in DRM in their own community.

Another partner in Thailand suggested that an important impact of the project had been the increase in interaction and collaboration between villagers and government agencies: *"Before, like in many places, villagers were in one world and the Irrigation Department in another. They didn't talk, didn't understand each other's problems. Irrigation officials didn't have to listen to villagers, and villagers thought, 'They just manage water their way; they don't care about us.' Our project acted as a bridge, giving villagers opportunities to talk directly with the Irrigation Department. That was a positive change in terms of water management – getting communities involved in solving their own problems."* This partner highlighted the impact of providing community members with scientific data, which they could share in the community and use in discussions with government agencies. This was echoed by community members. For example, in San Ton Phueng, women in a focus group discussion shared that without the project, they wouldn't have built relationships with universities and higher-level government officials, making it harder to access information, programs, or funding to support their community.

There were also important impacts for partners in Thailand. A partner shared, *"My own university has also become much more alert to disaster issues. They've started to fund projects in this area and even set up new centers to focus on disaster work. That kind of institutional attention wasn't really there before, and now it's growing."* This partner also shared that the project had expanded their networks and visibility, through high-level engagement from the Thai Ambassador to Australia, the Australian Ambassador to Thailand, provincial governors, and their own university leadership: *"There was media coverage, and the events drew a lot of attention. It showed that the work of small communities could resonate on a much larger stage."*

In Thailand, evaluation respondents also shared that the flood recovery contributions had been impactful by helping rebuild resilience after the floods. This had included assistance with rice seeds, vegetable seeds and seedlings, chickens, and frogs. Youth, village heads, partners, and male and female focus group discussants noted the project's support in flood recovery,

particularly through the re-establishment of rice banks. As one community stakeholder shared, *“For families who have lost everything in the floodwaters, this was like restoring a safety net.”*

The impact of climate resilient livelihood activities in Thailand was challenged by the destruction of the culture-based fisheries pilot during the 2024 flooding, as discussed in Effectiveness. Women in FGDs spoke about the skills they had learned through the processing and marketing of dried fish and appreciated the training. The impacts are more difficult to assess from the data. While some women highlighted the importance of this alternative income stream, others raised some challenges, such as market saturation in their communities and lack of access to markets outside of their areas.

In terms of GEDSI impacts in Thailand, the evaluation findings suggest that the project’s work across the four targeted villages clearly integrated GEDSI principles in several ways. Through initial participatory mapping exercises, community members walked the survey sites and recorded which households were most vulnerable and where evacuation routes should be. Partners shared that they focused on trying to identify all vulnerable groups in these assessments, including the elderly, ethnic minorities who might not understand official announcements, and People with Disability.

The project approach attempted to move beyond inclusion to give specific groups, including youth, an amplified voice through participatory processes. As one partner stated, *“We used participatory approaches like community mapping and photo-voice, and that process really empowered people. They began to feel more confident to speak up, to share their experiences, and to see themselves as agents of change rather than passive recipients of aid.”*

“We noted that our disaster committee intentionally includes both men and women as section heads, and our planning gives explicit priority to people with disabilities and the elderly. Seeing women coordinate kitchens, relief distribution, and communications has made women’s public leadership during emergencies feel normal. Now, the expectation in our village is that preparedness and response are shared responsibilities across the community — not limited to one gender or group.” Partner, Thailand

Youth consulted in this evaluation shared that their confidence had increased, and their roles in their community were now clearer in relation to DRM. They were able to speak readily about the different needs of different community members in their flooding preparedness. In one FGD in Pa Kha, for example, high school students highlighted that People with Disability may need help moving to safe places and accessible shelters, and that some elderly residents may need extra support because they may not be as mobile or able to follow technical instructions. They noted that families with babies and small children may need additional assistance with supplies and transport and also spoke about the heavier burden women often face with care work during floods, which may mean they also need more support. Similarly, in an FGD with women in Pa Kha, one participant shared that checking on elderly neighbours and People with Disability was now part of her role during heavy rains.

While women in FGDs in San Ton Phueng also highlighted that through the project, women now have more opportunities to attend academic conferences and learn from experts, one of the challenges raised in the evaluation from partners was the constraints they faced regarding women’s travel and representation. While Oxfam makes strong efforts towards such inclusion, one partner shared that in some cases, women could not travel to international events unless their families could accompany them, which made the logistics very complicated. This partner also shared that the strict quotas for participation in regional events required careful management to ensure fairness and avoid the creation of social issues in communities. A Village Head echoed this challenge, noting that *“Event quotas sometimes force trade-offs that can become tokenistic, if not handled carefully.”* The evaluation notes the careful logistical and financial considerations involved in finding this balance.

In Thailand, partners, community members, village heads and other stakeholders spoke about what they viewed as some of the outstanding GEDSI challenges. The Village Head in Pa Kha, for example, suggested that while the project had made significant headway in embedding GEDSI messages in planning, ensuring vulnerable groups were mapped and prioritised, and creating spaces for women and youth to speak, there now needed to be a shift *“from awareness to resourced participation”*

such as covering childcare and travel, providing interpretation and accessible venues, and allocating seats for community members (not just officials) at regional exchanges.

In **Vietnam**, the separate REE found that the project had contributed to measurable improvements in community awareness, preparedness, and adaptive practices related to DRM and CCA. The evaluation found that “participating households reported increased understanding of disaster risks, climate risks, and improved skills of practising the ‘four-on-the-spot’ motto.”⁵⁴

The Vietnam evaluation also noted behaviour change in terms of mangrove plantation and protection, agricultural techniques, and the adoption of practical resilience strategies such as intercropping, multi-layer planting, and efficient water use. The evaluation found that these changes were particularly evident among young female farmers and People with Disability who had limited previous exposure to such knowledge.

The evaluation found that institutional capacity at the commune level had also been strengthened through the project, through practising the PVCA, and developing annual community-based DRR plans supporting the integration of DRM/CCA considerations into local Social Economic Development Plans. Local officials demonstrated improved ability to identify and map climate risks, plan for the relocation of at-risk populations, and use disaster risk information and climate change signals through the utilisation of the Mekong Water Resource App and the PCTT App and more effective local early warning systems. The male Vice Chairman of Song Phung commune explained, *“Local leaders are now proactive in synthesising and promptly providing information on climate, natural disasters and extreme weather to the community, in many different ways. We understand that the earlier and more accurate the information, the better protected the community can be.”*

In Vietnam, the evaluation evidence also pointed to what the evaluators called “a gradual shift toward a climate resilience mindset,” with stronger awareness of climate change risks and

the value of nature-based solutions (such as mangrove planting) among participants, including local authorities.

In terms of GEDSI impacts in Vietnam, the REE found that the project’s work demonstrated a commitment to inclusivity and equity through targeted activities designed to engage and benefit women, ethnic minority groups, and other vulnerable populations. It noted that the women’s participation was particularly strong in agricultural training, food security, and home gardening initiatives. Women were also involved, in several cases, in risk mapping and contingency planning exercises, heightening their awareness of climate risks and strengthening their capacity to prepare for and respond to disasters. The Vietnam findings highlight that the project made “commendable efforts to mainstream GEDSI across all activities,” noting, for example, that 105 women had been trained from three target communes on gender-responsive DRM planning, and that 10 out of 13 livelihood model households were led by women or People with Disability.⁵⁵

The Vietnam evaluation found that the project promoted gender equality by promoting women’s roles in disaster planning and response. It found that participants, particularly vulnerable groups including People with Disability and women-headed households, have obtained better knowledge in applied technologies to adapt to the changing climate. The project prioritised engagement with poor and near-poor households, single and poor women, People with Disability, and older people by ensuring their inclusion in adaptive livelihood modes such as the water-saving irrigation systems (WSIS). The evaluation highlighted that these targeted interventions enabled vulnerable groups to adopt climate-resilient agricultural practices, thereby reducing exposure to risks and sustaining productivity.

The evaluation highlighted five key enabling factors that helped bolster the project’s GEDSI work in Vietnam, including (1) Community-based selection of beneficiaries and participatory methods, (2) inclusive training formats using participatory approaches, (3) GEDSI-focused partnerships, (4) the alignment of livelihood

spot.”

⁵⁴ This is explained in the Vietnam REE as a “motto of action that is often used in disaster management in Vietnam. These include leadership-on-spot, human resources on-spot, equipment on-spot, and logistics arrangement on-

⁵⁵ Nguyen Van Gui and Hoang Thi Ngoc Ha. Final Evaluation Report: Strengthening Climate Resilience in the Mekong Subregion (SCR) Project in Vietnam. July 2025. p.7

support with the local contexts (e.g., demonstration models were tailored to the needs of the elderly, poor, or People with Disability), and (5) the integration of inclusion principles into district-level Socio-Economic Development Plans (SEDPs).

However, the Vietnam REE also highlighted some ongoing challenges for GEDSI. It noted that despite the gains, structural barriers, such as male-dominated leadership and limited disaggregated data, persisted, and suggested that targeted interventions for People with Disability and Indigenous Women need further investment to elevate their roles from beneficiaries to active decision-makers. The evaluation highlighted the persistence of the exclusion of women and People with Disability from decision-making, along with the lack of disaggregated data in the project for tracking Indigenous women, limiting analysis and targeting. It also notes that there was an initial underfunding of GEDSI activities, and that there may also have been barriers for remote or elderly participants to physically attend training or use technology.

PMU and Regional-level Impact

The evaluation highlighted impacts at the PMU and regional levels, presented here according to: (1) convening and participation in national and regional events, (2) actionable data sharing research, and (3) advocacy and policy influence.

Participation in national and regional events.

Project documents note the active engagement of the PMU across multiple forums for networking and knowledge-sharing, helping to bring issues of climate change and disaster risk into the ongoing dialogue on transboundary water governance, which brings together different stakeholders, perspectives and institutions. This included engagement in national and regional conferences and events related to water security, Mekong environmental resilience, Nature-based Solutions, and climate change (e.g., the Southeast Asia Water Security Conference 2023, the Mekong Environmental Resilience Week in 2023 and 2024, Climate Future #2 in 2023, Scaling Nature-Based Solutions Workshop in Bangkok in 2024, and the Mekong Youth Dialogue), and the co-organising

of a break-out event at the Asia Women and Rivers Congress 2024.⁵⁶ The SCR team also facilitated presentations from grassroots representatives, including the Network of Indigenous Women in Asia. SCR's partner in Thailand, MFL, was also the local host and co-convenor of the Asia Women and Rivers Congress in 2024.

A challenge for the project was that logistical challenges at times prevented the participation of planned delegates. For example, in Lao PDR, prospective delegates faced local bureaucratic obstacles related to the obtaining of passports, though the project been willing to cover the costs of passports. This prevented women community leaders in **Lao PDR** from attending the above-mentioned Asia Women and Rivers Congress in Thailand. Similarly, partners and community representatives in Vietnam were unable to participate in a Water Sharing Dialogue due to the lengthy approval process from the central government.

Promotion of regional level EWS and data sharing. The project worked at the regional level to promote more open data sharing across the region, through participation and influencing at regional water dialogues and collaboration with actors such as MRC to share information to strengthen app development. As part of these efforts, research was undertaken in two communities in Battambang and Siem Reap (Tonle Sap region, **Cambodia**) by the SCR project and Dr. Carl Middleton from Chulalongkorn University in Thailand on actionable data sharing for early warning.⁵⁷

The 2024 Annual Report explains that through the participatory design approach, community members identified the most useful climate and disaster data and helped establish effective communication channels for accessing this information. Following the preparation of a policy brief, the Annual report suggests that the study findings “were used to influence improving water data sharing and early warning in the Mekong region through dissemination in different relevant dialogue platforms.” One impact cited in the report is that the One Mekong Application, developed by MRC, was significantly influenced by the study.

⁵⁶ SCR co-financed and invited SCR-supported target community representatives to the WRC.

⁵⁷ Middleton, Carl. Internal Report. Co-designing for Actionable and Accountable Data in the Tonle Sap Basin,

Cambodia. With input from Sreylakh Mech, Michelle Chic Gudo, and Daovone Phonemanichange (Oxfam); and Pichchanrathna Vorn

The SCR technical team mobilised CSOs to provide feedback during meetings and forums, including presenting study recommendations at the MRC CSO forum. Resultant changes to the app included (1) adding four Mekong languages (Khmer, Lao, Thai and Vietnamese) to the iReport component, (2) strengthening user privacy and security, and (3) improving user-friendly functions. Stakeholders observed that within water governance and dialogue forums, issues of data sharing have now been receiving more attention.

Advocacy and Policy Influence. The MTR provides examples of how the SCR team's collaboration with FACT contributed to the National Strategic Development Plan 2024-2028 in **Cambodia**, while work with NCDM helped update the National Contingency Plan for Floods 2024, integrating GEDSI principles. It also describes how in **Lao PDR**, project engagement at the national level contributed to the National DRR Action Plans and the national inclusive early warning framework. These would be very strong examples of impact, but the MTR, for example, provides little evidence of what the PMU contribution was and how it concretely contributed to these impacts, and these contributions are not to be found in the project's results framework.

In **Vietnam**, the SCR project advocated for the integration of ecosystem-based DRM and GEDSI-focused CCA strategies into Vietnam's development frameworks. While the MTR documents strong evidence of the project's policy work, there is no evidence at this point connected to the impact of this work. As the MTR notes, "Strengthening the SCR MEAL frameworks will help track and document the project's contributions to policy influence more effectively."⁵⁸

DISCUSSION. As noted above, the qualitative data (MSC stories and the endline evaluation) found that the combination of targeted training, local knowledge integration, livelihoods expansion, stronger community networks, and stakeholder collaboration strengthened communities' adaptive capacity. Despite the

quantitative findings of an overall average achievement of 106%, the indicators themselves provide little useful data on the project's actual impact, nor the impact in each country.

A central evaluation finding is the key challenges linked to the project's approach to impact monitoring, evaluation, and reporting. Despite the extensive results framework (quantitative) and case studies and videos (qualitative), there is limited high-quality evidence of the project's impact, and particularly the breadth and scope of that impact. The project's MEAL framework was not fully implemented or aligned with the MEAL approach in practice. A regional project like this across four countries and with many diverse activities requires a strong impact assessment approach and implementation. Linked to the robust approach, this project also required more MEAL personnel and support.

There were also reflections that in considering the design of MEAL, irrespective of whether further phases of a project are envisioned (as they originally were for SCR), it is practical to ensure that outcomes are appropriate and realistic for the length of the actual, specific time-bound project.

The impacts of this project were deeply contextualised not only across the four different countries but also within the different communities in each country. This creates challenges for any high-level summary of impact across the three project outcomes. Complicating this is that the three outcomes and their intermediate outcome indicators can be difficult to delineate and separate from each other.

Despite the important impacts that were documented, this project missed a key opportunity in relation to impact assessment. Moving forward, the approach to impact monitoring and assessment needs to be reviewed, reformulated, and strengthened to ensure that the project can collect, analyse, share, and learn from the project's impact both at the quantitative and qualitative levels.

SUSTAINABILITY

⁵⁸ Oxfam. SCR. Mid Term Review Report. Final. 29 May 2025,

p.46.

SUMMARY: The evaluation provides some strong examples of project gains from across the target countries that are likely to be, or have potential to be, sustainable (particularly around reported changes in knowledge and attitudes around DRM, CCA and EWS, strengthened capacities in communities and local authorities for DRM and CCA, some CSA activities). This evaluation found some evidence of the project’s sustainability planning and approach, as outlined in the proposal. Many of these sustainability assumptions remain sound, though the project would likely have benefited from more detailed sustainability planning once all the activities were decided upon. As discussed in Impact, in many cases, particularly due to the various delays and contextual challenges experienced during project’s implementation, it is too early to determine the impact of some project activities and connected to that, their sustainability. Importantly, the integration of SCR into IP3 activities provides an opportunity to take forward gains and promising approaches from the project. The evaluation also noted some sustainability-related challenges, including possible maintenance challenges, migration challenge, funding issues at the local level for the implementation of disaster plans, CSA sustainability and scalability, risk management, lack of internet connectivity in some locations, and the need for strengthened sustainability monitoring.

This section is discussed under the headings of (1) sustainability examples, (2) sustainability planning, and (3) challenges.

SUSTAINABILITY EXAMPLES

Country examples of sustainability. As noted above under Impact, there is evidence of increased stakeholder capacity at the individual community member, local disaster committee, local authority, and regional levels. Illustrative evaluation examples indicating sustainability potential are provided in this section. It is important to note that the sustainability prospects for project gains will vary according to the specific activity, target community and country context. Further, as previously discussed, the various delays and contextual challenges experienced during project’s implementation mean that it is still too early to determine the impact of some project activities and connected to that, their potential sustainability. Importantly, the integration of SCR into the IP3 project provides a strong foundation for specific gains from SCR to be taken forward into future programming.

In **Cambodia**, there is a likelihood that many of the attitudinal shifts and new knowledge related to climate change and DRM will continue following the end of the project. As one PCDM stakeholder from Kratie province shared that, *“The knowledge is not easily forgotten. At the District level there will be annual refresher training where they can use the knowledge learnt from the project.”*

It is also likely that improvements in EWS will continue beyond the project. In Ratanakiri, two male VDMG members shared, for example, that while noting the challenges of the distances between households in their village, they have the willingness in their village to continue the

water monitoring and information and informing hard-to-reach individuals about risks. Some of the gains regarding CSA also seem likely to continue for some participants, depending on the intervention and location. An Indigenous woman in Ratanakiri, who is Chair of her local VDMG shared her believe, for example, that the farmers would have been assisted through the project *“would continue farming due to the current benefit from their practice, and being able to stay with the family.”*

In **Lao PDR**, there was also evidence suggesting that various gains from the project are likely to continue. In terms of EWS, there was evidence across all three villages in Champasak province that they will continue getting weather warnings and information from the district and weather apps to share via the speakers with villagers. In Mouang village, the community leader stated, *“We now know how to do this, and we will continue doing this.”* In Kheele village, the FGDs and KIs showed agreement that the speakers will continue to be used for communicating early warnings as well as other important community matters. In Champee village, respondents stated that they would continue sharing early warning information via the speakers. This was evidenced in the examples cited by various stakeholders of three times in 2025 that the speakers had been used to warn villagers of impending storms, the most recent example was a week before the data collection in question. The provincial respondent confirmed that the early warning system would continue to be used after the project.

Partner respondents emphasised that participants in all three villages are sharing knowledge of the early warning system and climate adaptation within the villages and outside of the project villages. One partner

shared, *“I have seen strong evidence of this: sharing information in and beyond their villages. This includes DRM information and the importance of women’s leadership in DRM.”*

There was also evidence that all three village disaster committees (VDC) will continue beyond the project. In Kheele village, VDC members and the district respondent highlighted the importance of the VDC for DRM. Moreover, VDC members stated that the *“committee will continue because it is based on an existing governance structure.”* In Champee village, respondents said that the VDC will continue because it is part of the village structure and because of its importance, if someone leaves, another person would be added.

In **Thailand**, it is also likely that some of the project gains will be sustained. A Thai partner shared, *“Funding will always come and go, but skills and confidence stay with people. What we did was to nudge and support what they already wanted to do, and that made the work meaningful. Now the communities have become very capable. They can carry this forward on their own.”* This was echoed in community discussions in Thailand. For example, in one FGD of women in Chiang Rai, women highlighted that the knowledge, plans and confidence they had gained from the project were *“sustainable assets. We will keep them.”* They also suggested that sustainability of other project gains will depend on factors such as periodic practice and updates to their plans, financing to cover inputs for resilient farming and small enterprises, and action by government agencies to address drainage and release schedules so the fields could recover faster after floods. In Pa Kha, men in an FGD also suggested that sustainability would depend on resources (such as boats, appropriate life jackets, fuel), ongoing training tailored to all age groups, and stronger alignment with government agencies that manage roads, rails, and basin water releases. They also noted that while the local authorities they worked with are willing and have supported warnings and coordination, they also face constraints including budgets, equipment, and the need to coordinate across agencies and provinces for water management and infrastructure impacts.

In Thailand, stakeholders spoke about the significant efforts made through the project to engage with all levels of governance (e.g., village, municipality, district, province and ministry

level) around DRM planning, noting that cross-province data sharing remained a major issue.

In **Vietnam**, the evaluation found clear examples of activities or project interventions likely to be sustainable. This includes, for example, (1) sharing of learning, (2) attitudinal changes, (3) integration of PCVA findings into local Socio-Economic Development Plan (SEDPs), and (4) ongoing mangrove management. In terms of shared learning, in the Vietnam evaluation, one 60-year-old woman from Long Phu District who had been supported with an automatic water-saving irrigation system (WSIS) highlighted that she had visitors and neighbours coming by to learn from the system design, suggesting that some sharing is happening. Another community interviewee in An Thanh Dong commune also suggested that other families have been gradually benefiting through natural learning processes and community exchanges among villagers on the WSIS model, though this remains anecdotal. The Vietnam REE also noted that there had been likely shifts in thinking and attitudes regarding climate resilience. The Vietnam evaluation report notes that, “Evidence indicates a gradual shift toward a climate resilience mindset. Awareness of climate change risks and the value of nature-based solutions, such as mangrove planting, has improved. Communities demonstrated greater willingness to allocate their own resources to adaptive measures.”

In Vietnam, there was also evidence of the integration of PCVA findings into local Socio-Economic Development Plan (SEDPs). Following the participation of all three communes in PCVA processes, risk mapping and the development of inclusive DRM/CCA plans, all three commune-level plans were updated. Importantly, the integration of PCVA findings into local SEDPs has been institutionalised at the commune level. The commune SEDP is playing a vital role in the commune: it shows allocations of funding for all activities of the communes, including structural measures (building structures) and non-structural measures (training, advocacy, equipment). The inclusion of DRR/CCA factors in the SEDP becomes important to ensure the community is safer in the face of disaster and climate change.

The Vietnam evaluation also noted changes in practices in the planting and protection of mangroves. Through the project, mangrove plantation activities protected 29 km of riverbank

and reached over 5,400 households. The new plantations are likely to have benefits that last beyond the project’s end. As a young farmer shared, “I used to grow shrimps and crabs in this field, but the river flood destroyed the embankment, and I lost all products. Now, after learning from the project, I started growing Ban Mangrove in this 200 m² field, The Mangrove here proved to be suitable to the land and the living conditions here, and I expect this can further protect the dike and the other cultivation land against erosion, against storms and contribute to long-term environmental and economic resilience for my family and other villagers.” The Vietnam REE noted that three project communes are now better protected from floods and storms through improved mangrove planning and protection along the Mekong riverside.

In summary, the SCR project’s approaches of training, information-sharing, and strengthening capacity related to DRM and CCA among communities and local authorities appear to have raised awareness and knowledge in communities, which are important contributors to sustainability. The establishment of the disaster plans, VDCs, as part of existing community governance structures, as well as the capacity development of local authorities,

should contribute to activities being sustainable. The sustainability of the project’s mixed livelihoods outcomes is less understood.

Sustainability of GEDSI gains. The widely varied contexts and nuances across communities and interventions, combined with the limited project results framework data, challenges the robust assessment of the sustainability of the SCR project’s GEDSI gains. Qualitative data from field work sites and project documentation suggests that there are likely to be some sustained gains from the project. This is likely to include, for example, the knowledge and capacities built around women and youth’s engagement in CCA and DRM, sustained gains (economic and social) for women and People with Disability who have benefited from CSA interventions, and increased knowledge and planning among local officials regarding the integration of vulnerable and marginalised individuals and populations in disaster planning and response.

Example from the 2024 Annual Report. The project outlined what it considered to be sustainability progress and gains in the annual reports. Table 17 below provides summarised examples from the Annual Report (2024).⁵⁹

Table 17: Sustainability in the 2024 Annual Report

1.	Capacity Building and Skills Transfer. Local Partners were empowered as the project invested in capacity strengthening for local partners and community leaders, ensuring that they possess the knowledge and skills needed to continue implementing and adapting project strategies after the funding ends.
2.	Training of Trainers (ToT) on Women's Leadership. In Lao PDR, the project increased the confidence at the individual level for women, enabling them to support leadership and organisational activities that extended impact beyond the SCR project.
3.	Integration with Local Governance Structures. DRM and CCA strategies were integrated into local development plans, creating a long-term framework for resilience-building that is aligned with regional and national priorities.
4.	Community-led Initiatives and Ownership. The community-based DRM and CCA committees were established to oversee and sustain activities locally, creating local ownership and ensuring that initiatives continue beyond the project’s lifespan.
5.	Strengthening Livelihood. By promoting climate-resilient livelihoods such as sustainable agriculture, the project helped build economic resilience. Diversified income sources have contributed to making communities more adaptable and capable of sustaining resilience efforts independently.
6.	Ongoing Partnerships and Networking. The partnerships with local and regional NGOs, academic institutions, and CSOs created a support network that communities can rely on for technical support and resources beyond the project’s funding period.
7.	Strengthening GEDSI Initiatives. GEDSI principles have been embedded in community organisations and local planning processes, ensuring that future community initiatives continue to address the needs of women, youth, People with Disability, and marginalised groups.

⁵⁹ Oxfam. SCR. Annual Report 2024.

While this list provides an overview of some of the main activities with sustainability potential, the descriptions presented are somewhat general, whereas these gains and sustainability potentials are almost certainly contextualized and nuanced across project countries and sites. While challenging in a project of this scope, with so much contextual difference, presenting sustainability data in a more context specific way would likely be useful for project learning,

adaptation, and scale-up. This issue is discussed further below under Challenges.

SUSTAINABILITY PLANNING. This evaluation found some evidence of the project's sustainability planning and approach outlined in the proposal. The project proposal discussed sustainability under the following headings and assumptions that have been summarised (Table 18).⁶⁰

Table 18. Sustainability in the project proposal

Benefits and changes. The project will lead to the “increased capacity of community members and sub-national DRM structures to undertake more inclusive planning and vulnerability analysis and support actions to reduce climate and disaster resilience.” ⁶¹
Financial. The proposal stated that “the project strategies and planned activities are part of each stakeholder’s mandate and interests and therefore can be continued without external resourcing.” ⁶²
Environmental. The project anticipated no environmental impacts because of small-scale and low-input activities.
Institutional. As the project worked with existing DRM structures and stakeholders in the target communities, the project anticipated that the associated institutions at the community, CSO and government levels will be strengthened and will continue to operate beyond the project.
Human resources and capacity. The project will increase capacity to support inclusive planning, and external technical support was envisaged for specific analyses and work, such as data analysis will be embedded in the related stakeholder group or institution.
Political. The project was designed within the context of the evolving political economy in the region and within each country. The project was based on Oxfam’s long-standing presence and programs in each country and at the regional level. Political sustainability will be promoted by working with key government agencies and intergovernmental bodies supported by other programs (such as the MRC) and established partners.
Resilience, climate, and disaster challenges. The project works towards resilience of riverine communities and supports the government and non-government structures, processes and actors directly engaged in DRM and support for CCA.

While most of these assumptions are sound, this evaluation did note some associated challenges during the desk review and data collection. For example, the *financial* assumption was not detailed or nuanced enough to capture the financial challenges that were part of some activities where community stakeholders reported difficulties maintaining, for instance, the speakers, microphones, and solar batteries (see Capacity and Maintenance below for details). For the *resilience, climate, and disaster challenges* assumption, there was room for more specific and intentional engagement with government and non-government structures, processes, and actors directly engaged in DRM and CCA. It would be useful to ensure that the assumption is not too

broad and includes further detail how this will be done.⁶³

Outside of these assumptions included in the proposal phase, this evaluation found no further detailed sustainability planning, although it is important to note that SCR is now integrated into the IP3 project. Moving forward, it would be important to strengthen the sustainability planning through the inclusion of a more intentional and workable sustainability planning, scenario planning, and exit planning.

CHALLENGES. Some potential challenges to sustainability were also raised in the evaluation, discussed under the following headings: (1) maintenance, (2) migration, (3) lack of funding at the local level for implementation of disaster

⁶⁰ Oxfam. SCR. Proposal. Revised Submission: 23 May 2022.

⁶¹ Ibid.

⁶² Ibid.

⁶³ This may be because some of the specific activities were

still being defined through the PCVA (and similar) approaches in target communities; however, once activities were agreed upon, there could have been scope to deepen and strengthen related sustainability approaches.

plans, (4) CSA sustainability and scalability, (5) lack of internet connectivity, (7) and sustainability monitoring.

Maintenance. The evaluation found some minor maintenance challenges relating to certain project activities. In Kang San Village, Seda Commune, Lumphat, Ratanakiri, **Cambodia**, the water measuring pole was covered by plants with thick vegetation around it, raising some questions around ongoing maintenance. The partner explained that they had previously sprayed chemicals to remove the grass around the poles, but now plants surrounded the poles. It is not clear whether or what degree this is a common challenge for the water measuring poles in other communities.

In the FGD with Indigenous men in Andoung Meas, Ratanakiri, the participants noted that they found it difficult to erase entries on the notice board after several days of writing. They also shared that, *“The markers can be broken easily. We lack the budget to do the information board.”* This may be an easily resolved challenge but is worth noting. A further challenge was raised by two members of the VDMG in one village in Ratanakiri, who noted the expense of gasoline for the monitoring of the pole could present a challenge.



Credit: Veasna Ky

In **Lao PDR**, respondents in all three villages noted maintenance and cost challenges related to the project speakers and microphones. For example, in Champee village, the village head showed a member of the evaluation team the microphone that keeps breaking and requires batteries. He noted that the VDC has only been able to fix the speakers because one of the VDC

members is a “mechanic.” Oxfam staff shared that while there is no actual project maintenance plan, the project ensured that maintenance is part of the existing community governance structure and plan.

In **Laos PDR**, the village head of Sibounhueng shared that the recent flood (July 2025) damaged the village speakers and amplifier supported by the project. At the time of this evaluation, the speakers and amplifier were not working. In Keomany, after recent flooding, one project speaker was also damaged.



Credit: Stephen Van Houten

The inherent vulnerability of target communities to disaster and climate risks such as flooding means communities are likely to face such challenges with equipment. There may be an opportunity for the project to work with communities to develop realistic and manageable maintenance plans, so that the communities can be better informed of the costs and have a plan and budget to respond to these challenges.

Migration. Several project villages reported challenges related to migration. For example, in Katie, **Cambodia**, the VDMG chair stressed how the migration of young men and women threatens project continuity as a large portion of the village workforce is away and not directly engaged with the project activities. In Ratanakiri, respondents suggested that project sustainability was threatened by village migration and a lack of budget. In **Lao PDR**, community stakeholders in all three data collection villages raised migration, particularly youth, as a significant challenge in implementing project activities.

Lack of funding at the local level for the implementation of disaster plans. This evaluation also saw evidence of the MTR finding that “Financial and technical limitations prevented full implementation of DRM plans.” In **Cambodia**, local authorities relied heavily on

NGO support due to inadequate government budget allocations for contingency plans.”⁶⁴ The MTR also noted that the project did not sufficiently influence financial buy-in at local levels for contingency plan execution, despite the ongoing advocacy for increased budget allocations and support.

During this evaluation, a staff respondent noted that in theory, all project villages have a plan, but that the implementation is slow and uneven, with specific local challenges. For example, in **Lao PDR**, staff respondents noted that in some villages there was some financial mobilisation and support from the community, but not in others. Overall, this evaluation found that there is a need to follow up on whether and how plans are being implemented and identify remaining gaps and responses.

CSA sustainability and scalability. Project data also highlighted that CSA sustainability and scalability could be strengthened by bolstering climate-smart pest management, improving water storage and irrigation, improving market access and crop diversification, and increasing financial literacy.

Lack of internet connectivity. In Champee village, **Lao PDR**, FGD respondents noted that while appreciating information on other weather apps for storm warnings, the village is mostly unconnected to the internet due to a weak and inconsistent signal. Respondents noted that this severely limits their connection to the district and apps for relevant information. Where connectivity was limited, the project’s strategy was to explore alternatives with community members, such as information-sharing through SMS or more traditional approaches such as speaker systems.

Sustainability monitoring. This evaluation found limited project sustainability data. As noted above, the sustainability data presented in the annual reports is largely general, with little detail of the country variation and the notable related challenges. Currently, the results framework does not include sustainability indicators, which would enable sustainability data to be monitored and collected across the entire project cycle, providing real-time sustainability data for review, learning, and adaptation.

⁶⁴ Oxfam. SCR. Mid Term Review Report. Final. 29 May 2025

CONCLUSIONS

SUMMARY

This evaluation found evidence of project achievement and impact across all four target countries. The achievements of the project across outcome areas are notable, particularly as the project was challenged by external political constraints in some of the target countries, delays in approvals, shortened timeframes due to COVID-19 at the project's beginning, and extreme weather events such as Typhoon Yagi in Vietnam and severe flooding in Thailand and Lao PDR. In all countries, community members reported having strengthened their knowledge and understanding of inclusive disaster risk management and climate change adaptation. The project's work with local authorities has undoubtedly contributed to heightened awareness of inclusive DRM planning and the development or strengthening of inclusive community-level DRM plans.

There were clear reports of communities using speakers, water-tracking boards and poles, apps to track and share information related to flooding or other weather events, and of project-supported research being used to build communities' understandings of their own disaster risks and inform their efforts to prepare. The CSA assessment in Cambodia demonstrated promise in some of the models piloted there, while the Vietnam REE found that women, elderly people, and People with Disability were benefiting from the project's provision of water-saving irrigation systems, while community members also reported gains from mangrove plantations and nature-based solutions approaches. The evaluation found enthusiasm in some communities in Laos for mushroom cultivation approaches while in Thailand, youth and women shared how they now felt clearer about their roles and contributions in DRM and better prepared for disasters. Further, the project worked strategically at both national and regional levels, for example, to include inclusive climate resilience and DRM in regional water governance dialogues, support key research, and promote regional early warning systems and apps, as well as encourage more open data sharing.

A driving factor of the SCR project's effectiveness was its relevance within target communities, and its alignment with government strategies in all four countries. The evaluation found that while the relevance of specific interventions within the targeted communities varied, overall, the strengthening of climate resilience among the riverine communities targeted by the SCR project undoubtedly remains a relevant and pressing need. The project prioritised the specific selection of communities that are highly vulnerable to the impacts of climate change and disasters, including Mekong Delta communities in Vietnam and vulnerable riverine communities in Cambodia, Lao PDR and Thailand. The project's approach of working with partners and communities to self-identify community needs and preferred activities through locally led participatory assessments was a core strength of its design, contributing to contextual relevance and buy-in. Working with many of the same partners and target communities as the IP2 project enabled SCR to leverage existing relationships and build on previous gains.

An important limitation to the project was a complicated results framework that hindered clear monitoring and reporting, including for partners. The monitoring framework did not easily account for the variations and different starting points of the project's various activities and approaches across the different contexts, including, for example, CSA work in Cambodia, research undertaken by university partners in Thailand and Cambodia, mushroom cultivation in Lao PDR, national or regional advocacy and learning events led by the PMU, partnership and capacity strengthening work. These challenges complicated the effectiveness of project monitoring, reporting and communication around project successes and made it difficult to adapt, learn from, and evaluate project achievements. Monitoring was also challenged by high turnover in the MEAL Coordinator position, and challenges in the delays in the development (and utility) of its baseline, which had a ripple effect through the project, affecting monitoring and delaying other processes, such

as the completion of the MTR (which was only finalised in May of 2025). To help mitigate these challenges, the project made significant efforts to capture changes through qualitative approaches such as stories and videos. Some communities reported monitoring fatigue, participating in processes such as the MTR, qualitative story collection, data collection for routine reporting, and the endline in a short time frame. Recognising that the Annual Reports and MTR are consolidated results or narrative reports from across the work of the project, the evaluation suggested there may be room in these reports to further recognise and identify the roles of various partner organisations.

The project made demonstrable efforts to integrate GEDSI principles into its approaches in various project sites. Evaluation data suggests that there were shifts in knowledge, attitudes and practices in some contexts, but also that the gains were somewhat uneven and contextual. In the evaluation fieldwork and in project documentation, there are numerous examples of the engagement and participation in project activities of women, People with Disability, ethnic minorities, youth, as well as LGBTQI+ and elderly community members, including evidence of how such groups are now engaged and incorporated into disaster management planning and structures; and the engagement of members of these various groups in the livelihood and CSA activities of the project. Change stories and reports highlight examples of an increase in women's confidence and capacity to lead within communities and families and to actively engage in regional or international climate workshops and events. The evaluation noted substantial variance in perspectives regarding the GEDSI

approaches and GEDSI-related achievements of SCR, which may indicate a lack of clarity or shared understanding between DFAT and Oxfam about what was expected of the project in terms of its GEDSI focus. Ongoing challenges cited in different contexts included accessibility for People with Disability (particularly in remote areas) and ongoing barriers in some contexts for women, ethnic minorities and People with Disability to exercise decision-making and leadership roles.

Sustainability prospects across the many different project activities are varied and contextual, but the evaluation found indications of likely sustainability in relation to changes in knowledge, attitudes and practices related to DRM and CCA, including EWS, the implementation of nature-based solutions through mangrove plantations, some aspects of the CSA work, and strengthened capacity of communities and local DRM institutions. In many cases, due to delays and external challenges as described above, the relatively short implementation period has meant there has been less time for the project to develop and track impact and sustainability. However, the integration of SCR into the new IP3 project provides opportunities to further track and build the sustainability of SCR project activities.

While there are many lessons to take forward from SCR, there are undoubtedly very real achievements to be celebrated. Oxfam was able to navigate the complexity of this diverse, multi-country project, and with some adjustments, remains well-situated to take similar work forward in the future.

LESSONS LEARNED

1. Approaches like PCVA, which enabled communities to participate in the identification of their own priorities, helped build the project's relevance and buy-in in communities, as well as sustainability prospects. In some contexts, these processes also helped identify needs that could be taken up and funded by others.
2. SCR's partnership approach was an overall project strength, contributing to relevance, local engagement, and a diversity of contextualized implementation approaches. This included a range of strategic partnerships with university partners, government partners, women's unions, civil society organisations, and others.
3. The SCR project required the allocation of more time at the outset for planning and baseline activities to account for the socio-political complexities and potential environmental or climate change-related hazards of the various project contexts.

4. Challenges in the SCR project confirmed the central importance of having a well-structured, relevant and usable Results Framework and MEAL plan. There may have been a missed opportunity in the project to adapt or redefine the Results Framework and monitoring approaches, as the challenges emerged. Turnover in the MEAL Coordinator role also challenged the effectiveness and continuity of MEAL activities, with implications for data quality, learning and adaptation.
5. The delays in the baseline data collection and the relevance of the data in relation to project monitoring created challenges that rippled through the project lifespan. This highlights the importance of carefully timed and planned baseline processes that feed directly into the project's overall monitoring and evaluation approaches.
6. The DRM work was highly appreciated in communities, but some community members also highlighted the need for more proactive approaches, in addition to disaster planning and response. There may be scope for further focus on anticipatory action in target communities.
7. Challenges in the cost-effectiveness and sustainability of some CSA pilots in Cambodia highlight the importance of feasibility studies, market analysis, and understanding market linkages ahead of decisions to pilot a specific livelihood model or approach.
8. There may be further opportunities to more systematically encourage peer-to-peer learning of successful CSA and livelihood models.
9. The Vietnam REE highlighted that a significant insight from the evaluation was the effectiveness of the project's approach of "combining digital innovation with traditional communication and other social prevailing methods to disseminate early warning information."
10. Across all four targeted countries, flexibility and adaptability of both Oxfam and the donor were important in enabling the project to pivot where needed (for example, supporting recovery from flooding in Thailand, and reallocations of resources away from app development to community training in Vietnam).
11. There is ongoing value in working at different levels simultaneously, from the community-level to the regional level. While local empowerment and community adaptation is essential, there will be little change unless larger systems (e.g., basin-scale governance and cross-border coordination) improve.

RECOMMENDATIONS

The recommendations below are project-level recommendations formulated from the findings of this REE. These recommendations are grounded in the findings of this SCR REE but may have implications for the design and implementation of the Inclusion Project Phase 3.⁶⁵

DESIGN AND IMPLEMENTATION (CLIMATE RESILIENCE IN THIS GEOGRAPHY)	
1	In IP3 or future climate resilience work, conduct site specific, localised market analysis and feasibility studies ahead of livelihood or climate smart agriculture pilots. <i>(Oxfam PMU with support)</i>
2	In IP3 or future climate resilience work, consider site specific analysis of community-level migration dynamics , integrating the findings, where relevant, into climate resilience project planning and implementation. <i>(Oxfam PMU/baseline consultants)</i>

⁶⁵ Recommendations specific to the Vietnam REE are included in full in Annex 4.

3	In IP3 or similar work, consider the addition of a flexible Rapid Relief Fund to better respond to disasters or severe climate events in target communities. If this is not possible, an adaptive and flexible management approach is necessary to consider how best to respond to such needs as they arise. As the SCR project demonstrated, targeted communities (selected in part due to their vulnerability to disasters and climate change) may need immediate recovery assistance during the project's implementation. (Oxfam PMU, OAU and DFAT)
4	Include cost-benefit monitoring data for specific activities in the project design. Moving forward, it would be useful to integrate cost-benefit analysis monitoring data throughout the project cycle across all sites that would be available for the team throughout the project cycle, as well as the midterm and endline evaluation consultants. (Oxfam PMU, Country Offices and Finance staff)
5	Strengthen the sustainability planning. Future similar work could strengthen the sustainability planning through the inclusion of a more intentional and workable sustainability planning, scenario planning, and exit planning. (Oxfam PMU with support from OAU)
6	Strengthen maintenance plans and training. The project could strengthen activity support and sustainability by conducting specific maintenance training and developing maintenance plans for any project components with infrastructure or equipment. (Oxfam PMU with support from OAU)
7	Analyse the site-specific GEDSI context and priorities at the beginning of the project, recognising that GEDSI approaches and strategies may need to be catered to the specific needs and dynamics in each target community. (Oxfam GEDSI staff/external baseline consultant)
MEAL PRACTICE FOR FUTURE CLIMATE RESILIENCE PROJECTS	
8	For IP3 or future similar projects, the Results Framework should: • Be better tailored to reflect the actual interventions in each country • Involve fewer indicators, but SMART indicators (specific, measurable, achievable, relevant and timebound) • Capture the strategic regional and convening work of the Project Management Unit • Capture the partnership-related work and outcomes of the project (capacity strengthening) • Integrate sustainability indicators that can be actively monitored through the project cycle • Be designed to capture disaggregated GEDSI data (for example, through more specific indicators) • Include an end column in which the reasons for all indicator overachievements are documented in real time narrative form and summarised for ongoing learning and endline analysis. (Oxfam MEAL Coordinator or Manager, Oxfam PMU, OAU and DFAT)
9	Consider an evaluability assessment ahead of commissioning a multi-country evaluation for a climate resilience project of this complexity, where there are notable challenges in the results framework. To maximise learning and accountability, Oxfam and partners might also consider an evaluation process that involves four separate country-level evaluations, coordinated by a central managing evaluation team. (Oxfam PMU and DFAT)
10	Ensure adequate time and resources are built into planning to ensure timely baseline, mid-term and endline processes. As the SCR project demonstrated, additional time may be needed for a project like SCR (or IP3), given the complex political and geographic contexts. (Oxfam PMU and DFAT)
11	Ensure that baseline data is cohesive with what the project wants to measure and track over time in future similar work. (Oxfam MEAL Coordinator/Manager and Oxfam PMU)
12	In IP3 and future similar work, consider how to avoid M&E burden and fatigue in communities through careful planning, spaced visits and the strategic collection of data. (Oxfam MEAL Coordinator/Manager, Oxfam PMU and partners)
13	For a similar project of this size and complexity, consider strengthening MEAL capacity, staffing and structures. (Oxfam PMU and DFAT)

14	Review and bolster impact assessment approaches. For IP3 or future similar work, specific monitoring and learning approaches can be strengthened to ensure better impact data quality and adaptive learning. While the collection and analysis of impact stories was a useful addition to the data, the more systematic collection of quantitative impact data would help provide a stronger evidence base for impact, including social impact and changes in knowledge, attitudes and practices related to climate resilience. <i>(Oxfam MEAL Coordinator/Manager and Oxfam PMU)</i>
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ANNEXES

ANNEX 1: STAKEHOLDER LIST

CAMBODIA									
	Name	F	M	Non-binary	Total	Role & Organisation	Location (Village, District, Province)	Date (2025)	Method
1	Mr. Teav Sokphan	0	1	0	1	Focal Officer, PCDM, Kratie Province	Reflection Workshop, Phnom Penh	26 Aug	KII
2	Ms. Plok Sarat	1	0	0	1	Head of VDMG, Damrae Village, Beoung Char Commune, Sambo District, Kratie	Reflection Workshop, Phnom Penh	26 Aug	KII
3	Mr. Houl Sath	0	1	0	1	CCDM, Beoung Char Commune, Sambo District, Kratie	Reflection Workshop, Phnom Penh	26 Aug	KII
4	Mrs. Eng Sophea	1	0	0	1	Focal Officer, PCDM, Steung Treng Province	Reflection Workshop, Phnom Penh	26 Aug	KII
5	Ms. Nhean Sovatha	1	0	0	1	SCR Project Officer, 3SPN	Ratanakiri province	1 Sep	KII
6	Mrs. Choun Theary Mr. Pov Lot	1	1	0	2	CSA Farmers	Kang San Village, Seda Commune, Lumphat District, Ratanakiri	2 Sep	KII
7	Mr. Chin Vanthoun Mr. Prom Samnang	0	2	0	2	VDMGs	Kang San Village, Seda Commune, Lumphat District, Ratanakiri	2 Sep	KII
8	Mr. Bou Li Mei	0	1	0	1	CCDM	Kang San Village, Seda Commune, Lumphat District, Ratanakiri	2 Sep	KII
9	Men's FGD	0	6	0	6	VDMG, Village Secretary Farmers, VDMG, Village Chief	Ka Chut Village, Nhang Commune, Andoung Meas District, Ratanakiri	3 Sep	FDG
10	Women's FGD	6	0	0	6	VDMG members and farmers	Dal Veal Leng Village, Nhang Commune, Andoung Meas, Ratanakiri	3 Sep	FDG
11	Mr. Romas Liv	0	1	0	1	PwD, VDMG member	Dal Veal Leng Village, Nhang Commune, Andoung Meas District, Ratanakiri	3 Sep	KII
12	Men's FGD	0	7	0	7	Village Chief, Head of Patrol: Protection Committee, Village secretary, CCDM Youth, CSA farmers	Koh Snaeng Village, Koh Snaeng Commune, Borey Ou' Svay District, Steung Treng Province	4 Sep	FDG
13	Women's FGD	9	0	0	9	Solar Women Group members and youth (including LGBTQI+)	Koh Snaeng Village, Koh Snaeng Commune, Borey Ou' Svay District, Steung Treng Province	4 Sep	FDG
14	Women's FGD	3	0	0	3	CSA Farmers	Koh Snaeng Village, Koh Snaeng Commune, Borey Ou' Svay District, Steung Treng Province	4 Sep	FDG
15	Mrs. Na Ousa	1	0	0	1	CCDM, Person with Disability	Koh Snaeng Village, Koh Snaeng Commune, Borey Ou' Svay District, Steung Treng Province	4 Sep	KII
16	Mrs. Sith Sovanthong	1	0	0	1	SCR Project Officer, MVi	Steung Treng Province	5 Sep	KII
LAO PDR									
	Name	F	M	Non-binary	Total	Role & Organisation	Location (Village, District, Province)	Date (2025)	Method

17	Daovone Phonemanichane	0	1	0	1	SCR Project Manager, Oxfam	Pakse, Champasak	22 Sep	KII
18	Vannasinh Souvannasouk	0	1	0	1	Project Lead, Lecturer, Champasak University	Pakse, Chamapsak	22 Sep	KII
19	FGD/Group Discussion	24	11	0	35	Community members	Mouang Village, Sukuma District, Champasak Province	23 Sep	FGD
20	Village Disaster Committee Members	0	3	0	3	Head of Village + 2 VDC members	Mouang Village, Sukuma District, Champasak Province	23 Sep	FGD
21	Kheneavanh Vannapaserth	0	1	0	1	District Coordinator, Department of Labour and Social Welfare, Champasak Province	Mouang Village, Sukuma District, Champasak Province	23 Sep	KII
22	FGD/Group Discussion	4	12	0	16	Community members	Kheele Village, Sarasomboun District, Champasak Province	24 Sep	FGD
23	Female FGD with VDC Members	4	0	0	4	VDC Members	Kheele Village, Sarasomboun District, Champasak Province	24 Sep	FGD
24 25	Male FGD	0	2	0	2	Head of Village and Deputy Head of Village	Kheele Village, Sarasomboun District, Champasak Province	24 Sep	KII KII
26	FGD/Group Discussion	11	14	0	25	Community members	Champee Village, Sanasomboun District, Champasak Province	25 Sep	FGD
27	FGD with VDC Members	3	3	0	6	Head of Village and five other VDC members	Champee Village, Sanasomboun District, Champasak Province	25 Sep	FGD
28	Sangmanisay Sengbandith	0	1	0	1	Head of department, Labour and Social Welfare, Champasak Province	Champee Village, Sanasomboun District, Champasak Province	25 Sep	KII
THAILAND									
	Name	F	M	Non-binary	Total	Role & Organisation	Location (Village, District, Province)	Date (2025)	Method
29	Women's FGD	10	0	0	10	Community members, including farmers, health volunteers, traditional therapist, and parents/carers.	Pa Kha, Chiang Rai	14 Sep	FDG
30	Men's FGD	0	10	0	10	Community members, including farmers, village headman, and retired teacher.	Pa Kha, Chiang Rai	14 Sep	FDG
31	Youth FGD	2	0	1	3	High school students	Pa Kha, Chiang Rai	14 Sep	FDG
32	Sombat Pidthaisong (สมบัติ ปิ๊ดไธสง)	0	1	0	1	Village headman, Pa Kha, Chiang Rai	Pa Kha, Chiang Rai	15 Sep	KII
33	Tara Pinsang (ธารา ปิ่นแสง)	1	0	0	2	Caretaker/Daughter	Pa Kha, Chiang Rai	15 Sep	KII
34	Wanee Pinsang (วานี ปิ่นแสง)	0	1	0		Father (Person with Disability)			KII
35	Men's FGD	0	10	0	10	Community members and farmers	San Ton Phueng, Phayao	16 Sep	FDG
36	Women's FGD	10	0	0	10	Community members, farmers, health volunteers, parents/carers	San Ton Phueng, Phayao	16 Sep	FDG
37	Youth FGD	1	2	0	3	Young farmers (age 20-25)	San Ton Phueng, Phayao	16 Sep	FDG
38	Son Manowon (สอน มะโนวงศ์)	0	1	0	1	Village headman, San Ton Phueng, Phayao	San Ton Phueng, Phayao	17 Sep	KII
39	Dawan Kaewmanee (ดาวหัน แก้วมณี) Wassana Paungthong (วาสนา พวงทอง)	2	0	0	2	Farmer and elder (81 years, Person with Disability)	San Ton Phueng, Phayao	17 Sep	KII
40									KII
OTHER REMOTE INTERVIEWS									
	Name	F	M	Non-binary	Total	Role & Organisation	Location (Village, District, Province)	Date (2025)	Method
41	Daovone Phonemanichane	0	1		1	SCR Project Manager, Oxfam PMU	Vientiane, Lao PDR	8 Sep	RKII
42	Gayathri Jayadevan	1	0	0	1	Portfolio Manager, Oxfam Australia	Melbourne, Australia	9 Sep	RKII
43	Donna Mcskimming	1	0	0	1	Regional Program Manager	Phnom Penh, Cambodia	9 Sep	RKII
44	Hannah Lee	1	0	0	1	Gender Equality Adviser, Mekong-Australia	Vientiane, Lao PDR	10 Sep	RKII

						Partnership, DFAT, Australian Embassy			
45	Socheata Sim	1	0	0	1	Mekong Programme Manager, Oxfam PMU	Phnom Penh, Cambodia	10 Sep	RKII
46	Lattana Keobounma	1	0	0	1	Investment Manager, DFAT, Australian Embassy	Vientiane, Lao PDR	15 Sep	RKII
47	James Morschel	0	1	0	1	First Secretary, Water, Energy, Climate and Mekong, DFAT	Vientiane, Lao PDR	23 Sep	RKII
48	Wayne Gum	0	1	0	1	Business Development Advisor/Institutional Partnership Manager	Sydney, Australia	23 Sep	RKII
49	Pimpisa Sriprasert	1	0	0	1	GEDSI Consultant, SCR project	Bangkok, Thailand	23 Sep	RKII
50	Asst. Prof. Dr. Apisom Intralawan	0	1	0	1	Project lead	Thailand	23 Sep	RKII
51	Carl Middleton	0	1	0	1	Researcher, Co-Design for actionable and accountable water data sharing in the Tonle Sap	Bangkok, Thailand	25 Sep	RKII
52	Il Oeur	0	1	0	1	Executive Director Analyzing Development Issues Centre	Phnom Penh, Cambodia	25 Sep	RKII
53	Daro Douk	0	1	0	1	MEAL Coordinator, PMU, Oxfam	Phnom Penh, Cambodia	26 Sep	RKII
54	Asst. Prof. Dr. Sitang Pilailar	1	0	0	1	Project team member	Thailand	27 Sep	RKII
55	Heng Seakhor	1	0	0	1	Finance and Operation Manager, PMU, Oxfam	Phnom Penh, Cambodia	2 Oct	RKII

Vietnam SCR Rapid Endline Evaluation Stakeholder Consultations

Method	Participants/Organisation	Total	Total		An Thanh Dong Cu Lao Dung		Song Phung Long Phu		Phong Nam Ke Sach	
			M	F	M	F	M	F	M	F
	Women group	31		31		11		11		9
	Men group	30	30		10		10		10	
	Group: 6	61	30	31	10	11	10	11	10	9
KII	Provincial level									
	Oxfam Cambodia staff	1	1							
	Oxfam Vietnam staff	1		1						
	Provincial level Agr team staff	2	1	1						
	Women Union representative	1		1						
	Farmers Association representative	1	1							
	Total	6	3	3	0	0	0	0	0	0
Semi structural with Video interview	Commune level									
	Commune/Village leaders	2	2	0	1		1			
	Save water beneficiary	6	1	5	1	3		1		1
	Mangrove grower	1	1	0	1					
	Phone app User	2	2	0					2	
	Non-Project beneficiary	2	0	2				1		1
	Women Union representative	2	0	2				1		1
	Farmers Association	1	1	0			1			
	Red Cross member	1	1	0					1	
	Total	17	8	9	3	3	2	3	3	3
Total Qualitative		84	41	43	13	14	12	14	13	12
Total Quantitative		60	30	30	10	11	10	10	10	9
Grand Total		144	71	73	23	25	22	24	23	21

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ANNEX 3: QUESTIONS

(A) SCR PARTNERS: Semi-structured Interview Guide

[Following Introductions, Ethics and Informed Consent processes]

1. **Engagement.** Could you please describe your engagement with Oxfam’s “Strengthening Climate Resilience” (SCR) project?
2. **Relevance.** In your view, has the SCR project responded to a priority need in the communities you work with? Please explain.
3. **Coherence.** Have you as a partner also been engaged in Oxfam’s Inclusion Project II (IP2) or in the design and inception of the IP3 project? If so, in your view, how have these projects complemented the SCR project’s work? Have there been any challenges for you in being engaged in both projects? [will not apply to all partners]
4. **Partnership.** How would you describe the partnership between your organisation and Oxfam, in terms of the SCR project? What has worked well about the partnership? What challenges have you experienced, if any?
5. **M&E.** How closely have you been engaged in monitoring and reporting of SCR project results? What has been your experience with this aspect of the project?
6. **Effectiveness.** What aspects of the SCR project do you think have been most effective?
7. **Impacts.** Have there been any positive or negative changes or impacts from this project for you as a partner organisation? [If a prompt is needed: this could be, for example, related to capacity, knowledge, attitudes, new policies, networks, new opportunities]
8. **Challenges.** What do you think have been the key challenges of the SCR project?
9. **Community Impacts.** Have you noticed any changes or impacts in the communities you work with, as a result of the project? *[Please probe until no more changes are mentioned – particularly around community resilience, local authority preparedness for climate change adaptation (CCA) and disaster risk management (DRM), and the use of hydro-meteorological data in the community]*
10. **Impacts on Other Groups.** Do you think the project has led to different impacts for different groups of beneficiaries (e.g., men, women, ethnic minorities, people with disability)? If so, in what ways and why?
11. **GEDSI.** How effective do you think the SCR project has been in building awareness of the importance of including women, people with disability, and ethnic minorities in activities related to climate change adaptation, and in disaster risk management in the target communities? What has the project done well to help promote this awareness?
12. **GEDSI.** What have been some of the challenges of including women, elderly people, LGBTQI+ people, people with disability and ethnic minorities in being involved climate change adaptation or disaster risk management?
13. **Sustainability.** To what degree do you think the changes brought about by the SCR project will be sustainable in the communities you work with? What factors do you think will influence this sustainability?
14. **Sustainability.** To what extent do you think local authorities are willing and capable to continue supporting your community in adapting to climate change and supporting Disaster Risk Management? What challenges remain for local authorities in continuing such support in their communities?
15. **Lessons Learned.** What do you think have been the key lessons learned during the implementation of the SCR project, which Oxfam could take forward to strengthen similar future work?

(B) COMMUNITY BENEFICIARIES: Semi-structured Interview Guide

[Following Introductions, Ethics and Informed Consent processes]

1. **Engagement.** Could you please tell me how you have been involved with Oxfam’s “Strengthening Climate Resilience” (SCR) project?
2. **Relevance.** In your opinion, do you think that the SCR project has responded to a real need in your community? Please explain.
3. **Effectiveness.** What do you think has worked well about the project in your community?
4. **Challenges.** From your experience, what do you think have been the key challenges of the SCR project?
5. **Impacts.** What, if anything, have you learned as a result of being involved in this project? What do you think others in your community have learned?
6. **Impacts.** Have you noticed any changes or impacts in your community, as a result of the project? *[Please probe until no more changes are mentioned – particularly around community resilience, local authority preparedness for climate change adaptation (CCA) and disaster risk management (DRM), and the use of hydro-meteorological data in the community]*
7. **Impacts.** What do you think would be different for you or your community if the SCR project had not taken place here?
8. **GEDSI.** Do you think the project has led to different impacts for different groups of beneficiaries (e.g., men, women, ethnic minorities, people with disability)? If so, in what ways and why?
9. **GEDSI.** Do you think the project has helped to change attitudes or beliefs about the involvement of women, ethnic minorities or people with disability in planning for disasters or climate change, including in leadership positions? Please explain.
10. **GEDSI.** What have been some of the challenges of including women, elderly people, LGBTQI+ people, people with disability and ethnic minorities in being involved climate change adaptation or disaster risk management?
11. **Sustainability.** To what extent do you think the changes brought about by the SCR project will be sustainable in your community? What factors do you think will influence this sustainability?
12. **Sustainability.** To what extent do you think local authorities are willing and capable to continue supporting your community in adapting to climate change and supporting Disaster Risk Management?
13. **Sustainability.** In your view, what challenges remain for local authorities in continuing such support in their communities?
14. **Lessons Learned.** Is there anything you think should have been differently or better in SCR project? What do you think Oxfam and its partners could do differently or better to strengthen similar work in the future?

(C) GOVERNMENT/LOCAL AUTHORITIES: Semi-structured Interview Guide

[Following Introductions, Ethics and Informed Consent processes]

1. **Engagement.** Could you please describe your engagement with Oxfam’s “Strengthening Climate Resilience” (SCR) project? How did you become engaged in this project?
2. **Relevance.** In your view, has the SCR project responded to a priority need in your community or the communities you represent? Please explain.
3. **Effectiveness.** What aspects of the SCR project do you think have been most effective?
4. **Challenges.** What do you think have been the key challenges of the SCR project?
5. **Impacts.** Have you noticed any changes or impacts in the communities you work with or represent, as a result of the project? *[Please probe until no more changes are mentioned – particularly around community resilience, local authority preparedness for climate change adaptation (CCA) and disaster risk management (DRM), and the use of hydro-meteorological data in the community]*
6. **Impacts.** Can you tell me specifically about any changes in policies or local authority/government approaches to CCA or DRM that have resulted from this project?
7. **GEDSI.** Do you think the project has led to different impacts for different groups of beneficiaries (e.g., men, women, ethnic minorities, people with disability)? If so, in what ways and why?
8. **GEDSI.** How effective do you think the SCR project has been in building awareness of the importance of including women, people with disability, and ethnic minorities in activities related to climate change adaptation, and in disaster risk management in the target communities? What has the project done well to help promote this awareness?
9. **GEDSI.** What have been some of the challenges of including women, elderly people, LGBTQI+ people, people with disability and ethnic minorities in being involved climate change adaptation or disaster risk management?
10. **GEDSI.** Do you think the project has helped to change attitudes or beliefs about the involvement of women, ethnic minorities or people with disability in planning for disasters or climate change, including in leadership positions? Please explain.
11. **Impacts.** How effective do you think the project’s work has been in supporting the use of meteorological data in Disaster Risk Management in your community?
12. **Sustainability.** To what degree do you think the changes brought about by the SCR project will be sustainable in the communities you work with or represent? What has the project done well to promote sustainability? And what are the biggest challenges to sustainability?
13. **Sustainability.** To what extent do you think local authorities are willing and capable to continue supporting your community in adapting to climate change and supporting Disaster Risk Management?
14. **Sustainability.** In your view, what challenges remain for local authorities in continuing such support in their communities?
15. **Lessons Learned.** What do you think have been the key lessons learned during the implementation of the SCR project, which Oxfam could take forward to strengthen similar future work? What might Oxfam and its partners have done differently for an even stronger result?

Value for Money (VfM) Questionnaire

Finance and Project Staff

Please provide a few examples (2-5) for each of the following VfM areas, where relevant:

1	EFFECTIVENESS <i>How well did the project outputs achieve the desired outcomes for project participants and target groups?</i> Please consider how well the outputs chosen to deliver your project's outcome achieved what they set out to.
2	ECONOMY <i>Did you buy inputs of the appropriate quality at the right price?</i> For example, this might include the cost per unit of input (e.g., staffing, items procured) or the top cost categories. Please share examples of instances when you bought inputs (staff, consultants, raw materials and capital to produce outputs) at the lowest price possible to achieve the quality you desired? Please also include instances where there may have been challenges in this regard.
3	EFFICIENCY <i>How efficiently did project inputs convert to outputs through project activities?</i> For example, this might include the cost per output of an intervention. Please share any steps that you took during the course of the project to ensure that you used your inputs (staff, supplies etc.) efficiently to maximise the results achieved. Please include examples of relevant cost comparisons (benchmarks) you used (such as standard training cost per trainee), and also mention any efficiencies gained from working in collaboration with others.
4	EQUITY <i>How fairly are the benefits distributed? To what extent will the project reach marginalised groups?</i> For example, this could include reflections on the nature of the benefits experienced as described in participant feedback, and an overview of participants who belong to specific marginalised groups.
5	MULTIPLIER EFFECTS <i>How did the project leverage additional funds, longer term or larger scale implementation or replication of approaches and results?</i> Have there been or do you anticipate multiplier effects from this project? Where additional project funds were secured, how were they used to enhance delivery during the project? It is of particular interest to understand the potential and likelihood of scale up or replication of project approaches.

ANNEX 4: RECOMMENDATIONS FROM THE VIETNAM REE

Recommendations for Soc Trang Provincial Partners and Communities

Institutionalize Inclusive DRM/CCA Structures

- Formalize commune-level DRM task forces with defined roles, operational budgets, and integration into SEDPs
- Regularly update risk maps and contingency plans through PVCA/CBDRA

Scale Up and Replicate Climate-Resilient Livelihood Models

- Expand successful models (e.g., water-saving irrigation, mangrove-based livelihoods) to other communes through participatory targeting.
- Support peer-to-peer learning networks so non-beneficiary households can adopt models using low-cost adaptations

Strengthen Women's and People with Disability Leadership

- Introduce leadership quotas or targets in commune DRM/CCA committees
- Provide ongoing mentorship and technical training for women and People with Disability in planning and decision-making roles

Promote Localized Early Warning Systems

- Continue using PCTT and Ngu n N c C u Long apps, complemented with simplified, community-friendly channels (e.g., Zalo groups)

Recommendations for Oxfam in Vietnam (Oiv)

Integrate GEDSI from Project Inception

- Allocate dedicated GEDSI budget from the start of the project
- Develop indicators to measure influence in decision-making, not just participation

Strengthening National and Provincial Policy Engagement

- Partner with VDDMA and other national bodies to embed inclusive DRM/CCA into policies and budgets
- Advocate for provincial policy commitments to fund and maintain inclusive DRM/CCA plans

Refine Results and GEDSI Frameworks

- Add indicators on institutionalization (e.g., budget allocation by local authorities for PVCA or DRM actions)
- Track replication of livelihood models by non-supported households to assess scalability
- Collect intersectional disaggregated data (gender, age, disability, ethnicity)

Formalize Sustainability and Exit Strategies

- Develop a documented sustainability plan early in the implementation phase, specifying local resource mobilization and institutional roles post-project.

ANNEX 5: SCR REE EVALUATION PLAN

