

Evaluation Summary

Siem Reap/Angkor Urban development project

Country: **Cambodia**

Sector: **Urban development**

Evaluator: **Advancing Engineering Consultants Ltd**

Date of the evaluation: **May 2014**

Key data on AFD's support

Project numbers: CKH 3004

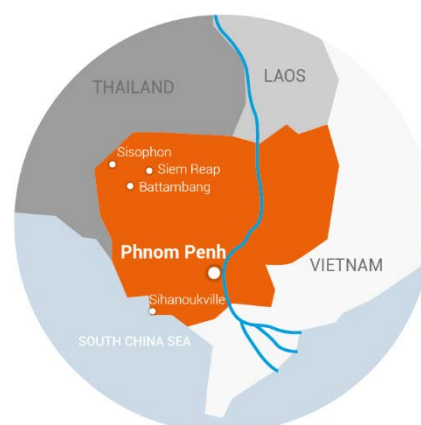
Amount: €4.5 million in grant

Disbursement rate: 100%

Signature of financing agreement: April 2006

Completion date: June 2012

Total duration: 6 years and 2 months



Context

Siem Reap is the second economic center of Cambodia and has to cope with **increasing tourist pressure**, which gives rise to a **physical and demographic extension of the city**.

Urban infrastructures (drainage, sanitation, water, roads) have not kept pace with this development.

Actors and operating method

The **contracting authority** was the Agency for the Protection of the Site and the Agreement of the Region of Angkor (APSARA).

The **Project Management Unit (PMU)** was a committee comprising the province, the district, APSARA and its guardianships.

The **project was managed** by the PMU for component 1, and by APSARA for component 2.

Objectives

For component 1:

- **To address the urgent need for drainage and infrastructure** in the natural extension area of the city
- **To strengthen local capacity for urban services management**

For component 2:

- **To improve the structuring and positioning of APSARA in the development context** of the Siem Reap/Angkor area

Expected outputs

- **Equipment** of the eastern zone of Siem Reap with a partial roadway and a priority drainage network
- **Drawing up a master plan** for drainage and sanitation
- Providing APSARA with **training and capacity-building services**

Performance assessment

Relevance

The expected results were considered particularly relevant by the evaluation team. The overall structure of the project was assessed as highly relevant and provided the opportunity for the different authorities to exchange and work together.

However, the composition of the Project Management Unit seems to be at the origin of some difficulties encountered during the realization of the project. **On the beneficiary side, the project proved to be relevant in the fight against floods and support for small commercial enterprises.**

Effectiveness

Most of the results expected for component 2 could not be achieved but the project's effectiveness is considered good for component 1. Thus, drainage infrastructure was constructed in the eastern part of the city and associated roads have been rehabilitated, a master plan for drainage and sanitation has also been developed as part of this project. Members of the province's technical services have been trained to ensure the sustainability of new infrastructure and equipment. GIS software and training were provided. A cultural and natural heritage enhancement study has been produced and constitutes a reference document for tourism infrastructure programming.

Efficiency

The implementation of the project was characterized by **many delays** but **the initial budget was not exceeded.** In general, institutional objectives have been achieved to a much lesser extent than those related to infrastructure. Component 1 activities began two years later than planned. The activities of component 2 began three years after the signing of the financial agreement, when the component was readjusted.

Impact

Significant results were achieved in terms of flood reduction in the Siem Reap city extension area. A positive impact on APSARA members in **raising awareness of inheritance** can also be emphasized. However, relocation issues have been identified for the component 2 of the project.

Sustainability

Despite the training and equipment provided to maintain the drainage network, **some equipment is still missing and sedimentation problems have been identified.** In addition, some actions recommended in the heritage study are in progress.

Added value of AFD's contribution

Despite AFD's long-term commitment to the Siem Reap/Angkor area, **most of the institutional results, which AFD is usually recognized for, have not been achieved.**

The fact that the local institutions were not ready to take full advantage of the project, as well as a limited budget, did not allow covering an extended area in terms of infrastructures.

Nevertheless, AFD's ability to adapt in a context of difficult negotiations can be highlighted, since the funds mobilized have been used wisely.

Conclusions and lessons learnt

Despite major difficulties encountered during the implementation of this project, the budget initially planned was not exceeded and interesting results were achieved, particularly in terms of flood reduction.

It is also important to note that **AFD's interventions have made it possible to provide several basic tools for managing urban development in the area.** These tools can still be used in the future and **AFD's investments could prove more fruitful in the long run.**

However, **the division of responsibilities** between the different institutions involved in the Siem Reap/Angkor area should be clarified. Particular attention should be paid to the composition of a steering committee to ensure the proper functioning of the decision-making process. In addition, it is important to communicate with the organizations/institutions intervening in the targeted geographical area throughout the implementation of the project to **strengthen the coordination with related projects and ensure the sustainability of the actions undertaken.**

Finally, the **temporal management** of such an intervention is crucial, especially in a context that is constantly evolving. **The time spent on each phase should be optimized** to limit the adjustments during the design of the project, related to the rapid evolution of the context.