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PROJECT DOCUMENT
CAMBODIA

Project Title: Cambodia Climate Change Alliance – Phase 3
Project Number: 000118895
Implementing Partner: National Council for Sustainable Development
Start Date: 01 July 2019 **End Date:** 30 June 2024 **PAC Meeting date:** 10 April 2019

Brief Description
<p>At impact level, the programme will contribute to a Cambodia development path that is increasingly climate-resilient and low carbon, measured by the level of GHG emissions reduced with programme support and the number of beneficiaries of adaptation measures supported by the programme.</p> <p>More specifically, the programme will contribute to a scaled-up response to climate change, with a focus on coordinating institutions (National Council for Sustainable Development, Ministry of Economy and Finance), and five strategic sector ministries (environment, public works and transport, rural development, mines and energy, and education, youth and sports).</p> <p>This will be done through achievement of three main outcomes:</p> <p><i>Outcome 1: Relevant climate information is generated in a reliable and timely manner, suitable to sectors and targeting specific needs.</i></p> <p><i>Outcome 2: Tools are developed and implemented for the effective mainstreaming of climate change into policies, regulatory frameworks, programmes and budgets of priority sectors.</i></p> <p><i>Outcome 3: National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened.</i></p>

<p>Contributing UNDAF/CPD Outcome: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</p> <p>Gender Marker: Gen2</p>	Total resources required:	USD 11,868,895	
	Total resources allocated:	UNDP TRAC:	USD 500,000
		EU:	USD 6,730,800 (EUR 6,000,000.)
		Sweden (TBC):	USD 3,646,504 (SEK 34,000,000)
		Unfunded:	(estimated) USD 991,591.00
Other resources	Govt. In-Kind:	USD 336,900	

Agreed by (signatures):

Government	UNDP	Implementing Partner
H.E. Chhieng Yanara, Minister attached to the Prime Minister and Secretary General, CDC/CRDB	Nick Beresford Resident Representative	H.E. Say Samal Chair of the National Council for Sustainable Development
Date:	Date: 27.6.19	Date:

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I. DEVELOPMENT CHALLENGE

Cambodia is a Least Developed Country, regularly ranked amongst the countries most vulnerable to climate change: extreme risk category / ranked 12th most vulnerable globally (Maplecroft, 2015); very high risk / 9th most vulnerable on Global Risk Index (UN University, 2016). This is due to a combination of its geography, relatively high reliance on agriculture, forestry and fisheries (30% of GDP¹) and low adaptive capacity resulting from the shortage of technically skilled human resources, institutional capacities and adaptation financing. Over 80% of the population live in rural areas² and are overly exposed to increasing and more unpredictable floods and prolonged droughts. Unsustainable exploitation of natural resources and limited water management systems further compromise the coping strategies of rural communities and increase food security concerns. Evidence of the impacts of climate change on migrations and conflict is not specifically available for Cambodia but global research indicates a significant relationship³. With urbanization and industrialization identified as major trends for the coming decade, additional climate change-related challenges are also emerging both in relation to adaptation and mitigation in urban areas. At micro and macro levels, difficulties managing climate risks are aggravated by the very limited availability of reliable climate information. 42% of Cambodian communes are ranked as either vulnerable or highly vulnerable to climate change⁴. Women and children are among the most vulnerable groups, but very little information is available on the distributional impacts of climate change in Cambodia. A recent study led by Ministry of Economy and Finance and the National Council for Sustainable Development indicated that without additional action, Cambodia's GDP could be almost 10% lower than planned by 2050, due to the impacts of climate change⁵, with outdoor (agriculture, construction) and industry workers being particularly vulnerable to heat impacts.

Cambodia is a very small contributor to global GHG emissions (less than 0.1%), but the country is committed to contributing to mitigation actions in the context of rapid economic growth (7% per annum) and industrialization. This commitment is recent and there is no roadmap for the implementation of Cambodia's mitigation targets under its Nationally Determined Contribution currently in place. Recent public perception studies show that awareness of climate impacts and political support for climate action has increased in recent years⁶.

Policy context

Over the last decade Cambodia has made significant progress in developing plans to address climate change. The current National Strategic Development Plan (2014-2018) integrates climate actions, and climate change. Innovation and sustainability form one of the four pillars of the new Rectangular Strategy for 2019-23. Cambodia has submitted its Nationally Determined Contribution (NDC, 2015) to the UNFCCC and ratified the Paris Agreement in January 2017. Cambodia's NDC identifies adaptation priorities and mitigation objectives subject to the provision of support from the international community⁷. Although a detailed roadmap for NDC implementation has not yet been developed, significant efforts have been made in mainstreaming climate change into national planning. Cambodia is currently implementing its Climate Change Strategic Plan (CCCSP, 2014–2023), which addresses adaptation priorities and explores options for de-carbonisation in key sectors and for enhancement of carbon sinks⁸. To implement the CCCSP, Climate Change Action Plans (CCAP) were adopted by 14 key ministries for the period up to 2018. While adaptation priorities are well reflected in these plans, the latest mitigation commitments and potential opportunities are not yet fully integrated. A national monitoring and evaluation framework for climate change is in place, but the national GHG emissions inventory system is not yet operational: the development of a monitoring, reporting and verification (MRV) system has been identified as a priority in the NDC.

¹ World Bank Data Source (March 2018) <https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS>

² FAO Country Fact Sheet on Food and Agriculture (April, 2014): <http://www.fao.org/3/a-i3761e.pdf>

³ See for example Nature (June 2019): <https://www.nature.com/articles/s41586-019-1300-6>

⁴ Cambodia's Vulnerability Index (2016 data)

⁵ Addressing Climate Change Impacts on Economic growth in Cambodia, NCS/MEF, 2018, <http://www.camclimate.org.kh/en/documents-and-media/library/category/39-financing.html?download=912:full-report-on-cc-impacts-on-economic-growth-in-cambodia-may-2018-en>

⁶ Second Study on Public Perceptions of Climate Change, NCS/MEF, 2016 <http://www.camclimate.org.kh/en/documents-and-media/library/category/139-second-study-on-understanding-public-perception-report-kap2.html?download=750:second-study-on-understanding-public-perception-report-kap2-en>

⁷ The NDC includes a conditional commitment to curb Green House Gases (GHG) emissions (3,100 Gg CO₂e target over the period 2020-2030, equivalent to 27% of the baseline scenario), based on priority actions in key sectors: energy (promotion of renewables), industry (energy efficiency / clean production) and transport. The NDC adds a conditional commitment on carbon sinks: forest cover as 60% of land area by 2030.

⁸ The CCCSP is structured around three main objectives: (i) reducing vulnerability to climate change impacts of people – in particular the most vulnerable – and critical systems (natural and societal), (ii) shifting towards a green development path by promoting low-carbon development and technologies, and (iii) promoting public awareness and participation in the climate change response.

The *National Council for Sustainable Development (NCSD)* is an inter-ministerial institution with a mandate to coordinate the climate change response. NCSD membership includes key ministries and agencies and provincial governors, and it is chaired by the Minister of Environment. Under NCSD, the *Technical Working Group for Climate Change* constitutes a platform for dialogue between national institutions at a technical level, and also provides a space for engagement with development partners, academia, private sector and civil society. NCSD is supported by the General Secretariat of the National Council for Sustainable Development (GSSD).

Nature and causes of the development challenge

In spite of the work done to develop plans for the climate change response and initial successes in mobilizing international finance, actual implementation of the response remains far below the levels required to achieve Cambodia's climate objectives. A recent review by GIZ⁹ (2017) found that Climate Change Action Plans have a 92% financing gap overall. The 2016 Climate Public Expenditure review (MEF) found in a case study on Ministry of Rural Development that only 17% of its Climate Change Action Plan requirements were funded for that year. Significant capacity challenges at both national and sub-national level affect the capacity of ministries and local authorities to integrate adequate climate change response measures in their programming and policies. The lack of coordinated measures to promote climate-smart investments also constrains the potential contribution of the private sector to the climate change response.

As we reach the mid-point of the implementation of Cambodia's Climate Change Strategic Plan, the major challenges that remain for the effective implementation of the climate change response have been identified as follows:

- Policy-makers, planners and technicians at the sectoral and sub-national levels often lack the information and knowledge they need on how climate change impacts their work and what innovative solutions are available. This is due largely to a low capacity to generate, manage and disseminate useful climate information in appropriate formats¹⁰. Academic institutions have limited financing for research and limited research capacities on climate-related issues, and more effective systems for policy dialogue between academia, think tanks, private sector and government need to be established;
- The policy framework for incentivizing climate-smart investments and practices from the private and public sectors is largely undeveloped. Evidence-based policy studies that could inform such a framework are missing¹¹;
- Most sectors and a significant number of sub-national authorities have implemented a first generation of climate change projects. The overall institutional capacity indicators have improved¹² and several ministries have started to introduce climate-change in their budgeting practices. However, climate change is not yet fully mainstreamed in their core systems and procedures. The achievement of results at scale will require deeper capacity development support in priority institutions, in connection with their core planning, budget and implementation procedures¹³. At sub-national level, major changes are expected, giving the districts a prominent role in service delivery and potentially in the climate change response. A significant capacity gap currently exists at this level for effective climate change mainstreaming.

⁹ Cambodia NAP Financing Framework and Implementation Plan, NCSD/GIZ, 2017.

¹⁰ Information collected through interviews with climate change focal points and key informants at the end of the first cycle of Climate Change Action Plans (CCAP), 2018

¹¹ Promoting Private Sector Contribution to the Climate Change response in Cambodia, CCCA, 2016

<http://www.camclimate.org.kh/en/documents-and-media/library/category/38-learning-materials.html?download=755:study-report-on-promoting-private-sector-contribution-to-the-climate-change-response-in-cambodia-en>

¹² CCCA Annual Progress report, UNDP Cambodia, 2017

¹³ ROM report on CCCA Phase 2, European Union, 2016

II. STRATEGY

Lessons Learnt

The strategy proposed for CCCA Phase 3 incorporates key lessons learnt from the previous phase, as stated in the 2016 EU ROM review of the programme, and in the 2017 mid-term review. Both reviews noted strong national ownership of CCCA (including from NCSD, Ministry of Economy and Finance and several sector ministries and agencies) and its strong alignment with the national institutional framework, in support of NCSD as the entity in charge of coordinating the climate change response. The reviews also highlighted the quality and breadth of CCCA's partnerships both within and outside Government, and its high visibility among climate change stakeholders. Four major strategic recommendations emerged from these reviews, with a view to maximize CCCA impact in the next programming cycle:

- strengthen advocacy with high level decision makers based on local evidence to expand political space for climate change reforms;
- focus CCCA's capacity development work on a few key sectors / ministries and deepen the support provided to these institutions in order to achieve sustainable change at scale in those sectors;
- continue and expand the work initiated with private sector and support Government to adopt policy measures that will facilitate private sector investment in the climate change response;
- maintain the unique role of the programme in promoting and funding innovative approaches and partnerships.

The recently completed final evaluation of CCCA Phase 2 confirmed several of these recommendations, including the need to focus on a smaller number of sectors so that support to specific initiatives can be deepened, for example on building stronger linkages between innovative projects, public policy interventions and private sector actors in order to scale up successful approaches. The evaluation also recommended stronger assessment and monitoring of sustainability strategies for grant projects, and additional capacity-development for grantees to report on their key results and useful evidence. On future CCCA cooperation with MoE, the final report recommended a focus on ecosystem-based adaptation. The evaluation also made recommendations to strengthen monitoring and evaluation of CCCA, including through a specific action plan on gender, regular evaluations of the grant portfolio, and recruitment of a dedicated M&E officer.

The choice of strategy for this phase of CCCA and the Theory of Change reflect these key lessons learnt from previous CCCA experience and feedback received from stakeholders during more recent review of ministerial climate change action plans (2018).

Theory of Change

The programme aims to address the strategic challenges that Cambodia has faced to implement its climate change response at scale. In relation to the key challenges (immediate causes) identified above, it will act on three major drivers of change:

1. Improving capacity to produce, use, manage and disseminate locally relevant climate change information and research, addressing current knowledge gaps.

Difficult access to relevant information and knowledge about climate change impacts in Cambodia and available solutions is consistently identified as the top challenge for the implementation of the climate change response, particularly among Government officials. CCCA will address this by i) supporting research programs to address data and information gaps identified by practitioners, including by promoting partnerships between local universities and recognized regional or international research centers; ii) enhancing the national climate change portal, including its monitoring and evaluation component, and supporting knowledge-sharing opportunities between researchers, policy-makers and practitioners, and iii) supporting the development of knowledge products tailored to the needs of private and public sector stakeholders.

One of the critical gaps to be filled in the Cambodian context is the lack of reliable data on the gender impacts of climate change, and more generally on the distributional impacts of climate change across various vulnerable groups, including the poor, landless, older people and children. Analysis of actual adaptation benefits over the medium to long-term is limited as most monitoring systems are project-based and do not capture data beyond the life of specific projects. Conducting research and establishing effective monitoring systems on these issues will be essential as a first step to inform effective, inclusive and gender-sensitive climate policies.

Support to the climate change portal will include monitoring of relevant, quality-assured data produced by other national and international institutions and facilitation of data-sharing agreements whenever possible, so

that the national climate change portal can serve as the key access point for essential climate change information in the country.

The key assumption for this component is that solid, locally-produced, policy-relevant evidence will play a crucial role in effective advocacy with decision-makers and help create political space for the institutional and systemic changes that are required to achieve Cambodia's climate objectives. This assumption is based on prior positive experience with this approach, for example on the issue of recognizing the significant economic impacts of climate change in Cambodia (research conducted with MEF, 2018). A second assumption is that by filling key information gaps (e.g. vulnerability assessments of specific sectors or areas), CCCA will equip ministries with the basic tools they need to plan an effective response.

In order to ensure that research is directly relevant to the needs of target ministries, implementation of this component will be closely linked to component 2 (for line ministries, sub-national level and NCSD) and component 3 (for MEF and private sector). The focus of research / data generation efforts will be based on demand from these ministries and linked to specific follow-up activities, such as support to policy development or programming/budgeting making use of the evidence produced under this first component. Similarly, support to the national monitoring and evaluation framework (component 1) will require close cooperation and support to target ministries in order to generate the required data (component 2).

2. Integrating climate change in the policy, regulations, programmes and budgets of priority sectors

While good progress has been made in recent years, climate change too often remains treated as a distinct issue within ministries, funded exclusively through projects with climate finance instead of being mainstreamed in the core programming cycle and policy agenda of the ministry. A significant systemic change is needed, which requires commitment from concerned ministries' leadership, as well as a sustained capacity development effort over several budget cycles, and availability of financing to demonstrate in an initial phase that this mainstreaming of climate change in regular Government programmes is a viable public investment strategy.

In line with mid-term review findings, the strategy for this phase 3 is to focus on a few ministries which are both important to the climate change response and have demonstrated political will in recent years to lead the way on climate change mainstreaming. This includes Ministry of Rural Development, Ministry of Public Works and Transport, Ministry of Education, Youth and Sports (all among the largest spending ministries in Government), and Ministry of Environment. Given the importance of the energy sector in delivering on Cambodia's mitigation commitments, CCCA will also engage the Ministry of Mines and Energy.

CCCA will deliver a tailored package of support to each ministry, including a mix of capacity development support for concerned staff, advisory and mentoring support on adjusting core programming and budgeting systems/procedures, policy advisory support (particularly in relation to regulations affecting private sector investment in the concerned sectors) and top-up financing support to cover the climate element of climate-smart public investments. Specific support and mentoring will be provided to use the evidence produced under component 1. As the sectoral scope of CCCA support will be more focused than in previous phases, CCCA will seek to deepen its engagement in each ministry and involve a critical mass of staff from both technical and planning/budget departments, in order to reach beyond the usual climate change focal points.

CCCA will document the results and maintain an active dialogue with Ministry of Economy and Finance (MEF), building on the work done with MEF in Phase 2. This will help ensure that MEF is aware of the efforts made by priority ministries to make their programmes more climate-responsive and supports a gradual increase in national budget allocations for such programmes, based on evidence.

NCSD will receive dedicated support for its coordinating role in the climate change response. Significant progress has been made in recent years both for inter-ministerial coordination and for partnership mechanisms with development partners, but climate finance remains relatively fragmented and support to NCSD is essential to promote a more coherent response, aligned with national priorities. This includes strengthening NCSD's role as a "gatekeeper" for access to multilateral climate funds, and as the focal point agency for Cambodia's engagement under the UNFCCC. CCCA does not have a comparative advantage in scaling-up existing sub-national models, as other programmes are accessing specific resources for this (e.g. NCDD-S direct access to GCF to scale-up commune level climate change mainstreaming pilots, for an initial USD 13 million). A new challenge for NCSD will be to design and test new models for the delivery of the climate change response at sub-national level, in line with most recent evolutions in the decentralization and de-concentration framework. CCCA will support piloting of climate change mainstreaming approaches at district and provincial levels, as significant support is already available for the commune level. With available resources, it is estimated that these pilots could cover 1-2 provinces and 1-2 districts or municipalities. This work stream will also include engagement of the National Committee for sub-national Democratic Development (NCDD) so

that i) their expertise on sub-national planning and budgeting tools can be leveraged, and ii) sustainability and scale-up strategies can be put in place based on the piloting experience, including both domestic financing (budget) and external resource mobilization (potentially GCF).

The main assumption for this component is that effective mainstreaming of climate change in ministerial and sub-national systems and policies will be achieved through a combination of tailored advocacy (to create political space), adjustments to planning and budgeting procedures and related training, mentoring, policy advisory support, and top-up financing for climate-smart investments. A secondary assumption is that these changes can only happen during the program period if there is already a demonstrated commitment of the concerned institutions' leadership. This assumption has guided the selection of ministerial partners for this component.

3. Establishing a policy environment and financing tools to leverage private and public flows of development finance for the climate change response.

A scaled-up response will not only require better information and delivery capacities, but also additional financing. Cambodia has been reasonably successful at mobilizing climate finance, but the scale required to meet its climate change objectives can only be achieved if larger streams of finance, both public and private, can be leveraged to contribute to the climate change agenda. On the public finance side, CCCA will build on the progress made in the previous phase, which demonstrated with specific pilots that climate change mainstreaming in the national budget is feasible and achieved a good level of engagement of MEF. Continuous monitoring of public climate expenditure combined with a more robust analysis of results will provide the evidence base to inform MEF's budget allocations.

On the private finance side, the programme will work primarily with MEF and concerned sectoral ministries to support economic policy studies with a climate lens (e.g. on tax regimes, certification schemes, investment law), study options and tools to finance climate-sensitive investments (top-up grants, de-risking tools, credit guarantees, insurance, etc.) in priority sectors (energy, transport, rural infrastructure). An essential element of CCCA's approach will be to develop capacity within concerned ministries to conduct such policy studies, instead of having them done solely by external consultants.

In addition, CCCA will upgrade its innovation financing facility (formerly grant facility under CCCA 2), which has been highlighted as a catalytic instrument and one of the most promising components of CCCA in recent evaluations (see above). This instrument fills a critical gap as this type of medium scale financing for innovation is not available from international climate funds. Its positioning is unique in Cambodia, providing an opportunity for a range of organizations to receive funding to design and test innovative adaptation and mitigation approaches in the Cambodian context, while CCCA ensures that successful initiatives are incorporated in policy dialogue with relevant ministries and private sector.

Assumptions for this component include:

- Continued monitoring of the allocations and performance of climate-related investments by MEF will lead to better-informed and increasing allocations of public resources in support of climate objectives;
- With better evidence on policy options and financing instruments for green investments, produced internally with the involvement of their own staff, MEF and other ministries will feel more confident to introduce policy measures in support of climate objectives;
- The innovation financing facility will allow for the development and testing of innovative approaches which could not have otherwise emerged due to a lack of financing options. Its open approach (call for proposals) will allow CCCA to access a broad range of innovative ideas from different corners of society, beyond those of its traditional partners.

The theory of change directly contributes to outcome 3 of Cambodia's UN Development Assistance Framework (UNDAF): *by 2023, women and men in Cambodia, in particular those marginalized and vulnerable, live in a safe, healthy, secure and ecologically balanced environment with improved livelihoods, and are resilient to natural, socio-economic and climate change related trends and shocks.* It will contribute in particular to the following two outputs of UNDP's Country Programme Document:

Output 2.2: Climate and weather information is available for public and utilized by policy makers for national, sectoral and sub-national planning as well as for transboundary communication in the region.

Output 2.4: Climate smart/proofoed (rural) infrastructures and services available and benefit rural population, especially the poor and vulnerable.

III. ACTIVITIES, RESULTS AND PARTNERSHIPS

Project Activities

Project activities will be detailed in annual work plans to be presented to – and approved by – the Programme Executive Board, which is chaired by NCS D with representation from all co-funding partners as full members. Main activities are presented below under each corresponding result.

Expected Results

At impact level, the programme will contribute to a Cambodia development path that is increasingly climate-resilient and low carbon, measured by the level of GHG emissions reduced with programme support and the number of beneficiaries of adaptation measures supported by the programme.

More specifically, the programme will contribute to a scaled-up response to climate change in strategic sectors. In line with the theory of change, this will be done through achievement of three main outcomes:

Outcome 1: Relevant climate information is generated in a reliable and timely manner, suitable to sectors and targeting specific needs

This outcome addresses the issues related to the persistent information gaps, which have been hindering the capacity to effectively plan for an inclusive and gender-sensitive climate change response at all levels. Key outputs include:

- Climate Change data portal enhanced, enabling greater access of stakeholders to key climate data in support of effective climate action. CCCA will support both the NCS D secretariat to increase their capacity to raise awareness of climate change issues and to manage climate related data and information, and the CC TWG to take a leading role in data sharing, as well as in the continuous assessment of data, information and knowledge needs. Flagship data sharing efforts and linkages of the NCS D data portal with other relevant portals will also be supported;
- Tailored data, information and knowledge products targeting the needs of public institutions, private sector and CSOs, in priority sectors. CCCA will support efforts to generate these products, covering gaps identified by CCTWG and other key stakeholders, making them accessible through the NCS D data portal. As part of these efforts, CCCA will assist local universities to establish partnerships with recognized regional or international research centres to advance research within priority policy areas, ensuring greater impact through the production of policy briefs for targeted sectors. Attention will be given to products that help shape inclusive, gender-sensitive climate policies;
- Reliable and timely data to enable monitoring and evaluation of climate change response. CCCA will assist NCS D, through dedicated training and on-the-job-technical assistance, in the maintenance of data needed to support climate change M&E needs, including those related to CCCSP, SDG and NDC M&E/MRV frameworks;
- Strengthened knowledge-sharing mechanisms in place for researchers, policy-makers and practitioners. CCCA will support a variety of knowledge-sharing opportunities and facilitate both knowledge sharing and a common understanding of evolving data and research needs. Knowledge-sharing and awareness raising campaigns will also be supported.

Outcome 2: Tools are developed and implemented for the effective mainstreaming of climate change into policies, regulatory frameworks, programmes and budgets of priority sectors

This outcome addresses the issues related to the limited institutionalization of climate change at national and sub-national levels, with a focus on priority sectors (education, environment, transport, rural development and energy). Key outputs under this component will include:

- Tailored advocacy products for decision-makers, practitioners and communities in priority sectors. CCCA will make use, among others, of the data and information produced under component 1, as well as evidence produced under the previous phase of CCCA . These products will focus on raising awareness on the specific impacts of climate change in the sector, and on available solutions;
- Adjustment of programming / budgeting procedures and processes to incorporate climate change in priority sectors. This will be supported by dedicated training and on-the-job-technical assistance on tools such as climate-sensitive cost-benefit analysis, M&E of climate change. Particular attention will be paid to ensure that gender and vulnerable groups are duly considered in these revised programming practices, incorporating lessons from research under component 1, as well evidence and methodologies produced with support from the regional programme (UNDP/Sweden) on the

- governance of climate change finance (see partnership section below for more detail on this programme);
- New or updated policies / standards in concerned sectors incentivizing climate-smart investments (public or private). The programme will support the required policy studies and the drafting process where required, with strong leadership and participation from ministerial staff. All policy studies will include a capacity development component to develop Government capacity to conduct such studies with minimal support in the future;
 - Top-up financing provided for selected public investments which have gone through a climate screening process. Evidence from those projects will be used in dialogue with MEF and other ministries leadership to demonstrate the value of investing in climate-smart projects;
 - Mechanisms for inter-ministerial coordination and international engagement on climate change policy are supported, under NCSO leadership. CCCA will support both the NCSO secretariat and the CC TWG to boost their capacities and take a leading role in the coordination of the response, the management of inter-ministerial policy dialogue, Cambodia's engagement in multilateral fora on climate change and external resource mobilization.
 - An NDC implementation plan is developed, including required sectoral actions and governance arrangements. A stock-take of the current situation against NDC commitments will be undertaken and inform a review of the ambition of the current NDC, including figures for emissions reductions from the actions; governance/coordination mechanism for the NDC implementation will be developed together with a draft NDC implementation plan and roadmap identifying actions, roles, responsibilities and timelines.
 - Model for delivery of climate change response at district and provincial level is developed and tested, in line with decentralization reforms. It is expected that the district level will be confirmed in 2019 as the key level for delivery of Government services at local level, while the province will take an important role in planning and coordination. CCCA will analyse how climate change responsibilities can be best allocated in this new context, and support piloting of this approach in at least one province and district.

Outcome 3: National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened

This outcome addresses the need to better leverage various sources of development finance in support of the climate change response. It includes the following key outputs:

- Climate-related expenditures are regularly tracked and their efficiency and effectiveness is analysed by Ministry of Economy and Finance;
- MEF receives technical support to increase its capacities to conduct policy research on fiscal and economic policy issues related to climate change, in order to create an enabling environment for climate-smart public and private investments. This will include support on private sector-related policy options such as top-up grants, de-risking tools, guarantees, tax/incentive schemes, regulatory reforms, financing instruments for climate-smart investments in priority sectors, etc. Particular attention will be paid to harnessing engagement of private actors (SMEs) and the financing sector, in partnership with other existing initiatives. Support to direct access to international climate funds will be provided as relevant, in coordination with the readiness initiatives of the relevant funds (GCF and others);
- Innovative adaptation and mitigation approaches from the public and private sector receive seed funding and have access to scaling-up opportunities. Selected projects will have a chance to demonstrate their viability and potential, and the most promising ones will be connected with potential sources of scaled-up financing in the public and private sector. This will be achieved through an upgrade of the CCCA Innovation Financing Facility, which will focus on introducing technological/managerial innovations in adaptation/mitigation. The specific investment criteria and priority sectors will be agreed at Programme Executive Board level before each call for proposals, but the following guiding criteria will apply: sectoral and adaptation/mitigation balance in the portfolio, SDG co-benefits, targeting of vulnerable groups and gender-sensitivity, public-private partnerships, scalability, alignment with national and sub-national priorities. Performance of the portfolio of funded projects will be evaluated by CCCA on a yearly basis and reported to the Programme Executive Board.

Resources Required to Achieve the Expected Results

- Key government officers staff time and technical inputs (10% for programme director, 30% for programme manager and deputy programme manager and at least 7 full-time Government officials assigned to CCCA teams);
- UNDP Project staff:
 - Senior Adviser / CTA (P5) to support primarily Outcomes 2 and 3, as well as the programme management functions;

- Climate Change Policy and Knowledge Specialist (P4) to support primarily Outcome 1 and the climate change technical components of Outcomes 2 and 3;
- Project staff under NCSD
 - Outcome 1 team (Knowledge Management Officer, Communications and Media Relations Assistant, Operations Officer, Clerk, Driver and Cleaner);
 - Outcome 2 team (2 CC Technical Officers respectively on Adaptation and Mitigation, Administration Officer and Driver)
 - Outcome 3 team (Coordination/ Climate Finance Officer, M&E Officer, Financial Management Officer, Secretary, Driver, Cleaner)
- International and national consultants to provide technical inputs;
- International organizations/ firms to support policy studies or research requiring a diverse set of skills;
- UNDP Country Office staff support for quality assurance, donor relations and administrative and finance support

Partnerships

The project is implemented under UNDP's National Implementation Modality (NIM). The National Council for Sustainable Development (NCSD) is the main Government Partner of the project. Through CCCA support, the NCSD provides a unified engagement platform for the harmonization of donors' support to the management of the climate response in Cambodia¹⁴.

With programmes supported by CCCA donors (EU and Sweden): The EU supports education as a focal sector in the MIP 2014-2020 and has been a main supporter of reforms on PFM, Decentralisation and Fisheries, all sectors offering scope for policy dialogue on climate response. Potential to further tap synergies with the SWITCH Asia programme in greening the Cambodian economy will also be explored once the new generation of SWITCH projects is selected. The ASEAN region will be a reference for CCCA under the knowledge management component, potential synergies with EU-ASEAN cooperation will be explored.

Sweden: Sida's current strategy in Cambodia incorporates a focus on climate change. In addition, Sweden is funding two regional programmes respectively on the governance of climate finance (UNDP) and on climate change and gender (UNWOMEN/UNEP). CCCA has a longstanding cooperation with the first programme on climate-responsive budgeting, with an agreed roadmap until 2021, including evaluation of the impacts of climate change programmes on gender and vulnerable groups, and support to target ministries to improve performance in this regard. The programme will also support training of Government officials on these issues. Engagement with the second programme is more recent and joint activities are under discussion to incorporate gender in the existing training curriculum for government officials on climate change, and to better engage civil society on gender and climate change issues. Both programmes bring added value to CCCA through their specialized expertise and network of regional advisers. Sweden also supports a UNDP Environmental Sustainability project focused on renewable energy and circular economy. CCCA will coordinate with this project on issues of common interest, including engagement with Ministry of Mines and Energy. CCCA will also build on the results of previous cooperation with Sweden, for example by advocating for adoption of the recommendations of the 2018 event on energy efficiency in Cambodia, organized with Swedish support.

Bilateral donors' initiatives: France-AFD and the EU are jointly supporting decentralised off-grid solar energy and water supply and sanitation through the Asian Investment Facility and more projects are in the pipeline. AFD has recently set up the "Adapt' Action Facility" (assisting countries to undertake resilience studies and stocktaking exercises on adaptation action) and the "Facility 2050", which could potentially support "Cambodia's Climate Facility" (CCF). CCF is a proposal for a loans-based instrument seeking to trigger climate action from private actors, to leverage co-finance (including from the GCF) through the use of grants and de-risking tools (soft-loans, credit guarantees, microfinance, risk transfer instruments, etc.). In combination with CCCA's Innovative Financing Facility, joint ventures could be triggered to amplify climate responses in different sectors and with engagement of various national stakeholders.

Multilateral donors' initiatives: The REDD+ support programme managed by UNDP in Cambodia also offers potential for complementarities with CCCA in the enhancement of MRV systems. As a member of the national REDD+ Taskforce, NCSD will ensure complementarities with CCCA phase 3 and that relevant elements of UNDP/GEF national portfolio (e.g.: macro-study of solar energy expansion) are tapped. The LoCAL Climate Adaptive Living Facility from UNCDF has been active in Cambodia since 2011 mainly funded by SIDA. Implemented by NCDD, the current "bridging" third phase of LoCAL is expected to access financing from GCF by the end of 2019, which would provide further opportunity for synergies with CCCA on sub-national level work. ADB is the government's partner for the implementation of the Strategic Programme for Climate Resilience in Cambodia (SPCR): a \$86 million programme for hard-investments in infrastructure adaptation

¹⁴ CCCA directly supports national coordination mechanisms for climate change, including meetings of the National Council for Sustainable Development (once a year) and the work programme and meetings of the Climate Change Technical Working Group (quarterly meetings for national institutions, and six-monthly meetings with development partners).

and technical assistance for selected institutions. NCS D is the government's anchor for the coordination of this programme, which will facilitate for CCCA phase 3 to build on outputs from SPCR when it starts phasing down in 2019.

Through CCCA support, the NCS D provides a unified engagement platform for the harmonization of donors' support to the management of the climate response in Cambodia¹⁵.

Risks and Assumptions

This table summarizes key risks and assumptions. Please see the full risk log for more details.

Risks	Level (H, M, L)	Mitigating measures
Possible Government reshuffle during the course of the mandate may lead to new leadership within key Ministries with uncertain engagement in climate action	M	Sensitization and engagement of high-level decision-makers. Nurturing relationship with technical levels in key institutions (informing choice of focus sectors).
New directions are taken for the National Strategic Development Plan (2019-2023) and sector policies deviate from low carbon resilient growth	L	Engagement in the NSDP guidelines and drafting in 2018 have helped raise the profile of climate change in the draft NSDP, expected to be approved in July 2019. Advocacy with decision-makers based on local evidence.
Decentralisation agenda compromised by internal debate within Government stakeholders and disengagement of development partners' support	M	A cautious and gradual engagement of sub-national level authorities in climate response. Piloting approaches while NCDD issues conclusions from its study on sub-national institutions' capacities. Undertaking a "needs based assessment" to reinforce climate action at subnational level and envision investments only in the 2 nd part of the programme.
Brain-drain, high staff turnover posing sustainability risks and limited availability of Government staff to engage in or lead proposed activities	M	Proposed activities are in line with Government staff mandates (not add-ons), and contribute to the core functions assigned to Government staff (public officials will be assigned to programme activities based on their usual functions). Nurturing relationships with Government managers already engaging with CCCA and offering hands-on mentorship, training and knowledge exchange opportunities to public officials engaged in the programme.
Vested interests in specific sectors (e.g. energy, transport) may prevent the enactment of climate-smart policy measures if they are perceived as threats to their business model	M	Engagement of all concerned actors through private sector dialogue. Building the business case of climate-smart and green technology solutions through local evidence. Positive incentives to mobilise climate-smart and low-carbon investments (technical assistance, access to financing, tax regime). Promote schemes to reward private sector "champions"/ green investors (awards, certifications).
Lack of availability of international support for "means of implementation" for NDCs	M	Tracking the increase of domestic investments to reduce dependence on international support. Use public funds to leverage private investments. Track international climate finance and engage in UNFCCC negotiations to hold donors accountable to existing commitments.
Assumptions		

¹⁵ CCCA directly supports national coordination mechanisms for climate change, including meetings of the National Council for Sustainable Development (once a year) and the work programme and meetings of the Climate Change Technical Working Group (quarterly meetings for national institutions, and six-monthly meetings with development partners).

Stability of political context ensuing results of the 2018 general election and continued support from development partners.
Climate change mainstreaming remains a policy priority for Cambodia and key partners at national and sub-national level remain committed to engage with CCCA on climate mainstreaming issues.
Private sector "champions" (chambers of commerce, companies, finance sector) engage in the promotion of climate-smart investments in light of climate risks and green business opportunities.

Stakeholder Engagement

Target groups:

All the target groups mentioned below have been involved in the development of the project document through individual and/or group consultations.

The *National Council for Sustainable Development (NCSD)* is an inter-ministerial institution with a mandate to coordinate the climate change response. Chaired by the Minister of Environment, NCSD membership includes key ministries and agencies and provincial governors. Under NCSD, the *Technical Working Group for Climate Change* constitutes a platform for dialogue between national institutions at a technical level, and also provides a space for engagement with development partners, academia, private sector and civil society. It is proposed that the General Secretariat of NCSD be the implementing partner for this programme. The chair of NCSD / Minister of Environment is proposed as Chair of the CCCA Programme Executive Board.

Priority sectors and ministries for the programme include the *Ministry of Economy and Finance*, the *Ministry of Public Works and Transport* (responsible for transport policies, national roads and urban infrastructure), the *Ministry of Mines and Energy* (responsible for policy and regulatory developments in the promotion of energy efficiency and renewable) and the *Ministry of Rural Development* (rural roads, irrigation, water and sanitation, rural livelihoods). Within these line ministries, political will and opportunities have been identified to deepen the reforms initiated in recent years. The *Ministry of Education, Youth and Sports* has been proactive in integrating climate change in academic curricula and could play a role in the promotion of climate change-related research. The *Ministry of Environment* leads REDD+ and climate-related activities in protected areas. It also has a regulatory role in coordination with other ministries and local authorities for the enforcement of environmental standards and the Environmental Impact Assessment process. All these institutions will receive support under the programme, and it is proposed that each institution gets a seat on the CCCA Programme Executive Board.

On the private sector side, *Chambers of Commerce* will be involved in consultations and provided an opportunity to comment on policy studies based on their field of expertise.

People living in communes/districts classified as vulnerable/highly vulnerable will be the focus of the CCCA funded activities on the ground, through the innovation facility or through priority ministries' investments. Mechanisms to ensure voice and participation from these communities at the design and implementation stages will be included in the relevant grant guidelines.

Universities and research centres will be central to the achievement of Outcome 1. They will be engaged through regular consultations to ensure that the research priorities match the needs of the climate change response, and receive financial and technical support from CCCA for specific research.

On the civil society side, CCCA will continue to engage primarily through the *NGO Forum*, as a large umbrella organisation with 43 members active in climate change and engaging in policy dialogue with the government institutions (NCSD, MEF, MRD, MAFF, MoE and others). They will be associated with CCCA's advocacy work with Government, and in consultations for the development and launch of the innovation facility, which will be open to civil society. During this phase and in cooperation with the two regional programmes mentioned above (led by UNWOMEN and UNDP respectively), CCCA will seek to involve gender-focused NGOs much more actively, in addition to the traditional climate change network of NGOs.

Development partners supporting the CCCA will be regularly involved in programme activities through monitoring visits and participation in key events. In addition, each funding donor will be represented on the CCCA Programme Executive Board.

All project stakeholders including communities in the field will be informed and given access to UNDP's Stakeholder Response Mechanism.

South-South and Triangular Cooperation (SSC/TrC)

South-South and triangular cooperation are particularly relevant – although not exclusively – for Outcome 1 in relation to research on climate change, where Cambodia will initially need to rely on regional and international partnerships in order to develop local capacity. CCCA will promote and help establish partnerships between local universities/ research centers and their counterparts with the relevant expertise, preferably in the Asia-Pacific region.

CCCA will also leverage its partnerships with the regional programmes on the governance of climate finance and on climate change and gender to support South-South learning on these issues with South-East Asian countries, as well as South Asia.

Knowledge Sharing and Communications

The programme has a strong focus on knowledge generation and dissemination. Under Outcome 1, the programme will support dedicated research in support of the climate change response. Results will be published through concerned academic institutions, discussed at dedicated knowledge events with policy-makers, and published on the national climate change portal managed by NCSD.

Policy studies on economic, fiscal and regulatory policies related to climate change will represent another important set of knowledge products for CCCA. They will be disseminated among policy-makers and published on the climate change portal.

The Innovation Facility will generate lessons learnt, technical recommendations and case studies from the selected projects. These knowledge products will be discussed at dedicated events between project implementers and policy-makers, and published on the climate change portal.

CCCA will continue to support annual public expenditure reviews, to be published by Ministry of Economy and Finance.

A critical component of CCCA support is to raise awareness of a broad range of stakeholders, including government, private sector and non-government institutions as well as the public, on the challenges posed by climate change, as well as to the different avenues for meeting these challenges, fostering greater levels of engagement in the implementation of climate change response. The project's Communication and Visibility Plan details this strategy.

Gender

Gender has been integrated in previous phases of CCCA for example through implementation of gender-mainstreaming standards for grants, collection and analysis of gender disaggregated data, and partnerships with MoWA / UNWOMEN on climate change policy initiatives (e.g. for the CCCSP mid-term review). In order to increase the visibility and priority given to gender in this new phase, the programme team will develop a specific action plan on gender, to be presented to the Programme Board following the inception phase of the programme, by the end of 2019. This plan will include both operation-related (e.g. human resources, procurement) and programmatic measures to ensure that a gender lens is adequately incorporated in the design and implementation of CCCA interventions. The annual progress report to the programme board will include an update on the status of the gender action plan.

Sustainability and Scaling Up

The programme will be implemented by the General Secretariat of NCSD, where the previous phases have been hosted and where a strong sense of ownership of the programme already exists. Government staff selected to be involved in the programme will be selected for functions in line with their Government functions, so that CCCA strengthens their ability to do their core Government jobs. CCCA staff Terms of Reference will include a strong capacity development and knowledge transfer component, while Government staff are expected to take the lead in managing programme activities.

Similar with other partner institutions, CCCA will promote an approach where external resources come in support of an effort led by Government (or university/private sector) staff. This includes policy studies, where active involvement of concerned ministry staff will be sought not only in the design and supervision of the work, but also in the actual analysis and field work, in order to build internal capacities.

A significant aspect of CCCA work in target ministries will be to amend systems and procedures so that climate change becomes part of mainstream work practices. This approach will help ensure sustainability as climate change will cease to be an "add-on" and become part of the core programming processes of concerned

ministries. Some support will be required over the medium-term to ensure that ministry staff have the required skills to apply these new procedures. CCCA will provide initial training and on-the-job support over several budget cycles, mentoring, and monitor capacity development progress through capacity assessments, combined with an analysis of results (i.e. more climate-smart budgets and policies).

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

CCCA is a joint donor initiative, designed to reduce transaction costs and maximize the efficiency and effectiveness of technical assistance for the coordination and mainstreaming of the climate change response in Cambodia. It provides a unified engagement framework, and has demonstrated capacity to leverage partnerships with other capacity development initiatives. An example of this is the partnership with the regional UNDP project on climate finance, which relies on the CCCA structure to operate in Cambodia, thus reducing overall management costs. In the previous phase, CCCA has also served as a platform to manage Sweden's climate diplomacy initiatives in Cambodia, again reducing the costs of operating parallel / separate initiatives.

The programme will be implemented by the General Secretariat of NCS, which is institutionally best placed for this as it has responsibility for the coordination of the climate change response. The General Secretariat has demonstrated capacity to mobilize national staff (both Government staff and contract staff) in support of programme objectives. The overall approach of the programme relies primarily on national institutions for implementation. This high level of national ownership is essential to the achievement of the programme's objective, which are focused on mainstreaming of climate change in national systems and practices.

Programme Management and direct support from UNDP Country Office

The programme office will be based in NCS (provided by Government, including utilities). The Government will also cover the salaries of Government staff assigned to the programme, as described in the above section on "*Resources Required to Achieve the Expected Results*".

UNDP country office will provide additional services necessary for the implementation of the action such as recruitment of international project personnel, travel arrangements, procurement of goods and services upon request by the project, in accordance with the Letter of Agreement between UNDP and the Government for the Provision of Support Services (Annex 5). UNDP policies on cost recovery will apply for these activities. The project will be audited as per requirements in the UNDP's Programme and Operations Policies and Procedures.

Beside the project core staff, this programme will require direct support from UNDP Country Office with regards to project implementation, monitoring and oversight. These are functions that are independent from the project staff following UNDP's project implementation rules and procedures requiring segregation of duties. In this regard, personnel costs of UNDP CO staff concerned will be recovered from the programme (see budget notes a, b, and q) with the exact cost to be determined by timesheet but not exceeding the proportion indicated.

Programme and Results Unit:

UNDP Programme Analyst is responsible for the following. The support provided by Analyst is cost-recovered through direct project costs for the time spent directly attributable to the project. The charge depends on the nature and complexity of the project, services needed and is based on timesheet, not exceeding 25% of the working time.

- Work with the team to ensure that the annual work plan and budget are finalized and entered into the system after the approval by the Programme Executive Board.
- Ensure that the Board meeting is conducted, and that annual work plan and budget are approved prior to the commencement of the activities.
- Ensure that funds are made available to the project based on the quarterly work plan (e.g. regular communication with project manager on the fund balance per quarter FACE Advance)
- Involve in project recruitment (mainly during start-up phase) and procurement of consultants or goods.
- Perform regular monitoring of project progress through quarterly/annual reports, field visits and verification of project's events and activities.
- Work with Programme Associate to prepare the submission of narrative and financial reports to donors and to request for next instalment as per agreement to ensure that there is no fund gap.
- Attend and observe project events.
- Involve in project spot-check, annual audit, review and evaluation, and follow up with the teams to ensure that the management responses to the recommendations are implemented.

- Conduct project quality assessment (one at the beginning of the project, one every two years, and one at the end of the project cycle).
- Prepare grant agreements, MoUs or letter of agreement (LoAs).
- Monitor and update risks in UNDP's Atlas system and take action as necessary.
- Involve with other ad-hoc requested to address the project issues.

UNDP Programme Associate is responsible for the following tasks. The support is cost-recovered through direct project costs for the time spent directly attributable to the project. The charge depends on the nature and complexity of the project, services needed and is based on timesheet, not exceeding 35% of the working time.

- With Programme Analyst, prepare donor agreement and request for fund and apply deposit into the system.
- Manage project's resource both in the system (including uploading document into DMS system) and offline to make sure that fund is available for project.
- Handle the preparation and approval of two-years workplan and budget revision both offline and in the Atlas system.
- Monitor project's budget and keep project team informed about the resource available, wrongly charge of budget line and donor codes etc.
- Prepare UNDP's format quarterly financial report (that combines reports from implementing partner and responsible parties, and report on other expenses directly disbursed by UNDP), for the project and donor for both quarterly and annually.
- Process the signature of Combined Delivery Report quarterly and annually.
- Review and advise project team on quarterly financial report (NEX/fund advance clearance), quarterly workplan (new request for NEX/fund advance) and process for fund disbursement to the project.
- Provide support to process the request from project team for UNDP services e.g. the request for recruitment to staff or consultant, for issuance of letter of agreement or grant, for procurement of goods or services, for travel arrangement, and so on.
- Process all related project payments directly handled by UNDP service and advise the use of correct chart of account to project and UNDP team.
- Update delivery and the status of funding source to project team and UNDP management.
- Involve in project spot-check, audit, and donor verification (by providing and gathering key some relevant documents including financial reports, management responses, and follow up actions).
- Support to solve any issue in the system related to negative funding balance, budget error, and old aging NEX/fund advance, incorrect charging.
- Support new start-up project (by setting up new project in the system and entering budget for approval etc.)
- Keep record of project's document for future use (audit and verification) and upload document into the system.
- Update PROMT (procurement plan through UNDP online services).
- Support the closure of the project (operational and financial closure).
- Prepare final financial report and process to return funding balance to donor if needed.
- Other ad-hoc request from project team and UNDP team related project issues.

UNDP Assistant Resident Representative/ARR for Programme is responsible for 1. providing overall advices on the scope and strategy of UNDP country programme, projects and the impact, 2. managing country office programme and projects, 3. managing knowledge sharing of projects' impacts, strategies, results, and activities, and 4. undertaking overall quality assurance, oversight and monitoring of the programme and projects. In overall, the ARR-P's responsibility is to ensure that the projects and programme have development impacts on the beneficiaries, produce the results specified in the programme and project documents and are in compliance with the required standard of quality and within the specified constraints of time and cost. Specifically, supports include:

- Review and final clearance of project document, workplan and budget, report, term of reference of consultancy;
- Management review and clearance of agreements, MoU and financial and narrative report for submission to donors;
- Conduct of project monitoring and fields & events observation;
- Monitor project risks and issues, including ensuring that actions are taken based on audit and review's recommendation;
- Review, clearance and approval of project quality assurance assessment; and
- Directly oversee the works of and provide advice and inputs to the analyst and associate.

The support is cost-recovered through direct project costs for the time spent directly attributable to the project. The charge depends on the nature and complexity of the project, services needed and is based on timesheet, not exceeding 4% of the working time.

Results Based Management Unit (formerly known as Management Support Unit or MSU):

UNDP Oversight Analyst/Head of Results Based Management Unit is responsible for the following tasks. The support is cost-recovered through direct project costs for the time spent directly attributable to the project. The charge depends on the nature and complexity of the project, services needed and is based on timesheet, not exceeding 10% of the working time.

- Track project evaluation plan/ manage and advise on the evaluation and review of evaluation report;
- Track project outstanding evaluation findings;
- Manage capacity assessment of implementing partner (micro assessment);
- Manage audit and spot check;
- Support project oversight (review of project M&E framework and report in UNDP system);
- Tracking and follow up on project monitoring activities;
- Advise to project on legal matters (partnership agreements: grants, MoU, LoA, project asset management etc.);
- Advise on grant management;
- Track project closure;

UNDP Programme Finance Analyst is responsible for the following tasks. The service is cost-recovered through direct project costs for the time spent directly attributable to the project. The charge depends on the nature and complexity of the project, services needed and is based on timesheet, not exceeding 10% of the working time.

- Monitoring and clearance of liquidation quarterly NEX/fund advance
- Review annual and multi-year project budget and workplan
- Review donor financial report
- Monitoring schedule of payment, approving DMS, GMS setup, exchange rate and resources
- Yearend closure: review of CDR, fund balance, liquidation of NEX advance and justification, grants, commitment etc.
- Projects financial tracking: work with associates to prepare monthly financial report
- Review of grant agreements
- Review of project closure: financial report, clearance of receivable and payable account, asset, completion of checklist etc.
- Ad hoc issues related to project

Operations Unit:

For a successful implementation of the action, and upon the needs of the project, the operations unit will provide operations related advisory support to the project. Such supports include but are not limited to advice and capacity building to the project team on rules, standard, and practices related to the operations of the project, financial management, procurement, human resources, administration, and ITC.

UNDP Assistant Resident Representative for Operations is responsible for 1. administrative quality assurance, 2. advising and verifying procurement and human resources processes for the needs of the project, 3. monitoring of effective delivery of administrative services to the project and managing external relations related to all operational aspects of the project. The support is cost-recovered through direct project costs for the time spent directly attributable to the project. The charge depends on the nature and complexity of the project, services needed and is based on timesheet, not exceeding 1% of the working time.

UNDP Human Resource Analyst: Responsible for Recruitment of staff and project personnel (UNDP contract). He will provide advice conditions of services and carry labour relations activities as appropriate. The HR Analyst will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 4% of the working time.

UNDP Finance Analyst/ Head of Finance: Responsible for providing support on accounting and finance related matters including payment and disbursement processes, accounting and project closure process. The Finance Analyst will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 4% of the working time.

UNDP Procurement Analyst: Responsible for providing support in identification of procurement modalities, facilitating quality, transparent, effective and fast procurement processes; supporting the project in the launch and publicity of procurement processes; advising in project procurement evaluation processes; supporting in negotiations with potential contractors (as needed); assisting in the process of contracting, monitoring of contracts. The Procurement Analyst will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 3% of the working time.

UNDP Administration Analyst: Responsible for administrative duties related to implementation of the project activities, assisting with organizing administrative tasks and processes for Action including visa requests, custom clearance, vehicle registration and accreditation. It is estimated that 3% of the Administrative Associate's time will be charged to the project budget.

UNDP ICT Associate: Responsible for providing ICT support related to the implementation of the action including account/ network set up and computer maintenance support. The ICT Associate will be charged through direct project costs for the time spent directly attributable to the implementation of the Action, not exceeding 2% of the working time.

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V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2023, women and men in Cambodia, in particular the marginalized and vulnerable, live in a safer, healthier, more secure and ecologically balanced environment with improved livelihoods, and are resilient to natural and climate change related trends and shocks.</p>											
<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Adoption of innovation, clean technology, sustainable energy and sound chemical management, minimizing GHG, wastes and pollution generation, measured in: (a) GHG emission saving from the manufacturing industry (Gg CO₂eq);¹⁶ (b) percentage of POPs reduction release <i>Baseline:</i> a. 405 (2015); b. 0% (2017) <i>Target (2023):</i> a. 508; b. 5% Percentage of increase of public expenditure for key areas: (a) public expenditure for climate action as % of GDP <i>Baseline (2016):</i> 0.9% <i>Target (2023):</i> 1.6%</p>											
<p>Applicable Output(s) from the UNDP Strategic Plan: Output 1.2: Government fosters productivity alongside inclusive/sustainable growth</p>											
<p>Overall objective: Cambodia's development path is increasingly climate-resilient and low carbon Specific objective: Cambodian response to climate change in strategic sectors is scaled-up</p>											
EXPECTED OUTCOMES/ OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	2019	2020	2021	2022	2023	FINAL (June 2024)	
OVERALL OBJECTIVE	Number of final beneficiaries of adaptation measures [disaggregated by sex / poverty status / sector]	Project annual reports	7,600	2017	9,000	10,000	13,000	14,000	15,000	15,000	Project monitoring systems (reports from grant recipients)
	GHG emissions reduced or avoided with support from the programme [CCCA 3] in kt. of CO ₂ eq.	Project annual reports	0	2018	0	50	150	250	300	300	Project monitoring systems (reports from grant recipients)

¹⁶ Data based on the Second National Communication (2015), data for 2023 not available. The target in the NDC is 727 Gg CO₂eq by 2030.

OUTCOME 1 Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs	1.0.1. Change in social response to climate risk ¹⁷ [disaggregated by sex and sector] (units: %/yr)	Knowledge, Attitudes and Practices (KAP) survey, NCSD	4.2 [W 4.6]	2015	-	7 [W 8]	-	-	10 [10]		KAP studies (specific surveys). 2 studies are budgeted for 2020 and 2023. Note: there may be a refinement of methodology in KAP3, 4 studies. Thus, baseline and targets may need to be adjusted accordingly.
	1.0.2. Level of user satisfaction with data and knowledge products made available with CCCA support [disaggregated by sex]	User surveys (annual)	n/a	2018	60%	75%	75%	75%	75%	80%	Online user surveys including platform users and key informants / practitioners. % are for ratings "satisfactory" or above

¹⁷ The indicator is calculated based on data from two indicators of KAP 1 and 2 studies ('proportion of respondents familiar with the term climate change' and 'proportion of respondents living in communities that are responding to climate variability') using a simple average of annual % change of these 2 indicator values within the 4 year period between KAP1 and KAP2 surveys. Targets were estimated assuming a future increase in the rate of change in (positive) social response to climate change. Refinement of the methodology for this indicator should take place during KAP 3 and may lead to a revision of baseline and targets enabling better monitoring of whether climate information is suitable for sectoral needs.

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<p>OUTPUT 1.1 Climate Change data portal enhanced, enabling greater access of stakeholders to key climate data in support of effective climate action</p>	<p>1.1.1. Number of users of data products available through the data portal [number of female users]</p>	<p>CC website/ data portal statistics</p>	<p>0 [0]</p>	<p>2018</p>	<p>600 [230]</p>	<p>1000 [400]</p>	<p>1300 [550]</p>	<p>1600 [750]</p>	<p>1800 [850]</p>	<p>2000 [1000]</p>	<p>Downloading of standard data products available on the CC data portal requires registration, with automatic production of statistics. Note that targets may have to be calibrated during 2019, once a number of data products has been made available.</p>
<p>OUTPUT 1.2 Tailored data, information and knowledge products are available, targeting the needs of public institutions, private sector and CSOs, in priority sectors</p>	<p>1.2.1. Number of tailored data and knowledge products available through the data portal [with data product directly addressing gender/CC data needs], with support from CCCA 3</p>	<p>Project annual reports and data portal</p>	<p>6 [0]</p>	<p>2018</p>	<p>7 [1]</p>	<p>10 [2]</p>	<p>12 [3]</p>	<p>14 [3]</p>	<p>15 [4]</p>	<p>15 [4]</p>	<p>The indicator tracks data and data-intensive studies/knowledge products, including Gender/CC related data products, made available through the CC data portal. Attribution to CCCA 3 will be established by the project monitoring system</p>
	<p>1.2.2. Number of joint climate change research projects established between local universities with other national institutions and with international and regional research centres focusing on CC related research, with support from CCCA</p>	<p>MoUs, project annual reports</p>	<p>6</p>	<p>2018</p>	<p>7</p>	<p>9</p>	<p>10</p>	<p>11</p>	<p>12</p>	<p>12</p>	<p>Documents to be collected by the project team</p>
	<p>1.2.3 Number of joint climate change research projects involving line ministries, NCSD and national/international academia established with support from CCCA 3</p>	<p>MoUs, project annual reports</p>	<p>0</p>	<p>2018</p>	<p>1</p>	<p>3</p>	<p>4</p>	<p>5</p>	<p>6</p>	<p>6</p>	<p>Documents to be collected by the project team</p>

OUTPUT 1.3 Reliable and timely data generated to enable monitoring and evaluation of climate change response	1.3.1. Number of M&E/MRV frameworks with indicators timely updated and accessible through the online data portal	Project annual reports and data portal	1	2018	2	4	7	8	8	8	Data for this indicator is available online through the data portal (date of the last update of the following M&E/MRV frameworks: National CC response, SDG 13, 2019-2023 NSDP, SSDPs, NDC)
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OUTPUT 1.4 Strengthened knowledge sharing mechanisms in place for researchers, policy-makers and practitioners	1.4.1. Number of regular knowledge-sharing events and awareness raising campaigns organized per year with the support from CCCA	Project annual reports and other sources (eg proceedings, evaluation forms, news articles, etc)	4	2018	2	3	4	3	4	1	Documents to be collected by the project team
OUTCOME 2 Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks, programmes and budgets of priority sectors	2.0.1. Number of ministries/agencies that include climate criteria in planning/screening procedures with support from CCCA [with gender aspects explicitly addressed]	Ministerial planning / budgeting documents	3 [0]	2017	3 [0]	4 [0]	5 [1]	5 [1]	6 [1]	6 [2]	Documents to be collected by the project team
	2.0.2. Number of development plans that explicitly integrate climate change in budget and M&E (national, sectoral, sub-national) with support from CCCA	NSDP, sector strategies, sub-national development plans	3	2017	3	4	6	7	8	8 (NSDP, 5 ministries, 2 provinces or districts)	Documents to be collected by the project team
OUTPUT 2.1 Decision-makers, practitioners, private sector actors and communities in priority sectors are sensitized and engaged in climate responses	2.1.1. Number of advocacy products, including policy briefs targeting high level decision makers, on climate change produced with support from CCCA	Documents, audio recordings, videos, from NCSD	0	2018	1	3	5	7	9	10	Documents / audio / video to be collected by the project team

OUTPUT 2.2 Programming / budgeting procedures and processes in priority sectors amended to incorporate climate change	2.2.1. Number of sectors having amended procedures and processes to incorporate climate change in programming and/or budgeting with the support of CCCA	Programming and budgeting documents of target ministries	3	2018	3	4	4	5	6	6	Documents to be collected by the project team
OUTPUT 2.3 New or updated policies / standards in priority sectors incentivizing climate-smart investments (public or private)	2.3.1. Number of policy documents, standards or regulations incentivizing climate-smart investments developed with CCCA 3 support	Policies and regulations issued or under review by target ministries	0	2017	1	2	3	4	5	5	Documents to be collected by the project team
OUTPUT 2.4 Top-up financing provided for selected public investments which have gone through a climate screening process	2.4.1. Amount, USD value and type of climate-smart public investments in priority sectors topped up with CCCA 3 financing	CCCA 3 budget documents, LoAs and Ministry / sub-national budget documents	0 / USD 0	2018	0 / USD 0	1 / USD 500,000	2 / USD 1M	3/ USD 1.5M	4/ USD 2M	4/ USD 2M	Budget records and documents to be collected by the project team
	2.4.2. Number of beneficiary households of adaptation and mitigation activities supported by target ministries (and number of beneficiaries disaggregated by sex)	Annual project report, reports from grantees	0	2018	0 HH (0)	200 HH (800 people, 60% female)	500 (2,000 people, 60% female)	700 (2,800 people, 60% female)	1,000 (4,000 people, 60% female)	1,000 (4,000 people, 60% female)	Documents to be collected by the project team
OUTPUT 2.5 The climate response is coordinated across sectors and actors, under NCSD leadership	2.5.1. Number of meetings of the climate change technical working group on climate change per year, including number of meetings with development partners	TWG meeting minutes, from NCSD	4 including 2 with DPs	2018	4 including 2 with DPs	4 including 2 with DPs	4 including 2 with DPs	4 including 2 with DPs	4 including 2 with DPs	2 including 1 one with DPs	Minutes produced by NCSD, to be collected by the project team

	2.5.2. Level of engagement of targeted sectors in CCTWG meetings, including meetings for update of national M&E indicators	TWG meeting minutes, from NCSD	83%	2018	85%	85%	85%	85%	90%	90%	% refer to effective participation of representatives of the five target ministries + MEF (number of participations / (number of meetings x 6 representatives)
OUTPUT 2.6 An NDC implementation plan is developed, including required sectoral actions and governance arrangements.	2.6.1. NDC implementation plan developed with required sectoral actions and governance arrangements and with private sector participation and engagement.	NDC implementation plan	No	2018	No	Yes	Yes	Yes	Yes	Yes	To be collected and produced by the project team
OUTPUT 2.7 Model for delivery of climate change response at district and provincial level is developed and tested, in line with decentralization reforms.	2.7.1. Status of procedures developed and tested in at least one province and one district for climate change mainstreaming in line with their functional responsibilities	Procedures / TORs from concerned SNA and report from the project on testing period	No	2018	No	No	No	Yes (developed)	Yes (tested)	Yes (tested)	To be collected and produced by the project team
OUTCOME 3 National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened	3.0.1. Amount of climate change public expenditure at national, sectoral and sub-national level	CPER studies, from MEF/NCSD	USD 71M	2016 data	USD 78M (2018 data)	USD 82M (2019 data)	USD 87M (2020 data)	USD 93M (2021 data)	USD 99.4M (2022 data)	N/A (2023 data will not be available before Sept. 2024)	Annual CPER studies are budgeted under CCCA and the regional programme on the governance of climate finance

OUTPUT 3.1 Climate-related expenditures are regularly tracked and their efficiency and effectiveness is analysed	3.1.1. Annual climate public expenditure report is available, including analysis of effectiveness and gender analysis	CPER studies, from MEF/NCSD	No (CPER does not include effectiveness or gender)	2017	Yes (2018 data)	Yes (2019 data)	Yes (2020 data)	Yes (2021 data)	Yes (2022 data)	N/A (2023 data will not be available before Sept. 2024)	Annual CPER studies are budgeted under CCCA and the regional programme on the governance of climate finance
OUTPUT 3.2 MEF receives technical support to increase its capacities to conduct policy research on fiscal and economic policy issues related to climate change and develop the corresponding policy instruments	3.2.1. Number of policy studies (supported by CCCA 3) with MEF staff involvement on economic and fiscal policy issues related to climate change	NCSD climate change platform, policy study documents from MEF/NCSD	1	2018	2	3	4	5	6	6	Studies budgeted under CCCA, documents to be collected by the project team
	3.2.2. Number of legal and policy instruments introduced with CCCA support to promote climate-smart investments and practices	Policy and legal instruments from MEF/NCSD	1 (budget circular)	2018	1	2	3	4	5	6	Budgeted under CCCA, documents to be collected by the project team
OUTPUT 3.3 Innovative adaptation and mitigation approaches from the public and private sector receive seed funding and have access to scaling-up opportunities	3.3.1. Number and type of adaptation and mitigation activities supported by the CCCA 3 innovation grant facility	Annual project report	0	2018	0	5	5	10	10	10	Documents to be collected by the project team
	3.3.2. Number of beneficiary households of adaptation and mitigation activities supported by the CCCA 3 innovation grant facility (and number of beneficiaries disaggregated by sex)	Annual project report, reports from grantees	0	2018	0 HH (0)	200 HH (800 people, 60% female)	500 (2,000 people, 60% female)	700 (2,800 people, 60% female)	1,000 (4,000 people, 60% female)	1,000 (4,000 people, 60% female)	Documents to be collected by the project team
	3.3.3. Volume of funds (by type public/private) leveraged through the financing facility	Annual project report, reports from grantees	0	2018	0	100,000 USD	200,000 USD	500,000 USD	1M USD	2M USD	Documents to be collected by the project team. Targets may require adjustment once the selected projects are known

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the results framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	N/A	N/A
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	N/A	Time of UNDP country office staff, audit costs incorporated in project budget
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Quarterly through progress reports to UNDP, and annually to the Programme Executive Board	Relevant lessons are captured by the project team and used to inform management decisions.	N/A	N/A
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Once every two years and at the end of project	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	N/A	Time of UNDP country office staff, incorporated in project budget
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the Programme Executive Board and used to make course corrections.	Programme Executive Board Members	Programme Executive Board meetings hosted by NCSD
Project Progress Report	A progress report will be presented to the Programme Executive Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually (at the end of each calendar year), and at the end of the project (final report)	Any quality concerns or slower than expected progress should be discussed by the Programme Executive Board and management actions agreed to address the issues identified	Programme Executive Board Members	Programme Executive Board meetings hosted by NCSD

Project Review (Programme Executive Board)	The project's governance mechanism (i.e., Programme Executive Board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Programme Executive Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the Programme Executive Board and management actions agreed to address the issues identified.	Programme Executive Board Members	Programme Executive Board meetings hosted by NCSD
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	With CCCA donors	SP Output 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote	UNDAF outcome #3: by 2023, women and men in Cambodia, in particular those marginalized and vulnerable, live in a safer, healthier, secure and ecologically balanced environment with improved livelihoods, and are resilient to natural, socio-economic and climate change related trends and shocks.	Q1 2022	NCSD, priority sector ministries, grant recipients, members of TWG and development partners including private sector, civil society representatives	USD 50,000 (project budget)
Final Evaluation				Q2 2024		USD 50,000 (project budget)

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VII. MULTI-YEAR WORK PLAN AND BUDGET

EXPECTED OUTCOMES / OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY	PLANNED BUDGET			
		2019	2020	2021	2022	2023	2024		Budget notes	Budget Description	Amount (USD)	
<p>Outcome 1: Relevant climate information is generated in a reliable and timely manner, is suitable to sectors and targets specific needs</p> <p>Output 1.1: Climate Change data portal enhanced, enabling greater access of stakeholders to key climate data in support of effective climate action.</p> <p>Output 1.2: Tailored data, information and knowledge products are available, targeting the needs of public institutions, private sector and CSOs, in priority sectors.</p> <p>Output 1.3: Reliable and timely data is generated to enable monitoring and evaluation of climate change response.</p> <p>Output 1.4: Regular knowledge-sharing events between researchers, policy-makers, practitioners and other targeted audiences.</p> <p><i>Gender marker: Gen2</i></p>	<p>1.1.1.Enhance CC data portal (webgis) to make available georeferenced data</p> <p>1.2.1.KAP studies</p> <p>1.2.2.Downscaled climate projections (AR6)</p> <p>1.2.3.Support collaborative CC research (with focus on SS partnerships)</p> <p>1.3.1.Establish an enhanced NDC MRV system (2019)</p> <p>1.3.2.Enhance M&E frameworks for target sectors and provide tailored M&E training programs</p> <p>1.4.1.Biennial policy research conference</p> <p>1.5.2.National Forum for CC Practitioners</p>	90,000	314,000	694,000	259,500	110,000	50,000	NCS	h	Contracts (LoA and firms)	1,517,500	
		2,750	5,750	10,000	12,000	10,000	3,000		n	Audio printing	43,500	
		35,500	27,250	9,750	9,750	1,6750	11,000		e	Local consultant	110,000	
		22,400	89,600	56,800	81,050	54,650	23,750		o	Workshop	328,250	
		20,000	3,000	3,000	3,000	3,000	1,000		f	Travel	33,000	
		2,000	3,000	3,000	3,000	3,000	2,000		l	Supplies	16,000	
		500	1,000	1,000	1,000	1,000	500		j	Fuel	5,000	
		35,000	75,000	75,000	75,000	75,000	37,500		g	Contract staff (individual)	372,500	
		2,500	5,000	5,000	5,000	5,000	2,500		k	Communication	25,000	
		3,000	3,500	2,500	2,500	2,500	500		m	IT equipment	14,500	
		3,000	1,000	1,000	1,000	1,000	1,000		i	Equipment	8,000	
		40,000	35,000	10,000	0	10,000	10,000		d	International consultant	105,000	
		113,500	227,000	227,000	227,000	227,000	113,500		c	International Personnel	1,135,000	
		MONITORING		9,375	18,750	18,750	18,750		18,750	9,375	a	National personnel (UNDP CO)
	8,750			17,500	17,500	17,500	17,500		8,750	b	National personnel (UNDP CO)	87,500
		Sub-Total for Outcome 1									3,894,500	
<p>Outcome 2: Tools are developed and implemented for the effective mainstreaming of CC into policy/regulatory frameworks,</p>	<p>2.1.1. Targeted advocacy events</p> <p>2.2.1. Advisory support and training to target ministries</p>	100,000	300,000	300,000	400,000	400,000	300,000	NCS	v	Contracts	1,800,000	
		-	4,000	4,000	4,000	4,000	4,000		n	Audio printing	20,000	

programmes and budgets of priority sectors Output 2.1: Decision-makers, practitioners, private sector actors and communities in priority sectors are sensitized and engaged in climate responses Output 2.2: Amended programming / budgeting procedures and processes in priority sectors to incorporate climate change Output 2.3: New or updated policies / standards in priority sectors incentivizing climate-smart investments (public or private) Output 2.4: Top-up financing provided for selected public investments which have gone through a climate screening process Output 2.5: The climate response is coordinated across sectors and actors, under NCS D leadership Output 2.6: An NDC implementation plan is developed, including required sectoral actions and governance arrangements. Output 2.7: Model for delivery of climate change response at district and provincial level is developed and tested, in line with decentralization reforms <i>Gender marker: Gen2</i>	on planning/budget/M&E procedures 2.3.1. Policy studies in support of target ministries 2.4.1. Top-up for climate resilient and low carbon public investments in target ministries 2.5.1. Support to inter-ministerial coordination mechanisms including TWG 2.5.2. Support to Cambodia's participation in UNFCCC mechanisms 2.6.1. Stock take and review of NDC ambition 2.6.2. Development of NDC implementation plan 2.7.1. Advisory support on sub-national administrations mandate in relation to climate change 2.7.2. Top-up for climate resilient and low carbon public investments at sub-national level	14,000	35,000	45,000	45,000	45,000	10,000	UNDP	s	Local consultant	194,000
	6,000	11,000	11,000	11,000	11,000	8,000	o		Workshop	58,000	
	21,000	22,000	24,000	24,000	24,000	2,000	t		Travel	117,000	
	2,000	4,000	4,000	4,000	4,000	2,000	l		Supplies	20,000	
	1,000	2,000	2,000	2,000	2,000	1,000	j		Fuel	10,000	
	2,500	5,000	5,000	5,000	5,000	2,500	w		Rental & maintenance	25,000	
	31,000	71,500	71,500	71,500	71,500	36,000	u		Contract staff (individual)	353,000	
	2,500	5,000	5,000	5,000	5,000	2,500	k		Communication	25,000	
	2,000	2,500	2,500	2,500	2,500	500	m		IT equipment	12,500	
	2,500	1,000	1,000	1,000	1,000	500	i		Equipment	7,000	
	-	75,000	105,000	75,000	75,000	-	r		International consultant	330,000	
	65,000	125,000	125,000	125,000	125,000	65,000	p		International Personnel	630,000	
	-	12,000	12,000	12,000	12,000	12,000	x		Professional services	60,000	
	2,000	4,000	4,000	4,000	4,000	2,000	t		Travel	20,000	
2,500	-	-	2,500	-	-	m	IT equipment	5,000			
18,500	37,000	37,000	37,000	37,000	18,000	q	Services to Projects-Staff costs	184,500			
Sub-Total for Outcome 2											3,871,000
Outcome 3: National capacities for the mobilization, coordination and tracking of public and private climate change resources are strengthened Output 3.1: Climate-related expenditures are regularly tracked	3.1.1: Support to MEF and CDC/CRDB for annual climate public expenditure reviews, including a gender lens 3.2.1: Conduct research with MEF on fiscal and	-	150,000	350,000	400,000	400,000	200,000	NCS D	ae	Grants	1,500,000
	8,000	15,000	15,000	25,000	35,000	10,000	aa		Local consultant	108,000	
	2,000	2,000	14,000	10,000	10,000	10,000	o		Workshop	48,000	

<p>and their efficiency and effectiveness is analysed</p> <p>Output 3.2: MEF receives technical support to increase its capacities to conduct policy research on fiscal and economic policy issues related to climate change and develop the corresponding policy instruments</p> <p>Output 3.3: Innovative adaptation and mitigation approaches from the public and private sector receive seed funding and have access to scaling-up opportunities</p> <p><i>Gender marker: Gen2</i></p>	<p>economic policy issues related to climate change and develop the related policy instruments</p> <p>3.2.2: Advocacy events and promotion materials on policy findings</p> <p>3.3.1: Management of call for proposals (2)</p> <p>3.3.2: Support delivery of selected grants and monitor results</p> <p>3.3.3: Identification of lesson learnt and best practices and promotion of successful practices with private sector / policy makers</p>	-	4,000	4,000	6,000	6,000	2,000	UNDP	ab	Travel	22,000	
		2,000	3,000	3,000	3,000	3,000	2,000		l	Supplies	16,000	
		1,000	2,000	2,000	2,000	2,000	1,000		j	Fuel	10,000	
		-	-	10,000	10,000	10,000	10,000		n	Audio / printing	40,000	
		41,000	91,500	91,500	91,500	91,500	46,000		ac	Contract staff (individual)	453,000	
		2,500	5,000	5,000	5,000	5,000	2,500		k	Communication	25,000	
		1,500	3,000	3,000	3,000	3,000	1,500		m	IT equipment	15,000	
		55,000	1,000	1,000	1,000	1,000	1,000		i	Equipment	60,000	
		-	30,000	30,000	30,000	30,000	-		ad	Contracts	120,000	
		-	35,000	35,000	35,000	35,000	-		z	International consultants	140,000	
		65,000	125,000	125,000	125,000	125,000	65,000		y	International Personnel	630,000	
		MONITORING	1,350	2,700	2,700	2,700	2,700		1,350	q	Service to projects-General Operating Expense	13,500
		-	2,000	2,000	2,000	2,000	1,000		ab	Travel	9,000	
Sub-Total for Outcome 3											3,209,500	
Evaluation	EVALUATION (Mid-term, final and contribution to CPD evaluation)	-	-	-	15,000	5,000	15,000	UNDP	ag	Local consultant	35,000	
		-	-	-	35,000	5,000	35,000		af	International consultant	75,000	
General Management Support									ah		783,895	
TOTAL											11,868,895	

Budget notes (UNDP CO direct costs are in italics)	
a	<i>Direct project office cost: for UNDP Country office project oversight, quality assurance and monitoring (programme analyst-NOB)</i>
b	<i>Direct project office cost: for UNDP Country office project financial support and oversight (programme associate-G7)</i>
c	International Climate Change Policy Specialist (P4)

d	International consultants on web portal improvements, data products and climate change M&E
e	Local consultants on M&E, data products
f	Travel for M&E training
g	Project national contract staff(Knowledge Management Officer, Communications and Media Relations Assistant, Operations Officer, Clerk, Cleaner, Driver)
h	Contracts (Letters of Agreement with research institutions and firms for e.g. vulnerability analyses, KAP study, other research)
i	Equipment including 2 vehicles
j	Fuel for CCCA vehicles (3 vehicles in total, with estimated usage 20% for outcome 1 and 40% each for outcomes 2 and 3)
k	Supporting communication and visibility activities
l	Office supplies
m	IT equipment for project team
n	Communication and visibility products (videos, printed materials)
o	Logistic costs of trainings and workshops
p	50% of Chief Technical Advisor time (P5)
q	<i>Direct project office cost: for UNDP Country office monitoring, oversight and quality assurance, contract management, Admin/ Finance/ HR/ Procurement/ ICT support</i>
r	International consultants e.g. on NDC, CC programming/policies/budgeting in target ministries/agencies, advocacy products
s	National consultants e.g. on NDC, CC programming/policies/budgeting in target ministries/agencies, advocacy products
t	Travel for local events, international negotiations and monitoring activities
u	Project national contract staff(Adaptation Officer, Mitigation Officer, Administration Officer, Driver)
v	Contracts and letters of agreement with priority ministries
w	Maintenance of the vehicles and office IT equipment
x	Project monitoring (capacity assessment/audit/spot check)
y	50% of Chief Technical Advisor time (P5)
z	International consultants for CC/economic policy studies
aa	Local consultants for CC/economic policy studies and public expenditure reviews
ab	Travel costs for M&E of grants and CC finance-related workshops
ac	Project national contract staff(Coordination/ Climate Finance Officer, Financial Management Officer, M&E Officer, Secretary, Cleaner, Driver)
ad	Contracts and letters of agreement with partner institutions

ae	Innovation grants facility (2 rounds)
af	Including evaluation team leader (Mid-term, final and contribution to CPD evaluation)
ag	Evaluation team member (Mid-term, final and contribution to CPD evaluation)
ah	7% GMS for EU and 8% GMS for Sweden

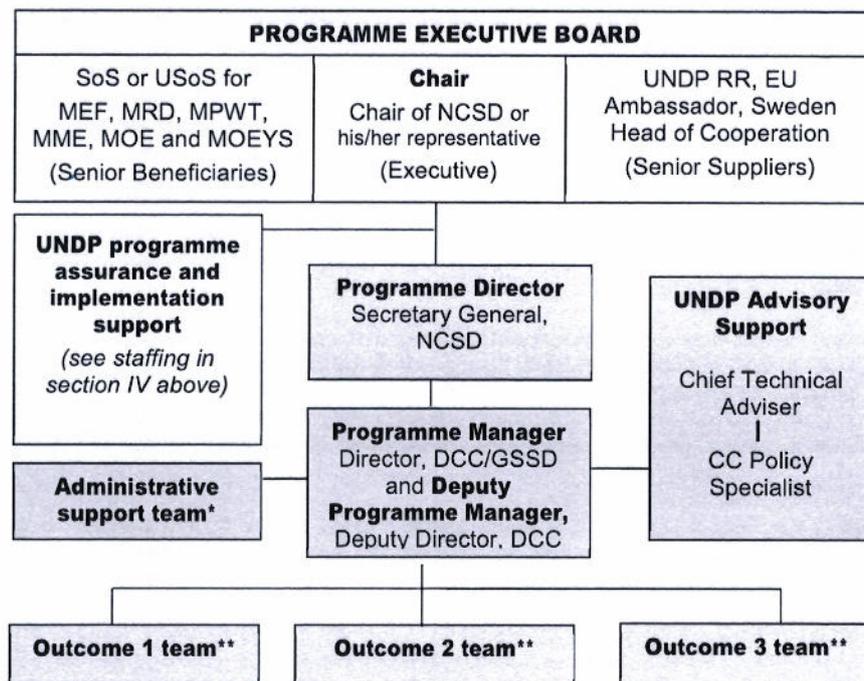


VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The program will operate under the guidance of a Programme Executive Board chaired by the Minister of Environment / Chair of the National Council for Sustainable Development. Board members will include representatives of key targets groups as follows: Ministry of Economy and Finance, Ministry of Rural Development, Ministry of Public Works and Transport, Ministry of Mines and Energy, Ministry of Education, Youth and Sports, Ministry of Environment (all at Secretary of State or Under-Secretary of State level). CCCA donors will be represented on the Board as well (1 member each). The Programme Executive Board will meet at least once annually. The chair may convene additional meetings if necessary. TORs for the Board are included in annex.

NCSD is the designated implementing partner for this program. This includes responsibility for on-granting, through the management of the innovation grant facility. Grant Appraisal and Grant Implementation guidelines have been developed under the phase 2 of CCCA which are in line with UNDP requirements, including details on the selection process, eligible entities and activities, reporting arrangements, fiduciary controls and recovery of funds for non-eligible expenditures. Updates to these guidelines for CCCA 3 will be reviewed and submitted for approval to the Programme Executive Board. Detailed selection criteria and thematic focus for each call for proposal will be subject to approval by the Programme Executive Board.

The Secretary General of NCSD will act as Programme Director and be responsible to the board for overall management of the programme. Programme management on a day-to-day basis will be the responsibility of the director of the Department of Climate Change (DCC), supported by a deputy programme manager (senior official from DCC). UNDP will recruit a chief technical adviser and a climate change policy specialist to provide advisory support to the programme, and be in charge of the programme assurance function (reporting to the board) through Country Office staff. The General Secretariat of NCSD will recruit national project staff. Brief TORs for all key positions are included in annex.



* Operations officer, administrative officer, secretary, clerk, drivers and cleaners + Government counterparts assigned by NCSD.

**Adaptation and mitigation officers, M&E officer, coordination /climate finance officer, financial management officer (for grants), knowledge management officer and communications assistant + Government counterparts.

*** Grey background for project staff based in NCSD

Handwritten signatures and initials in blue ink.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on 19th December 1994. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the National Council for Sustainable Development (NCSD) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Risk Analysis
2. Project Quality Assurance Report: Design and Appraisal
3. UNDP Social and Environmental Screening
4. Programme Executive Board Terms of Reference and TORs of key positions
5. Government In-kind Contribution
6. Letter of Agreement for UNDP's Support Services

1. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Changes in leadership in counterpart institutions lead to lower commitment to climate change action	10/2018	Political	May affect the capacity of the project to engage on certain policy issues, or to support improvements in planning/budget systems in these institutions P = 2 I = 4	Sensitization and engagement of HL decision- makers. Nurturing relationship with technical levels in key institutions (informing choice of focus sectors).	Project Manager	Project Developer	N/A	N/A
2	New directions are taken for the National Strategic Development Plan (2019-2023) and sector-wide policies deviating from green growth	10/2018	Strategic	May affect the capacity of the project to engage on certain policy issues P = 1 I = 4	Engagement in the Mid Term Review of the CCCSP (2014-2023) in 2018. Support key stakeholders in the use of climate mainstreaming tools in key planning documents (applied research, CBA, making the business case).	Project Manager	Project Developer	N/A	N/A
3	Decentralization agenda compromised by internal debate within Government stakeholders and disengagement	10/2018	Strategic	Affect the capacity of the project to engage sub-national institutions P = 2	A cautious and gradual engagement of sub-national level authorities in climate response. Piloting approaches while NCDD issues conclusions from its	Project Manager	Project Developer	N/A	N/A

	of development partners' support			I = 3	study on sub-national institutions' capacities. Undertaking a "needs based assessment" to reinforce climate action at subnational level and envision investments only in the 2nd part of the programme.				
4	Brain-drain, high staff turnover posing sustainability risks and limited availability of Government staff to engage in or lead proposed activities	10/2018	Organizational	Limits the potential for capacity development and transfer of knowledge P = 3 I = 3	Proposed activities are in line with Government staff mandates (not add-ons), and contribute to the core functions assigned to Government staff (public officials will be assigned to programme activities based on their usual functions). Nurturing relationships with Government managers already engaging with CCCA and offering hands-on mentorship, training and knowledge exchange opportunities to public officials engaged in the programme.	Project Manager	Project Developer	N/A	N/A
5	Vested interests in specific sectors (e.g. energy, transport) may prevent the enactment of climate-smart	10/2018	Strategic	Recommended measures may not be approved/applied in concerned sectors	Engagement of all concerned actors through private sector dialogue. Building the business case of climate-smart and green technology	Project Manager	Project Developer	N/A	N/A

	policy measures if they are perceived as threats to their business model			P = 2 I = 3	solutions through local evidence. Positive incentives to mobilise climate-smart and low-carbon investments (technical assistance, access to financing, tax regime). Promote schemes to reward private sector "champions"/ green investors (awards, certifications).				
6	Lack of availability of international support for "means of implementation" for NDCs	10/2018	Financial	Limited financing to scale up solutions developed by CCCA P = 2 I = 3	Tracking the increase of domestic investments to reduce dependence on international support. Use public funds to leverage private investments. Track international climate finance and engage in UNFCCC negotiations to hold donors accountable to existing commitments.	Project Manager	Project Developer	N/A	N/A
7	Unfavorable exchange rate variations	10/2018	Financial	Insufficient budget for planned activities P = 3; I = 2	Track exchange rates and anticipate any reductions through timely USD budget revisions.	UNDP Prog. Associate	Project Developer	N/A	N/A

2. Project Quality Assurance Report: Design and Appraisal

OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
STRATEGIC				
1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	2	1	
	Evidence			
	The choice of strategy for CCCA Phase 3 and the Theory of Change reflect these key lessons learnt from previous CCCA experience and feedback received from stakeholders during the more recent review of ministerial climate change action plans (2018).			
2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project): <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹⁸ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹⁹; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included 	3	2	1	
	Evidence			
	The project contributed the SP/CPD Outcome 2 SP Output 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral plans and policies to promote economic diversification and green growth. Relevant CPD Output 2.4: Climate smart/proofed (rural) infrastructures and services available and benefit rural population, especially the poor and vulnerable.			

¹⁸ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

¹⁹ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.</p>							
RELEVANT							
<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. <i>(both must be true to select this option)</i> • 1: The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><small>*Note: Management Action must be taken for a score of 1, or select not applicable.</small></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p>Select (all) targeted groups: (drop-down)</p> <p style="text-align: center;">Evidence</p> <p>All the target groups mentioned under stakeholder engagement (page 11) have been involved in the development of the project document through individual and/or group consultations.</p> </td> </tr> </table>	3	2	1		<p>Select (all) targeted groups: (drop-down)</p> <p style="text-align: center;">Evidence</p> <p>All the target groups mentioned under stakeholder engagement (page 11) have been involved in the development of the project document through individual and/or group consultations.</p>	
3	2						
1							
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<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><small>*Note: Management Action or strong management justification must be given for a score of 1</small></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p style="text-align: center;">Evidence</p> <p>The strategy proposed for CCCA Phase 3 incorporates key lessons learnt from the previous phase, as stated in the 2016 EU ROM review of the programme, and in the 2017 mid-term review. Both reviews noted strong national ownership of CCCA (including from NCSD, Ministry of Economy and Finance and several sector ministries and agencies) and its strong alignment with the national institutional framework, in support of NCSD as the entity in charge of coordinating the climate change response.</p> </td> </tr> </table>	3	2	1		<p style="text-align: center;">Evidence</p> <p>The strategy proposed for CCCA Phase 3 incorporates key lessons learnt from the previous phase, as stated in the 2016 EU ROM review of the programme, and in the 2017 mid-term review. Both reviews noted strong national ownership of CCCA (including from NCSD, Ministry of Economy and Finance and several sector ministries and agencies) and its strong alignment with the national institutional framework, in support of NCSD as the entity in charge of coordinating the climate change response.</p>	
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<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; text-align: center;">3</td> <td style="width: 50%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2"> <p style="text-align: center;">Evidence</p> <p>The project fully considers and promotes the gender equality and women's empowerment. (See Annex 2 Social and Environmental Screening)</p> </td> </tr> </table>	3	2	1		<p style="text-align: center;">Evidence</p> <p>The project fully considers and promotes the gender equality and women's empowerment. (See Annex 2 Social and Environmental Screening)</p>	
3	2						
1							
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<p>on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1</p>									
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i> 2: Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2">Comprehensive analyses are conducted on the roles of development partners in the sector (partnerships, page 9)</td> </tr> </table>	3	2	1		Evidence		Comprehensive analyses are conducted on the roles of development partners in the sector (partnerships, page 9)	
3	2								
1									
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SOCIAL & ENVIRONMENTAL STANDARDS									
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2">Assessed systematically through social and environmental standards screening for initiatives funded by the project; quarterly reports flag risks (including S&E standards/safeguards), monitor risks identified and mitigation measures adopted.</td> </tr> </table>	3	2	1		Evidence		Assessed systematically through social and environmental standards screening for initiatives funded by the project; quarterly reports flag risks (including S&E standards/safeguards), monitor risks identified and mitigation measures adopted.	
3	2								
1									
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Assessed systematically through social and environmental standards screening for initiatives funded by the project; quarterly reports flag risks (including S&E standards/safeguards), monitor risks identified and mitigation measures adopted.									
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option)</i>. 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2">Yes (See Annex 2 Social and Environmental Screening)</td> </tr> </table>	3	2	1		Evidence		Yes (See Annex 2 Social and Environmental Screening)	
3	2								
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Evidence									
Yes (See Annex 2 Social and Environmental Screening)									

<p>Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.</p> <ul style="list-style-type: none"> • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>		
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
<p>(See Annex 2 Social and Environmental Screening)</p>		
<p>MANAGEMENT & MONITORING</p>		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
1		
<p>Evidence</p> <p>The project specifies relevant expected outputs, indicators, baseline and targets (See results framework, page 17)</p>		
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	Yes (3)	No (1)
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option)</i>. • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be 	3	2
1		
<p>Evidence</p> <p>The project governance structure identifies Project Board and members and key focal institutions and individuals that are imperative for the successful implementation of the project. (See Section VIII: Governance and Management Arrangement, page 32)</p>		

<p>filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) • 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence</p> <p>The project identified the risks and mitigation measures. (See table Risks and Assumption, page 10, and See Annex 3: Risk Analysis)</p>	
<p>EFFICIENT</p>		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence</p> <p>The project's budget plan is at the activity level with funding sources, and specified for the duration of project period. (See multi-year work plan and budget, page 22-24)</p>	
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. 	<p>3</p>	<p>2</p>
	<p>1</p>	
	<p>Evidence</p> <p>The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies. (See multi-year work plan and budget, page 27-31)</p>	

*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.

EFFECTIVE

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):

- **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*
- **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments.
- **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

*Note: Management Action or strong management justification must be given for a score of 1

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

- **3:** Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- **2:** Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- **1:** No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.
- N/A

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

*Note: Management Action or strong management justification must be given for a score of "no"

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):

- **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources.
- **2:** The project has a work plan & budget covering the duration of the project at the output level.
- **1:** The project does not yet have a work plan & budget covering the duration of the project.

3	2
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1	
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Evidence
The HACT micro assessment will be conducted and the final report is expected to be finalized in Q1 2019. The capacity assessment of the implementing partner will be conducted during the project inception stage.

3	2
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1	N/A
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Evidence
This is part of standard procedures for CCCA grants (vulnerability analysis and monitoring)

Yes (3)	No (1)
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Yes (3)	No (1)
------------	-----------

Evidence
The project fully considers and promotes the gender equality and women's empowerment. (See Annex 2 Social and Environmental Screening)

3	2
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1	
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Evidence
See multi-year work plan and budget, page 27-31.



SUSTAINABILITY & NATIONAL OWNERSHIP		
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. • N/A 	3	2
	1	N/A
	Evidence Draft project document was consulted with key government counterparts for comments	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. • N/A 	3	2.5
	2	1.5
	1	N/A
Evidence The project's key objectives include strengthening capacities of the implementing partner (MoE/NCSD) based on an inception report that systematically assessed capacities of MoE/NCSD to devise effective strategies to address any capacity gaps.		
25. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	Yes (3)	No (1)
	N/A	
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3)	No (1)

3. UNDP Social and Environmental Screening

QUESTION 1:

Has a combined environmental and social assessment/review that covers the proposed project already been completed by implementing partners or donor(s)?

Select answer below and follow instructions:

→NO: Continue to Question 2 (do not fill out Table 1.1)

→YES: No further environmental and social review is required if the existing documentation meets UNDP's quality assurance standards, and environmental and social management recommendations are integrated into the project. Therefore, you should undertake the following steps to complete the screening process:

1. Use Table 1.1 below to assess existing documentation. (It is recommended that this assessment be undertaken jointly by the Project Developer and other relevant Focal Points in the office or Bureau).
2. Ensure that the Project Document incorporates the recommendations made in the implementing partner's environmental and social review.
3. Summarize the relevant information contained in the implementing partner's environmental and social review in Annex A.2 of this Screening Template, selecting Category 1.
4. Submit Annex A to the PAC, along with other relevant documentation.

Note: Further guidance on the use of national systems for environmental and social assessment can be found in the UNDP ESSP Annex B.

TABLE 1.1: CHECKLIST FOR APPRAISING QUALITY ASSURANCE OF EXISTING ENVIRONMENTAL AND SOCIAL ASSESSMENT	Yes/No
1. Does the assessment/review meet its terms of reference, both procedurally and substantively?	
2. Does the assessment/review provide a satisfactory assessment of the proposed project?	
3. Does the assessment/review contain the information required for decision-making?	
4. Does the assessment/review describe specific environmental and social management measures (e.g. mitigation, monitoring, advocacy, and capacity development measures)?	
5. Does the assessment/review identify capacity needs of the institutions responsible for implementing environmental and social management issues?	
6. Was the assessment/review developed through a consultative process with strong stakeholder engagement, including the view of men and women?	
7. Does the assessment/review assess the adequacy of the cost of and financing arrangements for environmental and social management issues?	
Table 1.1 (continued) For any "no" answers, describe below how the issue has been or will be resolved (e.g. amendments made or supplemental review conducted).	

QUESTION 2:

Do all outputs and activities described in the Project Document fall within the following categories?

- Procurement (in which case UNDP's Procurement Ethics and Environmental Procurement Guide need to be complied with)
 - Report preparation
 - Training
 - Event/workshop/meeting/conference (refer to Green Meeting Guide)
 - Communication and dissemination of results

Select answer below and follow instructions:

NO → Continue to Question 3

YES → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

QUESTION 3:

Does the proposed project include activities and outputs that support upstream planning processes that potentially pose environmental and social impacts or are vulnerable to environmental and social change (refer to Table 3.1 for examples)? (Note that upstream planning processes can occur at global, regional, national, local and sectoral levels)

Select the appropriate answer and follow instructions:

- NO** → Continue to Question 4.
- YES** → Conduct the following steps to complete the screening process:
1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
 2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
 3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

TABLE 3.1	EXAMPLES OF UPSTREAM PLANNING PROCESSES WITH POTENTIAL DOWNSTREAM ENVIRONMENTAL AND SOCIAL IMPACTS	Check appropriate box(es) below
1.	Support for the elaboration or revision of global-level strategies, policies, plans, and programmes. <i>For example, capacity development and support related to international negotiations and agreements. Other examples might include a global water governance project or a global MDG project.</i>	
2.	Support for the elaboration or revision of regional-level strategies, policies and plans, and programmes. <i>For example, capacity development and support related to transboundary programmes and planning (river basin management, migration, international waters, energy development and access, climate change adaptation etc.).</i>	
3.	Support for the elaboration or revision of national-level strategies, policies, plans and programmes. <i>For example, capacity development and support related to national development policies, plans, strategies and budgets, MDG-based plans and strategies (e.g. PRS/PRSPs, NAMAs), sector plans.</i>	x
4.	Support for the elaboration or revision of sub-national/local-level strategies, policies, plans and programmes. <i>For example, capacity development and support for district and local level development plans and regulatory frameworks, urban plans, land use development plans, sector plans, provincial development plans, provision of services, investment funds, technical guidelines and methods, stakeholder engagement.</i>	x

QUESTION 4:

Does the proposed project include the implementation of downstream activities that potentially pose environmental and social impacts or are vulnerable to environmental and social change?

To answer this question, you should first complete Table 4.1 by selecting appropriate answers. If you answer "No" or "Not Applicable" to all questions in Table 4.1 then the answer to Question 4 is "NO." If you answer "Yes" to any questions in Table 4.1 (even one "Yes" can indicated a significant issue that needs to be addressed through further review and management) then the answer to Question 4 is "YES":

NO → No further environmental and social review and management required for downstream activities. Complete Annex A.2 by selecting "Category 1", and submit the Environmental and Social Screening Template to the PAC.

YES → Conduct the following steps to complete the screening process:

1. Consult Section 8 of this Guidance, to determine the extent of further environmental and social review and management that might be required for the project.
2. Revise the Project Document to incorporate environmental and social management measures. Where further environmental and social review and management activity cannot be undertaken prior to the PAC, a plan for undertaking such review and management activity within an acceptable period of time, post-PAC approval (e.g. as the first phase of the project) should be outlined in Annex A.2.
3. Select "Category 3" in Annex A.2, and submit the completed Environmental and Social Screening Template (Annex A) and relevant documentation to the PAC.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT		Answer (Yes/No/ Not Applicable)
1. Biodiversity and Natural Resources		
1.1	Would the proposed project result in the conversion or degradation of <u>modified habitat, natural habitat or critical habitat</u> ?	No
1.2	Are any development activities proposed within a legally protected area (e.g. natural reserve, national park) for the protection or conservation of biodiversity?	No
1.3	Would the proposed project pose a risk of introducing invasive alien species?	No
1.4	Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (e.g. PEFC, the Forest Stewardship Council certification systems, or processes established or accepted by the relevant National Environmental Authority)?	No
1.5	Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (e.g. the Marine Stewardship Council certification system, or certifications, standards, or processes established or accepted by the relevant National Environmental Authority)?	No
1.6	Does the project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction.</i>	No
1.7	Does the project pose a risk of degrading soils?	No
2. Pollution		Answer (Yes/No/ Not Applicable)
2.1	Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary impacts?	No
2.2	Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an environmentally and socially sound manner?	No
2.3	Will the proposed project involve the manufacture, trade, release, and/or use of chemicals and hazardous materials subject to international action bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants, or the Montreal Protocol.</i>	No
2.4	Is there a potential for the release, in the environment, of hazardous materials resulting from their production, transportation, handling, storage and use for project activities?	No
2.5	Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health?	No
3. Climate Change		
3.1	Will the proposed project result in significant ²⁰ greenhouse gas emissions? <i>Annex E provides additional guidance for answering this question.</i>	No

²⁰ Significant corresponds to CO₂ emissions greater than 100,000 tons per year (from both direct and indirect sources).



TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT		
3.2	Is the proposed project likely to directly or indirectly increase environmental and social vulnerability to climate change now or in the future (also known as maladaptive practices)? You can refer to the additional guidance in Annex C to help you answer this question. <i>For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population's vulnerability to climate change, specifically flooding.</i>	No
4.	Social Equity and Equality	Answer (Yes/No/ Not Applicable)
4.1	Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	No
4.2	Is the project likely to significantly impact gender equality and women's empowerment ²¹ ?	Yes
4.3	Is the proposed project likely to directly or indirectly increase social inequalities now or in the future?	No
4.4	Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?	No
4.5	Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process?	No
4.6	Will the project have specific human rights implications for vulnerable groups?	No
5. Demographics		
5.1	Is the project likely to result in a substantial influx of people into the affected community(ies)?	No
5.2	Would the proposed project result in substantial voluntary or involuntary resettlement of populations? <i>For example, projects with environmental and social benefits (e.g. protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.</i>	No
5.3	Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project? <i>For example, a project aiming at financing tourism infrastructure in a specific area (e.g. coastal zone, mountain) could lead to significant population density increase which could have serious environmental and social impacts (e.g. destruction of the area's ecology, noise pollution, waste management problems, greater work burden on women).</i>	No
1. Culture		
6.1	Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles?	No
6.2	Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims?	No
6.3	Would the proposed project produce a physical "splintering" of a community? <i>For example, through the construction of a road, powerline, or dam that divides a community.</i>	No
2. Health and Safety		
7.1	Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? <i>For example, development projects located within a floodplain or landslide prone area.</i>	No
7.2	Will the project result in increased health risks as a result of a change in living and working conditions? In particular, will it have the potential to lead to an increase in HIV/AIDS infection?	No
7.3	Will the proposed project require additional health services including testing?	No
3. Socio-Economics		
8.1	Is the proposed project likely to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets?	No

²¹ Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. (OECD, 2006). Women are also more often excluded from other social, economic, and political development processes.

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT	
	<i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?</i>
8.2	Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?
8.3	Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups?
9. Cumulative and/or Secondary Impacts	Answer (Yes/No/ Not Applicable)
9.1	Is the proposed project location subject to currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project? <i>For example, future plans for urban growth, industrial development, transportation infrastructure, etc.</i>
9.2	Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed "secondary" or "consequential" impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.</i>



ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY ANNEX A.2:
(to be filled in after Annex A.1 has been completed)

Name of Proposed Project: Cambodia Climate Change Alliance

A. Environmental and Social Screening Outcome

Select from the following:

- Category 1.** No further action is needed
- Category 2.** Further review and management is needed. There are possible environmental and social benefits, impacts, and/or risks associated with the project (or specific project component), but these are predominantly indirect or very long-term and so extremely difficult or impossible to directly identify and assess.
- Category 3.** Further review and management is needed, and it is possible to identify these with a reasonable degree of certainty. If Category 3, select one or more of the following sub-categories:
- Category 3a:** Impacts and risks are limited in scale and can be identified with a reasonable degree of certainty and can often be handled through application of standard best practice, but require some minimal or targeted further review and assessment to identify and evaluate whether there is a need for a full environmental and social assessment (in which case the project would move to Category 3b).
- Category 3b:** Impacts and risks may well be significant, and so full environmental and social assessment is required. In these cases, a scoping exercise will need to be conducted to identify the level and approach of assessment that is most appropriate.

B. Environmental and Social Issues (for projects requiring further environmental and social review and management)

In this section, you should list the key potential environmental and social issues raised by this project. This might include both environmental and social opportunities that could be seized on to strengthen the project, as well as risks that need to be managed. You should use the answers you provided in Table 4.1 as the basis for this summary, as well as any further review and management

4.2 Is the project likely to significantly impact gender equality and women's empowerment?

The CCCA programme Phase 3 seeks to promote gender equality and women's empowerment. As described in the Results and Partnership of the Project Document, gender considerations will be mainstreamed in programme implementation, based on experience from the Phase 1 and 2. In particular, CCCA-funded initiatives will be required to take in consideration the voices and needs of women and other vulnerable groups in project design (e.g. vulnerability assessments) and management. Gender-disaggregated data will be collected for key indicators. As was the case during Phase 1 and 2, advisory support will be thought from Ministry of Women's Affairs (MoWA), through their participation in Climate Change Technical Working Group (CCTWG) and , to ensure gender sensitivity of key policy initiatives and procedures under the CCCA. MoWA has included Climate Change as a key pillar of their new multi-year strategy (Nearby Ratanak IV) In case of capacity constraints within MoWA, their advice will be sought on how to mobilize the required external support, while maintaining adequate levels of MoWA engagement.

C. Next Steps (for projects requiring further environmental and social review and management):

In this section, you should summarize actions that will be taken to deal with the above-listed issues. If your project has Category 2 or 3 components, then appropriate next steps will likely involve further environmental and social review and management, and the outcomes of this work should also be summarized here. Relevant guidance should be obtained from Section 7 for Category 2, and Section 8 for Category 3.

Environmental Impacts: Overall, the CCCA programme aims to contribute to the implementation of the Cambodia Climate Change Strategic Plan whose vision is to enhance the country resilience to climate change impacts and to promote low-carbon development pathway for the nation. The proposed interventions under the CCCA programme will therefore generate positive environment impacts that contributes to the sustainable development of the agenda in response to climate change impacts.

Socio-economic Impacts: during the design and implementation of the programme, vulnerable communities and groups, especially women, children, elderly, the disabled and the socially or environmentally weaker sections will be sufficiently

consulted and facilitate their participation to ensure inclusiveness of measures being planned and implemented. As it was emphasized in the expected results, the programme/project aims to promote gender equality and women's empowerment.

D. Sign Off

Project Manager



Date 27.6.19

PAC Chair



Date 27.6.19

Programme Manager

Date



4. Programme Executive Board Terms of Reference and TORs of key positions

TERMS OF REFERENCE FOR THE PROGRAMME EXECUTIVE BOARD (PEB)

1. Objectives

To provide guidance to, and oversight of, the CCCA programme.

2. Membership

Organization	Representative	Role
National Council for Sustainable Development	Chair of NCSD and Minister, MOE - Chair of the PEB	Executive
Ministry of Economy and Finance	SoS or USoS, TBC	Beneficiaries
Ministry of Public works and Transport	SoS or USoS, TBC	
Ministry of Rural Development	SoS or USoS, TBC	
Ministry of Education, Youth and Sports	SoS or USoS, TBC	
Ministry of Mines and Energy	SoS or USoS, TBC	
European Union	Ambassador	Suppliers
Sweden	Head of Development Cooperation	
UNDP	Resident Representative	
General Secretariat of NCSD	Secretary General (Programme Director) Director of the Climate Change Department (Programme Manager)	Ex officio

Members of the Board may assign an alternate to represent them in case they are unavailable.

1. Operations

The PEB will provide overall guidance for effective implementation of the CCCA programme through approval or revision of annual workplans (AWP) and budgets, as well through overall monitoring and evaluation of progress made.

The Programme Executive Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Programme Executive Board decisions should be made in accordance to standards²² that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative or his/her designate. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget²³) have been exceeded.

²² UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

²³ Budget tolerance is defined as variation within 10% of approved budget lines.

Meetings will be held at least once a year at which AWP and budgets will be discussed. Meeting dates for subsequent meetings will be decided at each PEB meeting with confirmation of dates being provided at least two weeks in advance of meetings. All meeting documents will be circulated at least ten working days in advance of the meeting. If documents are not provided in time, any member may request postponement of the concerned agenda item, or the meeting as such. Decisions on budgets, workplans and annual reports, or other major importance requires a quorum of 50% +1 with at least one financing partner representative (EU or Sweden) present. The Chair may decide to hold ad hoc PEB meetings at the request of one or several of the members.

Simultaneous translation will be provided for each meeting – all participants will be permitted to present in the language (Khmer or English) of their choosing.

PEB meetings will be minuted by the CCCA programme team. They will be circulated for comments to all PEB members within two weeks of the meeting. Minutes of the meeting shall be approved by the PEB at the following meeting.

Meeting minutes will be signed by the chair.

2. Responsibilities

The Programme Executive Board members are responsible overall for:

- Providing overall guidance to ensure that objectives defined in the CCCA programme are achieved in an effective and efficient manner and based on agreed programme, plans, budgets, and procedures.
- Reviewing and approving CCCA progress reports;
- Reviewing and providing recommendations on and approving CCCA annual work plans and budgets presented to them;
- Reviewing and approving Grant appraisal and Grant implementation guidelines;
- Reviewing and approving objectives, selection criteria, thematic focus and other key elements of call for proposals under CCCA funding;
- Reviewing and approving rules and procedures for operation and management of the programme;
- Sharing information on developments related to climate change within their constituencies and promote coordination with CCCA when relevant;
- Addressing project issues as raised by the Project Manager;
- Providing guidance and agree on possible countermeasures/management actions to address specific risks;
- Reviewing and approving end project report, make recommendations for follow-on actions;
- Providing ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assessing and deciding on project changes through revisions, within the framework of signed donor agreements; Making recommendations and referring any changes that require a change to donor agreements to the concerned donors; Reporting Programme progress to their respective constituencies.

Membership includes the following roles:

- 1) **An Executive:** individual representing the project ownership to chair the group;
The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.
- 2) **Senior Supplier:** represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). If necessary, more than one person may be required for this role.
Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.
The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests.

3. Funding

CCCA will cover the costs meeting preparation and organization, while NCSD will provide the facilities for Board meetings.

UNDP Country Office will play the role of quality assurance for the Board. This entails:

- Perform oversight activities, such as periodic monitoring visits and "spot check";
- Ensure that critical programme information is monitored and updated;
- Ensure that people concerned are fully informed about the programme;
- Ensure that funds are made available to the programme;
- Advise on the selection of strategy, design and methods to carry out programme activities;
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Ensure that progress reports including budget status are prepared and submitted on time to all CCCA donors, and according to the required standards in terms of format and content quality;
- Ensure that results(s) and activities including description and quality criteria have been properly recorded to facilitate monitoring and reporting;
- Ensure quality reviews of deliverables and reports produced by the Implementing Partner;

TERMS OF REFERENCE FOR THE NATIONAL PROGRAMME DIRECTOR (NPD)

Scope of Work:

The NPD is a Government appointee and has overall responsibility for the delivery of the programme on behalf of the implementing partner. S/he will be a senior serving officer of NCSD. S/he provides leadership and coordination for the CCCA programme. The NPD supervises the NPM and provides overall guidance for the implementation of the programme. S/he will play a critical role in coordinating actions between government bodies as well as development partners and other stakeholders. He/she has the authority to run the project on a day-to-day basis on behalf of the Programme Executive Board within the constraints laid down by the Board.

Specific responsibilities of the National Programme Director (NPD) are as follows:

- To provide oversight of the programme and to ensure that all partners complete their assigned tasks and deliver their required outputs on time;
- To ensure close coordination between and within Government agencies and ministries, and with relevant development partners;
- To ensure that the activities implemented are part of the national strategy and in line with the Government priorities;
- To liaise with the international development partners to ensure coordination of programmes;
- To represent the CCCA programme at national and international level as required;
- To review and approve quarterly and annual work plans, other programme documents and programme outputs prior to submission to the PEB;
- To provide overall guidance to the NPM and other members of the programme team, and ensure that Government officials contribute to the CCCA programme as per their assigned responsibilities;
- To report to the board at least once a year on progress made and plans for the following year.

TERMS OF REFERENCE FOR THE NATIONAL PROGRAMME MANAGER (NPM)

Scope of Work:

The NPM is a Government appointee and has responsibility to administer the CCCA on a day-to-day basis on behalf of the implementing partner. S/he will be a senior serving officer of NCSD. The NPM's prime responsibility is to ensure that the CCCA produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

Key responsibilities of the NPM for the administration of CCCA are to:

- Ensure achievement of the overall objectives and specific outputs of the CCCA, by utilizing resources in an efficient, effective and transparent manner;

- Oversee and manage CCCA implementation, monitor work progress and risks, and ensure timely delivery of outputs;
- Prepare and at times amend and update required governance instruments, programme documents and reports and submit for approval by the Board;
- Consolidate the Annual Work Plan (AWP) and programme management reports for the whole CCCA as required and submit to Board endorsement/approval;
- Provide input to management and technical reports and other documents as described in the M & E plan for the overall programme. Reports should contain assessments of progress in implementing activities, including reasons for delays, if any, and recommendations on necessary improvements;
- Ensure that Operations Manual, resource mobilisation/allocation plans and other key programme documents are prepared in a timely fashion and ensure that they are kept up-to-date, supported by UNDP;
- Liaise closely with UNDP on matters relating to project management including audits and evaluations;
- Provide secretariat support to the Board including providing briefings to Board members, participating as ex-officio in meetings, and follow up on the outcomes of such meetings and report on progress;
- Inform the Board without delay of any issue or risk which might jeopardize the success of CCCA;
- Coordinate the work of the different grant component coordinators to ensure timely and efficient preparation of work plans, budgets and reporting in accordance with the agreed rules and procedures;
- Provide necessary links to other government/national institutions to discuss and explore options for nationally owned trust fund and commission necessary studies for this purpose; and
- Serve as focal point for interaction with Government institutions, international/regional institutions and other stakeholders (donors, NGOs, academic institutions and the private sector) on resource mobilisation and general external relations based on the CCCA Communication Plan.

Key responsibilities of the NPM vis-a-vis the programme team are to:

- Ensure that appropriate and adequate office space and utilities are provided to the CCCA Programme Team as part of the Government's in-kind contribution to the CCCA programme;
- Lead in the identification, selection and recruitment of all staff, consultants and other experts required and monitor their performance;
- Mobilize goods and services for the CCCA activities, including drafting TORs and work specifications; and
- Prepare and manage the work plan and budget for the CCCA and submit quarterly reports and make funds requests to UNDP.

TERMS OF REFERENCE FOR PROJECT ASSURANCE

Overall responsibility:

Project Assurance is the responsibility of each Programme Executive Board member, however for CCCA 3 the role is delegated to designated UNDP Programme staff. The Project Assurance role supports the Programme Executive Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Programme Executive Board cannot delegate any of its assurance responsibilities to the Project Manager.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Programme Executive Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not "creeping upwards" unnoticed
- Internal and external communications are working

- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Programme Executive Board's decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities include:

- Initiating a project
- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out
- Running a project
- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Programme Executive Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and "spot checks".
- Ensure that the Project Data Quality Dashboard remains "green"
- Closing a project
- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed and status set in Atlas accordingly.



TERMS OF REFERENCE FOR THE SENIOR ADVISOR / CHIEF TECHNICAL ADVISOR



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

I. Position Information

Job Title:	Senior Adviser / Chief Technical Adviser, Cambodia Climate Change Alliance
Grade:	P-5
Department:	Programme and Results Unit
Reports to:	Resident Representative
Contract Type:	Fixed Term Appointment
Duration:	One year, renewable

II. Organizational Context

The Cambodia Climate Change Alliance (CCCA) is a joint initiative of the Royal Government of Cambodia and development partners to address climate change in Cambodia. It provides a unified engagement point to pool resources for the mainstreaming of climate change in national and sub-national policies and programmes.

The CCCA has been active since 2010, with significant results including the development of the Cambodia Climate Change Strategic Plan 2014-23 (CCCSP) and corresponding strategic plans and actions plans in fourteen priority ministries and agencies, the successful operation of a grant facility (42 Government and NGO projects supported in key areas of the climate change response), and increased visibility and understanding of climate change, both within Government and in society at large.

The new phase of the Cambodia Climate Change Alliance programme (2019-2024) builds on these initial achievements and aims to support the scaling-up of the climate change response at national level and in priority sectors by focusing on three main drivers of change:

- i. Ensuring that locally relevant, reliable information on climate change is generated and available to key stakeholders;
- ii. Developing and implementing tools for the effective mainstreaming of climate change in the policies, programmes and budgets of priority sectors (rural development, public works and transport, education, energy and environment);
- iii. Strengthening capacities for the mobilization, coordination and tracking of public and private climate change finance.

The CCCA is closely aligned with the national institutions in charge of climate change. It is implemented by the National Council for Sustainable Development, an inter-ministerial body bringing together the representatives of thirty-six ministries and agencies, and twenty-five provincial governors.

The CCCA will include a mix of technical and policy advisory support, and financial support. It engages a broad range of stakeholders in line with their respective roles in the climate change response, and promote innovative partnerships between government, civil society, academia and the private sector.

The Senior Adviser will work under the direct supervision of the UNDP Resident Representative and oversee UNDP inputs into the CCCA programme. S/he will provide strategic advice to the leadership of the National Council for Sustainable Development on the coordination of the climate change response in Cambodia, with a particular focus on climate finance issues, mainstreaming of climate change in national systems, and alignment of public policies with Cambodia's climate change commitments.

III. Functions / Key Results Expected

Summary of key functions:

1. Strategic advice to the leadership of the National Council for Sustainable Development on the coordination of the climate change response

Provide strategic advice to the NCSD leadership (Minister/ Chair of NCSD, Secretary General, Deputy Secretary General in charge of Climate Change, Director of the Climate Change Department) on the coordination of the climate change response, including:

- Articulation of national, sectoral and sub-national mandates and priorities for the climate change response, and related functions of concerned institutions;
- Policies, regulations and tools for effective climate change mainstreaming in the programming and budgeting cycles of concerned institutions;
- Locally relevant capacity development approaches and measures to scale up the climate change response;
- Engagement with the government, development partners, civil society and the private sector to mobilize resources in support of Cambodia's climate change priorities;
- Inter-ministerial engagement to assist the government in developing enabling policies for public and private investments in the climate change response.

2. Management of UNDP's contribution to the CCCA programme

Coordinate and take overall responsibility for the effective delivery of UNDP's responsibilities under the programme, including:

- Supervision of the UNDP Climate Change Policy and Knowledge Specialist, matrix supervision of national project staff and coordination of inputs from UNDP project staff;
- Management and quality assurance of other UNDP inputs, including short-term consultants;
- Responsibility for the timely delivery of budgets assigned to UNDP under the CCCA programme.

3. Policy advisory support on climate finance

Provide high quality policy advisory support to the NCSD, Ministry of Economy and Finance and other relevant institutions on:

- Climate-responsive planning and budgeting;
- Cambodia's engagement with international climate finance mechanisms (multilateral and bilateral funds, private sector funding facilities, negotiations under UNFCCC);
- Policies for the promotion of climate-smart investments;
- Development impacts of climate change in Cambodia and related policy options.

Develop and oversee the implementation of a capacity development approach for concerned Government staff on these issues.

4. Management and capacity development advisory support to the National Council for Sustainable Development (as implementing partner)

Advise the National Programme Director and National Programme Manager on the implementation of the CCCA programme, including:

- Technical advice on NCSD operational policies and procedures in relation to programme management, including procedures for the management of the Innovation Grant Facility;
- Provision of inputs for CCCA work planning and reporting;
- Monitoring of programme staff performance and advice to the NPD and NPM on capacity development or management actions if required;
- Monitoring the evolution of any risks for the achievement of the programme's objectives and advice to the NPD and NPM on potential preventive measures if required.

IV. Impact of Results

It is anticipated that the work of the Senior Adviser will have the following impacts:

- Strengthened effectiveness of NCS in the coordination of the climate change response, including inter-ministerial engagement and engagement of private sector, civil society and development partners;
- Evidence-based policies to promote climate smart investments in Cambodia, with a focus on CCCA priority sectors;
- Increased capacity of target line ministries and sub-national administrations to incorporate climate change in their programming and budget decisions, leading to higher budget allocations for climate smart public investments;
- Increased capacity of Cambodia to mobilize and manage international climate finance;
- Effective and timely delivery of the CCCA programme.

V. Competencies	
Core competencies	Level
People Management	Level 6 <ul style="list-style-type: none"> • Takes an active interest in coaching others • Creates environment of excellence, collaboration and engagement • Takes appropriate and timely people management decisions • Resolves complex conflicts, makes difficult people management choices
Leadership	Level 6 <ul style="list-style-type: none"> • Trusts others to perform, empowers the team; enables growth and responsibility among team members • Recognizes and rewards success • Conveys a vision that staff and clients can see and charts a clear course to achievement
Innovation	Level 6 <ul style="list-style-type: none"> • Scales up innovation for greater impact • Expands understanding of subject by clients and inspires action • Facilitates learning by failure and measured risk taking through pilot efforts
Communications	Level 6 <ul style="list-style-type: none"> • Effectively represents programme in formal settings • Communicates new ideas and approaches for the programme in a convincing manner • Articulates a compelling summary of UNDP's value added in dynamic operating contexts / partnership dialogues • Combines the capacity to identify opportunities, establish frameworks for interaction and maintain and grow relationships
Delivery	Level 6 <ul style="list-style-type: none"> • Creates new and better services • Creates an environment that fosters excitement for work • Uses substantive mastery to model excellence and motivate performance • Responds to demands and pressure with a command of situational leadership and judgement
Technical competency	Level
Mainstreaming of climate change in national and subnational systems (capacity development)	Level 6 Leads integral work of programme team utilizing expertise, vision, problem-solving capability
Climate finance (climate-responsive budgeting, mobilization of international climate finance and private sector finance)	Level 6 Leads integral work of programme team utilizing expertise, vision, problem-solving capability
VI. Recruitment Qualifications	
Education:	Master degree in Public Administration, International Development, Climate Change or other relevant discipline.

Experience:	<ul style="list-style-type: none"> • Minimum 10 years of relevant working experience in development finance and institutional capacity development, including at least 5 years of experience on climate change governance and climate change finance issues; • Proven knowledge of international climate finance mechanisms and best practices for the mobilization of domestic climate finance • Prior experience in providing policy advice for national or sub-national Government institutions and in mainstreaming climate change issues in national policies and planning in developing countries. Prior relevant experience in Cambodia or in South East Asia would be an asset. • Experience developing and managing capacity development programmes for Government institutions along with proven ability to negotiate and troubleshoot relationships with national and international stakeholders • Prior experiences in mobilising resources and forming multi-stakeholder partnerships • Knowledge of UN/UNDP policies and procedures and experience implementing UN/UNDP projects at the country level is an asset. Track record of timely delivery of projects/programmes in a developing country context;
Language Requirements:	Fluency in written and spoken English. Knowledge of Khmer would be an asset.

TERMS OF REFERENCE FOR CLIMAT CHANG POLICY SPECIALIST



UNITED NATIONS DEVELOPMENT PROGRAMME JOB DESCRIPTION

Empowered lives
Resilient nations.

II. Position Information

Job Title: Climate Change Policy Specialist
Grade: P4
Department: Programme and Results Unit
Reports to: Chief Technical Advisor
Contract Type: Fixed Term Appointment
Duration: One year, renewable

II. Organizational Context

The Cambodia Climate Change Alliance (CCCA) is a joint initiative of the Royal Government of Cambodia and development partners to address climate change in Cambodia. It provides a unified engagement point to pool resources for the mainstreaming of climate change in national and sub-national policies and programmes.

The CCCA has been active since 2010, with significant results including the development of the Cambodia Climate Change Strategic Plan 2014-23 (CCCSP) and corresponding strategic plans and actions plans in fourteen priority ministries and agencies, the successful operation of a grant facility (42 Government and NGO projects supported in key areas of the climate change response), and increased visibility and understanding of climate change, both within Government and in society at large.

The new phase of the Cambodia Climate Change Alliance programme (2019-2024) builds on these initial achievements and aims to support the scaling-up of the climate change response at national level and in priority sectors by focusing on three main drivers of change:

- iv. Ensuring that locally relevant, reliable information on climate change is generated and available to key stakeholders;
- v. Developing and implementing tools for the effective mainstreaming of climate change in the policies, programmes and budgets of priority sectors (rural development, public works and transport, education, energy and environment);
- vi. Strengthening capacities for the mobilization, coordination and tracking of public and private climate change finance.

The CCCA is closely aligned with the national institutions in charge of climate change. It is implemented by the National Council for Sustainable Development (NCS), an inter-ministerial body bringing together the representatives of thirty-six ministries and agencies, and twenty-five provincial governors.

The CCCA will include a mix of technical and policy advisory support, and financial support. It engages a broad range of stakeholders in line with their respective roles in the climate change response, and promote innovative partnerships between government, civil society, academia and the private sector.

The Specialist will work under the direct supervision of the Senior Advisor for the CCCA programme. S/he will provide technical advice and capacity development support to programme stakeholders on climate change mitigation and adaptation.

III. Functions / Key Results Expected

Summary of key functions:

1. *Capacity development support to NCS and other partner institutions on planning, monitoring and evaluation of the climate change response*

- Support NCSD in operationalizing the national monitoring and evaluation framework for climate change, in consultation with Ministry of Planning. This will include support to relevant inter-ministerial mechanisms (e.g. Climate Change Technical Working Group);
- Support NCSD with the design of a comprehensive capacity development programme in support of this framework, including identification of potential national and international partnerships. The capacity development programme should include at a minimum the General Secretariat of NCSD and ministries in charge of public works and transport, rural development, education, energy, and environment;
- Provide training and mentoring services on planning tools, M&E indicators and tools for climate change adaptation and mitigation, in support of Cambodia's Climate Change Strategic Plan and commitments under UNFCCC (including the Nationally Determined Contribution). Promote the full integration of these tools in regular national and sectoral programming systems, legal frameworks and practices. Ensure that ;
- Provide advisory support and quality assurance for documents produced by NCSD on the planning, monitoring and evaluation of the climate change response;
- Provide advisory support and training to pilot sub-national entities on climate change planning, monitoring and evaluation tools, in line with their respective mandates.

2. Advisory support to NCSD on the management of the national knowledge management system for climate change, and the related research and capacity development activities;

- Identify key capacity needs in NCSD and other partner institutions for the effective management of the national knowledge management system on climate change, and advise NCSD on the design and implementation of the related capacity development plan;
- Monitor the performance of the knowledge management system and advise on potential improvements to meet the needs of the key user groups. Support the implementation of these measures once approved by NCSD;
- Support the development of existing and new research partnerships with national and international universities / research institutions, ensuring alignment of the research agenda with national priorities;
- Mentor researchers and NCSD staff to produce tailored advocacy products for target groups, based on the research results. Provide quality assurance for knowledge products on climate change produced with CCCA support.
- Support NCSD with the targeting and design of the CCCA grants for climate change innovation, in line with national research and technological needs. Assist in the monitoring of these programmes and inclusion of their findings/recommendations in the knowledge management systems and in policy discussions

3. Support to CCCA programme management and Cambodia's international engagement on climate change

- Contribute to drafting the CCCA annual/quarterly work plans and budgets and quarterly/annual progress reports;
- Provide quality assurance and mentoring services for NCSD staff in charge of preparing Cambodia's submissions and negotiating positions to the UNFCCC;
- Provide other climate change technical advisory support to UNDP or NCSD as requested by the Senior Advisor or CCCA Programme Manager.

IV. Impact of Results

It is anticipated that the work of the Specialist will have a direct impact on the quality and availability of climate change information managed by NCSD. The Specialist will also contribute to the scaling-up of Cambodia's research capacity in relation to climate change. He/she will play a key role in strengthening technical capacities for climate change planning, monitoring and evaluation in target institutions, leading to better performing public investments in the context of climate change. He/she will contribute to the effective management of the CCCA programme.

V. Competencies

Core competencies	Level
People Management	Level 5

	<ul style="list-style-type: none"> • Coaches team members to appropriately share knowledge across teams • Addresses conflicts in a timely, sensitive manner; escalates to leadership when appropriate • Recognizes members of the team for their efforts and successes • Optimizes individual and team abilities
Leadership	<p>Level 5</p> <ul style="list-style-type: none"> • Creates awareness of substantive opportunities and risks among others • Navigates complex circumstances thoughtfully and is solution-minded
Innovation	<p>Level 5</p> <ul style="list-style-type: none"> • Integrates diverse contributions to formulate coherent approaches • Aligns innovation to service delivery components • Manages prototype / pilot efforts and seeks feedback
Communications	<p>Level 5</p> <ul style="list-style-type: none"> • Persuades others to embrace new ideas, even when controversial • Empathizes with client perspectives and needs and communicates messages with the clients' experiences in mind • Creates opportunities for developing new client relationships
Delivery	<p>Level 5</p> <ul style="list-style-type: none"> • Anticipates constraints and identifies solutions • Expands capacity of team to deliver on time, on target, and within organizational standards • Ensures high quality of work in terms of both substantive depth and adaptive relevance to client needs • Accepts responsibility for implementation / team deliverables / client satisfaction consistent with organizational standards • Exhibits thorough organizational awareness of UNDP's approach to client service delivery and integrity and accountability • Exhibits sound judgment and the ability to make reasonable decisions in complex situations
Technical competency	Level
Climate change planning, monitoring and evaluation (adaptation and mitigation)	<p>Level 5</p> <p>Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
Design and management of knowledge management systems	<p>Level 5</p> <p>Catalyzes new ideas, methods, and applications to pave a path for innovation and continuous improvement in professional area of expertise</p>
VI. Recruitment Qualifications	
Education:	Master's Degree in Climate Change, Environment, Natural Resources, Economics, Physical Planning, Engineering or related discipline;
Experience:	<ul style="list-style-type: none"> • At least 7 years of experience including at least 3 years supporting climate change response in developing countries; • Proven experience on planning and M&E of climate change adaptation / mitigation, and establishment of knowledge management systems in developing countries; • Proven experience in providing capacity development and advisory support to Government institutions in developing countries; • Good communication and computer skills, experience in the usage of computers and office software packages, good knowledge and experience in handling of web-based management systems. • Specialized expertise in climate change vulnerability mapping/analysis, climate change research, and/or climate change awareness / education would be an advantage.
Language Requirements:	Fluency in written and spoken English. Knowledge of Khmer would be an asset.

In addition to these management and senior advisory positions, a project support team will be recruited by NCSO (or maintained if TORs are similar to the ones under CCCA Phase 2), with the main responsibilities as follows:

Coordination Officer – L7 (maintained with minor updates)

- Support the coordination function of NCSO, including serving as note-taker for NCSO and CCTWG meetings and for coordination mechanisms with external partners;
- Support reporting functions including reporting to Government, to NCSO and to international bodies in line with Cambodia's legal obligations (compilation and final editing of reports, in cooperation with concerned technical departments);
- Support the establishment and management of partnerships with various CC stakeholders, particularly private sector, development partners and NGOs, in support of the CCCSP;
- Provide support to NCSO, Ministry of Economy and Finance and other concerned ministries and agencies on climate finance issues, particularly in relation to Outcome 3 of the CCCA3 programme;
- Work in partnership with designated NCSO staff on these issues and ensure transfer of knowledge.

Monitoring and Evaluation Officer – L7 (significant change in responsibilities, new recruitment)

- Support the planning, monitoring and evaluation function for the NCSO, CCTWG and NCSO General Secretariat (including Annual Work Planning and Reporting), in relation to climate change;
- Support in coordinating and managing the implementation of the national M&E framework for climate change, progress reporting on the CCCSP implementation, MRV and databases of climate change in cooperation with line ministries and agencies and with MOP;
- Support the Programme Manager with the planning, monitoring and evaluation of the CCCA programme, including coordination of quarterly and annual reporting to UNDP, and corresponding work plans;
- Monitor the implementation of CCCA grants and Letters of Agreement with partners, including design of M&E arrangements, delivery of training / mentoring to partners, conduct of monitoring visits and coordination of CCCA feedback on key deliverables. Inform programme management of grant /LoA performance and advise on corrective action if required. Cooperate with the Knowledge Management Officer to identify and document lessons learnt and best practices;
- Support NCCC's capacity development work on M&E of CC, work in partnership with designated NCSO staff on these issues and ensure transfer of knowledge.

Financial Management Officer – L7 (maintained with minor updates)

- Under the guidance of the Programme Manager and Senior Adviser, manage the call for proposals process for innovation grants, and develop Letters of Agreement with Government partners;
- Provide initial support to beneficiary institutions on administrative and operational aspects of project design, identify capacity gaps and required measures, deliver trainings and mentoring as required, facilitate peer learning on these aspects;
- Monitor financial, procurement, human resources and administrative practices of funded projects (grants and LoAs), liaise with beneficiaries as required and advise programme management on any required corrective action. Review project audits;
- Track progress in the financial delivery of grants/LoA and contribute to overall CCCA financial planning and reporting.

CC Adaptation Officer – L7 (maintained with minor updates)

- Support NCSO's role in assessments of climate risks and vulnerability, policy development and technical assistance to line ministries and agencies on CC adaptation issues, including:
 - o Assessing capacity needs in ministries with vulnerability and adaptation responses, and supporting the development and implementation of related capacity development actions;
 - o Supporting these ministries in mainstreaming CC adaptation in their policies, plans, budgets, and practices, and in accessing CC finance both domestically and internationally;
 - o Support the identification and provide technical advice on adaptation approaches in the private sector, in cooperation with the Senior Adviser and the Coordination Officer;
 - o Participate in monitoring and supporting ongoing adaptation responses, and ensure a learning pathway for lessons learnt and knowledge management system.
- Provide support to NCSO and the CCTWG on climate resilience and adaptation issues.

CC Mitigation Officer – L7 (vacant position, to be recruited)

- Support NCCC's role in promoting low-carbon planning, technologies, and policy development and technical assistance to line ministries and agencies on CC mitigation issues, including:

- Assessing capacity needs in ministries with GHG inventory, standards and mitigation activities, and supporting the development and implementation of related capacity development actions;
- Supporting these ministries in mainstreaming CC mitigation in their policies, plans, budgets, and practices, and in accessing CC finance both domestically and internationally;
- Support the identification and provide technical advice on mitigation approaches in the private sector, in cooperation with the Senior Adviser and the Coordination Officer;
- Participate in monitoring and supporting ongoing mitigation projects and ensure a learning pathway for lessons learnt, and knowledge management system.
- Provide support to NCS D and the CCTWG on low carbon and mitigation issues

Knowledge Management Officer – L7 (maintained with minor updates)

- Support NCS D/DCC’s knowledge management function, including the improvement and management of a national knowledge management system on CC, and related partnerships with stakeholders. This includes responsibility to support the management of the CC knowledge portal;
- Support the management of partnerships with academia on CC research;
- Review knowledge products submitted to or produced by NCS D/DCC, and facilitate the implementation of standards for commonly used knowledge products, including through training for concerned stakeholders;
- Coordinate the organization of NCS D/DCC knowledge events;
- Participate in monitoring and technical support to CC projects related to knowledge management.

Operations Officer – L7 (maintained with minor updates)

- Advisory support to the designated Government team leader for all operations-related functions (administration, finance, procurement, HR);
- Provide guidance and capacity development support to NCS D operations staff, based on applicable national and donor standards and procedures;
- Support the compilation and quality assurance of all financial and administrative documents for submission to the programme manager and UNDP (work plans/budgets, financial reports, asset reports, etc.), including responsibility for the timely submission to the Programme Manager of these documents, in line with UNDP standards and deadlines;
- Support the review and processing of financial transactions under CCCA;
- Act as technical focal point for UNDP operations-related queries, ensuring a timely and quality response;
- Advise NCS D management on potential improvements to operational rules and procedures.

Administrative officer – L7 (maintained with minor updates)

- Manage processes related to procurement and human resources management, in line with the NCS D operations manual;
- Support logistical arrangements and preparations for project events and publications;
- Serve as focal point for fixed asset management.

Communication Assistant – L5 (vacant position, to be recruited)

- Support NCCC with public and media relations, representation and networking;
- Ensure visibility and dissemination of CCCA products, events and activities through website updates, press releases and media, booths/displays at events, as appropriate;
- Support final design and publication of CCCA products, in line with corporate NCS D and donor guidelines, and related awareness-raising and dissemination;
- Support coordination of NCS D communication with communication activities of other CC stakeholders;
- Be responsible for the implementation of communication plans agreed with donors.

Secretary – L3 (maintained with minor updates)

- Provide support to project management for the drafting of letters and related documents, and follow-up with Moe/NCS D management on the required approvals and signature;
- Be responsible for the reception, transmission and (ultimately) filing of correspondence received by the project;
- Monitor staff attendance and leave records;
- Provide secretariat support to CCCA events.

Clerk (1), drivers (3) and cleaners (2) – maintained from CCCA2 with no changes in TORs.



4. Government In-kind Contribution

Item	Unit	Unit Cost (USD)	No of Units	Total
Staff Time				
Secretary General (SoS level)	Person-Month	545	6	3,270
Director of Department	Person-Month	451	20	9,020
Deputy Director (1)	Person-Month	425	20	8,500
Office Chiefs (1)	Person-Month	405	20	8,010
Vice Chiefs of office (3)	Person-Month	330	60	19,800
Officers (3)	Person-Month	305	60	18,300
Office and Building				
Meeting rooms (average one meeting per week)	Week	125	240	30,000
Working space (150 sq.m.)	Month	3,000	60	180,000
Electricity and water	Month	1,000	60	60,000
TOTAL (USD)				336,900

5. Letter of Agreement

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

Excellency,

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project and programme personnel;
 - (b) Identification and facilitation of training activities;
 - (c) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.
5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government signed by the two parties on 19th December 1994 (the "SBAA"), including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

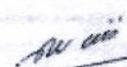
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP
Claire Van der Vaeren
UNDP Resident Representative



For the Government:
H.E. Chhieng Yanara
Minister Attached to the Prime Minister
Secretary General, CRDB/CDC
Date: 10 June, 2016



Attachment:

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the National Council for Sustainable Development (NCSD), the institution designated by the Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally implemented Project "Cambodia Climate Change Alliance (Phase 3)".

2. In accordance with the provisions of the letter of agreement signed 10 June 2016 and the *project document*, the UNDP country office shall provide support services for the project as described below.

3. Support services to be provided:

Support services (insert description)	Schedule for the provision of the support services	Cost to UNDP of providing such support services (where appropriate)	Amount and method of reimbursement of UNDP (where appropriate)
1. Procurement of Vehicles	Beginning of the project period	Actual Cost	AP, JV or GL
2. Identification/or recruitment of international personnel and consultants	Entire project period	Actual Cost	AP, JV or GL

4. Description of functions and responsibilities of the parties involved:

4.1 NCSD is responsible for developing terms of reference for the recruitment of personnel and consultants and specification of vehicles and makes a request to the UNDP Country Office for provision of support.

4.2 UNDP Human Resources Unit is responsible for the process of recruitment of the international personnel for the project.

4.3 UNDP Procurement Unit are responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.