

**EUROPEAN UNION**  
DELEGATION TO THE KINGDOM OF CAMBODIA

04 MAR 2015

Date:	File: <i>CCCA</i>	
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*2 pages + Enclosure*

Phnom Penh, 3 - MAR 2015  
JFC/fr/ems/sk  
Ref.: Ares (2015) *914575*

Ms. Setsuko Yamazaki  
Country Director  
UNDP Phnom Penh  
E-mail: setsuko.yamazaki@undp.org

**Subject:** *Transmission of Three Original Copies of the Delegation Agreement*  
**Project:** *DCI-ENV/2014/345-747: Cambodia Climate Change Alliance (CCCA)*

Dear Ms. Setsuko Yamazaki, *Dear Setsuko,*

Please find enclosed three originals of the contract mentioned above. I would be grateful if you could duly sign and date all three originals and initial every page, retain one original copy for your records and return the other two to the following address:

Delegation of the European Union to Cambodia  
Finance Contract and Audit Section  
No.100A, Preah Norodom Blvd, Chaktomuk, Daun Penh,  
12207 Phnom Penh, Cambodia

Please use a reliable courier service or registered mail to avoid any delays or loss of the documents.

May I draw your attention to the fact that the Contracting Authority will not be obliged to honour the signed contract in the event of any of the following:

- the contract is not returned to the above address within 30 days of the date of this letter, duly signed and dated by a signatory authorised to represent you;
- any modifications to the text of the contract or its annexes.

The Legal Entity number which has been attributed to you is: **6000055554**

I take this opportunity to recall the Development Partners in Cambodia Agreed Principles for a Harmonized Approach to sub-decree 216 which remains applicable to the implementation of this Delegation Agreement. In addition, please find in annex for your information the Communication and Visibility Manual for EU External Actions, a copy of sub-decree No 216 in Khmer and unofficial English translation, as well as a copy of Development Partners in Cambodia Agreed Principles for a Harmonized Approach to sub-decree 216.

Yours sincerely, *Best regards,*

Jean-François Cautain  
Ambassador

**Encl:** 3 original copies of the Delegation Agreement and annexes,  
Communication and Visibility Manual,  
A copy of sub-decree No 216 in Khmer,  
A copy of unofficial translation of sub-decree No 216,  
A copy of Development Partners in Cambodia-Agreed Principles for a Harmonized  
Approach to DSA for Domestic Travel of Government Counterparts

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**EUROPEAN UNION  
DELEGATION AGREEMENT**

**DCI-ENV/2014/345-747**  
(the "Agreement")

The European Union, represented by the European Commission (the "Contracting Authority"), of the one part,  
and

The United Nations Development Programme (UNDP)  
International Organisation,  
with its Head office at One UN plaza, New York, N.Y. 10017  
(hereinafter the "Organisation")

of the other part, (individually a "Party" and collectively the "Parties"), have agreed as follows:

**SPECIAL CONDITIONS**

**Article 1 - Purpose**

- 1.1 This Agreement defines the activities entrusted to the Organisation for the implementation of the Action **Cambodia Climate Change Alliance (CCCA)** as described in Annex I (the "Action") consisting in Budget Implementation Tasks and may also include other tasks clearly identified. This Agreement lays down the rules for implementation, for the payment of the EU contribution, and defines the relations between the Organisation and the Contracting Authority.
- 1.2 This Agreement consists of these special conditions (the "Special Conditions") and their annexes.
- 1.3
  - a) In the performance of the activities, the Organisation shall apply its own accounting, internal control and audit systems which have been positively assessed in the ex-ante pillars assessment. In case the pillar assessment raised some reservations the Organisation shall comply with the ad hoc measures stated in Article 7.
  - b) The Organisation shall apply its own rules for grant award procedure, as assessed in the ex-ante pillars assessment and its own procurement procedures, as assessed in the ex-ante pillars assessment.
  - c) The Organisation shall perform the activities to be implemented under the Agreement in accordance with the principles of Sound Financial Management, transparency and non-discrimination, applying its positively assessed Regulations and Rules.
  - d) The Organisation is free to use any Regulations and Rules which have not been subject to the ex-ante pillar assessment to the extent that these Regulations and Rules are not in conflict with the provisions of this Agreement.
- 1.4 The Action is a Multi-Donor Action.
- 1.5 This Agreement is subject to the provisions of the Financial and Administrative Framework Agreement (FAFA) between the European Community and the United Nations.
- 1.6 The Action is an EU External Action.
- 1.7 Under this Agreement the Organisation may not delegate activities. The General Conditions on Sub-Delegation shall not apply.

**Article 2 - Entry into Force, Execution Period, Implementation Period and Contracting Deadline**

Entry Into Force

- 2.1 The Agreement shall enter into force on the date when the last of the two Parties signs.

### Execution Period

2.2 The Execution Period of this Agreement shall start at the entry into force of this Agreement as provided for in Article 2.1. The end of the execution period shall be the End Date referred to in Article 13.5 of Annex II.

### Implementation Period

2.3 The Implementation Period of the Agreement (the "Implementation Period") shall commence on **01 July 2014**.

2.4 The Implementation Period of the Agreement as laid down in Annex I is **60 months**. Upon adequate justification either Party may request the extension of the Implementation Period in accordance with Article 11 of Annex II.

### Contracting Deadline

2.5. Individual Procurement and Grant contracts implementing this Agreement shall be signed by the Organisation (or the Sub-delegatees) no later than 52 months from the date of entry into force of this Agreement.

### **Article 3 - Financing the Action**

3.1 The total cost of the Action is estimated at EUR 9,955,272. The Contracting Authority undertakes to provide EU contribution up to a maximum of EUR 6,000,000. The final amount will be established in accordance with Articles 15 to 18 of Annex II.

#### **3.2 Remuneration**

The remuneration of the Organisation (or the Sub-delegatees) by the Contracting Authority for the implementation of the activities entrusted under this Agreement shall be 7% of the final amount of accepted expenditure of the Action.

3.3 Interest generated on pre-financing shall not be due.

### **Article 4 - Narrative and Financial Reporting and Payment Arrangement**

4.1 Payments shall be made in accordance with Article 19 of Annex II. The following amounts are applicable, all subject to the provisions of Annex II:

Pre-financing.....	EUR 204,140
Second instalment.....	EUR 1,176,162
Third instalment.....	EUR 1,591,125
Fourth instalment.....	EUR 1,513,955
Fifth instalment.....	EUR 1,096,957
Forecast final payment.....	EUR 417,661

### **Article 5 – Communication language and contacts**

5.1 All communications to the Contracting Authority in connection with the Agreement, including reports referred to in Article 3 of Annex II, shall be in English. If requested by the Contracting Authority they shall be accompanied by a translation or a summary in English or French where the language of the Agreement is not English or French.

5.2 Any communication relating to the Agreement shall be in writing, shall state the number and/or title of the Action, and shall use the following addresses below.

5.3 Any communication relating to the Agreement, including payment requests and attached reports, and requests for changes to bank account arrangements shall be sent to:

For the Contracting Authority

For the attention of Financial Unit/Section,

Delegation of the European Union to Cambodia  
Finance, Contracts and Audit Section  
#100A, Preah Norodom Boulevard  
Khan Daun Penh, 12207 Phnom Penh, Cambodia  
P.O. Box 2301  
Phnom Penh, Cambodia  
Telephone: + 855 23 220 611/2

Copies of the documents referred to above, and correspondence of any other nature, shall be sent to:

For the attention of Operational Unit/Section  
Delegation of the European Union to Cambodia  
#100A, Preah Norodom Boulevard  
Khan Daun Penh, 12207 Phnom Penh, Cambodia  
P.O. Box 2301  
Phnom Penh, Cambodia  
Telephone: + 855 23 220 611/2

For the Organisation:

Country Director  
United Nations Development Programme  
53 Pasteur Street, Boeung Keng Kang 1  
Phnom Penh, Cambodia P.O. Box 877  
Tel: +855 23 216 167  
Fax. +855 23 216257 / 721042  
E-mail: [registry.kh@undp.org](mailto:registry.kh@undp.org)

- 5.4 Ordinary mail shall be deemed to have been received on the date on which it is officially registered at the address referred to above.
- 5.5 The contact point within the Organisation which shall have the appropriate powers to cooperate directly with the European Anti-Fraud Office (OLAF) in order to facilitate the latter's operational activities shall be: Investigations Section of the Office of Audit and Investigations, United Nations Development Programme, 220 East 42nd Street, 23rd Floor, New York, NY 10017 USA.
- 5.6 All communications to the Contracting Authority concerning the Central Exclusion Database shall be submitted by the Organisation to:
- To the Contracting Authority at the address stated in Article 5.3.

**Article 6 - Annexes**

- 6.1 The following documents are annexed to these Special Conditions and form an integral part of the Agreement:
- Annex I: Description of the Action
  - Annex II: General Conditions applicable to Delegation Agreements or PA Grant Agreements (Part III on PA Grant Agreements does not apply)
  - Annex III: Budget for the Action
  - Annex IV: Financial Identification Form
  - Annex V: Standard Request for Payment
  - Annex VI: Communication and Visibility Plan
  - Annex VII: Management Declaration template

6.2. In the event of a conflict between the present Special Conditions and any Annex thereto, the provisions of the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II (General Conditions) and those of the other Annexes, the provisions of Annex II shall take precedence.

#### Article 7 – Additional specific conditions applying to the Action

7.1. Where the implementation of the Action requires the setting up or the use of local infrastructure in the partner country (field office), the Organisation may declare as acceptable expenditure the capitalised and operating costs of local infrastructure if all the following conditions are fulfilled:

- a) They comply with the acceptability criteria referred to in Article 18.1 of the General Conditions;
- b) They fall within one of the following categories:
  - i) costs of staff, including administrative and support staff, directly assigned to the operations of local infrastructure;
  - ii) travel and subsistence costs for staff and other persons directly assigned to the operations of local infrastructure;
  - iii) depreciation costs, rental costs or lease of equipment and assets composing local infrastructure;
  - iv) costs of maintenance and repair contracts specifically awarded for the operations of local infrastructure;
  - v) costs of consumables and supplies specifically purchased for the operations of local infrastructure;
  - vi) costs of IT and telecommunication services specifically purchased for the operations of local infrastructure;
  - vii) costs of energy and water specifically supplied for the operations of local infrastructure;
  - viii) costs of facility management contracts including security fees and insurance costs specifically awarded for the operations of local infrastructure;
- c) The Organisation declares as acceptable expenditure only the portion of the capitalised and operating costs of local infrastructure which corresponds to the duration of the Action and
  - i) the rate of actual use of local infrastructure for the purposes of the Action; or
  - ii) the rate of use of local infrastructure for the purposes of the Action, determined by the Organisation on the basis of a simplified allocation method, provided that the allocation method is:
    - compliant with the Organisation's usual accounting and management practices and applied in a consistent manner regardless of the source of funding, and
    - based on an objective, fair and reliable allocation key.

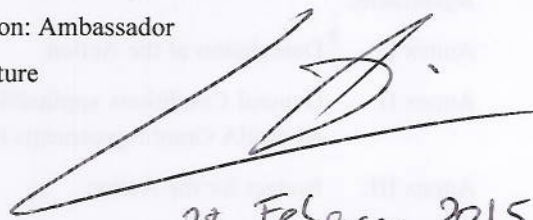
Done in Phnom Penh in three originals in the English language, two for the Contracting Authority and one for the Organisation.

#### For the Organisation

Name *Detsuko Yamazaki*  
Position *UNDP Country Director*  
Signature *Detsuko Yamazaki*  
Date *12 March 2015*

#### For the Contracting Authority

Name: Jean- François Cautain  
Position: Ambassador  
Signature  
Date

  
*28 February 2015*

## Annex I – Cambodia Climate Change Alliance (CCCA)

### Executive Summary

The Cambodia Climate Change Alliance (CCCA) is a comprehensive and innovative approach to address climate change in Cambodia. It includes a unified engagement point for development partners and a multi-donor financing<sup>1</sup> facility to provide resources for climate change capacity building and implementation at national and sub-national level. The CCCA is anchored in the government's National Climate Change Committee (NCCC), which is the mandated government coordinating and policy support entity for all aspects of the climate change response. The CCCA has been active since 2010, with significant results including the development of the Cambodia Climate Change Strategic Plan 2014-23 and corresponding strategic plans and actions plans in nine priority ministries and agencies, the successful operation of a grant facility (20 Government and NGO pilot projects supported in all areas of the climate change response), and increased visibility and knowledge of climate change, through knowledge products and advocacy events including two National Fora on Climate Change.

This new phase of the Cambodia Climate Change Alliance programme (2014-2019) builds on these initial achievements and aims to *strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response, contributing to a greener, low carbon, climate resilient equitable, sustainable and knowledge-based society* (the CCCSP vision). The CCCA will contribute to the implementation of the CCCSP by focusing on three main drivers of change, which have a catalytic effect for the whole climate change response:

- i. Strengthening the governance of climate change
- ii. Orienting public and private, domestic and external resources in support of the CCCSP vision
- iii. Developing human and technological capital for the climate change response

The CCCA will remain closely aligned with the national institutions in charge of climate change, and be implemented by the Ministry of Environment, as chair of the National Climate Change Committee.

The CCCA will include a mix of technical and policy advisory support, and financial support, based on lessons learnt from the first phase of implementation. It will engage a broad range of stakeholders in line with tier respective roles in the climate change response, and promote innovative partnerships between government, civil society, academia and the private sector.

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<sup>1</sup> The Action is designed as a multi-donor undertaking with an indicative budget estimated at USD 12,397,600 of which EUR 6,000,000 (US\$ 7,471,980) will be provided by the European Union, SEK 28,000,000 (USD 3,775,620) will be provided by Sweden and an estimated contribution by UNDP of USD 1,150 000 (Exchange rate: 1 USD = EUR 0.803 = SEK 7.416 (UN Operational Rates of Exchange as of 14 November 2014)).

## 1. Context

### 1.1 Country Context: Climate Change and Development in Cambodia

Cambodia is gradually entering a new phase of its development within a very dynamic regional environment. Over the past decade, Cambodia has achieved steady economic growth and made good progress towards the Millennium Development Goals under relative political stability. The country currently enjoys a much favourable demographic distribution with over 60% of the population below 30 years old. The country is also endowed by richness in natural resources, and a vibrant civil society. However, as Cambodia moves towards a Middle Income Country status, its currently heavy dependency on Official Development Assistance as well as competition with its larger ASEAN neighboring economies and compliance with global and regional trade agreements under current human capital deficit, and degradation of ecosystems and rising inequalities represent significant challenges. Upcoming ASEAN integration expected by 2015 will bring opportunities as well as challenges for the Cambodian society and its model of development.

In spite of the rapidly increasing trend in economic growth in the past decade Cambodia also faces severe risks from climate change impacts. It is the most vulnerable country in Southeast Asia, ranking eighth globally on the latest Maplecroft Climate Change Vulnerability Index (2014)<sup>2</sup>, while Philippines is 9<sup>th</sup>, Vietnam 26<sup>th</sup>, Indonesia 38<sup>th</sup> and Thailand 45<sup>th</sup>. This very high level of vulnerability for Cambodia is also confirmed in recent reports by the United Nations University's Institute for Environment and Human Security and the German Alliance Development Works<sup>3</sup>.

Thus, the massive economic, social and environmental changes that Cambodia is going through will have to be managed in the context of a changing climate that has widespread implications for all sectors of the economy and society. As highlighted in Cambodia's draft Second National Communication (SNC) to the UNFCCC<sup>4</sup>, increase in temperature and the resulting shifts in rainfall patterns, increased occurrence and severity of floods, droughts and windstorms, and sea level-rise are a serious threat to Cambodia's development. Cambodia's mean surface temperature has increased by 0.8°C compared to 1960 and the mean monthly temperature is predicted to increase between 0.013 °C to 0.036°C per year, depending on the location, by 2099. Increase in temperature is, in particular, likely to affect agricultural productivity. According to the International Rice Research Institute, rice grain yield declined by 10% for each 1°C increase in temperature in the dry season. The frequency and intensity of extreme weather is also expected to increase with changing climate conditions, and cause severe damage to rice harvests. For instance, floods have accounted for 70% of rice production losses between 1998 and 2002, while drought accounted for 20% of losses. The flash flood in 2011 affected 350,274 households for a cost estimated at US\$624.7 million. In 2013 377,354 households (1.8 million individuals) were affected in 20 provinces of Cambodia. Total costs of losses and damages were US\$356.3 million (2.5% of GDP) with infrastructure and agriculture sectors absorbing the greatest portion<sup>5</sup>.

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<sup>2</sup> <http://maplecroft.com/portfolio/new-analysis/2013/10/30/31-global-economic-output-forecast-face-high-or-extreme-climate-change-risks-2025-maplecroft-risk-atlas/>

<sup>3</sup> [www.ehs.unu.edu/file/get/10488.pdf](http://www.ehs.unu.edu/file/get/10488.pdf)

<sup>4</sup> The Second National Communications is currently in draft form and expected to be finalised in 2014.

<sup>5</sup> Post-Flood Early Recovery National Assessment Report, National Committee for Disaster Management, January 2014



This is further exacerbated by Cambodia's relatively low adaptive capacity, due to a multiplicity of factors including human resources, institutional and governance constraints, and access to land and productive resources. A public perception survey on climate change conducted in 2010<sup>6</sup> found that more than 50% of respondents indicated that they lack of information related to climate change and 60% of the respondents did not know how to respond to climate change.

## 1.2 Sector context

Under the UNFCCC's COP negotiations, Cambodia together with other LDCs has emphasized the need for Annex-I countries to deliver on their commitments regarding climate change adaptation financing for developing countries. Cambodia is also committed to participating on a voluntary basis in the international mitigation efforts in line with its sustainable development objectives. Cambodia has been actively involved in the ASEAN Working Group on climate change and the Cambodia Climate Change Strategic Plan reflects commitment under the ASEAN Action Plan on Joint Climate Change Response. In terms of the relations with the EU, in 2010 Cambodia signed a Declaration on Climate Change between the EU and Asian LDCs namely Bangladesh, Cambodia and the Maldives. The GCCA programme is a key mechanism to implement this Declaration in Cambodia.

Many of the priority objectives for the next phase of Cambodia's development will only be achieved if climate change is adequately integrated in the design and implementation of public and private investment programmes. Strategies for urbanization, infrastructure development in tourism, energy, water management and transport, agricultural productivity and industrial development etc., will have to factor in opportunities and challenges presented by climate change.

In recognition of this situation, the Royal Government of Cambodia has considered "Green Growth" as a key feature of its Rectangular Strategy III for 2014-18. The new National Strategic Development Plan (NSDP) 2014-2018 recognises climate change as one of its cross-cutting issues (with gender and disaster risk management), and integrates specific climate change actions in relevant sectors, as well as climate change-related indicators. The objective of a low carbon, climate-resilient society is also reaffirmed in the Cambodia Climate Change Strategic Plan (CCCSP) 2014-23, which provides a framework for climate change integration at the national and sub-national levels. Innovative development pathways will have to be designed, tested and brought to scale in order to realize this ambitious vision.

The implementation of the NSDP Update of 2009-13 has been marked by (i) the operationalization of Climate Change institutions (National Climate Change Committee - NCCC, established in 2006; Climate Change Technical Team; Climate Change Department), (ii) planning for national and sub-national climate change responses (CCCSP and corresponding sector strategies and action plans in nine key line ministries, Climate Change Financing Framework, preparatory work for national M&E and legal framework for climate change), and (iii) implementation of a first generation of climate change projects and pilots (over US\$250 million in external climate resources mobilized over the period 2010-12), which provided opportunities for government departments, civil society organizations and academia to gain experience in managing climate change programmes, and generating knowledge on potential climate change adaptation and mitigation options in Cambodia.

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<sup>6</sup> Knowledge, Attitude and Practices Perception Survey on Climate Change, Ministry of Environment, 2010

These developments, combined with emerging financing opportunities (such as the establishment of the Green Climate Fund and other international climate finance facilities, growing domestic revenues and expanding economy/private investment) have set the stage for Cambodia to move forward with the full-scale implementation of its Climate Change response during the current planning cycle.

### *1.3 Lessons learnt from the first phase of CCCA and achievements to date*

CCCA plays a unique role in strengthening the national institutional framework for the coordination of the Climate Change response. The CCCA programme was designed to be fully aligned with and strengthen the national institutional framework for Climate Change. It is implemented by Ministry of Environment, in its capacity as chair and secretariat of the National Climate Change Committee (NCCC). Key NCCC members sit on the CCCA Programme Support Board, and the members of the inter-ministerial Climate Change Technical Team are involved in the implementation of CCCA activities. Within the Ministry of Environment, the Climate Change Department, as the Secretariat of NCCC, is in charge of overseeing programme implementation. Inter-ministerial coordination is a difficult task in Cambodia – as in many other countries – due to the strength of line ministries and traditional system of vertical management with limited horizontal collaboration between institutions. However, the CCCA has been successful in engaging a broad range of actors. This is partially as a result of a “non-threatening” approach, where NCCC and its Secretariat have played an advisory and facilitation role, promoting Climate Change mainstreaming without encroaching or duplicating the mandates of line ministries and central ministries. This is reflected in the development by nine line ministries of their individual Climate Change Strategic Plans and Climate Change Action Plans, linked to the CCCSP, as well as in their applications for CCCA support to their pilot climate change projects (a total of 13 government- led projects have been funded). Cooperation with central ministries has also been strong and is on-going. Ministry of Planning and Ministry of Environment have cooperated to introduce Climate Change as a cross-cutting issue in the guidelines and training programme for the next National Socio-Economic Development Plan (NSDP) 2014-18 and the Climate Change Department has assisted Ministry of Planning to review line ministry submissions in this regard. Ministry of Finance is coordinating a sub-working group of CCTT on Climate Finance. The Secretariat of the National Committee on sub-national Democratic Development (NCDD-S) has implemented a CCCA pilot project and is currently leading the development of guidelines for climate change mainstreaming in sub-national planning, with support from the Climate Change Department. The Council for the Development of Cambodia (CDC) is a member of the sub-group on Climate Finance, and initial discussions have been held on improving tracking of climate change finance in the CDC database. In addition, the Supreme National economic Council (SNEC) is involved in CCCA initiatives on the economics of climate change. This is a unique positioning for the CCCA, as no other climate change programme has this breadth of engagement in line with national institutions and mandates. The SPCR for example, focuses mostly on five line ministries, with a lower degree of involvement of NCCC and the Climate Change Department. Other projects typically engage one or two line ministries, in specific sectors. The CCCA has established a solid network and working relationship with a broad range of institutions, and therefore has a key comparative advantage in supporting the development of an overarching governance of Climate Change in Cambodia, as well as putting in place a coordination mechanism for key cross-sectoral issues which do not fall under specific line ministries’ mandates.

Another key area of strength for the CCCA is the support provided to NCCC for the definition of a national financing framework for climate change and climate change legal framework. One of the key objectives of the CCCA was to build capacities of the NCCC and the CCD to operate a Climate Change Trust Fund. This experience has been largely positive, with a total of 19 projects awarded through calls for proposals, and gradual transfer of contractual management functions from UNDP to the project team, with very positive feedback from applicants. This experience will enhance preparedness of Cambodia for accreditation for

direct access to funds as a National Implementing Entity (NIE) from multilateral sources such as the Adaptation Fund and Green Climate Fund. In addition to this support for the establishment of a pooled funding mechanism, the CCCA has also conducted research (Climate Public Expenditure and Institutional Review, 2012) and is provided advisory support for the development of an overall Climate Change Financing Framework for Cambodia, providing guidance on how various financing modalities could be articulated to support the CCCSP implementation. This work is being led by a sub-group on Climate Finance coordinated by Ministry of Economy and Finance, and aims at moving gradually from project-based approaches to more effective mainstreaming of climate finance in the national budget and external assistance. Other initiatives have focused on specific funding modalities at sector level (NGO or UN-REDD work on the possibility of carbon credit funds, SPCR top-up funding in selected sectors), or at the sub-national level (UNCDF work on local government financing, linked to the Commune-Sangkat Fund). The Climate Change Department also played a very active facilitation and advisory role to leverage climate change resources (GEF, LDCF, Adaptation Fund, CDM projects) for various line ministries. The CCCA is currently the only actor positioned to provide support at a strategic level on financing and coordination mechanisms for the implementation of the CCCSP.

The development of a climate change legal framework to mainstream climate change into legislation and legal processes, which was initiated during the first phase of the CCCA, will help with regulations, enforcement and compliance measures, and facilitate climate change transactions especially through market mechanisms.

The strong commitment of CCCA partners towards alignment and national ownership provides the required flexibility to align with national development priorities and address critical gaps in support. Donor support for Climate Change is in line with overall ODA trends and is overwhelmingly channeled through projects. The CCCA and the Local Governments and Climate Change initiative (LGCC I & II) are the only programmes providing an opportunity for Government (or Sub-National Administrations in the case of LGCC) to decide on allocation of resources based on their local priorities. Similar facilities exist in Cambodia, but target mainly civil society organizations (EU Calls for Proposals, Swedish support to the Cambodia Community Based Adaptation Programme / Small Grants, and SPCR CSO facility). The role of these flexible modalities is crucial for transitioning to a programme-based management of the CCCSP, in order to ensure that support can be provided to critical aspects of the climate change response which do not get project support, as well as to cross-cutting issues. CCCA has among other areas provided support for some of the first climate change adaptation pilots in health, protected areas, animal health, fisheries, local governance, and gender. These interventions also help develop initial climate change capacities within concerned institutions, which are then in a much better position to mobilize additional resources and scale-up successful approaches. This has been highlighted in a 2013 evaluation as a key success area for the CCCA Trust Fund, as well as the positive partnerships between CSOs and Government entities receiving CCCA support.

In addition to these clear comparative advantages, there are several areas where CCCA initial experiences could serve as a platform for a better positioning of the programme for a second phase.

First, *CCCA's role as a facilitator of innovative partnerships between different types of actors*. This has been promoted during the first phase mostly through the CCCA grants, which encouraged partnerships between EU member states, civil society organizations, UN agencies, academia/research centers and Government ministries and agencies. This has offered a space for initial joint work and trust-building between these entities, which otherwise tend to be funded through separate mechanisms (in particular civil society and government). The CCCA has also demonstrated a strong convening power, through the organization of the National Climate Change Fora (2011, 2013) and other knowledge-sharing events.

However, there is scope for better engagement in at least three directions: (i) engagement of the private sector in concrete public-private initiatives, under the CCCSP framework; (ii) more in-depth engagement of academic institutions, ensuring systematic links are made between their action-research work and their contribution to Climate Change education and capacity development; and (iii) facilitating strong partnerships with global and regional institutions (particularly South-South, but also North-South) in specialized areas where knowledge, technologies and resources are not readily available in Cambodia.

Second, *CCCA's capacity to provide continued support*, as climate change institutions and focal points become more mature. The CCCA has over the past four and half years built solid relationships with all key Climate Change actors in government, and accompanied them through the development of their strategies, action plans and first climate change initiatives. As this initial phase comes to an end and ministries prepare to enter into the full scale implementation of their climate change programmes, the CCCA Phase 2 should build on that relationship to ensure that climate change mainstreaming in these ministries reaches full maturity (mainstreaming in planning, budgeting, and M&E), over the next 5-year cycle. Many of these stakeholders have been asking for continued CCCA support in these areas, which are not necessarily covered by projects with more restricted objectives and shorter timeframes. A 5-year timeframe would also allow the CCCA to address evaluation recommendations and put in place longer partnerships, with sufficient time to build momentum, demonstrate, document results and ensure policy uptake.

Third, *CCCA's positioning to link policy, research and practice* could be further strengthened. The CCCA's design and management arrangements put it in an ideal position to play this bridging role between practitioners (grant projects) and policy-makers (NCCC members). This capacity to "keep its feet on the ground" with concrete initiatives has been a key feature of the first phase of the CCCA, and should be maintained during a second phase, even though modalities should evolve from broad calls for proposals towards a more strategic selection of innovative projects. Improvements will be made to ensure that these initiatives are designed from the start to achieve policy impact, by engaging key policy-makers throughout the process.

An area where the CCCA does not seem to have a comparative advantage is the channeling of large climate change investments. While CCCA has a critical role to play in facilitating these investments and ensuring that governance structures, financing arrangements and technical capacities are in place to manage these investments, existing sector programmes and the national budget system provide more sustainable mechanisms to scale-up and truly mainstream successful initiatives. Available options include sector-level pooled funding/budget support, a national climate fund (if created), and the various sub-national funds (Commune-Sangkat Fund, District-Municipality Fund, Sub-National Investment Fund). General budget support may become an option in the medium term, depending on progress of public financial management reforms. Based on research conducted in 2013, most development partners in-country are likely to maintain a project approach in the short to medium term, with a few exceptions, such as the EU delegation. Most multilateral climate funds currently operate on a project basis. The CCCA Phase 2 will support the NCCC to gain accreditation for direct access to these funds, and to ensure that individual projects are part of a coherent programme as defined in the CCCSP and sectoral climate change strategic plans. Another role for CCCA would be to ensure that successful approaches are effectively included in national policies and programmes, and eligible for scaled-up funding. Overall, the CCCA Phase 2 will aim to influence overall public and private investment strategies, towards options that will support the CCCSP vision of a low carbon, resilient society.

Similarly, other mechanisms exist for general support to civil society climate change projects (EU Calls for Proposals, UNDP CCBAP/Small Grants, Forum Syd / Joint Climate Change Initiative and SPCR CSO facility, among others). The CCCA positioning as described above will lead to engagement with civil society

on innovative projects and strategic partnerships, but the CCCA does not have a distinct comparative advantage as a generic source of support for CSOs on Climate Change. If a national mechanism is envisaged to channel climate change resources to NGOs in a strategic way, the CCCA could provide support for the establishment of such a mechanism.

#### *1.4 Complementary actions*

Climate Change response actions have gradually picked-up pace in Cambodia over the past five years. The most recent climate public expenditure review for the period 2009-2012, conducted for the Climate Change Financing Framework, estimated that 5.8% of total public expenditure in Cambodia (average of US\$136 million per year, US\$185 million in 2012) was climate related, with only one third of these climate-related expenditures found in projects which had climate change as one of their explicit objectives. Climate change expenditure focused mostly on disaster management, forestry, adaptation in agriculture/irrigation, and community-based adaptation. More recently, externally funded initiatives have emerged for rural roads, national roads / transportation, and integration of climate change in the investments of sub-national administrations. Domestic financing in support of Climate Change programmes is limited but growing (around 25% of total climate change expenditure) and is primarily allocated to disaster management and small rural infrastructures.

Ensuring transparent and efficient management, conservation and use of land and natural resources and protection of the environment is a fundamental component of the European approach to sustainable and inclusive development. Conversely, climate change and environmental degradation are global challenges that have the potential to bring about an unprecedented reversal in progress on poverty reduction and undermine efforts towards the achievement of the Millennium Development Goals. The fight against climate change and the sustainable management of natural resources including the protection of ecosystems (such as wetlands and forests) can on the other hand create new economic opportunities and assist Cambodia to move towards a more sustainable development path. Complementary actions will be ensured with new Joint European Program Strategy Cooperation for Cambodia 2014-2018.

The main donors of sector-specific climate change projects include USAID (agriculture, irrigation, forestry), Japan (forestry, disaster management, urban planning), ADB (infrastructures, agriculture and irrigation), IFAD (agriculture), Sweden (local governance and community-based adaptation), EU (forestry, coastal zone, education, fisheries and agriculture) and multilateral funds such as GEF, LDCF, Adaptation Fund, UNREDD and FCPF (through UN agencies: agriculture, irrigation, forestry, coastal zone, disaster management, protected areas and livelihoods). Other donors, such as Ausaid and IFAD in agriculture, have integrated climate change related elements in their sector projects. A large number of climate change related projects are being implemented by national and international NGOs, mostly focusing on agriculture and natural resources management. However, these projects represent less than 5% of total climate change funding<sup>7</sup>.

At the strategic level, the main on-going programme other than the CCCA is the Strategic Programme for Climate Resilience (SPCR) funded by the Climate Investment Funds through the Asian Development Bank (ADB). The SPCR includes top-up funding to climate-proof existing ADB infrastructure and agriculture projects (US\$79 million), and a technical assistance component (US\$12 million). Under the technical

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<sup>7</sup> Climate Change Financing Framework, draft report (unpublished), February 2014

assistance component, support will be provided for (i) SPCR coordination and capacity strengthening to mainstream climate change adaptation in the development plan; (ii) feasibility studies for selected NAPA/CCCSP projects to mobilize external funding; (iii) civil society support mechanism; and (iv) development and dissemination of adaptation knowledge toolkits and products.

Korea and GGGI have provided support for the drafting of the Green Growth Policy and Strategic Plan (2013-30), and for the establishment of the National Council for Green Growth. Other smaller initiatives at strategic level include UNEP advisory support for direct access to the Adaptation Fund, and Japan's support for the development of Cambodian Nationally Appropriate Mitigation Actions (NAMA). Germany has offered support for the development of Cambodia's National Adaptation Plan, in cooperation with the United Nations' Global Support Initiative (NAP-GSP).

### **1.5 Donor coordination**

The CCCA will provide support for the establishment of a more formal coordination mechanism between government and donors on climate change. To date, coordination has been relatively informal (with CCD providing advice to donors and ministries on an ad hoc basis), or internal between NGOs (led by the Climate Change Network) and between donors (led by UNDP). The CCCSP now offers a strong basis for government-led coordination.

In addition, the Minister of Environment has recently announced the establishment of a bi-annual dialogue meeting with development partners on environment and climate change policy issues, as well as an annual environmental forum. CCCA will contribute to the preparation and follow-up of these events, on issues and decisions related to climate change.

Some areas of potential joint work between CCCA and other actors can be identified. These will need to be carefully managed and a division of labour agreed with all concerned. The main such area is the work on mainstreaming climate change in the national planning and monitoring and evaluation framework. CCCA has a fruitful partnership with Ministry of Planning (MoP), reflected in the progress made on Climate Change mainstreaming in the new NSDP. The CCCA has also brokered a partnership between Ministry of Environment and a leading international institute on these issues (IIED). This work is essential to provide a strong accountability framework as well as learning pathways. The SPCR TA programme has also been working on its own M&E framework, and cooperation with MoP on climate change planning and M&E has been included in its technical assistance project. The SPCR TA will focus mostly on SPCR's own M&E framework, but Ministry of Environment is in discussions with ADB on their potential contribution to sector and national level frameworks, in coordination with CCCA.

At sub-national level, continued coordination will be required with EU/SIDA programmes, UNCDF and NCDD-S on planning, financing and M&E mechanisms. Working arrangements are already in place, including an advisory role for the Climate Change Department. The SPCR also has a component of support in this area, which will likely be integrated in existing NCDD-S working arrangements.

At sector level, CCCA level of engagement will be tailored to specific needs. Some sectors may already receive strong institutional and funding support through dedicated projects, while others will require more hands-on support. Support will also be provided to ensure outreach from CCD to Technical Working Groups in concerned sectors.

Coordination with regional and global initiatives can sometimes be challenging, as they have their own constituencies and timeframes. However, the track record in Cambodia is relatively good, with the CCCA

managing fruitful partnerships on climate finance (Global Climate Change Alliance/CCCA, UNDP/SIDA regional initiative), Adaptation Fund Direct Access (UNEP/regional), and support to LDCs to develop National Adaptation Plans (UNDP/UNEP/GIZ), among others. CCD has also established a partnership with the International Institute for Environment and Development (IIED), to support the development of the national monitoring and evaluation framework, and help peer review key documents (e.g. Climate Change Financing Framework). These partnerships are expected to be further developed in the new phase of the CCCA.

### **1.6 Capacity Development**

CCCA has contributed to significant improvements in national capacities during the period 2010-14, particularly in relation to policy and planning of the climate change response, through the process of development of the Cambodia Climate Change Strategic Plan (CCCSP) and related sector Climate Change Strategic Plans and Action Plans. The process was highly participatory and line ministries have been in the lead to establish their priorities, with technical support from the Climate Change Department. Members of the Climate Change Technical Team have participated both in this strategic level work, and in the selection of grant projects for CCCA funding. They have benefitted from training and mentoring in relation to these tasks, including vulnerability assessment tools, planning and prioritization of climate change actions, monitoring and evaluation, financing mechanisms, and legal/institutional issues. There is however a need to deepen the expertise of climate change focal points in the ministries through more advanced training support, which should be linked to the concrete actions that their respective ministries will implement under the CCCSP framework. As ministries move into a full-scale implementation phase, more technical support will be required to define e.g. screening methods and design standards for climate-related projects, identify indicators, define working arrangements for cross-ministry cooperation and programming, and to conduct sector specific vulnerability assessments. Planning departments in concerned ministries, and central institutions such as Ministry of Economy and Finance, NCDD-S, Ministry of Planning, and the Council for the Development of Cambodia have been involved in the work on the Climate Change Financing Framework (CCFF), but these initial efforts have been focused on a few focal points and there is a need to extend support to more staff (particularly in Ministry of Economy and Finance), to support the actual implementation of the CCFF. This includes capacities to conduct cost-benefit analysis in the context of climate change, to estimate climate change impacts on various sectors of the economy, to cost climate change actions and track climate change expenditures and impacts through the budget and M&E systems.

Decision makers at the political level have gained a good level of understanding of UNFCCC processes through participation in COP-related negotiations, and have also been involved in the CCCSP development and approval process. They should be targeted during the new phase through advocacy activities (e.g. showing climate change impacts on their respective sectors, and analysis on most effective adaptation measures), and continued engagement in international negotiations.

At CCD level, staff has been engaged in all aspects of CCCA work. The approach to capacity development was similar to the approach used for CCTT and NCCC members, i.e. mentoring and training were directly related to concrete tasks assigned to staff, so that acquired skills could be immediately applied. As the CCCSP implementations starts, additional skills will need to be developed so that CCD staff can provide effective services to the ministries. This includes the areas mentioned above for line ministries (vulnerability assessments, technology assessments, standards, screening tools), but also additional technical skills related to mitigation, which has a higher profile in the CCCSP (e.g. GHG inventory, assessment of mitigation potential), and for synergistic actions between adaptation and mitigation. As CCD starts to play its role to coordinate the implementation of the CCCSP, capacity for these coordination functions will also need to be developed, both at the institutional and individual level (e.g. programme-based approach management, M&E

framework, advisory role to ministries and donors on financing modalities, etc.). Institutional adjustments are planned by MoE to address this, and will be complemented by dedicated capacity support from CCCA and other partners. CCD's organizational capacity has significantly improved over the course of the project (work planning, reporting, management practices and procedures, communications, management of the grant facility) and project audits have been unqualified, but additional inputs will be required in some areas in order to meet accreditation criteria for the Adaptation Fund and Green Climate Fund.

As part of the partnership with the regional UNDP/Sida programme on the governance of climate finance, an initial training needs assessment of NCCC-Secretariat, CCTT and MEF staff has been conducted by UNITAR, and is expected to be the basis for a tailored skills development programme on these issues, in partnership with local training institutions.

Capacity development was also highlighted in the 2013 CCCA grant review as one of the main achievements of the CCCA grants. The "learning by doing" approach has helped recipient organizations – both governmental and non-governmental – integrate climate change in their practices and programmes, and CCCA support has helped establish an initial capacity to develop and implement climate change activities. Several of the CCCA grantees have then been able to scale-up their initial pilots (for example on protected area management, or climate change mainstreaming at sub-national level). A total of 21 grants have been awarded in the first phase of CCCA (12 Government, 3 universities, 6 NGOs), covering all sectors of the climate change response, and over 50 districts in various types of vulnerable areas. 16,000 households have directly benefitted from adaptation measures, and on average 17.6% of households in target villages had adopted the demonstrated measures by the end of the pilot projects.

## 2. Strategy and description of action

Given the CCCA's unique positioning at the strategic level of the climate change response, it is expected that it will help promote the adoption of climate-resilient development pathways, in line with the CCCSP's vision that "*Cambodia Develops towards greener, low-carbon, climate-resilient, equitable, sustainable and knowledge-based society*".

Concretely, this means those policy priorities and public and private investments should gradually shift to support this vision. The CCCA interventions should promote policies, national and subnational systems, institutions and knowledge that will help address the major development transformations that Cambodia is going through, in the context of a changing climate. Flexibility to address key national priorities has been a feature of CCCA and phase 2 will retain this capacity to address priorities based on the CCCSP, and as identified by the NCCC.

Links between climate change and prominent national and sub-national development challenges will be addressed in this new phase, for example in relation to urbanization, migration, industrialization, knowledge and human capital, and the growing role of the private sector. Alongside these emerging issues, other major issues already being addressed through the first phase CCCA and other programmes (e.g. farming systems, coastal zone development, natural resources management and food security) should also remain areas of focus, in line with the CCCSP.

These development transformations are complex, involve a multiplicity of actors, both in the public and private sector, and influencing their fundamental orientations will be a long-term process, in which the CCCA can only have an indirect role alongside other stakeholders. However, the CCCA can play a critical



role in promoting policies and investment strategies that will help address these critical development challenges in the context of climate change.

With key international financing mechanisms expected to become operational during the programme period (e.g. Green Climate Fund, new climate change agreement at COP 2015 including carbon finance), CCCA support will play a key role in strengthening Cambodia's capacity to make the most of these financing opportunities.

This will require strong partnerships not only with central policy and planning institutions (SNEC, MoP, MEF, NCDD-S, CDC), line ministries and sub-national administrations, but also with key representative bodies and "champions" in the private sector, with policy specialists in academia and with civil society practitioners. Significant leverage could also be achieved by promoting South-South cooperation and global/regional learning on these climate-smart development pathways.

Based on the above analysis and CCCA comparative analysis, it is recommended that the next phase of the CCCA programme focus on three main drivers of change, as follows:

- iv. *Strengthening the governance of climate change*
- v. *Orienting public and private, domestic and external resources in support of the CCCSP vision*
- vi. *Developing human and technological capital for the climate change response*

This will be done through a mix of technical assistance and provision of grants to innovative projects in the CCCA focus areas. Capacities developed in Ministry of Environment for the management of the grant facility will serve as a basis to gain direct access to international climate funds, and possibly to set up a national climate fund if this option is confirmed by Government. However, CCCA's approach to climate finance will not focus purely on the transfer of a particular funding mechanism to Government. The focus will be on the integration of the lessons learnt from the grant facility (identification and tracking of climate change finance, monitoring and evaluation mechanisms, pilot modalities for the delivery of climate change finance at national and sub-national levels, cost-benefit analysis, prioritization) into the broader national systems, including the national budget and procedures for ODA management.

## 2.1 Objectives

The Overall Objective will be to strengthen national systems and capacities to support the coordination and implementation of Cambodia's climate change response, contributing to a *greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society*.

The Specific Objective will be to contribute to the implementation of the Cambodia Climate Change Strategic Plan.

## 2.2 Expected results and main activities

**Result 1: A clear governance and accountability framework is functional for the climate change response at national and sub-national levels.**

### *Rationale*

An effective climate change response requires clear institutional arrangements and mandates based on comparative advantages, evidence-based policy-making, participatory approaches, as well as accountability and transparency on results and use of resources. These elements constitute the backbone of the climate change response, without which other interventions are unlikely to generate transformational change. Improvements on any of those factors can have exponential effects on the effectiveness of all other Climate Change interventions.

As indicated above, the CCCA is uniquely positioned to provide support in this area, due to the breadth of the partnerships built over the past four and half years, its institutional alignment and track record of providing successful support to structures in charge of coordinating the climate change response.

A first area of work is *the consolidation of the legal and institutional framework for the Climate Change response.*

Support will focus on;

- The mainstreaming of Climate change issues into related core legislation
- Advisory support to the Secretariat of the NCCC, for the consolidation of green growth and climate change institutions.
- Under the decentralisation and deconcentration framework, definition of appropriate levels of intervention for various types of climate change activities.
- At a more operational level, development of systems and guidelines to ensure climate change mainstreaming in planning and budgeting practices, at the national, sector and sub-national levels.
- Consolidation of piloted tools, e.g. to assess the climate change relevance of projects, introduce climate change in project screening procedures etc. for initiation of an official dialogue in particular with the Ministry of Economy and Finance, Ministry of Planning and the CDC to include successful practices in standard procedures.
- Rolling out of corresponding capacity development activities.

A second focus area is the work on *a national framework to track and monitor the performance of climate change investments, both in adaptation and mitigation.*

This will focus on:

- capacity development interventions,
- establishment of M&E systems at national, sector and sub-national levels (including links with poverty and gender issues),
- development of knowledge products.

Support will include:

- technical assistance and capacity building for the operationalization of the framework directed to the M&E unit within CCD and to line ministries;
- provision of funds to implement the long term evaluation framework through a series of commissioned evaluation studies (e.g. assessing effectiveness of adaptation technologies in key sectors such as agriculture, water and infrastructure; conducting beneficiary incidence analysis of climate change interventions (links with poverty reduction, gender, etc.);
- establishment of a national data base of best practices in adaptation, linked with the climate change knowledge management platform;
- production of added value information products based on the outputs of the M&E framework to inform policy and development planning, and development of strategies for engagement of key decision makers (in particular making the link between economic and climate change agendas);
- sharing Cambodia's experience on M&E of climate change with the international community through participation to the UNFCCC adaptation committee.

*Support will be provided to line ministries and sector stakeholders in finalising or complementing their respective Climate Change Action Plans, and for the preparation and implementation of priority and strategic activities identified in the Line Ministries' Action Plans, through:*

- “On the job” capacity development,
- where relevant, CCCA funding (grants).

This implies defining transparent processes for selecting the sector priorities that should be supported through direct CCCA funding, in line with the CCCSP, and clarifying the intention of using seed money in such projects, in linkage with the building of technical capital (“Result 3”).

The support will also focus on strengthening the capacity of the Ministry of Women Affairs in playing an active role in providing technical advisory inputs to their provincial departments and to respective key line Ministries to ensure that gender issues are being considered meaningfully in the implementation of climate change activities.

## **Result 2: Domestic and external finance effectively oriented in support of climate resilient, and low carbon development**

### *Rationale*

The Climate Change Financing Framework developed under the first phase of CCCA provides a roadmap for orienting external and domestic finance, public and private, in support of CCCSP priorities. CCCA has a catalytic role to play in establishing the systems and capacities needed for Cambodia to be able to effectively harness these various resources.

The following activities will be implemented in line with the recommendations of the Climate Change Financing Framework.

### *Proposed activities include:*

- Establish partnership and donor coordination mechanisms on Climate Change.
  - CCCA facilitation of negotiations for the establishment of this mechanism, including engagement of all relevant partners, development of Terms of Reference and working procedures, and capacity development for CCD staff
  - Set up of procedures to ensure joint planning, budgeting and M&E, in alignment with the CCCSP.
- Embed climate change financial expertise at national level, notably within the MOE, through designation of a focal point for institutions, civil society and the private sector on access to various climate funds, and the use of new funding modalities (eg EU Asian Investment Facility), piloting of innovative funding, channels/modalities (through grants) and the integration of climate change in sector budget support pooled funding.
- Support to the accreditation process of a National Implementing Entity for the Adaptation Fund and the Green Climate Fund which will allow Cambodia to directly access these resources in support of its national priorities.
- Build an economic case for the Climate Change response and create momentum for increased domestic funding.
  - Continued cost-benefit analysis on climate change interventions, based on earlier CCCA experiences, in partnership with the Supreme National Economic Council (SNEC) and the Ministry of Economy and Finance (MEF).

- South-South exchanges at senior level with more advanced countries
- Establish and maintain a dialogue on potential measures and incentives to create a favorable environment for private sector investment in the climate change response. This will be pursued through a partnership with the national and international chambers of commerce, in particular their green business committees, where they exist. Policy and incentives issues will be discussed, as well as opportunities for public private partnerships, and linked to policy briefs for decision makers.
- Support the capacity of key government ministries and agencies to undertake international and regional negotiations on climate change
- Support improved tagging of climate change expenditure in the ODA database and sub-national budgets, and regular monitoring reports on climate expenditure.

### **Result 3: Human and technological capacities to support climate change response are strengthened**

#### *Rationale*

Relatively low human and technological capital is identified as a major development issue in the Rectangular Strategy III, and is a focus area for the current Government. This is felt very acutely in the area of Climate Change, where the technical capacities, availability of data, tools and technologies required for an effective response are very scarce, and even non-existent in some sub-sectors. The following activities will promote technical knowledge on vulnerability to climate change, actual climate change impact, and how to build resilience, notably through the support to pilot and strategic activities, information and communication.

#### *Proposed activities include:*

› Establishment of standards, for climate change education and awareness, and establishment of a quality assurance mechanism for climate change related information products.

- Build a repository of best practices (linked to the national M&E framework above, and Knowledge Management Information System below), –
- Set up of mechanisms for the definition and dissemination of minimum standards on awareness activities

› Provision of grants to test innovative technologies and approaches in the Cambodian context and evaluate their potential, including public-private and South-South/triangular partnerships. In line with recommendations from the CCCA grant review, special attention will be paid to the design phase of these partnerships, to ensure (i) technical quality; and (ii) adequate partnerships and engagement strategies to facilitate uptake of successful technologies/approaches (either through the private sector /market incentives, or through integration in Government policies).

› Strategic support to the Ministry of Education, Youth and Sport and selected universities to help put in place sustainable structures to develop human capital in key areas of the climate change response.

- Integration of specific climate change modules into relevant curricula, from primary to tertiary education and for the non-formal sector. This will be linked to action-research projects.
- Provision of incentives for the opening of vocational training programmes for field practitioners and civil servants to help ensure that academic knowledge is effectively put to use, and confronted with the realities of the field.

› Finalisation and implementation of a Knowledge Management Information System, including procedures for climate data management (gender disaggregated), development of knowledge products and learning events. The Climate Change Department of the Ministry of Environment will be trained to manage and maintain the system. The system will build on existing government platforms and will link with civil society's mechanism. The system will provide the public with open access to quality knowledge products and information relevant to climate change.

### 2.3 *Cross-cutting issues*

Securing sustainable management of Cambodia's natural resources is challenging due to a combination of interlinked factors. Many pressures on natural resources are cross-sectoral (with infrastructure, hydropower, agriculture and urbanisation all playing an important role) and this will require increased coordination across Government departments, provinces, districts, local communities and an increased dialogue with civil society organisations and the private sector. A comprehensive approach and regulatory framework is needed to balance competing resource uses, ensure sustainable management of Cambodia's key natural resources such as forests and water and mitigate the adverse impacts of climate change.

Gender considerations will be mainstreamed in programme operations, based on experience from the CCCA Phase 1. At national and policy level, Gender has been recognized as a cross-cutting issue in the CCCSP 2014-2023 and in Sectoral Climate Change Strategic Plans and Action Plans (CCSPs and CCAPs) of key line ministries. Gender and climate change related indicators have been included in the National Development Strategic Plan 2014-2018 monitoring framework. Under Phase 2, progress reports against CCCSP and CCSPs and CCAPs will include assessment on gender components. Advisory support will be thought from Ministry of Women's Affairs (MoWA), through their participation in CCTT and NCCC in policy dialogues and institutional capacity strengthening activities including the tracking of the progress of the CCCSP and CCSP/CCAPs. MoWA has included Climate Change as a key pillar of their new multi-year strategy (Neary Ratanak IV). Focus will be given to promote linkages between gender and climate change through policy dialogues and strengthening institutional capacity especially the Ministry of Women's Affairs' Gender and Climate Change Committee to play an active role in providing technical advisory support to their provincial departments and to respective key line Ministries to ensure that gender issues are being considered meaningfully in the implementation of climate change activities. Under the CCCA-funded initiatives (grant facilities to line ministries and civil society organisations), gender considerations will be part of the appraisal criteria and grantees 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 of the grant result framework.

Climate change alters quantity and quality of ecosystems and natural resources provisions such as clean water, fertile land, and forestry and fisheries resources. By adopting a Human Right Based Approach, CCCA will contribute to build resiliency of Cambodia especially vulnerable families to fulfil their rights to achieve well-being. Human-Right Based Approach with specific focus on non-discrimination, transparency, participation and accountability will be further promoted through the CCCA interventions in the second phase. At the policy and national planning level, active involvement of the civil society groups that represent the most vulnerable, excluded and poorest groups will be sought to ensure the voices of these groups are considered as part of the high-level decision policy and planning process. Under the grant facility, community participation through the use of participatory vulnerability assessment tool to inform planning process is required as part of the grant selection guidelines. Vulnerable families within the community in particular the poorest and the landless/land poor families will be engaged in the prioritizing and plans of the grant proposal development. In the second phase, effort will be also invested to develop human capital by building knowledge and strengthening access to information related to climate change for relevant stakeholders to make informed decision on appropriate adaptation and mitigation strategies.

Transparency and accountability will be promoted through monitoring and evaluation framework including public access to an online database tracking various climate change projects as well as development impact indicators (climate vulnerability index, GHG emission reduction etc.). Under the climate finance component, annual climate expenditure reviews will be published together with an assessment of the expenditure efficiency and effectiveness. By making climate financing information available to public, it not only promotes rights of people to information, but also allows public to monitor the implementation of climate related policies and programmes. In addition, by supporting to build national capacity and system to have direct access to global climate change financing such as the Green Climate Fund and Adaptation Fund it will support the state's role in allocating resources and directing support to reduce negative effect of climate change on people quality of life and achieving basic human rights.

Good governance will be actively promoted through CCCA interventions related to the legal and institutional framework for climate change response, the national monitoring and evaluation framework, and the climate change financing framework. Support to the accreditation process for international climate funds will also include support for the establishment of complaints mechanisms.

The CCCA programme will also seek to conduct a poverty incidence analysis of its interventions, in cooperation with the regional programme on the Governance of Climate Finance (UNDP/SIDA), which is providing advisory support in this area. The results of this poverty incidence analysis and recommendations will be used to improve the design of the grants provided by CCCA, and ultimately the national policies related to the targeting and monitoring of climate change interventions, to take into account poverty linkages and ensure the poorest households (in particular landless households in rural areas) benefit from climate adaptation efforts.

Disaster management is a cross-cutting issue closely related to climate change, as climate change is expected to significantly increase the occurrence and severity of extreme weather events such as floods, droughts and storms. CCCA has an established partnership with the agency in charge of the coordination of disaster management efforts (National Committee for Disaster Management), as well as key ministries involved in disaster preparedness and response (e.g. health, public works and transports, water resources, rural development). All of these ministries and agencies have developed climate change action plans under the first phase of CCCA, and their disaster management activities are closely linked to these plans. In terms of financing and based on current scenarios for Cambodia, it is estimated that about half of disaster preparedness/management costs will be due to climate change between now and 2050, and potentially eligible for climate finance, while the other half would be funded under more traditional disaster related and humanitarian funds. On the ground, the various sources of financing will have to be blended as much as possible, to ensure a coherent response, in line with the approach adopted in the Climate Change Action Plans.

### 3. Sustainability

The Royal Government of Cambodia, through the Ministry of Environment, has demonstrated strong leadership and ownership of the CCCA programme over the past four years. This new phase of support has been designed under the effective leadership of the Ministry's Climate Change Department, to support the implementation of the Cambodia Climate Change Strategic Plan, which was developed and endorsed in the previous phase.

The Minister of Environment recently announced plans to upgrade the status of the National Climate Change Committee in 2014, and to strengthen its secretariat by giving it General Secretariat status, with higher levels of staffing and operational budget from the Government. These reforms are currently being prepared and are expected to be finalized in 2014. They provide a positive prospect for the sustainability of CCCA's capacity development efforts. For the first time for fiscal year 2015, a budget request of approximately USD 200,000 has been submitted for the operations of this General Secretariat (excluding salaries). The Royal Government of Cambodia will confirm to the PSB on annual basis the amount allocated as parallel financing to the CCCA work plan. MoE expects this amount to gradually increase as national revenues increase, to ensure sustainability of the core functions of NCCC and its secretariat.

In addition, the CCCA will support the NCCC Secretariat to gain accreditation as a National Implementing Entity for the Adaptation Fund (AF) and/or Green Climate Fund (GCF). This is expected to provide an additional source of revenue (through charging of overhead costs in line with AF and GCF policies) to sustain the activities of NCCC and its secretariat.

A significant portion of the support provided by CCCA aims at mainstreaming climate change in national systems, through the establishment of appropriate legal instruments, procedures, practices and capacities in concerned ministries and agencies. These rules and procedures will apply to the various sources of domestic and international finance, and are not specific to the CCCA programme. They are therefore expected to produce effects even after the completion of CCCA (e.g. on the national budget process). CCCA's approach to capacity development is to gradually build the capacity of responsible Government staff, and avoid capacity substitution. Despite relatively low salaries and incentives, the turnover in the Cambodian civil service is relatively low, and Government counterparts tend to remain in place for long periods, allowing for a long-term capacity development approach. Recent Government proposals on a revision of national policies regarding travel allowances also provide good prospects to resolve the long-standing issue of low incentives for civil servants to conduct in-country missions as required by their mandate.

CCCA grants aim at piloting innovative approaches to climate change mitigation and adaptation. CCCA will promote the sustainability and scaling-up of successful approaches through i) policy advocacy with concerned line ministries, NCCC, Supreme National Economic Council and Ministry of Economy and Finance, and ii) technical support for the inclusion of successful approaches in sector programmes and budgets, for domestic and international funding, and for access to larger scale international climate finance (such as the GCF).

An updated analysis of prospects for the sustainability of the programme outcomes and the definition of a detailed exit strategy will be included in the objectives of the mid-term review of the programme, in 2016.

#### **4. Assumption, Risks and Risk Mitigation**

CCCA Phase 2 is based on the assumption that the positive momentum created by the CCCA is maintained. It is assumed that the Royal Government of Cambodia retains climate change as a priority in the next phase of the NSDP and that central ministries are in favour of incorporating climate change considerations in the mainstream planning and budgeting processes.

In the same line, it is assumed that there is a clear and ensured leadership within the line ministries, that Cambodia remains motivated to promote Programme Based Approaches, leading to setting up an enabling environment allowing potential budget support in the medium to long term.

It is also anticipated that the awareness of alternative financing is growing, and engagement with other stakeholders such as the private sector is seen as important, while remaining in line with sustainable development principles.

Despite a possible gap in EU funding after June 2014, activities under the CCCA should be supported by its other donors and not be interrupted. Since the CCCA phase 2 will specifically support the formulation of medium to long term actions with adequate institutional coordination structures, priorities should be resistant to changes in management structures due to institutional reform. The CCCA should therefore have the flexibility to adapt to potential re-structuring notably at Department level within the Ministry of Environment.

Due to the variety of supporting donors, coordination over climate change actions can only be successful if support to the wider group of climate change stakeholders is harmonized in its tools and methods, notably in terms of capacity building, monitoring and evaluation, and information/communication.

One risk identified during the 1<sup>st</sup> phase of the CCCA programme remains relevant and valid to the second phase and the risk is mainly concerned with the availability of government counterparts to support the implementation due to workload and lack of incentives. Other new main risks identified as part of the formulation of the 2<sup>nd</sup> phase are the following: (i) challenges associated with cross-sector coordination and joint programming involving different ministries or agencies; (ii) low human and technical capacity of the line ministries; and (iii) public finance management and regulations related to green development do not improve, making the perspective for investments more difficult.

The table below describes the risks and mitigation measures.

Risks	Probability	Impact	Mitigation Measures
1. Government staff capacity is not fully available for programme implementation due to other tasks (other than CCCA) and lack of sufficient national monetary incentives.  (across results)	Medium	Medium	This programme is designed with a recognition of this risk. The CCCA will fully align with national arrangements, and Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Where additional support is required, project-financed personnel will be deployed to work in twinning arrangements with government project counterparts. The Government has committed to make available sufficient Government staff for programme implementation. Non-monetary incentives will be promoted through the implementation of the Capacity Development programme that was developed in CCCA phase 1. The CCCA



Risks	Probability	Impact	Mitigation Measures
			will also stand ready to follow the Government/ Development Partner/ EU member states policy for incentive system (if reestablished) and apply it as soon as available.
2. Cross-sector coordination and joint programming involving different ministries or agencies remains difficult and challenging for climate change mainstreaming effort (across results)	Medium	Medium	The CCCA Phase 2 will support the establishment of an effective coordination platform through strengthening of the NCCC and CCTT. It also aims to facilitate the establishment of a formal donor coordination group and it will engage proactively in existing Technical Working Groups. The CCCA will strengthen the role of the NCCC secretariat to enable them to facilitate regular meetings and to coordinate between ministries.
3. Limited human and technical capacity of the line ministries in coordinating climate change mainstreaming activities within their sectors (across results)	Medium	Medium	The capacity development plan developed under the CCCA phase 1 aims to address this risk. An effective implementation of the capacity development plan needs to be rolled out to ensure that line ministries are part of the process and gain knowledge and experience related to the mainstreaming activities into their respective sectors. Line ministries have demonstrated commitment during the development of their strategies and action plans.
4. Public finance management and regulations related to green and sustainable development remain weak, making the perspective for climate-smart investments more difficult. (Result 2)	Medium	Medium	The CCCA's interventions in facilitating dialogues on potential measures and incentives are expected to raise awareness of the government to create a favourable environment for private sector investment in the climate change response.
5. Non harmonized M&E systems across institutional partners compromise the coherence of a programmatic	High	Medium	As part of the M&E framework for the CCCSP, the CCCA will ensure relevant stakeholders are actively involved.

Risks	Probability	Impact	Mitigation Measures
approach (Result 1)			
6. Institutional changes within the MoE affect the actual institutional set-up between the CCD and the line ministries..  (across results)	High	Low	Based on consultations to date, it is expected that a clear coordination role will be defined and delegated to a single and capacitated entity with a specific mandate over Climate Change within the MoE.
7. The quality of MOE/CCD internal controls and fiduciary risk management capacities may decline due to management changes  (across results)	High	Low	The track record <sup>8</sup> under the first phase of CCCA is positive and adequate procedures are in place. Early orientations for MoE reform, as expressed by the Minister to CCCA partners, indicate that the current top management of MoE/CCD, which has led to effective management and internal controls during the first phase, will be maintained and strengthened.

## 5. Implementation arrangement

The project will be implemented from July 2014 to June 2019. The organizational structure is based on strong Government ownership and alignment with the existing Government institutional arrangements. The Ministry of Environment, on behalf of the NCCC, will be the Government implementing partner (IP). The NCCC will provide policy oversight and ensure necessary intra-ministerial guidance and coordination.

Policy level decision making within the CCCA Programme will be entrusted to a Programme Support Board (PSB). The initial PSB structure will have eight members, of whom four will represent the different Government agencies as nominated by the NCCC (including MoE as chair) and up to four of the CCCA donors. In addition, the PSB will include, as observers, representatives of the CCTT, other relevant development partners (e.g. ADB/SPCR, MRC/CCAI), and key project staff. The Terms of Reference of the PSB is included in Annex 3. The PSB will normally meet twice a year and will review and approve<sup>9</sup> annual CCCA budgets and work plans, endorse or reject new recommended grant proposals. The CCCA will release funds to approved projects in accordance with UNDP financial rules and regulations.

<sup>8</sup> 2011,2012,2013 CCCA Audit reports

<sup>9</sup> Such documents need to be circulated among all PSB Members two weeks in advance.

CCCA will be administered by UNDP according to the Financial and Administrative Framework Agreement between the European Community and the United Nations (FAFA) and UNDP rules and procedures, which will serve as minimum standards for any subsequent CCCA operational procedures and/or guidelines. The existing CCCA procedures for grant selection will be reviewed and updated during the inception phase, on the basis of the objectives set in the current project document. A secretariat will be maintained at the MoE /CCD to manage day-to-day operations of this grant facility. Each donor enters into a contractual agreement with UNDP for the administration of its funds. Contributions to the CCCA are pooled and not tagged to activities in any way. The CCCA is open for additional contributions from initial and new donors, with a minimum amount of 500,000 USD. The NCCC Secretariat staff will be assigned to deliver programme interventions in line with their official Terms of Reference, in order to ensure full alignment with national systems and staffing structures. .

The Ministry of Environment will designate a National Programme Director and a National Programme Manager for the new phase of the CCCA. UNDP will contract a Trust Fund Administrator (TFA) who works with the National Programme Manager and his team, provides capacity development and advisory support to RGC in relation to climate finance and institutional matters, as well as financial assurance on the utilization of the CCCA funds in accordance with provisions of the agreements with donors. The ToRs of the National Programme Manager and TFA are enclosed in Annex 3. National staff will be recruited and assigned to support their relevant Government counterparts, in line with the organigram below and the TORs in Annex 3. An international Technical Specialist will be contracted by UNDP to provide policy and technical climate change expertise to the programme team. All projects staff will work closely with Government counterparts, who will be designated by MOE (NCCC-Secretariat) to lead the various CCCA work streams.

A multi-stakeholder CCTT will provide technical support to the CCCA and advise the PSB on technical and programme issues, also ensuring access to the views of the broader society. In particular, the CCTT will review and recommend to the PSB proposals for funding by the grant facility. The ambition of the CCCA is to have one advisory board or panel serving both the NCCC and CCCA Programme. The draft ToR for the CCTT is included in Annex 3.

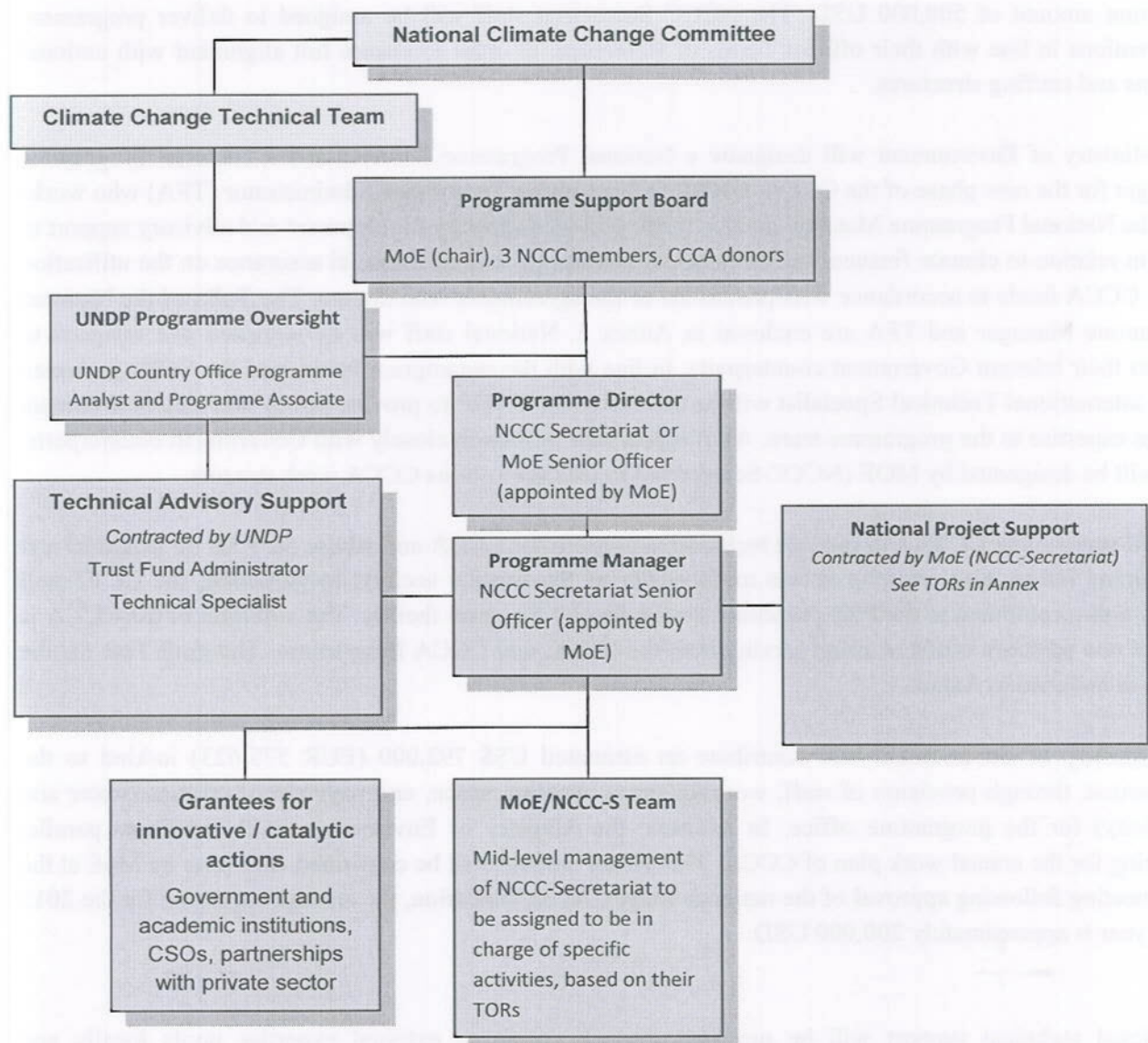
The Ministry of Environment will contribute an estimated US\$ 792,000 (EUR 575,623) in-kind to the programme, through provision of staff, working space, meeting space, and payment of utilities (water and electricity) for the programme office. In addition, the Ministry of Environment will contribute parallel financing for the annual work plan of CCCA. The annual amount will be confirmed each year by MoE at the PSB meeting following approval of the national budget. As an indication, the amount requested for the 2015 fiscal year is approximately 200,000 USD.

Additional technical support will be provided through access to external expertise pools locally and internationally, regional experts or institutions from the region as and when the Project Management Team identifies the need. UNDP will provide support, particularly for compiling lessons learned and sharing experiences with other stakeholders locally and internationally.

Grants will be provided to government agencies and public academic institutions on the basis of their mandates and role in the climate change response. For ministries, this will be on the basis of their climate change action plans. The CCCA will inform ministries of the formalities to apply for grants, and grant support will be allocated based on a PSB decision taking into account the CCCSP priorities, the catalytic effect of proposed actions, and funding available from other sources. For public academic institutions, this will require agreement from their supervising ministry. Grants will also be provided to civil society

organizations, academic institutions (and potentially partnerships with the private sector), through a call for proposals mechanism. The focus of each call for proposals will be decided by the PSB, upon recommendation from the project director. Grant beneficiaries will also benefit from technical advisory support as required.

CCCA organigramme structure – see next page



In order to accord proper acknowledgement to CCCA donors for providing funding, a CCCA official logo should appear in all relevant project publications, events and other printed materials supported by the project and take into account in accordance with the provisions of the agreements concluded with respective donors. The agreement between UNDP and the European Union will be based on the Financial and Administrative Framework Agreement between the European Community and the United Nations (FAFA), A Third-Party Cost Sharing Agreement will be signed between Sweden and UNDP, and other donors as appropriate. The duly signed Project Document and the approved Annual Workplan will be the legal documents for UNDP to channel fund to MoE. MoE will need to open a separate bank account following the approval from the Ministry of Economy and Finance’s procedure/requirements in order to receive fund from UNDP. The fund

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will be disbursed on a quarterly basis following the request from the MoE to UNDP upon submission of the request form as per UNDP's requirements under the National Implementation Modality. Following the receipt of fund from UNDP, MoE will then utilise the funds as per the approved workplan in accordance with its procedures.

## 1. Monitoring and Evaluation Framework

The logical results framework for the CCCA programme is presented in Annex. Whenever possible, the proposed indicators have been aligned with draft national indicators developed with IIED support for the Cambodia Climate Change Strategic Plan, particularly in relation to process indicators, which are the main focus of CCCA (i.e. putting in place institutions, systems and capacities to support CCCSP implementation). This will facilitate the monitoring of the CCCA contribution to the national climate change response.

In accordance with the programming policies and procedures outlined in the UNDP's National Implementation Modality Manual, the programme will be regularly monitored through the following:

- **A quarterly quality progress report** using a UNDP provided template shall be prepared by the Project Manager towards the completion of key results, outputs and targets as per the result framework. The latest Progress reports shall be submitted by the Programme Manager to the Programme Support Board meetings through UNDP quality Assurance.
- **An Annual Progress Report** using a UNDP provided template shall be prepared by the Project Manager and shared with the Programme Support Board.
- **Programme Support Board.** Based on the above report, an annual Programme Support Board meeting shall be conducted twice a year including one meeting during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. The PSB may involve other stakeholders as observers as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes/results.
- **Mid-term and Final Evaluation:** A mid-term evaluation will be organized after two years by UNDP, in cooperation with the implementing partner and donors. A final evaluation will be organized following the same procedures in the final three months of the project. Programme-related evaluations will be undertaken in accordance with the Financial and Administrative Framework Agreement (FAFA) signed by the European Commission and the United Nations in 2003 or any future update.
- **Audit.** The programme will be also subjected to the internal and external auditing procedures in accordance with the Financial Regulations, Rules and directives of UNDP.

Within the programme, grants will be monitored on the basis of procedures established under the first phase of CCCA, in line with applicable UNDP standards. CCCA internal procedures in that regard include monitoring visits and spot checks from the implementing partner (MoE/CCD), the submission of quarterly progress reports from grantees, and a final evaluation and audit. In addition, a capacity assessment of all grantees is carried out at the project design stage, and relevant capacity development measures are integrated. This may include for example training and mentoring of the grantee's administrative and management staff, more frequent spot checks, or provision of detailed operational procedures when the grantee's own procedures are not fully up to standards. Grant results frameworks are also closely reviewed and technical assistance is provided to ensure an adequate monitoring and evaluation system is in place. The CCCA team in MoE has extensive experience with these processes, and a positive track record as evidenced

by the recent, unqualified audits of CCCA. In addition, UNDP conducts monitoring visits every year on a sample of grant projects.

This table summarizes the key M&E activities for the CCCA programme:

Type of activity	Responsible Parties	Time frame
Quarterly Progress Report	<ul style="list-style-type: none"> <li>▪ MoE</li> <li>▪ UNDP</li> </ul>	Quarterly
Annual Progress Report	<ul style="list-style-type: none"> <li>▪ MoE</li> <li>▪ UNDP</li> </ul>	Annually
Technical Meeting	<ul style="list-style-type: none"> <li>▪ Technical representatives of PSB, including both donors and government.</li> </ul>	Before PSB meeting
Programme Support Board (PSB) Meeting	<ul style="list-style-type: none"> <li>▪ PSB members</li> </ul>	Twice a year or upon request
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ MoE</li> <li>▪ UNDP</li> <li>▪ External Consultants</li> </ul>	Within two (2) years after start of project implementation.
Final Evaluation /	<ul style="list-style-type: none"> <li>▪ MoE</li> <li>▪ UNDP</li> <li>▪ External Consultants</li> </ul>	At least three months before the end of implementation
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ MoE</li> <li>▪ UNDP</li> </ul>	At least three months before the end of the programme
Audit	<ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪</li> </ul>	Risk-based
Spot checks	<ul style="list-style-type: none"> <li>▪ UNDP</li> <li>▪</li> </ul>	Yearly and/or Risk-based
Technical Field Monitoring Visits	<ul style="list-style-type: none"> <li>▪ Technical Rep of PSB</li> <li>▪ MoE</li> </ul>	Twice a year
Programme Support Board Field Visits	<ul style="list-style-type: none"> <li>▪ PSB</li> <li>▪ MoE</li> </ul>	Yearly (Annual Retreat)
EU's ROM Mission	<ul style="list-style-type: none"> <li>▪ EU</li> </ul>	Yearly

## 2. Communication and Visibility

Communication and visibility measures have been included in the budget and will be specified in annual work plans. These measures build on experience from the first phase of CCCA. The exact timing and content of communication and visibility activities will be included in annual work plans, and take into account the relevant provisions of the General Conditions (Annex II), the Communication and the Joint Visibility Guidelines of the EC-UN Actions in the field. The CCCA Communication and Visibility Plan that has been developed in the previous phase is to be updated before the start of implementation and supported with a dedicated budget of the programme. The updated Plan shall also include knowledge management and information sharing with the regional GCCA programme and other donors of climate change actions.

UNDP commits to acknowledge the EU Delegation and Sweden contributions in this joint programme in the Cambodian Development Cooperation database and will organize a joint signing ceremony with the Government once all donors' contributions have been formally confirmed.

Appendixes:

1. Programme Logical Result Framework
2. TORs
3. Risk Log
4. CCCA Yearly Targets
5. Capacity Development approach

*Signature*

## Appendix 1: Programme Logical Result Framework

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<p><b>Overall Objective<sup>10</sup>:</b></p> <p><i>Strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society</i></p> <p><b>Specific Objective:</b> Contribute to the implementation of the Cambodia Climate Change Strategic Plan.</p>	<ol style="list-style-type: none"> <li>1. % of CCAP annual requirement funded through budgetary and extra-budgetary resources</li> <li>2. % of CCAP actions implemented with the support of the NCCC Secretariat or climate change working groups of line ministries</li> <li>3. CCCSP implementation on track (incl. process and impact indicators)</li> </ol>	<ol style="list-style-type: none"> <li>1. No action (CCAP is being finalised)</li> <li>2. No action (CCAP is being finalised)</li> <li>3. The CCCSP is approved, national M&amp;E framework is being finalized</li> </ol>	<ol style="list-style-type: none"> <li>1. 50%</li> <li>2. 50%</li> <li>3. 2018 CCCSP Monitoring Report is considered satisfactory by NCCC</li> </ol>	<ol style="list-style-type: none"> <li>1. CC Expenditure Review</li> <li>2. CCAP monitoring report<sup>11</sup></li> <li>3. CCCSP progress monitoring reports as part of NSDP mid-term and final review</li> </ol>	<p>Climate Change remains a priority of Gvt &amp; development partners.</p> <p>Climate Change Action Plans are approved</p> <p>High level support for the CCCSP as climate change is a cross-cutting issue in the NSDP</p>

<sup>10</sup> Links to the European Development Cooperation Strategy for Cambodia 2014-2018 and UNDP's Strategic Plan (2014-2017): Outcome 1 "Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded" (Indicator: 1.4) and Output 1.4: " Scaled up action on climate change adaptation and mitigation across sectors which is funded and implemented" (Indicators 1.4.1 and 1.4.2)

<sup>11</sup> Including assessment of the gender component of the CCAPs



<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Result 1:</b> A clear governance and accountability framework is functional for the climate change response at national and sub-national levels.	<ol style="list-style-type: none"> <li>1. National M&amp;E Framework is approved and functional including gender disaggregated and poverty indicators</li> <li>2. Number of ministries with institutional arrangement to manage their CCAP and contribute to CCTT activities</li> <li>3. Number of ministries that demonstrate capacity to implement at least 50% of actions in their CCAPs and report on CCAP progress in line with national standards (incl. gender analysis)</li> <li>4. Strengthen legal mandates for the NCCC, CCTT and NCCC Secretariat</li> </ol>	<ol style="list-style-type: none"> <li>1. A draft M&amp;E Framework is under discussion</li> <li>2. Two line ministries have CC working groups (MOWA and MRD)</li> <li>3. CCAP is being finalised</li> <li>4. Institutional and legal review is ongoing</li> </ol>	<ol style="list-style-type: none"> <li>1. M&amp;E Framework approved and CCCSP progress report submitted in line with NSDP timeline</li> <li>2. Ten line ministries</li> <li>3. Ten line ministries</li> <li>4. New legislation on NCCC, CCTT and NCCC Secretariat</li> </ol>	<ol style="list-style-type: none"> <li>1. M&amp;E Framework, CCCSP Monitoring Report</li> <li>2. ToR of the working groups, organisation charts of the ministries</li> <li>3. CCAP Monitoring Report</li> <li>4. Legislation (Royal Decree, and Sub-decree)</li> </ol>	Collaboration with SPCR on the rollout of the M&E Framework, capacity development and CCAP funding and implementation in the line ministries

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
<b>Output 1.1:</b> Legislation on climate change institutions, including roles of sub-national administrations has been strengthened	1.1.1 Status of the legislation on climate change institutions	1.1.1. Institutional and legal review is ongoing	1.1.1. Recommendations to strengthen legislation on Climate Change institutions, including role of sub-national administrations are submitted to the NCCC and concerned ministries	1.1.1 Climate change institutional and legal review report, detailed recommendations to concerned ministries	
<b>Output 1.2:</b> National and key sectoral M&E frameworks are developed and submitted for approval	1.2.1 Status of National M&E framework for Climate Change  1.2.2 Number of sectoral M&E plan developed and submitted for approval by concerned ministries	1.2.1 A draft M&E Framework is under discussion  1.2.2 None	1.2.1 National M&E framework finalized and submitted to NCCC  1.2.2 Five	1.2.1 National M&E framework document  1.2.2. Sectoral M&E Document	

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Output 1.3:</b> Capacity of key line ministries has been strengthened to manage their CCAP and contribute to CCTT/NCCC activities	<p>1.3.1 Number of line ministries that receive inputs for inclusion of climate criteria in planning/screening procedures</p> <p>1.3.2 Status of capacity development programme for climate change officials in NCCC, CCTT, NCCC Secretariat and line ministry working groups</p> <p>1.3.3 Number of line ministries producing annual CCAP monitoring reports</p> <p>1.3.4 Number of line ministries/agencies' receiving CCCA grant support for the implementation of CCAP priority actions</p>	<p>1.3.1 None</p> <p>1.3.2 Draft capacity development plan for NCCC, CCTT and CCD is available and only some activities are being implemented</p> <p>1.3.3 None</p> <p>1.3.4 None</p>	<p>1.3.1 At least four ministries</p> <p>1.3.2 Capacity development programme functional for climate change officials in NCCC, CCTT, NCCC Secretariat and line ministry working groups<sup>12</sup></p> <p>1.3.3 At least five ministries</p> <p>1.3.4 At least seven ministries/agencies</p>	<p>1.3.1. CCD Annual Progress Report</p> <p>1.3.2. CCCA Progress Report on capacity development</p> <p>1.3.3. CCAP monitoring reports by line ministries</p> <p>1.3.4. Grant Agreements between CCCA and Line Ministries</p>	

<sup>12</sup> In cooperation with UNITAR (United Nations Institute for Training And Research)

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
<p><b>Result 2: Domestic and external finance effectively oriented</b> in support of climate resilient, and low carbon development</p>	<ol style="list-style-type: none"> <li>1. Status of government – partners coordination mechanism</li> <li>2. Status of Cambodia’s direct access to Multilateral climate funds</li> <li>3. Number of ministries benefiting from NCCC Secretariat support on financing sourcing and modalities</li> <li>4. Status of public-private dialogue on climate change investments</li> <li>5. Number of ministry planning and budgeting documents explicitly integrating CC</li> </ol>	<ol style="list-style-type: none"> <li>1. No formal mechanism in place</li> <li>2. No direct access</li> <li>3. Four (MOWRAM, NCDD, MAFF, MOE)</li> <li>4. No formal mechanism in place</li> </ol>	<ol style="list-style-type: none"> <li>1. A nationally led, coordinated funding arrangement is functional</li> <li>2. Cambodia gains direct access to at least 1 Multilateral Fund</li> <li>3. Eight</li> <li>4. A national dialogue platform formulates recommendations on facilitation of CC investments</li> <li>5. At least one document in each of the ten priority ministries</li> </ol>	<ol style="list-style-type: none"> <li>1. Official recognition of the coordination mechanism; reports/minutes of the meetings available to partners</li> <li>2. Accreditation certificate and fund approval letter</li> <li>3. NCCC Secretariat Annual Report</li> <li>4. Minutes / report of the public-private dialogue</li> <li>5. Ministry PIP, Annual Work Plan, Budget Strategic Plan, programme budget</li> </ol>	<p>Donors are committed to coordination of their interventions</p> <p>Private sectors’ interest in climate investments</p>

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
<p><b>Output 2.1:</b> Coordination mechanism is established and functional for climate change domestic and external finance and investments</p>	<p>2.1.1. Status of government-donor coordination mechanism</p> <p>2.1.2. Status of mechanism for NCCC-Secretariat to respond to requests from line ministries and other stakeholders for financial and technical support on CC finance</p> <p>2.1.3. Availability of dialogue platform with private sector on climate change</p> <p>2.1.4. Percentage of NCCC, CCTT and NCCC Secretariat staff participating in preparations and involved in international negotiations on CC</p>	<p>2.1.1. there is no formal government-donor coordination mechanism</p> <p>2.1.2. Not established</p> <p>2.1.3. Not established</p> <p>2.1.4 TBC</p>	<p>2.1.1. Government-donor coordination mechanism established</p> <p>2.1.2. Mechanism in place for NCCC-Secretariat to respond to requests from line ministries and other stakeholders for financial and technical support on CC finance</p> <p>2.1.3. A programme of dialogue sessions with the private sector is implemented</p> <p>2.1.4. 70%</p>	<p>2.1.1. ToRs and minutes of the coordination meetings</p> <p>2.1.2. Request Letters from Line Ministries to NCCC-Secretariat</p> <p>2.1.3. ToRs and Minutes of the meetings</p> <p>2.1.4. Attendance records</p>	

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<p><b>Output 2.2:</b> NCCC Secretariat procedures updated and applied in line with the requirements for National Implementing Entities of multilateral climate funds</p>	<p>2.2.1. Status of NCCC secretariat procedures</p>	<p>2.2.1. The first version of NCCC secretariat procedures is under pilot implementation</p>	<p>2.2.1. NCCC Secretariat procedures updated and applied in line with the requirements for National Implementing Entities of at least 1 of the multilateral climate funds</p>	<p>2.2.1. NCCC Secretariat procedures and audit reports<sup>13</sup></p>	

<sup>13</sup> Audit Reports are available only when an internal/external audit exercise is conducted on a risk basis in compliance with the UNDP financial rules and regulations.

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<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Output 2.3:</b> Climate change related expenditures are integrated into the government plans and budgets including the ODA database	<p>2.3.1. Status of CC expenditure reviews against national CCAP</p> <p>2.3.2. Quality and application of climate change tag in the ODA database managed by CDC/CRDB</p> <p>2.3.3. Number of knowledge products on cost-benefit analysis of the climate change response in Cambodia</p>	<p>2.3.1. First Climate Public Expenditure and Institutional Review conducted in 2012 and updated in 2013</p> <p>2.3.2. Climate change tag not consistently applied in the ODA database</p> <p>2.3.3. Initial estimates and case studies integrated in the report on Climate Change Financing Framework (2014)</p>	<p>2.3.1. Annual CC expenditure reviews conducted and mapped against the national CCAP</p> <p>2.3.2. Climate Change tag improved and consistently applied in the ODA database managed by CDC/CRDB</p> <p>2.3.3. At least two knowledge products on cost-benefit analysis of the CC response in Cambodia</p>	<p>2.3.1. CC expenditure review</p> <p>2.3.2. review of ODA database</p> <p>2.3.3. knowledge products on cost-benefit analysis of CC response</p>	

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Result 3:</b> Strengthened human and technological capacities to support climate change response	<ol style="list-style-type: none"> <li>1. Status of procedures for management and exchange of climate change related information</li> <li>2. Status of integration of climate change in schools and universities' curriculum</li> <li>3. Mechanism is in place to identify and test relevant technologies for CCAP implementation</li> <li>4. Availability and functionality of standards and quality assurance procedures for climate change publication and data</li> </ol>	<ol style="list-style-type: none"> <li>1. A climate change website exists but key data bases remain scattered</li> <li>2. (TBC, basic CC element in school curriculum, 3 universities have piloted CC modules: RUA, PNCA, RUPP)</li> <li>3. There is no mechanism in place</li> <li>4. Not available</li> </ol>	<ol style="list-style-type: none"> <li>1. A metadata base listing climate change related information is functional and publicly available</li> <li>2. 3-4 Universities + national curriculum for primary and secondary education include climate change</li> <li>3. Support function established in the NCCC Secretariat for technology assessments and piloting</li> <li>4. Standards and quality assurance procedures are in place and functional</li> </ol>	<ol style="list-style-type: none"> <li>1. Website</li> <li>2. Review of curriculum and KAP Survey</li> <li>3. NCCC Secretariat report</li> <li>4. The procedures and NCCC Secretariat report;</li> </ol>	<p>Data owners are prepared to provide access to data and analysis;</p> <p>Key Community of Practice members (public and private) are willing to participate and share information;</p> <p>Universities are willing to include CC in their curriculum and research programmes.</p>



<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<b>Output 3.1:</b> Standards and procedures for quality assurance of climate change awareness raising materials and knowledge management are developed	<p>3.1.1. Status of standards for awareness-raising on climate change</p> <p>3.1.2. Status of quality assurance procedures of key CC materials and technologies</p> <p>3.1.3. Status of a protocol for management and exchange of climate data</p>	<p>3.1.1 Not established</p> <p>3.1.2. Not established</p> <p>3.1.3. Not established</p>	<p>3.1.1. Standards for awareness-raising on CC approved by NCCC</p> <p>3.1.2. Procedures for quality assurance of key CC materials and technologies approved by NCCC</p> <p>3.1.3. A protocol for the management and exchange of climate data is approved by NCCC</p>	<p>3.1.1. Standards document</p> <p>3.1.2. Procedures for quality assurance</p> <p>3.1.3. Protocol document</p>	
<b>Output 3.2:</b> Partnership with education institutions is established to integrate climate change into curriculum development and research	3.2.1. Number of partnerships with universities on CC curriculum development and research	3.2.1. No comprehensive partnerships in place, but three academic institutions have been involved in CCCA pilots projects (RUA, RUPP and PNCA)	3.2.1. At least three partnerships in place with universities on CC curriculum development and research	3.2.1. partnership agreement between CCCA and universities	

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2019</b>	<b>Means of verification</b>	<b>Assumptions</b>
<p><b>Output 3.3:</b> Lessons generated from innovative practices pilots are documented and shared with relevant stakeholders</p>	<p>3.3.1. Number of sectors/sub-sectors who have piloted innovative practices with support from CCCA grants                      3.3.2. Number of knowledge products from research initiatives in key sectors                      3.3.3. Number of knowledge sharing events for CC practitioners, researchers and policy-makers</p>	<p>3.3.1. 0                      3.3.2. 0                      3.3.2. 1 per year</p>	<p>3.3.1. At least four sectors/sub-sectors                       3.3.2. Four knowledge products from research initiatives in key sectors                       3.3.3. Two knowledge sharing events per year</p>	<p>3.3.1. Grant agreements                      3.3.2. Knowledge products                      3.3.3. Knowledge event reports</p>	

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## Appendix 2: Terms of Reference

### 1. Terms of Reference for Programme Support Board

#### Overall mandate:

The Programme Support Board (PSB) or “Board” is the group responsible for providing guidance and direction and making high level management decisions for the Cambodia Climate Change Alliance (CCCA) Programme.

#### Composition:

The Board is composed of selected representatives of the National Climate Change Committee (NCCC) and Development Partners. The Board is chaired by a high level representative of the Implementing Partner (Ministry of Environment on behalf of NCCC) who will fill the responsibility of “Chair”. The Chair is representing the programme ownership. The Chair is ultimately responsible for the programme, supported by the NCCC representatives and DP Representative.

The Board members shall represent the interests of those who will benefit from the programme and the parties, which provide funding and/or technical expertise to the programme. The Board can also extend invitation to observers such as other key DPs, representatives of the Climate Change Technical Team (CCTT), grant component representatives and other technical advisers. The Head of the Trust Fund Secretariat is ex-officio member to the Board to report on the overall progress, risks and issues, to ensure coordination and avoid duplication between different climate change initiatives. As the programme is up and running and the PSB become well established it is foreseen that some Development Partners may withdraw in the PSB and be represented by another DP member thereby reducing overhead costs and supporting harmonised practices.

#### Periodicity:

The Board meets on a regular basis, at least twice a year, or when required.

#### Responsibilities:

- Provide overall guidance to ensure that objectives defined in the CCCA programme document are fulfilled in an effective and efficient manner;
- Review CCCA progress reports;
- Review and approve work plans and budgets;
- Review and approve grant proposals submitted for funding as recommended by the CCTT;
- Monitor progress in the implementation of the workplan and the different grant components through the submission of progress reports and performance assessment findings by the Head of Secretariat;
- Provide guidance on possible countermeasures/management actions to address specific issues or risks;

- Review and approve rules and procedures for operation and management of the programme and Trust Fund, including Trust Fund Operational Manual;
- Seek clarifications on the performance of key international positions for their information.

Modus Operandi:

Decisions are reached by consensus. The Chair shall consult with the other Board Members on key decision points. Board decisions should be made in accordance to UNDP standards that shall ensure best value for money, fairness, integrity, transparency and effective international competition. Board decisions shall also be made within the parameters and results defined in the programme document.

A Senior Official of MoE or NCCC-Secretariat will be appointed to serve as project director, and sign the documents subject to board/project director approval.

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 checks”;
- 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 result(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 Implementing Partners.
- Ensure that the decision related to budgeting by PSB meetings is taken into account responding

**2. Terms of Reference for Climate Change Technical Team (CCTT)**

2.1 Overall Mandate:

The Climate Change Technical Team (CCTT) is responsible for technical activities and provision of advice related to climate change issues in Cambodia necessary for the National Climate Change Committee (NCCC) to fulfil its tasks as described in Article 3 of the NCCC Sub-decree No. 99, dated 18 August 2010. The CCTT is composed of representatives of concerned Government Ministries and institutions, whose mandates are related to climate change issues and to the implementation of the United Nations Framework Convention on Climate Change (UNFCCC). The CCTT is based at the Ministry of Environment. The Formulation and Operation of the CCTT will be coordinated by the Climate Change Department (CCD) as the NCCC Secretariat. The CCTT is the principle advisory body to the NCCC. The CCTT will also provide technical expertise to climate change projects and programmes, and to other related entities dealing with particular climate change issues.

## 2.2 Composition:

Initially, the CCTT will consist of representatives from 20 concerned ministries and agencies of the NCCC. Management arrangements are determined by the RGC and NCCC.

## 2.3 Responsibilities:

The CCTT and its members are responsible for (but not limited to) the following:

- Review project concept notes and full project proposals submitted for funding by CC initiatives under the auspices of the NCCC after initial screening and short-listing by independent experts, and provide recommendations to the NCCC for approval;
- Initiate and provide technical review of draft climate change related policies, strategies, legal instruments, plans and programmes and reports, and provide recommendations to the NCCC for official endorsement;
- Provide technical advice to the NCCC on the implementation and revision of the climate change related policies, strategies, legal instruments, plans and programmes and reports
- Coordinate the preparation of draft Cambodia's Climate Change Strategic Plan (CCCSP) and formulate recommendations to the NCCC for its official endorsement
- Advise on specific climate change technical issues upon request by the NCCC
- Conduct monitoring and evaluation of climate change-related activities, as requested by the NCCC
- Participate in climate change capacity building, events, trainings, workshops, CC negotiations, as required
- Provide technical and policy inputs to formulation of RGC's positions on global climate change policies and agreements;
- Promote sharing of CC related information within the Government and with other concerned stakeholders;
- Support climate change capacity buildings to relevant stakeholders;
- Provide technical inputs to awareness raising and information dissemination activities;
- Support NCCC participation in CC related national and international events;
- Seek inputs and engage public participation in formulation and implementation of efforts to address climate change;
- Strengthen networks with civil society, private sector and academia;
- Act as the climate change focal point of his/her respective ministry/agency

## 2.4 Terms of Service

The CCTT members are appointed by their ministries/institutions and may be replaced at the discretion of their ministries/institutions. The CCTT members may be entitled to some financial incentives as per the Government policy and upon agreement with concerned development partners.

## 2.5 Modus Operandi

On day-to-day basis, the CCTT members undertake their tasks in their own ministries'/institutions' premises and communication among CCTT members will be conducted over emails and other relevant means. As such, CCD shall create a dedicated mailing list for the CCTT to facilitate communication and sharing of

documents/information. CCD will make administrative arrangements for regular CCTT meetings. The CCTT will be supported by technical experts in fulfilling their responsibilities.

### **3. Terms of Reference for the Grant Facility Secretariat in MOE/CCD**

#### 3.1 Overall mandate:

The Secretariat is established to support and ensure effective implementation of decisions that are made for the CCCA grant facility by the Board. The Secretariat will provide administrative support to the Board and CCTT (for grant proposal appraisals) as well as oversee day-to-day operation of the grant facility.

The Secretariat will be staffed and run by CCD in respect of their legal mandate defined through the sub-decree on “the Establishment and Functioning of the Department of Climate Change” where it designates CCD to:

- Develop projects and programs and coordinate, monitor and evaluate the implementation of all climate change activities related projects and programs in the Kingdom of Cambodia; and
- Mobilize required resources, particularly to attract grants for implementation of policy, strategy, legal instruments, plans and programs on climate change.

#### 3.2 Composition:

The Secretariat will be hosted at the Ministry of Environment and staffed by CCD. In order to ensure full national ownership, the Secretariat will be headed by a Government appointee while UNDP will provide technical support and experts as requested on behalf of the Government to be formalized through a Letter of Agreement with specific measurable outputs to be achieved. The Secretariat is placed under the responsibility of the National Project Manager, who reports to the Board.

#### 3.3 Responsibilities:

The Secretariat shall have the following responsibilities:

- Provide administrative support to the Board and CCTT (for grant proposal appraisals), including preparation of agenda and minutes and follow-up on the decisions.
- Develop and update relevant guidelines for grant facility management and grant implementation.
- Develop project review guidelines.
- Develop and launch calls for proposals based priorities and funding allocations approved by the Board.
- Oversee the entire grant process from solicitation, selection, fund disbursement, monitoring and evaluation and closure.
- Provide technical support and guidance to grantees to ensure their compliance with their respective agreements.
- Monitor the performance of the grantees using established M & E framework.
- Monitor and update resource requirements and status of allocations/expenditures.
- Facilitate project or programme evaluations and audits, including following up on the implementation of the recommendations.
- Develop and updating of CCCA website to post information related to CCCA-funded activities and funding.
- Document lesson learned and best practices.

#### 4. Terms of Reference of Project Director

The NPD is a Government appointee and will serve as the overall Government manager of the project. S/he will be a senior serving officer of the Implementing Agency, the MoE (NCCC Secretariat), who is directly involved in overseeing climate change activities implemented by the MoE. The NPD will ensure that the Executing Agency will successfully deliver the project outputs and achieve the project objectives. Key responsibilities of the NPD are:

- To ensure that appropriate and adequate office space and utilities are provided to the project as part of the Government 's in-kind contribution to the project;
- To provide overall leadership to project staff, including the NPC, the TWGs, and short-term consultants, both local and regional/international;
- To serve as focal point for project interaction with Government institutions and other stakeholders (donors, NGOs, academic institutions and the private sector);
- To liaise closely with UNDP on matters relating to the project implementation;
- To ensure the timely delivery of quarterly financial and progress reporting requirement to UNDP;
- To ensure achievement of the overall objectives and specific outputs of the project, by utilizing project resources in an efficient, effective and transparent manner;
- To approve budget revisions, and financial reports proposed by the NPC;
- To coordinate between different institutions linked with the project to ensure that all project activities are implemented efficiently and as planned; and
- To assure the government inputs to the project are forthcoming in a timely and effective manner.

#### 5. Terms of Reference for the National Project Manager

##### 4.1 Scope of Work:

The NPM is a Government appointee and will serve as the overall Government manager of the CCCA. Together with the Trust Fund Administrator, s/he will administer the CCCA on a day-to-day basis on behalf of the Board. S/he will be a senior serving officer of the Government. 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 and CCTT (for grant proposal appraisals) including providing briefings to Board members, participate as observer in both 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 project team are to:

- Ensure that appropriate and adequate office space and utilities are provided to the CCCA Project 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.

## **6. Terms of Reference for Trust Fund Administrator**

### 5.1 Scope of Work:

The Trust Fund Administrator (TFA) will be based in the Ministry of Environment and will be responsible, for the financial oversight of the grant facility and quality assurance of financing actions undertaken by the CCCA. The TFA is accountable for the proper management of the grant facility, which includes ensuring:

- Consistency between programme activities and the relevant guidelines including the Operations Manual of the NCCC Secretariat, Application Guidelines and Implementation Guidelines for grantees;
- Donor reporting requirements, as described in the TOR for CCCA and Contribution Agreements, are fully complied with;
- No overspending of resources;
- Timely collection of contributions in accordance with the payment schedule;
- Accurate recording of all activities relating to the trust fund; and
- Compliance with UNDP's financial regulations, rules, policies and procedures.



The TFA will also provide capacity development support to the Government to strengthen and enhance government capacity and systems to ensure that subsequent programme phases can use Government systems. This includes advice on institutional issues and on climate financing modalities.

## 5.2 General duties:

The general duties of the TFA include:

- Act as the focal point for all questions relating to the activities of the CCCA;
- Supports NPM and NPD for overall management of the project, and provide quality assurance services for UNDP;
- Serve as the main contact for internal communications and reporting on CCCA with outside parties, including (but not limited to) donor and programme country Governments, private contributors, media, and other stakeholders, as needed;
- Ensure appropriate representation of the CCCA at meetings of with other UN bodies, agencies or programme country Governments;
- Initiate and follow-up on all fund raising activities of the CCCA in coordination with MoE and UNDP, whenever necessary;
- Ensure that all obligations arising from the Contribution Agreement are met including reporting requirements;
- Follow-up with the donor to ensure that contributions are received on a timely basis, in accordance with the payment schedule in the contribution agreement.
- Maintain a resource plan showing cash flow requirements and resources available, based on income received and/or pledged, interest income, and actual/projected expenditure;
- Ensure that
  - Allocations to projects do not exceed the project resource balance
  - Project budgets do not exceed project allocations
  - Project expenditure plus advances to national implementing partners do not exceed project budgets.
- Where the TFA determines that the project expenditure exceeds (or is about to exceed) the project allocation, the TFA must immediately follow-up with the Board. Where the over-expenditure is not resolved, the TFA must formally notify the Board that the programme is suspended.
- Ensure that advances to national implementing partners are adequately monitored by the implementing partner.
- Monitor for significant implementation issues that may impact the expenditure or where there are implications for donor relations, and ensure that the donors are kept duly informed;
- Ensure that all reporting requirements as stated in the Project Agreement are compliant with UNDP rules and procedures;
- Follow-up with donors on a regular basis to ensure that donors are kept informed and donor queries are promptly resolved;
- Ensure that financial management oversight and accountability set up including reporting response to audit recommendations, and requests from donors;

- Consult with the donors on the disposition, upon closure, of the unexpended trust fund balance where required, by the TORs of the trust fund and advise UNDP Office of Finance and Administration;
- Design and supports capacity development (including skill development and institutional reforms) in the areas of: 1) Government-partner coordination (programme-based approach); 2) financing mechanisms (access to, allocation and management of CC finance);
- Specific support to staff in charge of fund management including allocation of CCCA resources to priority CC initiatives, oversight and support to grantees;
- Advisory support to NCCC members and secretariat on accessing and managing various sources of CC finance;
- Provide advice and support to management and donors as required on issues related to CC finance, partnerships, institutional reform, and programme management.

### 5.3 Qualifications:

- At least 7 years' experience with financial management of development financing and financing modalities; Experience with UNDP systems an advantage;
- At least 7 years in donor liaison, institutional strengthening, planning and management of climate change, environmental and/or physical planning programmes in developing countries, is an advantage;
- Good communication and computer skills;
- Fluent in spoken and written English.

### 5.4 Reporting:

The TFA will be contracted by the UNDP, work on a day-to-day basis with the National Project Director and Manager, and report to the UNDP Deputy Country Director based on the UNDP rules. The TFA will also cooperate with the CCTT, Technical Specialist, project team and development partners and ensure the availability of information on progress and performance in the implementation of the CCCA. The TFA will support the NPM to liaise with and coordinate all financing activities in the grant components.

## **8. Terms of Reference for Climate Change Technical Specialist**

### 8.1 Scope of Work:

The Climate Change Technical Specialist (CCTS) will be based in the CCD and assure the technical quality of activities related to policy development and knowledge management, and provide guidance and advice to the project management on these issues. The Technical Specialist will work closely with the NPM and provide support in coordination of inputs of various stakeholders including NCCC, line ministries and agencies, sub-national authorities, and civil society. The Technical Specialist will support the NPM to define and coordinate all advisory and technical assistance inputs attached to technical, policy and knowledge management activities.

CCTS will also work closely with CCTT to support project implementation and regular coordination of technical team meetings, and participate as observer in the PSB meetings

### 8.2 General duties

In general the duties will include:

- Support partnership development, marketing and fund raising for the implementation of key outputs related to policy, technical and knowledge management activities of CCCA.
- Develop and maintain good communications with UNDP, donors, and with the government counterparts (NCCC and MoE).
- Provides independent technical advice on the quality of CC products submitted to or produced by the NCCC Secretariat, and suggest improvements where required;
- Maintain good synergy building between the technical assistance on policy, technical aspects and knowledge management, and relevant grant projects funded by CCCA, and with other relevant CC initiatives.
- Helps design and implement a capacity development programme for NCCC, CCTT, CCD staff and CC focal points in line ministries and agencies, with a particular focus on 1) climate change issues, to enable CCTT and CCD staff to fulfill their roles; 2) M&E aspects, and 3) knowledge management;
- Together with national project officers, mentors Government staff to fulfill their role, particularly with regard to technical support for line ministries and agencies;
- Provide training and on the job coaching for senior staff in key sector ministries and where relevant local authorities and civil society;
- Support technical training and assistance to potential project target beneficiaries;
- Prepare draft TORs and participate in selection process for technical assistance as required and support the identification, evaluation, recruitment (where necessary) and training of project staff.
- Support the roll out of the Cambodia Climate Change Strategic Plan, together with the appropriate legislation, guidance, awareness raising and training;
- Support the production of sector specific guidelines for mainstreaming and production of policy and legal instruments as required to integrate climate change into national/sector and sub-national levels;
- Contribute to the mainstreaming action plan, to increased inter-sector coordination on Climate Change and to identifying and meet priority sector needs;
- Support the tailoring of priority policy, legal and regulatory instruments for specific sectors and the introduction of these instruments into the routines of key institutions;
- Support the NPC to establish a Climate Change focal point network, to prepare Climate Change policy and discussion papers and to participate in cross-sector forums;
- Support the implementation and monitoring of climate change action plans in sectors;
- Support mainstreaming of cross cutting issues: environment, gender, governance, and poverty in connection with climate change responses;
- Provides advice and support management as required on technical and policy issues, knowledge management (including joint initiatives with NGOs and academia) and M&E.

All of the above tasks will involve neither the exercise of public authority nor the use of discretionary powers of judgment. There is an obligation to directly inform the PSB Chair of any problem of any nature which may impact on the effectiveness of the CCCA initiative as soon as it arises.

### 8.3 Reporting:

The CC Technical Specialist will be contracted by the UNDP, work closely with the National Project Manager and reports to the UNDP Deputy Country Director based on the UNDP rules. He or she will cooperate with the NPM to develop work packages, and deliver her/his own products to NPM.

**8.4 Qualifications:**

- Master's Degree in climate change, Environment, Natural Resources, Economics, Public Administration, Physical Planning, Engineering or related discipline; postgraduate qualifications is an advantage.
- At least 7 years of experience relevant to Climate Change adaptation and mitigation,;
- Good experience in the UNFCCC processes
- Good experience in Capacity Needs Assessment on Climate Change
- Knowledge in climate change strategy and policy development
- Experience of mainstreaming cross cutting issues (environment, gender, governance, poverty, youth);
- Proven good experience in project management, monitoring and evaluation
- Experience in successful partnership building and resource mobilisation;
- Good communication and computer skills; and
- Experience in the usage of computers and office software packages, good knowledge and experience in handling of web-based management systems.
- Fluency in spoken and written English. Knowledge of Khmer language is a plus.

In addition to these management and senior advisory positions, a project support team will be recruited (or maintained if functions are similar to the ones under CCCA Phase 1), with the main responsibilities as follows:

**Coordination Officer**

- Support the coordination function of NCCC, including serving as secretary for NCCC meetings and for coordination mechanisms with external partners;
- Support reporting functions including reporting to Government, to NCCC 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 (private sector, academia, development partners and NGOs), in support of the CCCSP;
- Provide support for NCCC's work on climate finance issues.

**Monitoring and Evaluation Officer**

- Support the planning, monitoring and evaluation function for the NCCC, CCTT and NCCC Secretariat (including Annual Work Planning and Reporting);
- 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 NCCC's capacity development work on M&E of CC.

**Communication Assistant**

- Support NCCC with public and media relations, representation and networking;
- Ensure visibility and dissemination of CCCA products, events and activities through website, press releases and media, as appropriate;
- Support final design and publication of CCCA products, in line with corporate guidelines, and related awareness-raising and dissemination;
- Support coordination of NCCC communication with communication activities of other CC stakeholders.

**Librarian/Webmaster**

- Manage and promote the climate change resource center / library
- Manage and update on a regular basis the NCCC website, in close cooperation with the communications assistant.

**Grant Management Officers (2)**

- Support management of the allocation of funds entrusted through the NCCC to CC projects and programmes, in line with national priorities, financing agreements, and NCCC rules and procedures (including calls for proposals, grants to line ministries etc.);
- Monitor project implementation and risks, and liaise with beneficiary institutions as necessary. Inform NCCC management of project performance and advise on corrective action if required;
- Identify lessons learnt from the projects and cooperate with the responsible technical departments to ensure they are captured in national policy discussions.

**Financial Management Officer**

- Provide initial support to beneficiary institutions on administrative and operational aspects of project design, identify capacity gaps and required measures;
- Monitor financial, procurement, human resources and administrative practices of funded projects, liaise with beneficiaries as required and advise NCCC management on any required corrective action. Review project audits.

**Project Management Officer**

- Support the national project manager in the day-to-day management of the CCCA project, including
  - o preparation of work plans and reports for submission to donors;
  - o ensuring planned activities are conducted in a timely manner and in line with relevant rules and procedures;
  - o drafting official letters and memos requiring the approval of senior management, following up on the approval and dissemination process;
  - o support the project manager in coordinating the work of operations staff;
  - o support the coordination of large scale events and activities (e.g. National Forum on Climate Change).

**Operations Officer**

- Support all operations-related functions (administration, finance, procurement, HR);
- Provide guidance and capacity development support to NCCC 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 government and donors (budgets, financial reports, asset reports, etc.);
- Support the review and processing of financial transactions associated with the NCCC Trust Fund / grant facility;
- Advise NCCC management on potential improvements to operational rules and procedures.

**CC Adaptation Officer**

- Support NCCC'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;

- Supporting these ministries in mainstreaming CC adaptation in their policies, plans, budgets, and practices, and in accessing CC finance both domestically and internationally;
- Participate in monitoring and supporting ongoing adaptation responses, and ensure a learning pathway for lessons learnt and knowledge management system.
- Provide support to NCCC on climate resilience and adaptation issues.

#### **CC Mitigation Officer**

- 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;
  - Participate in monitoring and supporting ongoing mitigation projects and ensure a learning pathway for lessons learnt, and knowledge management system.
- Provide support to NCCC on low carbon and mitigation issues

#### **Knowledge Management Officer**

- Support NCCC's knowledge management function, including the development and management of a national knowledge management system on CC, and related partnerships with stakeholders (MoEYS, Mo Information, academia, NGOs and others);
- Review knowledge products submitted to or produced by NCCC, and facilitate the development of standards for commonly used knowledge products. Advise NCCC on potential synergies in this area, and on how to avoid duplication of effort;
- Help organize NCCC knowledge events;
- Support NCCC's relationship and provide technical assistance to NCDD-S (on local CC response), NCDM (on disaster management), and MoWA (on gender issues);
- Support NCCC in ensuring the participation and integration of gender, youths, seniors and minority groups as well as maintaining ethical and environmental standards in climate change activities;
- Participate in monitoring and technical support to CC projects related to the above issues.

#### **Administrative officer**

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

#### **Accountant**

- Be responsible for project budgeting, financial reporting and management, under the guidance of the operations officer and in line with the operations manual;

#### **Secretary**

- Provide support to project management for the drafting of letters and related documents, and follow-up with MoE management on the required approvals and signature;
- Be responsible for the reception, transmission and (ultimately) filing of correspondence received by the project;
- Provide secretariat support to CCCA events.

**Appendix 3. Risk Log**

#	Description	Date Identified	Type <sup>14</sup>	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Government staff capacity is not fully available for programme implementation due to other tasks (other than CCCA) and lack of sufficient national monetary incentives.  (across results)	15 Feb 2014	Operational	P: Medium I: Medium	This programme is designed with a recognition of this risk. The CCCA will fully align with national arrangements, and Government staff will be engaged in line with their official functions and TORs, to minimize extra project-related tasks. Where additional support is required, project-financed personnel will be deployed to work in twinning arrangements with government project counterparts. The Government has committed to make available sufficient Government staff for programme implementation. Non-monetary incentives will be promoted through the implementation of the Capacity Development programme that was developed in CCCA phase 1. The CCCA will also stand ready to follow the Government/ Development Partner/ EU member states policy for incentive	MoE/CCD			

<sup>14</sup> Organisational, Financial, Operational, Environmental, Strategic, Regulatory, Security, Political, Other

#	Description	Date Identified	Type <sup>14</sup>	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
					system (if reestablished) and apply it as soon as available.				
2	Cross-sector coordination and joint programming involving different ministries or agencies remains difficult and challenging for climate change mainstreaming effort (across results)	15 Feb 2014	Organisational	P: Medium I: Medium	The CCCA Phase 2 will support the establishment of an effective coordination platform through strengthening of the NCCC and CCTT. It also aims to facilitate the establishment of a formal donor coordination group and it will engage pro-actively in existing Technical Working Groups. The CCCA will strengthen the role of the NCCC secretariat to enable them to facilitate regular meetings and to coordinate between ministries.	MoE/CCD			
3	Limited human and technical capacity of the line ministries in coordinating climate change mainstreaming activities within their sectors (across results)	15 Feb 2014	Organisational	P: Medium I: Medium	The capacity development plan developed under the CCCA phase 1 aims to address this risk. An effective implementation of the capacity development plan needs to be rolled out to ensure that line ministries are part of the process and gain knowledge and experience related to the mainstreaming activities into their respective sectors. Line ministries have demonstrated commitment during the development of their strategies and	MoE/CCD			



#	Description	Date Identified	Type <sup>14</sup>	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
					action plans.				
4	Public finance management and regulations related to green and sustainable development remain weak, making the perspective for climate-smart investments more difficult.  (Result 2)	15 Feb 2014	Regulatory	P: Medium I: Medium	The CCCA's interventions in facilitating dialogues on potential measures and incentives are expected to raise awareness of the government to create a favourable environment for private sector investment in the climate change response.	MoE/CCD			

#	Description	Date Identified	Type <sup>14</sup>	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
5	Non harmonized M&E systems across institutional partners compromise the coherence of a programmatic approach (Result 1)	15 Feb 2014	Organisational	P: High I: Medium	As part of the M&E framework for the CCCSP, the CCCA will ensure relevant stakeholders are actively involved.	MoE/CCD			
6	Institutional changes within the MoE affect the actual institutional set-up between the CCD and the line ministries..  (across results)	15 Feb 2014	Organisational	P: High I: Low	Based on consultations to date, it is expected that a clear coordination role will be defined and delegated to a single and capacitated entity with a specific mandate over Climate Change within the MoE.	MoE/CCD			

#	Description	Date Identified	Type <sup>14</sup>	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
7	The quality of MOE/CCD internal controls and fiduciary risk management capacities may decline due to management changes  (across results)	15 Feb 2014	Financial	P: High  I: Low	The track record <sup>15</sup> under the first phase of CCCA is positive and adequate procedures are in place. Early orientations for MoE reform, as expressed by the Minister to CCCA partners, indicate that the current top management of MoE/CCD, which has led to effective management and internal controls during the first phase, will be maintained and strengthened.				
8	The project management capacity (especially financial and procurement) of selected government institutions under the grant facilities are weak that can lead to inefficiency and potential misuse of fund.	30 June 2014	Financial	P: Low  I: Medium	Proper capacity assessment will be conducted to identify the capacity of the government institutions before selecting under the grant facility. Where capacity gaps are identified, the CCCA programme team and UNDP assurance will provide necessary orientation, coaching and trainings.  Regular spotchecks and monitoring visits will be undertaken to ensure activities and budget are being utilized in accordance to the workplan and				

<sup>15</sup> 2011, 2012 and 2013 CCCA Audit Reports

#	Description	Date Identified	Type <sup>14</sup>	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
					<p>budget.</p> <p>Systematic internal clearance for each grant disbursement will be strictly enforced to ensure that necessary supporting documents are checked, verified and cleared before the next fund disbursement is released to the grantee.</p>				

#### Appendix 4: Logframe Including Detailed Annual Targets

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2015</b>	<b>Targets 2016</b>	<b>Targets 2017</b>	<b>Targets 2018</b>	<b>Targets 2019</b>
<p><b>Overall Objective</b></p> <p><i>Strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society</i></p>	<p>1. % of CCAP annual requirement funded through budgetary and extra-budgetary resources</p> <p>2. % of CCAP actions implemented with the support of the NCCC Secretariat or climate change working groups of line ministries</p> <p>3. CCCSP implementation on track (incl. process and impact indicators<sup>16</sup>)</p>	<p>1. No action (CCAP is being finalised)</p> <p>2. No action (CCAP is being finalised)</p> <p>3. The CCCSP is approved, national M&amp;E framework is being finalized</p>	<p>1. 10</p> <p>2. 10</p> <p>3. CCCSP national process and impact indicators, baselines and data collection methods finalized</p>	<p>1. 20</p> <p>2. 20</p> <p>3. Annual improvement in CCCSP process and impact indicators</p>	<p>1. 30</p> <p>2. 30</p> <p>3. Annual improvement in CCCSP process and impact indicators</p>	<p>1. 40</p> <p>2. 40</p> <p>3. Annual Improvement in CCCSP process and impact indicators compared to previous years</p>	<p>1. 50%</p> <p>2. 50%</p> <p>3. 2018 CCCSP Monitoring Report is considered satisfactory by NCCC</p>

<sup>16</sup> Impact indicators for the CCCSP are currently under development. They will be used by CCCA upon approval by the Government

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2015</b>	<b>Targets 2016</b>	<b>Targets 2017</b>	<b>Targets 2018</b>	<b>Targets 2019</b>
<b>Result 1:</b> A clear governance and accountability framework is functional for the climate change response at national and sub-national levels.	<p>5. National M&amp;E Framework is approved and functional including gender disaggregated and poverty indicators</p> <p>6. Number of ministries with institutional arrangement to manage their CCAP and contribute to CCTT activities</p> <p>7. Number of ministries that demonstrate capacity to implement at least 50% of actions in their CCAPs and report on CCAP progress in line with national standards (incl. gender analysis)</p> <p>8. Strengthen legal mandates for the NCCC, CCTT and NCCC Secretariat</p>	<p>1. A draft M&amp;E Framework is under discussion</p> <p>2. Two line ministries have CC working groups (MOWA and MRD)</p> <p>3. CCAP is being finalised</p> <p>4. Institutional and legal review is ongoing</p>	<p>1. National level indicators approved and baselines established</p> <p>2. Three line ministries</p> <p>3. No line ministries</p> <p>4. New royal decree and subdecree drafted</p>	<p>1. The M&amp;E framework contributes to NSDP mid-term review</p> <p>2. Five line ministries</p> <p>3. No line ministries</p> <p>4. New royal decree and sub-decree adopted</p>	<p>1. M&amp;E Data collection and analysis in line with approved procedures</p> <p>2. Seven line ministries</p> <p>3. Two line ministries</p> <p>4. Ministerial Prakas adopted in line with royal decree and sub-decree</p>	<p>1. M&amp;E Data collection and analysis in line with approved procedures</p> <p>2. Nine line ministries</p> <p>3. Four line ministries</p> <p>4. Ministerial Prakas adopted in line with royal decree and sub-decree</p>	<p>1. M&amp;E Framework approved and CCCSP progress report submitted in line with NSDP timeline</p> <p>2. Ten line ministries</p> <p>3. Ten line ministries</p> <p>4. New legislation on NCCC, CCTT and NCCC Secretariat</p>

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2015</b>	<b>Targets 2016</b>	<b>Targets 2017</b>	<b>Targets 2018</b>	<b>Targets 2019</b>
<b>Result 2: Domestic and external finance effectively oriented in support of climate resilient, and low carbon development</b>	<ol style="list-style-type: none"> <li>1. Status of government – partners coordination mechanism</li> <li>2. Status of Cambodia’s direct access to Multilateral climate funds</li> <li>3. Number of ministries benefiting from NCCC Secretariat support on financing sourcing and modalities</li> <li>4. Status of public-private dialogue on climate change investments</li> <li>5. Number of ministry planning and budgeting documents explicitly integrating CC</li> </ol>	<ol style="list-style-type: none"> <li>1. No formal mechanism in place</li> <li>2. No direct access</li> <li>3. Four (MOWRAM, NCDD, MAFF, MOE)</li> <li>4. No formal mechanism in place</li> <li>5. One (Ministry of Environment budget/PIP)</li> </ol>	<ol style="list-style-type: none"> <li>1. ToRs of the coordination mechanism agreed</li> <li>2. Accreditation request submitted to one fund</li> <li>3. Five ministries</li> <li>4. Dialogue with private sector formally initiated</li> <li>5. Three ministries</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordination mechanism is functional</li> <li>2. Accreditation request submitted to one fund</li> <li>3. Six ministries</li> <li>4. Recommendations in at least one thematic area</li> <li>5. Five ministries</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordination mechanism is functional</li> <li>2. Accreditation request approved by one fund</li> <li>3. Seven ministries</li> <li>4. Recommendations in at least one thematic area</li> <li>5. Seven ministries</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordination mechanisms is functional under national management/secretariat</li> <li>2. Direct access for at least one project</li> <li>3. Eight ministries</li> <li>4. Recommendations in at least one thematic area</li> <li>5. Nine ministries</li> </ol>	<ol style="list-style-type: none"> <li>1. A nationally led, coordinated funding arrangement is functional</li> <li>2. Cambodia gains direct access to at least 1 Multilateral Fund</li> <li>3. Eight</li> <li>4. A national dialogue platform formulates recommendations on facilitation of CC investments</li> <li>5. At least one document in each of the ten priority ministries</li> </ol>

<i>Results Statement</i>	<b>Objectively verifiable indicators of achievement</b>	<b>Baselines 2014</b>	<b>Targets 2015</b>	<b>Targets 2016</b>	<b>Targets 2017</b>	<b>Targets 2018</b>	<b>Targets 2019</b>
<b>Result 3:</b> Strengthened human and technological capacities to support climate change response	<ol style="list-style-type: none"> <li>1. Status of procedures for management and exchange of climate change related information</li> <li>2. Status of integration of climate change in schools and universities' curriculum</li> <li>3. Mechanism is in place to identify and test relevant technologies for CCAP implementation</li> <li>4. Availability and functionality of standards and quality assurance procedures for climate change publication and data</li> </ol>	<ol style="list-style-type: none"> <li>1. A climate change website exists but key data bases remain scattered</li> <li>2. (TBC, basic CC element in school curriculum, 3 universities have piloted CC modules: RUA, PNCA, RUPP)</li> <li>3. There is no mechanism in place</li> <li>4. Not available</li> </ol>	<ol style="list-style-type: none"> <li>1. Recommendations on Knowledge Management System available</li> <li>2. Program of work for CC integration in curriculum agreed with MoEYS</li> <li>3. Mechanism for technology assessment in place in NCCC Secretariat</li> <li>4. Proposed QA procedures agreed under the knowledge Management System</li> </ol>	<ol style="list-style-type: none"> <li>1. Database in place and workflows identified</li> <li>2. Technical support provided for CC integration in primary and secondary curriculum</li> <li>3. NCCC Secretariat monitors at least 3 projects with a focus on innovation</li> <li>4. NCCC Secretariat capacity in place to implement the standards</li> </ol>	<ol style="list-style-type: none"> <li>1. A metadata base listing climate change related information is functional and publicly available</li> <li>2. Primary and secondary curriculum completed. Partnerships with at least 2 universities in place</li> <li>3. NCCC Secretariat monitors at least 6 projects with a focus on innovation</li> <li>4. Standards and quality assurance procedures are in place and functional</li> </ol>	<ol style="list-style-type: none"> <li>1. A metadata base listing climate change related information is functional and publicly available</li> <li>2. Primary and secondary curriculum completed. Partnerships with at least 3 universities in place</li> <li>3. NCCC Secretariat monitors at least 6 projects with a focus on innovation</li> <li>4. Standards and quality assurance procedures are in place and functional</li> </ol>	<ol style="list-style-type: none"> <li>1. A metadata base listing climate change related information is functional and publicly available</li> <li>2. 3-4 Universities + national curriculum for primary and secondary education include climate change</li> <li>3. Support function established in the NCCC Secretariat for technology assessments and piloting</li> <li>4. Standards and quality assurance</li> </ol>



## Appendix 5: Capacity Development Baseline and Approach

*Note: The target results of capacity development interventions at the output and outcome level are reflected in the results framework. The present document provides details on baseline capacity and proposed approaches. In line with UNDP's standard approach, capacity is assessed at three key levels: individual (i), organizational (o) and systemic (s).*

Output	Capacity baseline	Capacity Development Approach
1.1 Legislation on climate change institutions, including roles of sub-national administrations has been strengthened	<ul style="list-style-type: none"> <li>• (i) CCD and CCTT staff involved in initial review of legal framework for Climate Change;</li> <li>• (i) Limited capacity to draft legal documents, regulations and procedures in relation to climate change;</li> <li>• (o) Nine line ministries and agencies have sectoral strategies on climate change, but climate change is not yet mainstreamed in their regulations and procedures;</li> <li>• (s) Institutional arrangements for climate change management need to be updated, with a stronger inter-ministerial secretariat and clarification of relationship with green growth</li> </ul>	<ul style="list-style-type: none"> <li>• For CCD and CCTT staff (for their respective ministries/agencies), the approach will focus on twinning/mentoring arrangements with national and international consultants, through a learning-by doing approach: they will be involved in reviewing relevant legislation, regulations and procedures, and drafting recommendations to decision-makers. Specific training and knowledge sharing events will be organized to discuss recommendations;</li> <li>• Mainstreaming of climate change in regulations / procedures of ministries will be based on initial review of opportunities (i.e. timing of planned updates to these regulations + political will of the concerned ministry), and follow a phased approach, with support provided jointly by CCD staff and CCCA staff and consultants, in cooperation with CCTT members in the concerned ministry;</li> <li>• Institutional reform is led by the Minister of Environment as chair of the NCCC. CCCA will provide technical inputs for the revision of the Royal Decree on NCCC, the Sub-Decree on the functioning of the Secretariat, and any required ministerial decisions/prakas to implement the reform. CCCA will also support the necessary inter-ministerial consultations.</li> </ul>
1.2 National and key sectoral M&E frameworks are developed and submitted for approval	<ul style="list-style-type: none"> <li>• (i) CCD and CCTT staff have received initial training and discussed a preliminary set of indicators for their sectors, however the technical skills required to precisely define</li> </ul>	<ul style="list-style-type: none"> <li>• In order to avoid a stand-alone TA approach, where trainees do not get an opportunity to apply their skills on a concrete programme, CCCA will attempt to link the work on national and sectoral M&amp;E framework (training and</li> </ul>

Output	Capacity baseline	Capacity Development Approach
	<p>indicators (especially for adaptation) are not yet in place;</p> <ul style="list-style-type: none"> <li>• (o) Climate working groups in nine ministries have formulated recommendations on sectoral M&amp;E arrangements, as part of their climate change action plan, and some climate change projects are putting in place project-level M&amp;E, but no formal management arrangements for M&amp;E (including data collection) are in place in line ministries;</li> <li>• (o) MoE/CCD does not yet have a dedicated M&amp;E unit. Two focal points have been assigned in the meantime;</li> <li>• (s) The respective roles of MoE, MoP and line ministries in the management of the national M&amp;E system have been discussed but remain to be agreed.</li> </ul>	<p>advisory support, in partnership with IIED) to concrete climate change projects under implementation in ministries (e.g. SPCR-funded), and ensure that project level M&amp;E is linked up with sector and national frameworks to produce the required data. Capacity development interventions will target planning/M&amp;E departments, CCTT members, and staff in charge of M&amp;E in climate-relevant projects. Sectoral workshops will be organized to finalize methodologies and train staff, with ongoing mentoring and advisory support from CCCA staff;</p> <ul style="list-style-type: none"> <li>• Standard training modules on the national M&amp;E framework will be developed once the framework is finalized, and Training of Trainers will be conducted for CCD/CCTT staff;</li> <li>• At the organizational level, arrangements/procedures for climate change M&amp;E will be developed in each sector in partnership with their Climate Change Working Group, with advisory support from CCCA;</li> <li>• CCCA will advise MoE on the inclusion of a dedicated M&amp;E unit within CCD, as part of institutional reforms;</li> <li>• CCCA, in partnership with the SPCR programme, will facilitate MoE-MoP consultations and agreement on inter-ministerial management arrangements for the national M&amp;E system.</li> </ul>
<p>1.3 Capacity of key line ministries has been strengthened to manage their CCAP and contribute to CCTT/NCCC activities</p>	<ul style="list-style-type: none"> <li>• (i) Some experience with the design and implementation of climate change related programmes, on a project-by-project basis</li> <li>• (o) CCSP/CCAPs in place in nine line ministries, four more under development.</li> <li>• (o) Climate Change Working groups in place in 3 ministries (MAFF, MRD and MOWA)</li> </ul>	<ul style="list-style-type: none"> <li>• A tailored curriculum for Government officials on climate change integration in public policy / programmes will be developed in partnership with local institutions (a potential partnership with UNITAR is being discussed to mentor this local institutions);</li> <li>• For ministries who have not yet finalized their CCAP, the approach adopted with previous ministries will be followed, with the line ministry in the</li> </ul>

Output	Capacity baseline	Capacity Development Approach
	<ul style="list-style-type: none"> <li>• (s) Limited cross-ministry cooperation or joint programme implementation (limited to NCCC/CCTT work on the CCCSP in 2012-13)</li> </ul>	<ul style="list-style-type: none"> <li>lead through a working group bringing together key technical departments and the planning department, and technical support (methodology, TA, quality assurance) from MoE/CCD;</li> <li>• For ministries with a CCAP, CCCA will provide grant support for the implementation of key catalytic activities, which will help ministries leverage larger domestic and external resources in support of their CCAP. This may include staff training, testing of technologies and their potential for scaling-up, refinement of sector vulnerability analysis, etc. Cross-ministry cooperation will be encouraged where relevant. This learning-by-doing approach, through grants, will also help develop experience within ministries to design and implement climate change programmes. Training and mentoring will be provided by CCCA throughout implementation to ensure contractual and M&amp;E requirements are met;</li> <li>• The grants will be complemented by technical assistance as mentioned above (M&amp;E, legal/institutional arrangements), and under Results 2 and 3 of CCCA (climate finance, knowledge management), with the Climate Change Working groups in the ministries as key contact points.</li> </ul>
<p><b>2.1</b> Coordination mechanism is established and functional for climate change domestic and external finance and investments</p>	<ul style="list-style-type: none"> <li>• (o) No formal coordination mechanisms between Govt and development partners or the private sector. Bilateral discussions are the main mode of engagement, with the exception of CCCA</li> <li>• (i) No direct experience within MoE/CCD staff to manage a coordination mechanism with development partners</li> <li>• (i) Very limited capacity within MoE/CCD and the CCTT in relation to private sector engagement (limited to the CDM</li> </ul>	<ul style="list-style-type: none"> <li>• CCCA will provide advisory support on the establishment of a coordination mechanism, and will support secretariat functions in the initial stages (twinning arrangement with Govt. staff, mentoring), with a gradual handover to Government staff;</li> <li>• Training on programme-based approaches and management of coordination mechanisms will be organized for MoE/CCD staff, probably in cooperation with the Council for the Development of Cambodia (CDC/CRDB) to integrate lessons learnt</li> </ul>

Output	Capacity baseline	Capacity Development Approach
	process)	<p>from other sectors/thematic groups;</p> <ul style="list-style-type: none"> <li>• MoE/CCD staff, CCTT members and selected Ministry of Economy and Finance staff will received advanced training on climate finance. A help-desk function on access to CC finance will be formalized in MoE/CCD, and initially staffed by both Government and CCCA staff, with gradual handover to Government staff;</li> <li>• For private sector engagement, the process is at a very early stage. A dialogue platform will be formalized with technical support from CCCA, with national and international chambers of commerce as main partners. TA will also be provided to help structure the dialogue and define a programme of work, and detailed capacity development needs and approaches will be defined at that point.</li> </ul>
<p>2.2 NCCC Secretariat procedures updated and applied in line with the requirements for National Implementing Entities of multilateral climate funds</p>	<ul style="list-style-type: none"> <li>• (o) Interim operations manual is in place, in line with CCCA donor requirements. Some additions are required to meet Adaptation Fund / GCF specific standards;</li> <li>• (i) Current administrative staff are familiar with the procedures, but the additional standards will need to be disseminated. New NCCC Secretariat staff are also expected</li> </ul>	<ul style="list-style-type: none"> <li>• Technical advisory support will be provided, in partnership with UNEP, to update the current operations manual and submit an accreditation request, in cooperation with administrative staff and management within the NCCC Secretariat;</li> <li>• A training programme will be delivered for concerned staff, who will then apply the procedures on a day-to-day basis, with continuous monitoring/mentoring from the CCCA Operations Officer.</li> </ul>
<p>2.3 Climate change related expenditures are integrated into the government plans and budgets including the ODA database</p>	<ul style="list-style-type: none"> <li>• (i) Two climate expenditure reviews have been conducted, with a small climate finance sub-group in the lead (one representative each for MEF, MOE, NCDD-S, CDC-CRDB and MOP). Other staff have not been directly engaged;</li> <li>• (i) Cost-benefit analysis of climate change investments was introduced during the climate change action planning process, however line ministry and MEF staff do not yet have the required skills to conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Key partners for this component are Ministry of Economy and Finance (national budget and economic analysis), Supreme National Economic Council (economic analysis), NCDD-S (sub-national planning and budgets), and CDC-CRDB (for ODA monitoring and screening). CCCA will work in close partnership with the UNDP-SIDA regional programme on the Governance of Climate Finance for the delivery of capacity development support;</li> <li>• A programme of work will be</li> </ul>

Output	Capacity baseline	Capacity Development Approach
	<p>this exercise alone;</p> <ul style="list-style-type: none"> <li>• (s) Budget guidelines and procedures do not currently include recommendations, screening criteria or tracking mechanisms for climate expenditure;</li> <li>• (o) The ODA database includes a climate tracker, which is not consistently used by development partners;</li> <li>• (s) Pilot initiatives are ongoing in selected communes/districts to test integration of climate change in sub-national planning and budgeting. National guidelines are under development</li> </ul>	<p>negotiated with MEF and SNEC, including work on expenditure reviews and cost-benefit analysis, with results being fed into the budgeting process. MEF will be in the lead for implementation (in order to build ownership of the CC agenda), with access to grant resources and technical support from MoE and CCCA. CCCA consultants and staff will support MEF staff to deliver the agreed outputs, with a gradual handover. A similar approach will be adopted for tracking and screening of climate change-relevant ODA (with CDC-CRDB), and for tracking of sub-national expenditures (with NCDD-S). Exposure of senior staff and policy-makers to relevant regional fora and South-South exchanges will be combined with TA to make the case for CC mainstreaming in these key institutions.</p>
<p><b>3.1 Standards and procedures for quality assurance of climate change awareness raising materials and knowledge management are developed</b></p>	<ul style="list-style-type: none"> <li>• (i) A wide variety of awareness materials are produced every year, but MOE/CCD does not have sufficient numbers of qualified staff to conduct quality assurance. Capacities of other stakeholders also vary significantly, as reflected in their products</li> <li>• (s) Some information-sharing is occurring through knowledge events and communication meetings, but there is no formal QA system for education/awareness documents</li> <li>• (o) The MoE/CCD website includes an e-library, but user friendliness can be improved and some data gaps need to be addressed (esp. GIS mapping of climate impacts and vulnerability, with adequate resolution)</li> </ul>	<ul style="list-style-type: none"> <li>• CCCA will support a review of existing awareness/ products and experiences, including consultations with all stakeholders, as a basis for the development of standards for key audiences (e.g. communities, officials), through TA support to a dedicated working group. These standards will then be submitted to NCCC for approval, and Training of Trainers will be conducted for the various types of stakeholders. Continued implementation and review will be part of the broader Knowledge Management System QA procedures. The CCCA Knowledge Management Officer and the international Technical Specialist will mentor responsible MoE/CCD staff;</li> <li>• TA will be provided to develop a concept for a Knowledge Management System on Climate Change (content, modalities/tools, stakeholders, workflows), with MoE/CCD in the lead and a consultative process with all</li> </ul>

Output	Capacity baseline	Capacity Development Approach
		<p>stakeholders. Implementation will be supported by the Knowledge Management Officer and specialized experts as required. MoE/CCD staff will be trained in relevant areas and work in twinning arrangements with CCCA staff in the initial stages.. Peer review processes may be put in place if internal Government expertise is not sufficient in the short to medium term to conduct quality assurance.</p> <ul style="list-style-type: none"> <li>• CCCA will partner with other existing initiatives (e.g. SPCR) to address gaps in data and the development of a solid climate change database. MoE database/GIS staff will be trained accordingly and domestic budget will be sought to ensure sustainability of the database.</li> </ul>
<p><b>3.2</b> Partnership with education institutions is established to integrate climate change into curriculum development and research</p>	<ul style="list-style-type: none"> <li>• (s) Scattered initiatives exist to integrate aspects of the climate change response in curricula in various universities, but there is no coordinated approach or national standards</li> <li>• (s) Some action-research projects have been conducted (mostly in agriculture through RUA and PNCA, and rural infrastructures through RUPP), but this is not linked to a national research /technology development programme</li> <li>• (i) Teacher/trainer capacity to deliver quality courses on climate change is extremely limited in primary/secondary education, and varies significantly in higher education (depending on the university)</li> <li>• (o) MoEYS has developed a Climate Change Action Plan with proposed strategies to address these issues</li> </ul>	<ul style="list-style-type: none"> <li>• CCCA will engage MoEYS on the basis of its Climate Change Action Plan. Grant resources have been earmarked for the education sector, so that MoEYS can take the lead, with CCCA financial and technical support. CCCA will facilitate partnerships with other donors involved in the education sector programme, in particular those with expertise on CC curriculum development (UNESCO, UNICEF). CCCA inputs will be integrated in existing processes for curriculum development and teacher training, in order to ensure sustainability, and advocacy will be conducted with MoEYS and the key donors contributing to the Education Sector Programme, to ensure mainstreaming of the new standards/curriculum. MoEYS capacity to monitor and adapt the curriculum will be developed through their Climate Change Working Group</li> <li>• Based on earlier technology assessments and stakeholders consultations, a research program will be developed, and higher education institutions encouraged</li> </ul>

Output	Capacity baseline	Capacity Development Approach
		<p>to apply for grants in this area, combining curriculum development and action-research programmes in partnership with NGOs and Government ministries. This will lead to outcomes in terms of research, and also contribute to increased numbers of qualified students with concrete experience on climate change -related technologies/approaches</p>
<p><b>3.3</b> Lessons generated from innovative practices pilots are documented and shared with relevant stakeholders</p>	<ul style="list-style-type: none"> <li>• (s) Initial lessons learned from climate change pilots are being documented (e.g. under CCCA), but the links with policy making, and linkages between various initiatives/sectors are not yet fully in place</li> <li>• (i) Project implementers have varying levels of capacity and do no record lessons learnt in a consistent manner, allowing for comparative analysis and decision-making</li> <li>• (o) There is scope to improve integration and cross-fertilization between the grant facility and policy functions in MoE/CCD</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge will continue to be produced in a very decentralized way by different types of actors, but CCCA will support MoE/CCD through the Knowledge Management System to i) systematize information flow from projects to policy staff in ministries; ii) introduce methodologies for systematic and coherent recording of lessons learnt, and iii) facilitate targeted knowledge events, resulting in concrete recommendations for particular technologies/ sectors / sub-sectors. This will be done through technical assistance to the MoE/CCD knowledge function, design and roll-out of procedures and templates, regular consultations and knowledge events, as well as targeted advocacy with senior officials in charge of development policy, planning and budgeting.</li> <li>• CCCA will directly implement these procedures and standards for the innovation grants that it will provide through the Call for Proposal process. This will give concerned organizations an incentive to develop experience in the use of these tools, and to integrate policy advocacy/linkages in their regular practices. MoE/CCD policy staff will be directly involved in the review of grant project outputs and knowledge products.</li> </ul>

Annex III - Indicative Workplan 2014-2019 - Cambodia Climate Change Alliance

OUTCOME	RESULTS	Account Code	Budget Description	Amount in EUR [i]						Total Budget	Notes		
				2014	2015	2016	2017	2018	2019				
				Budget	Budget	Budget	Budget	Budget	Budget				
Overall Objective : Strengthen national systems and capacities to support the implementation and coordination of Cambodia's climate change response, contributing to a greener, low carbon, climate-resilient, equitable, sustainable and knowledge-based society	Result 1: A clear governance and accountability framework is functional for the climate change response at national and sector levels. [iii]	61300	International Personnel	43,964	153,273	175,054	175,054	175,054	87,527	809,926	a		
		71200	International Consultants	-	40,150	40,150	40,150	40,150	20,075	180,675	b		
		71300	Local Consultants	4,818	18,068	18,068	18,068	16,060	8,030	83,111	b		
		71800	Contractual Services - indiv	24,573	67,613	67,613	67,613	67,613	33,806	328,829	c		
		71600	International/local travel	23,007	35,332	35,332	35,332	35,332	9,636	173,971	d		
		75700	Trainings and Workshop	17,027	40,150	41,154	41,154	41,154	24,652	205,290			
		72100	Contractual Services - Firm	56,210	40,150	-	-	-	24,090	120,450	e		
		72300	Fuel	-	3,212	3,212	3,212	3,212	1,606	14,454			
		72400	Communication and Audio	1,078	3,212	3,212	3,212	3,212	1,205	15,131			
		72600	Grants	-	401,500	803,000	803,000	361,350	-	2,368,850	f		
		72500	Supplies	2,541	7,026	7,026	7,026	7,026	2,409	33,055			
		72800	Information Technology	1,127	803	803	803	803	402	4,741			
		74200	Audio Visual&Print Prod Costs	5,169	9,034	9,034	9,034	9,034	4,417	45,720	g		
		73100	Rental & Maintenance -	341	683	683	-	-	-	1,706			
		72200	Equipment and Furniture	34,529	4,818	4,818	4,818	4,818	3,212	57,013			
		73400	Rental and Maintenance of	161	402	402	402	402	241	2,008			
		74500	Miscellaneous Expenses	-	803	803	803	803	402	3,614	y		
			<b>Subtotal Result 1</b>			<b>214,545</b>	<b>826,227</b>	<b>1,210,362</b>	<b>1,209,679</b>	<b>766,022</b>	<b>221,708</b>	<b>4,448,543</b>	
		Specific Objective: Contribute to the implementation of the Cambodia Climate Change Strategic Plan.	Result 2: Public and private resources are leveraged and managed efficiently, in support of climate resilient, and low carbon development [iii]	61300	International Personnel	40,702	87,126	87,126	87,126	87,126	43,563	432,767	h
				71200	International Consultants	-	16,060	44,165	20,075	20,075	32,120	132,495	i
71300	Local Consultants			-	12,045	24,090	12,045	12,045	16,060	76,285	i		
71800	Contractual Services - Indiv			25,552	59,984	59,984	59,984	59,984	29,992	295,481	j		
71600	International/local travel			-	4,818	4,818	4,818	4,818	4,015	23,287	k		
75700	Trainings and Workshop			9,739	36,135	44,968	40,953	40,953	34,529	207,277	l		
72200	Equipment and Furniture			-	32,120	4,818	4,818	4,818	2,409	48,983	m		
72300	Fuel			-	1,606	1,606	1,606	1,606	803	7,227			
72400	Communication and Audio			1,051	2,409	2,409	2,409	2,409	1,205	11,892			
72600	Grants			-	60,225	128,480	88,330	44,165	-	321,200	n		
72500	Supplies			1,211	4,095	4,095	4,095	4,095	2,008	19,600			
72800	Information Technology			1,449	803	803	803	803	402	5,063			
73400	Rental & Maintenance -			91	402	402	402	402	241	1,938			
74200	Audio Visual&Print Prod Costs			4,417	8,913	8,913	8,913	8,913	4,417	44,486	o		
	<b>Subtotal Result 2</b>			<b>84,212</b>	<b>326,741</b>	<b>416,677</b>	<b>336,377</b>	<b>292,212</b>	<b>171,762</b>	<b>1,627,980</b>			
	Result 3: Strengthened human and technical capacities to	61300	International Personnel	-	67,352	89,133	89,133	89,133	44,175	378,925	p		
		61100	National Personnel	4,015	8,030	8,030	8,030	8,030	4,015	40,150	q		
		61200	National Personnel	4,015	8,030	8,030	8,030	8,030	4,015	40,150	q		
		71200	International Consultants	4,015	72,270	72,270	40,150	40,150	16,060	244,915	r		

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support climate  
change response  
[iii]

71300	Local Consultants	-	24,090	24,090	24,090	24,090	8,030	104,390	s
71800	Contractual Services - Indiv	9,445	64,401	64,401	64,401	64,401	32,200	299,248	t
71600	International/local travel	1,461	9,636	9,636	9,636	9,636	6,424	46,429	u
72200	Equipment and Furniture	4,818	8,030	8,030	8,030	8,030	3,212	40,150	
72300	Fuel	-	3,212	3,212	3,212	3,212	1,606	14,454	
72400	Communication and Audio	2,685	2,409	2,409	2,409	2,409	1,606	13,927	
75700	Training and Workshops	8,833	44,165	45,169	45,169	45,169	18,751	207,255	v
72600	Grants	-	401,500	497,860	449,680	261,331	-	1,610,371	w
72500	Supplies	1,551	3,212	3,212	3,212	3,212	2,008	16,406	
72800	Information Technology	3,284	803	803	803	803	402	6,898	
73400	Rental & Maint of Other	602	402	402	402	402	241	2,449	
74200	Audio Visual&Print Prod Costs	8,432	16,863	16,863	16,863	16,863	8,432	84,315	x
74200	Audio Visual&Print Prod Costs	-	4,015	4,015	8,030	8,030	8,030	32,120	x
74100	Professional Services	-	4,015	16,060	16,060	16,060	16,060	68,255	x
74500	Miscellaneous Expenses	2,008	2,008	2,008	2,008	2,008	803	10,841	y
<b>Subtotal Result 3</b>		<b>55,163</b>	<b>744,441</b>	<b>875,631</b>	<b>799,346</b>	<b>610,997</b>	<b>176,068</b>	<b>3,261,647</b>	
A. Total Direct Eligible Cost of the Action		353,920	1,897,409	2,502,670	2,345,402	1,669,231	569,538	9,338,169	
B. Total Indirect Eligible Cost (GMS) [ii]		2,618	138,038	169,164	158,156	114,880	34,247	617,103	
TOTAL Eligible Costs (A+B)		356,537	2,035,447	2,671,834	2,503,558	1,784,111	603,785	9,955,272	

ey @

Budget Note:

- [i] Exchange rate is 1 EUR = US\$ 1.2598 = SEK 9.2710 (InforEuro November 2014)  
Indirect Cost is charged only against donor contributions not UNDP's contributions, i.e. 7% for EU as per Art 3.2 of
- [ii] the PAGODA special conditions.
- [iii] For the purpose of provisions included in the Article 11.4 of the General Conditions, budget heading relates to "Results 1, 2 and 3".

- a International Personnel (CC Technical Specialist/TFM)
- b International and National Consultants to support the CCCSP development, Sectoral Strategies and CC Legislation
- d Travel to local and international conferences
- e KAP study
- f Grants for 2 rounds of grants to Govt agencies
- g Communications and Visibility (printing knowledge products i.e. KAP study, Grant lessons)
- h International Personnel (CC Technical Specialist/TFM)
- i Mid-term and final evaluations (100,000 euros) and international and national consultants for expenditure reviews
- j Contracted staff (Coordination officer, Operations Officer, Financial Mgt Officer, Communications Assistant, Accountant, Driver, Cleaner)
- k Monitoring trips for financing pilots + 1 or 2 international trips
- l Including 114,863 EUR for Communications and Visibility (2 CC finance events / year in PP, 1 CCCA reflection/year, 2 high-level coordination meetings)
- m 1 pick-up or other 4x4 vehicle
- n Grants and LOA to pilot financing modalities and strengthen CC finance readiness
- o Communications and Visibility for Grant activities
- p International Personnel (CC Technical Specialist/TFM)
- q Direct Project Costs - UNDP Programme Assurance
- r Consultants for screening of grants in 2015 and 2016
- s Communications and Visibility (Consultants for establishment of KMS + knowledge products)
- t Contracted staff (Knowledge Mgt. officer, Mitigation officer, Adaptation officer, Grant Mgt. officer, webmaster, driver)
- u Grant Monitoring visits
- v Including USD 148,234 for Communications and Visibility (3 Knowledge Sharing events / year, 2 Awareness events /year, National CC Forum in 2015 and 2017) and USD 59,021 for UNDP M&E, Spot Checks, and Communications.
- w Grants for 2 calls for proposals and for CC education partnership
- x Audit, Communications and Visibility (printing of policy/practice notes, factsheets, case studies and video documentary production)
- y As per article 7 of PAGODA special conditions.

SYA





# FINANCIAL IDENTIFICATION

PRIVACY STATEMENT

[http://ec.europa.eu/budget/execution/fliers\\_fr.htm](http://ec.europa.eu/budget/execution/fliers_fr.htm)

## ACCOUNT NAME

ACCOUNT NAME(1)	UNITED NATIONS DEVELOPMENT PROGRAMME	
ADDRESS	ONE UNITED NATIONS PLAZA	
TOWN/CITY	NEW YORK	POSTCODE NY 10017
COUNTRY	UNITED STATES	

CONTACT	Ms. Julie Anne Mejia, Treasurer	
TELEPHONE	+1-212-906-5690	FAX +1-212-906-5645
E - MAIL	julie.anne.mejia@undp.org	

## BANK

BANK NAME	ING Belgium SA/NV	
BRANCH ADDRESS	60 COURS ST MICHEL	
TOWN/CITY	BRUSSELS	POSTCODE 1040
COUNTRY	BELGIUM	
ACCOUNT NUMBER	301-0186139-77	
IBAN(2)	BE80301018613977	

REMARKS:

### BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE

(Both Obligatory)(3)

Antoinette D'YVE  
Relationship Manager  
Institutionals

**ING Belgium SA/NV**  
avenue Marnixlaan, 24  
1000 BRUSSELS  
Phone 02/547.21.11

### DATE + SIGNATURE ACCOUNT HOLDER :

(Obligatory)



DATE

1 FEB. 2009

- (1) The name or title under which the account has been opened and not the name of the authorized agent  
(2) If the IBAN Code (International Bank account number) is applied in the country where your bank is situated *sl*  
(3) It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases. *Q*

## ANNEX V

### Request for payment for PAGODA

Date of the request for payment <.....>

For the attention of  
<Address of the Contracting Authority>  
<Financial unit indicated in the Agreement><sup>1</sup>

Reference number of the Agreement: ...

Title of the Agreement: ...

Name and address of the Organisation: ...

Request for payment number: ...

Period covered by the request for payment: ...

Dear Sir/Madam,

I hereby request payment of pre-financing/interim payment/balance<sup>2</sup> under the Agreement mentioned above.

The amount requested is [in accordance with Article 4 of the Special Conditions of the Agreement/the following: ...]<sup>3</sup>

Please find attached the following supporting documents:

- narrative and financial progress report (for pre-financing / interim payments )
- final narrative and financial report (for payment of the balance)<sup>4</sup>

The payment should be made to the following bank account:...<sup>5</sup>

Please when making the payment indicate the following communication: ...

I hereby certify on honour that the information contained in this request for payment is full, reliable and true, that the costs incurred can be considered eligible in accordance with the Agreement and that this request for payment is substantiated by adequate supporting documents that can be checked.

Yours faithfully,

<signature>

<sup>1</sup> If applicable, please do not forget to address a copy of this letter to the European Union Delegation mentioned in Article 5 of the Special Conditions of the Agreement.

<sup>2</sup> Delete the options which do not apply.

<sup>3</sup> Delete the option which does not apply.

<sup>4</sup> Delete the items which do not apply.

<sup>5</sup> Indicate the account number shown on the identification form annexed to the Agreement. In the event of change of bank account, please complete and attach a new identification form as per model.

N.B.: Instalments of pre-financing, interim payments and final payments shall be made upon approval of the payment request accompanied by a progress or final report (see Articles 19 and 26 of the General Conditions of Agreement).

## GENERAL COMMUNICATION STRATEGY

### Objectives

1. Overall communication objectives
2. Target groups
  - Within the country(ies) where the action is implemented
  - Within the EU (as applicable)
3. Specific objectives for each target group, related to the action's objectives and the phases of the project cycle

### Examples of communication objectives:

- ensure that the beneficiary population is aware of the roles of the partner and of the EU in the activity
- raise awareness among the host country population or in Europe of the roles of the partner and of the EU in delivering aid in a particular context
- raise awareness of how the EU and the partner work together to support education, health, environment, etc

## COMMUNICATION ACTIVITIES

4. Main activities that will take place during the period covered by the communication and visibility plan

### Include details of:

- the nature of the activities
- the responsibilities for delivering the activities

5. Communication tools chosen

Include details of advantages of particular tools (media, advertising, events, etc.) in the local context

## INDICATORS OF ACHIEVEMENTS

6. Completion of the communication objectives

Include indicators of achievement for the different tools proposed

7. Provisions for feedback (when applicable)

Give details of assessment forms or other means used to get feedback on the activity from participants

## RESOURCES

### 8. Human Resources

- o Person/days required to implement the communication activities
- o Members of the management team responsible for communication activities

### 9. Financial resources

- o Budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action)

Everything is flexible adapted

## EXAMPLE OF A COMMUNICATION STRATEGY

### **Policy objectives in your country:**

*The overall objective of the EU Delegation to Cambodia is to support Cambodia effort in striving for an open and free society based on mutual respect, rule of law, freedom of expression and human rights; and supporting Cambodia on its road to development. Also to work with the people of Cambodia and the Government in making sure that the strong economic growth that Cambodia enjoys is both inclusive and green and putting the EU on Cambodia's map as a key development partner*

### **Communication Objectives:**

*The primary objective of the communications strategy in 2013, aims to work more closely with both EU Member States and EU funded projects to raise the EU visibility, awareness and understanding of the EU policies, both in terms of political stand and development co-operation activities in Cambodia.*

### **Key messages:**

- *As the Cambodia's main partner, the EU is committed to support Cambodia to make every effort for an open and free society based on mutual respect, rule of law, freedom of expression and human rights*
- *As the major donor and a major trading partner of Cambodia, EU will continue its support to the Cambodian people and the Government in making sure that the strong economic growth that Cambodia enjoys is both inclusive and green.*

### **Target audiences:**

- *Media*
- *Decision makers*
- *Academic students*
- *Government officials*
- *EU MS*
- *Diplomatic missions*
- *UN agencies*
- *EC-funded projects*
- *Private sector*



## COMMUNICATION ACTIVITIES

ACTIVITY	DESCRIPTION / ESTIMATED DATE	TARGET AUDIENCE & EXPECTED IMPACT	ESTIMATED COST <sup>1</sup>
<b>MEDIA<sup>2</sup></b>			
<b>EVENTS<sup>3</sup></b>			
<b>INFORMATION PRODUCTS<sup>4</sup></b>			
<b>OTHER</b>			
<b>TOTAL</b>			

<sup>1</sup> Estimated commitment credits required (if appropriate)

<sup>2</sup> Press conferences, seminars, press lunches, radio and TV programmes etc

<sup>3</sup> Conferences, exhibitions, etc.

<sup>4</sup> Brochures, leaflets, other publications, promotional material, etc

I, the undersigned, <insert forename and surname>, in my capacity as <insert function in the entrusted entity or person>, confirm that in relation to the Agreement <insert reference of the concrete Agreement>, (the “agreement”), based on my own judgement and on the information at my disposal, including, inter alia, the results of the audits and controls carried out, that:

1. The information submitted under Article 3 General Conditions of the Agreement for the financial period dd/mm/yyyy to dd/mm/yyyy is properly presented, complete and accurate;
2. The expenditure was used for its intended purpose as defined in Annex I of the Agreement;
3. The control systems put in place give the necessary assurances that the underlying transactions were managed in accordance with the provision of this Agreement.
4. The Organisation performed the activities in compliance with the obligations laid down in the Agreement and applying the accounting, internal control, audit systems, and procedures for grants and procurement, including a review procedure,<sup>1</sup> referred to in Article 2.5 and 2.6 of the General Conditions and which have been positively assessed in the ex-ante pillars assessment.

Furthermore, I confirm that I am not aware of any undisclosed matter which could harm the interests of the European Union.

*[However, the following reservations should be noted:]*<sup>2</sup>.

<insert place and date>

.....

(signature)

<Insert forename and surname>

<sup>1</sup> Adapt if grants and/or procurement procedures is/are not the one(s) assessed by the Commission and take out for PA Grant Agreements

<sup>2</sup> Option to be used in case of reservations.

