

United Nations Development Programme
Country: Cambodia
Project Document



*Empowered lives.
Resilient nations.*

Project Title: Cambodia Climate Change Alliance – Phase 2
UNDAF Outcome 1: By 2015, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth
Expected CP Outcome 2: By 2015, national and local authorities, communities and private sector are better able to sustainably manage ecosystems goods and services and respond to climate change
Expected Output 2.3: A national strategy, programme, and financing mechanism established for cohesive climate change response at national, sub-national, and community levels
Implementing Partner: Ministry of Environment
Responsible Parties: UNDP, Line Ministries, National and International NGOs

Brief Description

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. CCCA programme focus on three main drivers of change:

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

Programme Period:	2011 - 2015
Key Result Area:	Environment and Sustainable Development
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Total Resources Required:	US\$ 12,397,600
Allocated Resources:	
- UNDP Regular TRAC	US\$ 1,150,000
- EU	US\$ 7,471,980
- SIDA	US\$ 3,775,620
Other Resources:	
Government (In-kind)	USD 792,000

Agreed by (Implementing Partner):

H.E. Say Samal, Minister of Environment, Chair of National Climate Change Committee

Signature: 

Date: 12/13/15

Agreed by UNDP:

Ms. Setsuko Yamazaki, Country Director, UNDP Cambodia

Signature: 

Date: 12/13/15

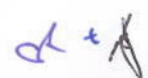


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Executive Summary

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 financing¹ 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.

¹ 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)², while Philippines is 9th, Vietnam 26th, Indonesia 38th and Thailand 45th. 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 Works³.

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 UNFCCC⁴, 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 portion⁵.

² <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/>

³ www.ehs.unu.edu/file/get/10488.pdf

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

⁵ 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 2010⁶ 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.

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

⁶ Knowledge, Attitude and Practices Perception Survey on Climate Change, Ministry of Environment, 2010

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 funding⁷.

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 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

⁷ Climate Change Financing Framework, draft report (unpublished), February 2014

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 an 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 sought 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 (Nearby 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 1st 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 2nd 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 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	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 pro-actively in existing Technical Working Groups. The CCCA will strengthen the role of the NCCC

Risks	Probability	Impact	Mitigation Measures
climate change mainstreaming effort (across results)			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 approach (Result 1)	High	Medium	As part of the M&E framework for the CCCSP, the CCCA will ensure relevant stakeholders are actively involved.
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.

Risks	Probability	Impact	Mitigation Measures
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 ⁸ 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 approve⁹ 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.

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.

⁸ 2011,2012,2013 CCCA Audit reports

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

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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.

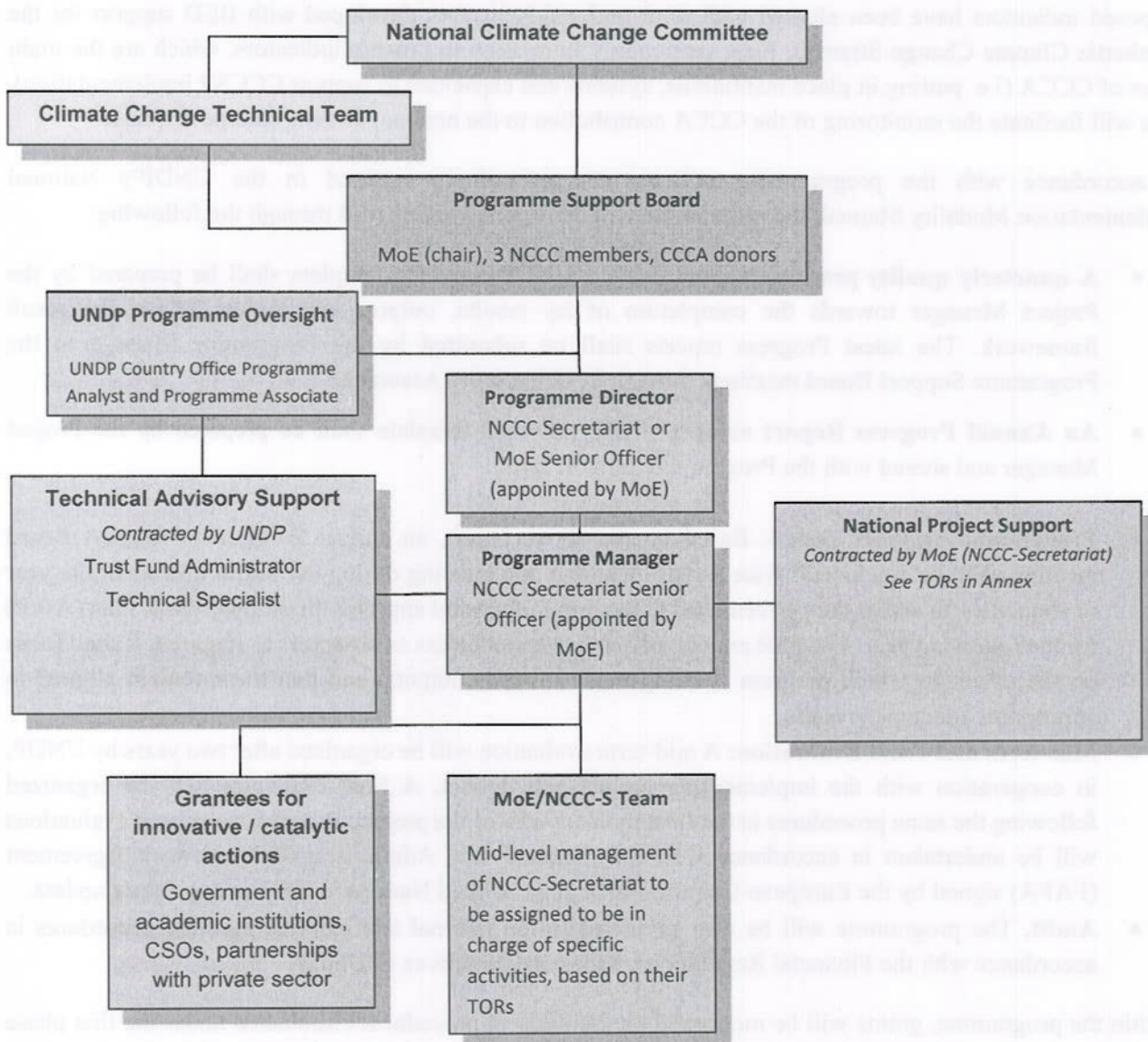
A multi-stakeholder CCTT will provide technical support to the CCCA and advise the PSB on technical and programme issues, also ensuring access to the views of the broader society. In particular, the CCTT will review and recommend to the PSB proposals for funding by the grant facility. The ambition of 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 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.

6. 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"> ▪ MoE ▪ UNDP 	Quarterly
Annual Progress Report	<ul style="list-style-type: none"> ▪ MoE ▪ UNDP 	Annually

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

7. 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.

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8. Programme Logical Result Framework

MO - MDH Outcome	MO - MDH Indicator	MO - MDH Target	MO - MDH Baseline	MO - MDH Example
MO - MDH Outcome 1: Improved access to health services for all people in the country	MO - MDH Indicator 1.1: Access to health services	MO - MDH Target 1.1: 80%	MO - MDH Baseline 1.1: 60%	MO - MDH Example 1.1: Increased access to health services for all people in the country
	MO - MDH Indicator 1.2: Access to health services	MO - MDH Target 1.2: 80%	MO - MDH Baseline 1.2: 60%	MO - MDH Example 1.2: Increased access to health services for all people in the country
MO - MDH Outcome 2: Improved health status of all people in the country	MO - MDH Indicator 2.1: Health status	MO - MDH Target 2.1: 80%	MO - MDH Baseline 2.1: 60%	MO - MDH Example 2.1: Improved health status of all people in the country
	MO - MDH Indicator 2.2: Health status	MO - MDH Target 2.2: 80%	MO - MDH Baseline 2.2: 60%	MO - MDH Example 2.2: Improved health status of all people in the country
MO - MDH Outcome 3: Improved access to health services for all people in the country	MO - MDH Indicator 3.1: Access to health services	MO - MDH Target 3.1: 80%	MO - MDH Baseline 3.1: 60%	MO - MDH Example 3.1: Increased access to health services for all people in the country
	MO - MDH Indicator 3.2: Access to health services	MO - MDH Target 3.2: 80%	MO - MDH Baseline 3.2: 60%	MO - MDH Example 3.2: Increased access to health services for all people in the country
MO - MDH Outcome 4: Improved health status of all people in the country	MO - MDH Indicator 4.1: Health status	MO - MDH Target 4.1: 80%	MO - MDH Baseline 4.1: 60%	MO - MDH Example 4.1: Improved health status of all people in the country
	MO - MDH Indicator 4.2: Health status	MO - MDH Target 4.2: 80%	MO - MDH Baseline 4.2: 60%	MO - MDH Example 4.2: Improved health status of all people in the country
MO - MDH Outcome 5: Improved access to health services for all people in the country	MO - MDH Indicator 5.1: Access to health services	MO - MDH Target 5.1: 80%	MO - MDH Baseline 5.1: 60%	MO - MDH Example 5.1: Increased access to health services for all people in the country
	MO - MDH Indicator 5.2: Access to health services	MO - MDH Target 5.2: 80%	MO - MDH Baseline 5.2: 60%	MO - MDH Example 5.2: Increased access to health services for all people in the country

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
<p>Overall Objective¹⁰:</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>Specific Objective: Contribute to the implementation of the Cambodia Climate Change Strategic Plan.</p>	<ol style="list-style-type: none"> 1. % of CCAP annual requirement funded through budgetary and extra-budgetary resources 2. % of CCAP actions implemented with the support of the NCCC Secretariat or climate change working groups of line ministries 3. CCCSP implementation on track (incl. process and impact indicators) 	<ol style="list-style-type: none"> 1. No action (CCAP is being finalised) 2. No action (CCAP is being finalised) 3. The CCCSP is approved, national M&E framework is being finalized 	<ol style="list-style-type: none"> 1. 50% 2. 50% 3. 2018 CCCSP Monitoring Report is considered satisfactory by NCCC 	<ol style="list-style-type: none"> 1. CC Expenditure Review 2. CCAP monitoring report¹¹ 3. CCCSP progress monitoring reports as part of NSDP mid-term and final review 	<p>Climate Change remains a priority of Gvt & 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>

¹⁰ 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)

¹¹ Including assessment of the gender component of the CCAPs

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<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
Result 1: 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"> 1. National M&E Framework is approved and functional including gender disaggregated and poverty indicators 2. Number of ministries with institutional arrangement to manage their CCAP and contribute to CCTT activities 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) 4. Strengthen legal mandates for the NCCC, CCTT and NCCC Secretariat 	<ol style="list-style-type: none"> 1. A draft M&E Framework is under discussion 2. Two line ministries have CC working groups (MOWA and MRD) 3. CCAP is being finalised 4. Institutional and legal review is ongoing 	<ol style="list-style-type: none"> 1. M&E Framework approved and CCCSP progress report submitted in line with NSDP timeline 2. Ten line ministries 3. Ten line ministries 4. New legislation on NCCC, CCTT and NCCC Secretariat 	<ol style="list-style-type: none"> 1. M&E Framework, CCCSP Monitoring Report 2. ToR of the working groups, organisation charts of the ministries 3. CCAP Monitoring Report 4. Legislation (Royal Decree, and Sub-decree) 	Collaboration with SPCR on the rollout of the M&E Framework, capacity development and CCAP funding and implementation in the line ministries
Output 1.1: 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	

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
Output 1.2: 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	
Output 1.3: Capacity of key line ministries has been strengthened to manage their CCAP and contribute to CCTT/NCCC activities	1.3.1 Number of line ministries that receive inputs for inclusion of climate criteria in planning/screening procedures 1.3.2 Status of capacity development programme for climate change officials in NCCC, CCTT, NCCC Secretariat and line ministry working groups 1.3.3 Number of line ministries producing annual CCAP monitoring reports 1.3.4 Number of line ministries/agencies' receiving CCCA grant support for the implementation of CCAP priority actions	1.3.1 None 1.3.2 Draft capacity development plan for NCCC, CCTT and CCD is available and only some activities are being implemented 1.3.3 None 1.3.4 None	1.3.1 At least four ministries 1.3.2 Capacity development programme functional for climate change officials in NCCC, CCTT, NCCC Secretariat and line ministry working groups ¹² 1.3.3 At least five ministries 1.3.4 At least seven ministries/agencies	1.3.1. CCD Annual Progress Report 1.3.2. CCCA Progress Report on capacity development 1.3.3. CCAP monitoring reports by line ministries 1.3.4. Grant Agreements between CCCA and Line Ministries	

¹² 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
Result 2: Domestic and external finance effectively oriented in support of climate resilient, and low carbon development	<ol style="list-style-type: none"> 1. Status of government – partners coordination mechanism 2. Status of Cambodia’s direct access to Multilateral climate funds 3. Number of ministries benefiting from NCCC Secretariat support on financing sourcing and modalities 4. Status of public-private dialogue on climate change investments 5. Number of ministry planning and budgeting documents explicitly integrating CC 	<ol style="list-style-type: none"> 1. No formal mechanism in place 2. No direct access 3. Four (MOWRAM, NCDD, MAFF, MOE) 4. No formal mechanism in place 	<ol style="list-style-type: none"> 1. A nationally led, coordinated funding arrangement is functional 2. Cambodia gains direct access to at least 1 Multilateral Fund 3. Eight 4. A national dialogue platform formulates recommendations on facilitation of CC investments 5. At least one document in each of the ten priority ministries 	<ol style="list-style-type: none"> 1. Official recognition of the coordination mechanism; reports/minutes of the meetings available to partners 2. Accreditation certificate and fund approval letter 3. NCCC Secretariat Annual Report 4. Minutes / report of the public-private dialogue 5. Ministry PIP, Annual Work Plan, Budget Strategic Plan, programme budget 	<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
Output 2.1: Coordination mechanism is established and functional for climate change domestic and external finance and investments	<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>	
Output 2.2: NCCC Secretariat procedures updated and applied in line with the requirements for National Implementing Entities of multilateral climate funds	<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 report</p>	

<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
Output 2.3: 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>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
Result 3: Strengthened human and technological capacities to support climate change response	<ol style="list-style-type: none"> 1. Status of procedures for management and exchange of climate change related information 2. Status of integration of climate change in schools and universities' curriculum 3. Mechanism is in place to identify and test relevant technologies for CCAP implementation 4. Availability and functionality of standards and quality assurance procedures for climate change publication and data 	<ol style="list-style-type: none"> 1. A climate change website exists but key data bases remain scattered 2. (TBC, basic CC element in school curriculum, 3 universities have piloted CC modules: RUA, PNCA, RUPP) 3. There is no mechanism in place 4. Not available 	<ol style="list-style-type: none"> 1. A metadata base listing climate change related information is functional and publicly available 2. 3-4 Universities + national curriculum for primary and secondary education include climate change 3. Support function established in the NCCC Secretariat for technology assessments and piloting 4. Standards and quality assurance procedures are in place and functional 	<ol style="list-style-type: none"> 1. Website 2. Review of curriculum and KAP Survey 3. NCCC Secretariat report 4. The procedures and NCCC Secretariat report; 	<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>

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<i>Results Statement</i>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
Output 3.1: Standards and procedures for quality assurance of climate change awareness raising materials and knowledge management are developed	3.1.1. Status of standards for awareness-raising on climate change 3.1.2. Status of quality assurance procedures of key CC materials and technologies 3.1.3. Status of a protocol for management and exchange of climate data	3.1.1 Not established 3.1.2. Not established 3.1.3. Not established	3.1.1. Standards for awareness-raising on CC approved by NCCC 3.1.2. Procedures for quality assurance of key CC materials and technologies approved by NCCC 3.1.3. A protocol for the management and exchange of climate data is approved by NCCC	3.1.1. Standards document 3.1.2. Procedures for quality assurance 3.1.3. Protocol document	
Output 3.2: 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>	Objectively verifiable indicators of achievement	Baselines 2014	Targets 2019	Means of verification	Assumptions
Output 3.3: Lessons generated from innovative practices pilots are documented and shared with relevant stakeholders	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	3.3.1. 0 3.3.2. 0 3.3.2. 1 per year	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	3.3.1. Grant agreements 3.3.2. Knowledge products 3.3.3. Knowledge event reports	

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OUTCOME	RESULTS	Responsible Party	Account Code	Budget Description	Amount in USD						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]	UNDP	61300	International Personnel	54,750.00	190,875	218,000	218,000	218,000	109,000	1,008,625	a
		UNDP	71200	International Consultants	-	50,000	50,000	50,000	50,000	25,000	225,000	b
		MoE	71300	Local Consultants	6,000.00	22,500	22,500	22,500	20,000	10,000	103,500	b
		MoE	71800	Contractual Services - Indiv	30,601.00	84,200	84,200	84,200	84,200	42,100	409,501	c
		MoE	71600	International/local travel	28,651.00	40,000	40,000	40,000	40,000	10,000	198,651	d
		UNDP	71600	International/local travel	-	4,000	4,000	4,000	4,000	2,000	18,000	
		MoE	75700	Trainings and Workshop	21,204.00	50,000	51,250	51,250	51,250	30,700	255,654	
		MoE	72100	Contractual Services - Firm	70,000.00	50,000	-	-	-	30,000	150,000	e
		MoE	72300	Fuel	-	4,000	4,000	4,000	4,000	2,000	18,000	
		MoE	72400	Communication and Audio Visual Equipment	1,343.00	4,000	4,000	4,000	4,000	1,500	18,843	
Specific Objective: Contribute to the implementation of the Cambodia	MoE	72600	Grants	-	500,000	1,000,000	1,000,000	450,000	-	2,950,000	f	

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Climate Change
Strategic Plan.

MoE	72500	Supplies	3,164.00	8,750	8,750	8,750	8,750	3,000	41,164	
MoE	72800	Information Technology Equipment	1,404.00	1,000	1,000	1,000	1,000	500	5,904	
MoE	74200	Audio Visual&Print Prod Costs	6,437.00	11,250	11,250	11,250	11,250	5,500	56,937	g
MoE	73100	Rental & Maintenance - Premises	425.00	850	850	-	-	-	2,125	
MoE	72200	Equipment and Furniture	-	6,000	6,000	6,000	6,000	4,000	28,000	
UNDP	72200	Equipment and Furniture	43,000.00	-	-	-	-	-	43,000	
MoE	73400	Rental and Maintenance of Equipment	200.00	500	500	500	500	300	2,500	
MoE	74500	Miscellaneous Expenses [ii]	-	-	-	-	-	-	-	
UNDP	74500	Miscellaneous Expenses [ii]	-	1,000	1,000	1,000	1,000	500	4,500	y
UNDP	75100	Facilities and Administration	-	-	-	-	-	-	-	

		Subtotal Result 1		267,179.00	1,028,925.00	1,507,300.00	1,506,450.00	953,950.00	276,100.00	5,539,904	
Result 2: Public and private resources are leveraged and managed efficiently, in support of climate resilient, and low carbon development [iii]	UNDP	61300	International Personnel	50,688.00	108,500	108,500	108,500	108,500	54,250	538,938	h
	UNDP	71200	International Consultants	-	20,000	55,000	25,000	25,000	40,000	165,000	i
	MoE	71300	Local Consultants	-	15,000	30,000	15,000	15,000	20,000	95,000	i
	MoE	71800	Contractual Services - Indiv	31,821.00	74,700	74,700	74,700	74,700	37,350	367,971	j
	MoE	71600	International/local travel	-	6,000	6,000	6,000	6,000	5,000	29,000	k
	MoE	75700	Trainings and Workshop	12,128.00	45,000	56,000	51,000	51,000	43,000	258,128	l
	MoE	72200	Equipment and Furniture	-	6,000	6,000	6,000	6,000	3,000	27,000	m
	UNDP	72200	Equipment and Furniture	-	34,000	-	-	-	-	34,000	
	MoE	72300	Fuel	-	2,000	2,000	2,000	2,000	1,000	9,000	
	MoE	72400	Communication and Audio Visual Equipment	1,309.00	3,000	3,000	3,000	3,000	1,500	14,809	

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	MoE	72600	Grants	-	75,000	160,000	110,000	55,000	-	400,000	n
	MoE	72500	Supplies	1,508.00	5,100	5,100	5,100	5,100	2,500	24,408	
	MoE	72800	Information Technology Equipment	1,805.00	1,000	1,000	1,000	1,000	500	6,305	
	MoE	73400	Rental & Maintenance - Equipment	113.00	500	500	500	500	300	2,413	
	MoE	74200	Audio Visual&Print Prod Costs	5,500.00	11,100	11,100	11,100	11,100	5,500	55,400	o
	MoE	74500	Miscellaneous Expenses [ii]	-	-	-	-	-	-	-	
	UNDP	75100	Facilities and Administration	-	-	-	-	-	-	-	
	Subtotal Result 2			104,872.00	406,900.00	518,900.00	418,900.00	363,900.00	213,900.00	2,027,372	
Result 3: Strengthened human and technical capacities to support climate	UNDP	61300	International Personnel	-	83,875	111,000	111,000	111,000	55,012	471,887	p
	UNDP	61100	National Personnel	5,000.00	10,000	10,000	10,000	10,000	5,000	50,000	q
	UNDP	61200	National Personnel	5,000.00	10,000	10,000	10,000	10,000	5,000	50,000	q

change response [iii]	UNDP	71200	International Consultants	5,000.00	90,000	90,000	50,000	50,000	20,000	305,000	r
	MoE	71300	Local Consultants	-	30,000	30,000	30,000	30,000	10,000	130,000	s
	MoE	71800	Contractual Services - Indiv	11,762.00	80,200	80,200	80,200	80,200	40,100	372,662	t
	MoE	71600	International/local travel	819.00	10,000	10,000	10,000	10,000	7,000	47,819	u
	UNDP	71600	International/local travel	1,000.00	2,000	2,000	2,000	2,000	1,000	10,000	
	MoE	72200	Equipment and Furniture	6,000.00	10,000	10,000	10,000	10,000	4,000	50,000	
	MoE	72300	Fuel		4,000	4,000	4,000	4,000	2,000	18,000	
	MoE	72400	Communication and Audio Visual Equipment	3,344.00	3,000	3,000	3,000	3,000	2,000	17,344	
	MoE	75700	Training and Workshops	5,000.00	40,000	41,250	41,250	41,250	15,850	184,600	v
	UNDP	75700	Training and Workshops	6,000.00	15,000	15,000	15,000	15,000	7,500	73,500	v
	MoE	72600	Grants	-	500,000	620,000	560,000	325,444	-	2,005,444	w

MoE	72500	Supplies	1,931.00	4,000	4,000	4,000	4,000	2,500	20,431	
MoE	72800	Information Technology Equipment	4,090.00	1,000	1,000	1,000	1,000	500	8,590	
MoE	73400	Rental & Maint of Other Equipment	750.00	500	500	500	500	300	3,050	
MoE	74200	Audio Visual&Print Prod Costs	10,500.00	21,000	21,000	21,000	21,000	10,500	105,000	x
UNDP	74200	Audio Visual&Print Prod Costs	-	5,000	5,000	10,000	10,000	10,000	40,000	x
UNDP	74100	Professional Services	-	5,000	20,000	20,000	20,000	20,000	85,000	x
MoE	74500	Miscellaneous Expenses [ii]	-	-	-	-	-	-	-	
UNDP	74500	Miscellaneous Expenses [ii]	2,500.00	2,500	2,500	2,500	2,500	1,000.000	13,500	y
UNDP	75100	Facilities and Administration	-	-	-	-	-	-	-	
		Subtotal Result 3	68,696.00	927,075.00	1,090,450.00	995,450.00	760,894.00	219,262.00	4,061,827	
A. Total Direct Eligible Cost of the Action			440,747	2,362,900	3,116,650	2,920,800	2,078,744	709,262	11,629,103	

B. Total Indirect Eligible Cost (GMS) [ii]	3,260	171,903.00	210,665.50	196,956.00	143,064	42,648	768,497
TOTAL Eligible Costs (A+B)	444,007	2,534,803	3,327,316	3,117,756	2,221,808	751,910	12,397,600

Budget Note:

[i]	Exchange rate is 1 EUR = US\$ 1.2598 = SEK 9.2710 (InforEuro November 2014)
[ii]	Indirect Eligible Cost is charged only against donor contributions, not UNDP's contributions, i.e. 7% for EU and 8% for Sweden.
[iii]	For the purpose of provisions included in the Article 11.4 of the EU PAGODA 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
c	Contracted staff (M&E officer, Project Management Officer, 1 Grant Management Officer, Secretary, Admin Officer, Cleaner, Driver)
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)

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t	Contracted staff (Knowledge Management officer, mitigation officer, adaptation officer, Grant Monitoring officer, webmaster, driver)
u	Grant Monitoring visits
v	Including USD148,234 for Communications and Visibility (3 Learning/Knowledge Sharing events / year, 2 Awareness events /year, National Climate Change Forum in 2015 and 2017) and USD 59,021 for UNDP Monitoring and Evaluation, 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.

10. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) dated 19th December 1994; as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

Appendixes

1. Risk Log
2. ToRs
3. Government In-kind Contribution
4. Letter of Agreement on Support Services between UNDP and MoE
5. Capacity Assessment of CCD/MoE, NCCC Secretariat
6. Social and Environment Screening
7. LPAC Minutes (CCCA PSB Minutes)

Appendix 1. Risk Log

#	Description	Date Identified	Type ¹³	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			

¹³ Organisational, Financial, Operational, Environmental, Strategic, Regulatory, Security, Political, Other

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#	Description	Date Identified	Type ¹³	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 action plans.	MoE/CCD			

#	Description	Date Identified	Type ¹³	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
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			
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			

R2

#	Description	Date Identified	Type ¹³	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 ¹⁴ 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.				

¹⁴ 2011, 2012 and 2013 CCCA Audit Reports

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

CC Mitigation Officer

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- 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:
 - o Assessing capacity needs in ministries with GHG inventory, standards and mitigation activities, and supporting the development and implementation of related capacity development actions;
 - o Supporting these ministries in mainstreaming CC mitigation in their policies, plans, budgets, and practices, and in accessing CC finance both domestically and internationally;
 - o 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.

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: Government In-kind Contribution

Item	Unit	Unit Cost (US\$)	No of Unit	Total
Staff Time				
Secretary General	Person-Month	300	60	18,000
Director	Person-Month	250	60	15,000
Deputy Directors (3)	Person-Month	220	180	39,600
Office Chiefs (3)	Person-Month	200	180	36,000
Vice Chiefs of office (3)	Person-Month	180	180	32,400
Officers (9)	Person-Month	150	540	81,000
Office and Building				
Meeting rooms	LS-Time	500	60	30,000
Working space	LS-Month	8,000	60	480,000
Electricity and water	LS-Month	1,000	60	60,000
TOTAL				792,000

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Appendix 4: Letter of Agreement between UNDP and the Government for Provision of Support Services

Sl. No.	Item Description	Unit	Quantity	Rate (USD)	Total (USD)
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Empowered lives.
Resilient nations.

**LETTER OF AGREEMENT
BETWEEN
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE ROYAL GOVERNMENT OF CAMBODIA FOR THE PROVISION OF SUPPORT
SERVICES**

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed project No. 00090702 – “Cambodia Climate Change Alliance – Phase 2”. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through Ministry of Environment (MoE) which is designated as an Implementing Partner in the project document, as described below.

2. The UNDP country office may, at the request of the MoE, provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (MoE) is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the MoE, the following support services for the activities of the project:

- (a) Identification and/or recruitment of project personnel;
- (b) Identification and facilitation of training activities; and
- (c) Procurement of goods and services.

4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of “Cambodia Climate Change Alliance – Phase 2”, the annex to the project document will be revised with the mutual agreement of the UNDP Country Director and the Implementing Partner.

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5. The relevant provisions of the UNDP standard basic agreement with the Government (the "SBAA") signed by two parties on 19th December 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through MoE. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.
8. The UNDP country office shall submit progress reports to MoE on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed projects.

Yours sincerely,

For the Government

H.E. Say Samal

Minister

Ministry of Environment

Date:

Signed on behalf of UNDP

Setsuko Yamazaki

Country Director

Date:

Attachment:

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Ministry of Environment (MoE), the institution designated by the Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally implemented Project ID : 00090702“Cambodia Climate Change Alliance (Phase 2)”.
2. In accordance with the provisions of the letter of agreement signed 11 March 2011 and the *project document*, the UNDP country office shall provide support services for the project as described below.
3. Support services to be provided:

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

4. Description of functions and responsibilities of the parties involved:
 - 4.1 MoE is responsible for developing terms of reference for the recruitment of personnel and consultants and specification of vehicles and makes a request to the UNDP Country Office for provision of support.
 - 4.2 UNDP Human Resources Unit is responsible for the process of recruitment of the international personnel for the project.
 - 4.3 UNDP Procurement Unit are responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.

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Appendix 5: Capacity Assessment

Summary of the Assessment Findings and Recommendations:

The UNDP commissioned a HACT assessment of the Climate Change Department in 2010 and a micro-capacity assessment was also done in May 2011. As part of the formulation for the CCCA phase 2, the CCD capacity was revisited. This assessment revealed some capacity improvement within CCD in managing donor-funded projects such as the CCCA programme phase 1. This is evident with CCD's capacity to increase their delivery capacity from US\$300,000 to nearly US\$ 3 million per year in 4 years' time. The annual external audits over the past 3 years also reveal no major deficiencies or gaps in financial management.

As part of the key outputs of the CCCA programme, it is aimed that capacity of CCD as the secretariat of the NCCC will be built to directly access international climate finance (becoming a National Implementing Entity for the Adaptation Fund and Green Climate Fund) and thus, several building blocks have been put in place such as the development of the interim Operations Manual and necessary financial and operational capacities. Despite some improvement in CCD operational capacity, it is also observed that CCD still relies on some external support through contract staff. It is recommended that as part of the 2nd phase of the CCCA programme, specific support is required to further strengthen the CCD capacity as the secretariat of the NCCC to be able to obtain the NIE accreditation. This specific support includes the increase capacity of the CCD staff (financial and administration) to take more roles and responsibilities in managing funds and reducing the reliance on contracted staff, the finalization of the operational guidelines to meet the international standards and the requirement of NIE, the capacity of CCD to consolidate reports across various donor support and government support into one single workplan and regularly report to NCCC. In addition, MoE is currently conducting an institutional reform exercise which is expected to lead to an increase in the number of administrative and technical Government staff assigned to the NCCC Secretariat.

Implementing Partner Checklist

Programme Title	Cambodia Climate Change Alliance (CCCA) Phase 2	
Name of Institution	Climate Change Department (CCD) of Ministry of Environment (MoE), Secretariat of National Climate Change Committee (NCCC)	
Date of assessment	09 June 2014	
Areas For Assessment	Assessment Questions	Reference Documents And Information Sources
Part I. Background Information		
1. History	Date of establishment of the organization	The Climate Change Office was established in June 2003 and then promoted to the Climate Change Department (CCD) in October 2009 by a government Prakas. It is an arm of the Directorate General of Administration for Nature Conservation and Protection of the Ministry of Environment with a mission to contribute to sustainable development under climate change conditions and in accordance with the policy of the Royal Government of Cambodia. Website: http://camclimate.org.kh/
2. Mandate and constituency	What is the current mandate or purpose of the organization? Who is the organization's primary constituency?	CCD serves as the Secretariat of the National Climate Change Committee, and the Designated National Authority for the Clean Development Mechanism and a focal point for United Nation Framework Convention on Climate Change

Areas For Assessment	Assessment Questions	Reference Documents And Information Sources
		(UNFCCC), the Intergovernmental Panel on Climate Change (IPCC), and the Kyoto Protocol. CCD is composed of 5 offices included Office of Administration and Planning; Office of Education and Outreach; Office of GHG Inventory and Mitigation; Office of Vulnerability and Adaptation; and Office of Policy and Coordination. More details about CCD roles and responsibilities can visit here: http://www.camclimate.org.kh/index.php/ccd/discussion-corner/ccd-roles-and-functions.html
3. Legal status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country?	CCD is a department of the Ministry of Environment, a Ministry established by the government. CCD is established by the Government's proclamation.
4. Funding	What is the organization's main source (s) of funds?	As part of the ministries under the Royal Government of Cambodia, CCD through MoE receives yearly funding to support its function from the Royal Government of Cambodia following MoE request in accordance to the country's financial management law and subject to the approval from the National Assembly. CCD funds from the national budget is only dedicated to recurrent activities such as staff salaries and operating costs to run the Department. For investment or programme activities, CCD receives a parallel funding support from bilateral and multilateral donors.
5. Certification	Is the organization certified in accordance with any international standards or certification procedure?	There is an on-going effort to get accreditation (international standards compliance) as the National Implementing Entity to directly access international funding mechanism such as the Adaptation Fund. Thus, certain policies and procedures have been put in place and tested.
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations?	CCD/MoE is part of the line ministries established by the Royal Government of Cambodia, hence not found in any UN reference list of proscribed organizations. http://www.un.org/sc/committees/1267/consolist.shtml

Part II. Project Management Capacity

2.1 Managerial Capacity

1. Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project?	There is a strong commitment from the Minister of Environment (MoE) and Chair of the National Climate Change Committee (NCCC) to implement the project as endorsed in the Project Board meeting dated 8 th April 2014. The project is also a continuation of the existing support that the Ministry of Environment has been implemented since February 2010. Track records of good progress and significant achievement in particular the high-level endorsement of the Cambodia Climate Change Strategic Plan (CCCSP) for 2014-2023 proves the Government commitment (in particular at Prime Minister level) in tackling climate change issues and the proposed project is supporting the government to implement this Strategic Plan.
2. Management experience and qualifications	Which managers in the organization would be concerned with the proposed project? What are their credentials and	The Deputy Director General in charge of Climate Change and the Director of CCD will be heavily engaged in the project management roles. They have extensive experience

Areas For Assessment	Assessment Questions	Reference Documents And Information Sources
	experience that relate to the proposed project? Do these managers have experience implementing UNDP or other donor-funded projects?	working with UNDP-supported projects (more than 10 years working with UNDP supported project). In addition to this, they have been trained and participated in various project management trainings including UNDP-RBM and as well as in various technical trainings and workshops that are related to climate change and capacity development. They are also experienced in managing and coordinating other donor-funded projects such as UNEP, FAO, Oxfam, Danida, and ADB.
3. Planning and budgeting	Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks?	CCD has been working with different bilateral and multilateral donor agencies. It has been one of the key implementing partners of UNDP's supported projects since 1999 (1st NC, NAPA, SNC and CCCA) and CCD staff have received several trainings on National Implementation Modality and RBM trainings organized by UNDP Management Support Unit. Thus, CCD is familiar with result-based management methodology within development project. In particular, CCD has experienced leading the implementation of the CCCA phase 1 since February 2010.
4. Supervision, review, and reporting	How do managers supervise the implementation of work plans? How do they measure progress against targets? How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders? Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders? Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?	Since the CCD is familiar with RBM given their experience implementing UNDP supported projects for more than 10 years, they are familiar with result-based planning and results reporting and result-based M&E process. Yet, the workplan and progress reports are still separated depends on project specific and its donor requirements. There is yet a single systematic framework where CCD prepares workplan and reports on progress on the overall responsibilities and work under CCD's management. However, there is an on-going effort to develop this single systematic framework of CCD's activities that include different sources of support (internal and external).
5. Networking	What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?	The CCD is the Secretariat of the NCCC and is also coordinating the National CC Technical Team (NCCTT) which comprised of technical representatives of the NCCC members. CCD has been leading several coordination meetings among these NCCTT members throughout various national and sectoral strategic and action planning processes. In addition, CCD is also connecting to the CSO network on climate change and the development partners group. At the international level, CCD is part of the negotiation team to the UN CoP on Climate Change and participated in the LDCs and ASEAN network on climate change as well.
2.2 Technical Capacity		
1. Technical knowledge and skills	Do the skills and experience of the organization's technical professionals match those required for the project?	Technical skills and knowledge of CCD have been gradually improved but need further strengthening. Many of the CCD technical staff have been actively engaged in various

Areas For Assessment	Assessment Questions	Reference Documents And Information Sources
	<p>Would these professionals be available to the project?</p> <p>Does the organization have the necessary technical infrastructure (e.g, laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project?</p> <p>How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise?</p> <p>What external technical contacts and networks does the organization utilize?</p> <p>What professional associations does the organization and/or its professional staff belong to?</p>	<p>capacity technical development projects including the previous phase of the CCCA programme. Although the capacity building remains at an ad-hoc level or project based, the CCD staff have participated in a number of trainings and workshops at both local and regional level in relevance to updated technical and policy aspects of climate change and as well as engaged in various capacity development support throughout different donor-funded projects. Additional technical assistance (capacity building programme) was also incorporated in the proposed programme and CCD could take advantages of this support to further build their staff capacities and skills in a more systematic and sustainable way as this is one of the main components of the proposed programme.</p> <p>CCD has access to local and international resources and information. CCD is the Focal Point of the UNFCCC, IPCC and acts as the Designated National Authority for the CDM in Cambodia.</p>
<p>Part III. Administrative And Financial Management Capacities</p>		
<p>3.1 Administrative capacity.</p>		
<p>1. Facilities, infrastructure and equipment</p>	<p>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p>	<p>CCD carries on physical verification of fixed assets at least one every quarter of the year.</p> <p>Under the first phase, CCD has proven the ability to properly manage and maintain the administrative and technical equipment and infrastructure. Therefore, CCD has sufficient administrative facilities and infrastructure to support the required project activities since the proposed programme is a continuation from the previous support; thus, no significant investment on facilities, infrastructure and/or equipment is needed under this phase.</p>
<p>2. Procurement and contracting</p>	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations?</p> <p>Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?</p> <p>Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures?</p> <p>Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition?</p>	<p>CCD, as the Secretariat of NCCC, has a legal authority to enter into employment contracts with individual and companies for provision of goods and services.</p> <p>CCD is using an interim Operations Manual for the Secretariat of the NCCC (which is aligned with the UNDP NIM Guidelines for procurement of goods and services).</p> <p>There are adequate safeguards to protect assets from fraud, waste and abuse. All physical assets have serial numbers which matches with the serial numbers mentioned in the physical count mentioned in the physical verification.</p> <p>Over the past 4 years under the first phase of CCCA programme, external audit reports reveal no significant findings related to Procurement or Contracting.</p>

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Areas For Assessment	Assessment Questions	Reference Documents And Information Sources
	Does the organization have a system and procedures for asset management and inventory control?	
3. Recruitment and personnel management	<p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>Does the organization have dedicated personnel capacity? Do recruitment personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures?</p> <p>Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</p> <p>Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates?</p>	<p>CCD, as the Secretariat of NCCC, has a legal authority to enter into employment contracts with individual and companies for provision of goods and services.</p> <p>Civil servants working in CCD are recruited based on Government guidelines and process.</p> <p>CCD also recruits staff to implement donors' funded projects. The recruitment follows an interim Operations Manual for the Secretariat of the NCCC, which is aligned with the UNDP NIM Guidelines.</p> <p>Over the past 4 years under the first phase of CCCA programme, external audit reports reveal no significant findings related to recruitment of contracted staff.</p>
3.2 Financial Management Capacity		
1. Financial management organization and personnel	<p>Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit?</p> <p>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meet the additional requirements of the project?</p> <p>Do finance personnel have experience managing donor resources?</p>	<p>Financial management policies and procedures are detailed in the interim Operations Manual for the Secretariat of the NCCC, which is aligned with the UNDP NIM Guidelines.</p> <p>The Office of Administration and Planning is in charge of financial management. The staff from this office has been involved in handling financial related aspects of UNDP supported projects in the past and other donor related support.</p> <p>However, it is noted that CCD also hired external finance and administration expert to provide additional support in managing donor-funded initiatives.</p> <p>So far, the audit reports on the CCCA programme phase 1 reveal satisfactory results in 3 consecutive years.</p>
2. Financial position	<p>Does the organization have a sustainable financial position? What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?</p>	<p>CCD implements its activities based on donor funded (external assistance). The national budget allocation is only for recurrent activities, not for investment or programme activities. That means almost 100% of CCD programme budget is externally funded.</p> <p>The initial phase of the CCCA programme, CCD has proven its capacity to deliver more than \$3 million per year with satisfactory audit report consistently over the past few years.</p> <p>There is no consolidated financial statement of CCD's activities. The financial report is donor-specific.</p>
3. Internal control	Does the organization maintain a bank account? Does the organization have	The interim operations manual clearly states the internal control under the financial management section. CCD has

Areas For Assessment	Assessment Questions	Reference Documents And Information Sources
	<p>written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?</p> <p>Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit? Is there any evidence of non-compliance with financial rules and procedures?</p>	<p>set up a separate bank account as per requirement from donors, especially for all international agencies. The policies and procedures set in the manual have been applied to ensure a proper internal control framework, i.e. to manage cash and other payments. Cash advances have been recorded to keep track using the accounting system.</p> <p>CCD maintains a petty cash account and a bank account for recording receipts and payments. Controls do exist for the collection, timely deposit, and recording of receipts. Receipts are deposited on a timely basis.</p> <p>No evidence found through the past audit exercises on non-compliance with financial rules and procedures.</p>
<p>4. Accounting and financial reporting</p>	<p>Are accounts established and maintained in accordance with national standards or requirements? When and to whom does the organization provide its financial statements?</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations?</p> <p>Is there any evidence of deficiencies in accounting or financial reporting?</p>	<p>All accounts are opened with approval from the Ministry of Economy and Finance. CCD follows cash basis of accounting. CCD uses a Peachtree accounting system to manage its fund. The organization produces quarterly and annually financial report to donor.</p> <p>For donors' funded projects, financial reports are prepared and submitted to donors. The forms and details submitted to the donor are as per the requirements of the donor. There is no consolidated financial statement of CCD's activities. The financial report is donor-specific.</p>
<p>5. Audit</p>	<p>Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?</p>	<p>CCD is subjected to annual external Audit required by the Donors based on specific projects. There were no material weakness and significant deficiency in internal control noted during the annual audit. Measures were taken to address the minor issues namely taxation and realistic budget plan.</p>

Appendix 6: UNDP Social and Environment Screening

QUESTION 1:

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

Select answer below and follow instructions:

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

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

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

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

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

Table 1.1 (continued) For any "no" answers, describe below how the issue has been or will be resolved (e.g. amendments made or supplemental review conducted).

QUESTION 2:

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

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

Select answer below and follow instructions:

- NO** → Continue to Question 3
- YES** → No further environmental and social review required. Complete Annex A.2, selecting Category 1, and submit the completed template (Annex A) to the PAC.

QUESTION 3:

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

Select the appropriate answer and follow instructions:

- NO** → Continue to Question 4.

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

1. Adjust the project design as needed to incorporate UNDP support to the country(ies), to ensure that environmental and social issues are appropriately considered during the upstream planning process. Refer to Section 7 of this Guidance for elaboration of environmental and social mainstreaming services, tools, guidance and approaches that may be used.
2. Summarize environmental and social mainstreaming support in Annex A.2, Section C of the Screening Template and select "Category 2".
3. If the proposed project ONLY includes upstream planning processes then screening is complete, and you should submit the completed Environmental and Social Screening Template (Annex A) to the PAC. If downstream implementation activities are also included in the project then continue to Question 4.

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

QUESTION 4:

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

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

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

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

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

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

1. Biodiversity and <u>Natural</u> Resources	Answer (Yes/No/ Not Applicable)
1.1 Would the proposed project result in the conversion or degradation of <u>modified habitat</u> , <u>natural habitat</u> or <u>critical habitat</u> ?	No
1.2 Are any development activities proposed within a legally protected area (e.g. natural reserve, national park) for the protection or conservation of biodiversity?	No
1.3 Would the proposed project pose a risk of introducing invasive alien species?	No
1.4 Does the project involve natural forest harvesting or plantation development without an independent forest certification system for sustainable forest management (e.g. PEFC, the Forest Stewardship Council certification systems, or processes established or accepted by the relevant National Environmental Authority)?	No

TABLE 4.1:

ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

1.5	Does the project involve the production and harvesting of fish populations or other aquatic species without an accepted system of independent certification to ensure sustainability (e.g. the Marine Stewardship Council certification system, or certifications, standards, or processes established or accepted by the relevant National Environmental Authority)?	No
1.6	Does the project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction.</i>	No
1.7	Does the project pose a risk of degrading soils?	No
2.	Pollution	Answer (Yes/No/ Not Applicable)
2.1	Would the proposed project result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and transboundary impacts?	No
2.2	Would the proposed project result in the generation of waste that cannot be recovered, reused, or disposed of in an environmentally and socially sound manner?	No
2.3	Will the propose project involve the manufacture, trade, release, and/or use of chemicals and hazardous materials subject to international action bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Convention on Persistent Organic Pollutants, or the Montreal Protocol.</i>	No
2.4	Is there a potential for the release, in the environment, of hazardous materials resulting from their production, transportation, handling, storage and use for project activities?	No
2.5	Will the proposed project involve the application of pesticides that have a known negative effect on the environment or human health?	No
3.	Climate Change	
3.1	Will the proposed project result in significant ¹⁵ greenhouse gas emissions? <i>Annex E provides additional guidance for answering this question.</i>	No
3.2	Is the proposed project likely to directly or indirectly increase environmental and social vulnerability to climate change now or in the future (also known as maladaptive	No

¹⁵ Significant corresponds to CO₂ emissions greater than 100,000 tons per year (from both direct and indirect sources).

TABLE 4.1: ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT	
practices)? You can refer to the additional guidance in Annex C to help you answer this question. <i>For example, a project that would involve indirectly removing mangroves from coastal zones or encouraging land use plans that would suggest building houses on floodplains could increase the surrounding population's vulnerability to climate change, specifically flooding.</i>	
4. Social Equity and Equality	Answer (Yes/No/ Not Applicable)
4.1 Would the proposed project have environmental and social impacts that could affect indigenous people or other vulnerable groups?	No
4.2 Is the project likely to significantly impact gender equality and women's empowerment ¹⁶ ?	Yes
4.3 Is the proposed project likely to directly or indirectly increase social inequalities now or in the future?	No
4.4 Will the proposed project have variable impacts on women and men, different ethnic groups, social classes?	No
4.5 Have there been challenges in engaging women and other certain key groups of stakeholders in the project design process?	No
4.6 Will the project have specific human rights implications for vulnerable groups?	No
5. Demographics	
5.1 Is the project likely to result in a substantial influx of people into the affected community(ies)?	No
5.2 Would the proposed project result in substantial voluntary or involuntary resettlement of populations? <i>For example, projects with environmental and social benefits (e.g. protected areas, climate change adaptation) that impact human settlements, and certain disadvantaged groups within these settlements in particular.</i>	No
5.3 Would the proposed project lead to significant population density increase which could affect the environmental and social sustainability of the project? <i>For example, a project aiming at financing tourism infrastructure in a specific area (e.g. coastal zone, mountain) could lead to significant population density increase which could</i>	No

¹⁶ Women are often more vulnerable than men to environmental degradation and resource scarcity. They typically have weaker and insecure rights to the resources they manage (especially land), and spend longer hours on collection of water, firewood, etc. (OECD, 2006). Women are also more often excluded from other social, economic, and political development processes.

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TABLE 4.1:

ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

<i>have serious environmental and social impacts (e.g. destruction of the area's ecology, noise pollution, waste management problems, greater work burden on women).</i>		
1. Culture		
6.1	Is the project likely to significantly affect the cultural traditions of affected communities, including gender-based roles?	No
6.2	Will the proposed project result in physical interventions (during construction or implementation) that would affect areas that have known physical or cultural significance to indigenous groups and other communities with settled recognized cultural claims?	No
6.3	Would the proposed project produce a physical "splintering" of a community? <i>For example, through the construction of a road, powerline, or dam that divides a community.</i>	No
2. Health and Safety		
7.1	Would the proposed project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? <i>For example, development projects located within a floodplain or landslide prone area.</i>	No
7.2	Will the project result in increased health risks as a result of a change in living and working conditions? In particular, will it have the potential to lead to an increase in HIV/AIDS infection?	No
7.3	Will the proposed project require additional health services including testing?	No
3. Socio-Economics		
8.1	Is the proposed project likely to have impacts that could affect women's and men's ability to use, develop and protect natural resources and other natural capital assets? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their development, livelihoods, and well-being?</i>	No
8.2	Is the proposed project likely to significantly affect land tenure arrangements and/or traditional cultural ownership patterns?	No
8.3	Is the proposed project likely to negatively affect the income levels or employment opportunities of vulnerable groups?	No
9. Cumulative and/or Secondary Impacts		Answer (Yes/No/ Not Applicable)

TABLE 4.1:

ADDITIONAL SCREENING QUESTIONS TO DETERMINE THE NEED AND POSSIBLE EXTENT OF FURTHER ENVIRONMENTAL AND SOCIAL REVIEW AND MANAGEMENT

<p>9.1</p>	<p>Is the proposed project location subject to currently approved land use plans (e.g. roads, settlements) which could affect the environmental and social sustainability of the project?</p> <p><i>For example, future plans for urban growth, industrial development, transportation infrastructure, etc.</i></p>	<p>No</p>
<p>9.2</p>	<p>Would the proposed project result in secondary or consequential development which could lead to environmental and social effects, or would it have potential to generate cumulative impacts with other known existing or planned activities in the area?</p> <p><i>For example, a new road through forested land will generate direct environmental and social impacts through the cutting of forest and earthworks associated with construction and potential relocation of inhabitants. These are direct impacts. In addition, however, the new road would likely also bring new commercial and domestic development (houses, shops, businesses). In turn, these will generate indirect impacts. (Sometimes these are termed "secondary" or "consequential" impacts). Or if there are similar developments planned in the same forested area then cumulative impacts need to be considered.</i></p>	<p>No</p>

ENVIRONMENTAL AND SOCIAL SCREENING SUMMARY ANNEX A.2:

(to be filled in after Annex A.1 has been completed)

Name of Proposed Project: Cambodia Climate Change Alliance

A. Environmental and Social Screening Outcome

Select from the following:

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

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

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

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

The CCCA programme Phase 2 seeks to promote gender equality and women's empowerment. As described in the Cross-Cutting Section of the Project Document, gender considerations will be mainstreamed in programme implementation, based on experience from the Phase 1. In particular, CCCA-funded initiatives will be required to take in consideration the voices and needs of women and other vulnerable groups in project design (e.g. vulnerability assessments) and management. Gender-disaggregated data will be collected for key indicators. As was the case during Phase 1, advisory support will be sought from Ministry of Women's Affairs (MoWA), through their participation in CCTT and NCCC, to ensure gender sensitivity of key policy initiatives and procedures under the CCCA. MoWA has included Climate Change as a key pillar of their new multi-year strategy (Neary Ratanak IV)

In case of capacity constraints within MoWA, their advice will be sought on how to mobilize the required external support, while maintaining adequate levels of MoWA engagement.

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

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

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

Socio-economic Impacts: during the design and implementation of the programme, vulnerable communities and groups, especially women, children, elderly, the disabled and the socially or environmentally weaker sections will be sufficiently consulted and facilitate their participation to ensure inclusiveness of measures being planned and implemented. As it was emphasized in 4.2, the programme aims to promote gender equality and women's empowerment.

D. Sign Off

Project Manager

Date

PAC

Date

Programme Manager

Date

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Appendix 7: LPAC Minutes (CCCA PSB Minutes)

(The following table contains extremely faint and illegible text, likely representing a table of minutes or a list of items. The content is not readable.)