

# READINESS & PREPARATORY SUPPORT PROPOSAL TEMPLATE



**Proposal title:** Support to Direct Access Entity in Cambodia to meet accreditation conditions

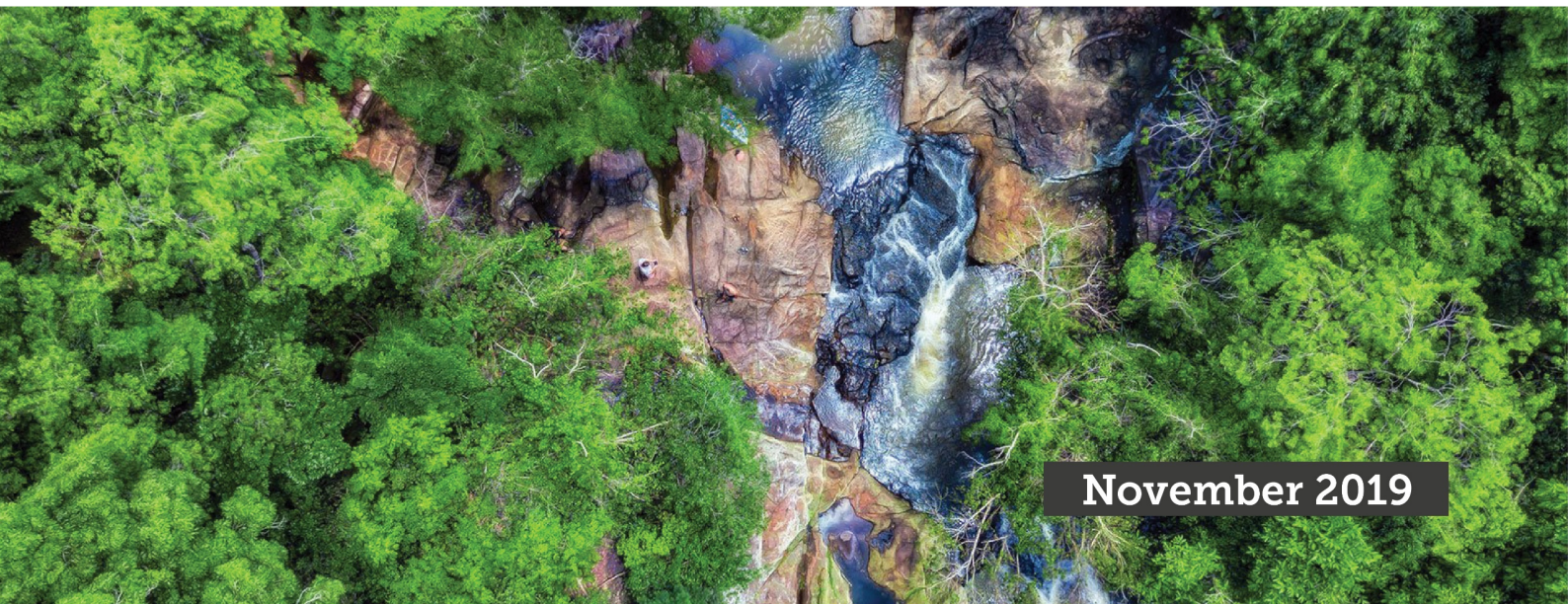
**Country:** Cambodia

**National designated authority:** Ministry of Environment

**Implementing Institution:** National Committee for Sub-National Democratic Development Secretariat

**Date of first submission:** 21 May 2020

**Date of current submission / version number:** 15 July 2020 V.03



November 2019

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This document should be completed by National Designated Authorities (NDA) or focal points with support from their Delivery Partners where relevant. Once completed, this document should be submitted to the GCF by the NDA or focal point via the [online submission system](#), accessible through the Country Portal of the GCF website.

Please be concise. If you need to include any additional information, please attach it to the proposal.

If the Delivery Partner implementing the Readiness support is not a GCF Accredited Entity for project Funding Proposals, please complete the Financial Management Capacity Assessment (FMCA) questionnaire and submit it prior to or with this Readiness proposal. The FMCA is available for download at the [Library](#) page of the GCF website.

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If you are not sure how to complete this document, or require support, please send an e-mail to [countries@gcfund.org](mailto:countries@gcfund.org).

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We will get back to you within five (5) working days to acknowledge receipt of your submission and discuss the way forward.

### Note: Environmental and Social Safeguards and Gender

Throughout this document, when answering questions and providing details, please make sure to pay special attention to environmental, social and gender issues, particularly to the situation of vulnerable populations, including women and men. Please be specific about proposed actions to address these issues. Consult Annex IV of the Readiness Guidebook for more information.

**Please visit the Country Portal on the GCF website to submit this proposal via the [online system](#).**

When submitting the proposal, please name the file:  
GCF Readiness -[Country]-[yymmdd]

## 1. SUMMARY

### 1.1 Country submitting the proposal

Country name: Cambodia

Name of institution representing NDA or Focal Point: Ministry of Environment

Name of contact person: H.E. Mr Say Samal

Contact person's position: Minister

Telephone number: +85512907764

Email: [cceap@online.com.kh](mailto:cceap@online.com.kh)

Full office address: Ministry of Environment, Lot 503, Road along Bassac river, Tonle Bassac, Phnom Penh, Cambodia

Additional email addresses that need to be copied on correspondences: [monyneath0777@gmail.com](mailto:monyneath0777@gmail.com)

### 1.2 Date of initial submission

21 May 2020

### 1.3 Last date of resubmission

2 October 2020

**Version number** V.03

### 1.4 Which institution will implement the Readiness and Preparatory Support project?

- ☐ National designated authority
- ☒ Accredited entity
- ☐ Delivery partner

Name of institution: NCDD

Name of official: Ngan Chamroeun

Position: Head of NCDDS

Telephone number: 85512489993

Email: [ngan.chamroeun@ncdd.gov.kh](mailto:ngan.chamroeun@ncdd.gov.kh)

Full office address: Building T, inside Ministry of Interior compound, Norodom Blvd., Tonle Basac, Chamkarmorn, Phnom Penh, Cambodia

Additional email addresses that need to be copied on correspondences: [ssspheak@yahoo.com](mailto:ssspheak@yahoo.com); [vatanak.chheng@ncdd.gov.kh](mailto:vatanak.chheng@ncdd.gov.kh)

### 1.5 Title of the Readiness support proposal

Support to Direct Access Entity in Cambodia to meet accreditation conditions

### 1.6 Type of Readiness support sought

- ☒ I. Capacity building
- ☐ II. Strategic frameworks
- ☐ III. Adaptation planning
- ☒ IV. Pipeline development
- ☐ V. Knowledge sharing and learning

**1.7 Brief summary of the request**

National Committee for Sub-National Democratic Development (NCDD) is the first Direct Access Entity (DAE) accredited for Cambodia (in 2019), with an essential role to channel climate change grants to sub-national level (provinces, districts and communes). The capacity analysis done during the accreditation process has highlighted some remaining gaps and the accreditation is conditional on addressing these remaining gaps. NCDD has allocated some of its own resources and is also receiving support from some development partners (United Nations Capital Development Fund (UNCDF), World Bank) on specific issues. GCF readiness support is being requested to address the remaining capacity gaps and conditions not covered by other sources of support. The overall strategy of the proposal is focused on (i) addressing some key remaining conditions required under the conditional accreditation of NCDD as a direct access entity; (ii) developing NCDD staff capacity to implement the new policies and procedures and (iii) developing an initial pipeline of project proposals for NCDD. It is organized around two GCF readiness outcomes, namely outcome 1.3 (focusing on capacity of direct access entities) and 4.3 (focusing on increasing number and quality of concept notes from LDCs/SIDs). GCF readiness support will help NCDD to meet accreditation conditions and fully perform its role as DAE and to produce a high quality pipeline for GCF. The main beneficiaries of the project will be NCDD staff, with indirect benefits for entities wishing to partner with NCDD for implementation of climate change projects at the sub-national level.

**1.8 Total requested amount and currency**

USD 517,000

**1.9 Implementation period**

24 months

**1.10 Is this request a multiple-year strategic Readiness implementation request?**

- ☐ Yes  
☒ No

### 1.11 Complementarity and coherence of existing readiness support

☒ Yes

☐ No

Readiness proposals approved for Cambodia to date as follows:

1. Support the establishment of a green financing institution in Cambodia (through Mekong Strategic Partners, USD 468,246, approved in December 2019 for 12 months);

This project focuses on development of a catalytic financial institution for green financing in Cambodia, market research, study tour for understanding best practice, pipeline and network development, capital raising, business structuring, business planning.

Links with current project: It is complementary as it will facilitate direct access to GCF for private sector finance, while the current project will facilitate direct access for the public sector (sub-national administrations).

2. Technology needs assessment and action plans to support climate-friendly technology implementation for Cambodia's special economic zones in the Sihanoukville province (through UNIDO and CTCN, USD 238,049, approved in December 2019 for 18 months);

This project focuses on a technological needs assessment to decarbonize electricity provision for special economic zones.

Links with current project: It is mostly focused on private sector and engagement of the Ministry of Mines and Energy to promote large-scale investment in green energy. As such, it is complementary to the current proposed project which is focused on smaller investments from the sub-national level administrations.

3. Promoting green mobility through electric motorcycles in Cambodia (through GGGI, USD 204,673, approved in September 2019 for 15 months)

This project will conduct a situation analysis, market assessment, policy and regulatory gap assessment and develop a financing mechanism to facilitate adoption of e-motorcycles.

Links with current project: some of the policy recommendations emerging from this project may be relevant to sub-national governments. Its outputs will be monitored for potential inclusion in the NCDDDS pipeline.

4. Support to strengthen the NDA function (through NCSD, USD 272,338, approved in November 2017 for 20 months, now extended)

This project has a focus on strengthening the no-objection procedure, NDA procedures and capacities, and developing a country programme for GCF.

Links with current project: there are strong linkages between the two projects. NCDDDS will work closely with the NDA to

ensure that the NCDDDS pipeline is aligned and feeds into the country programme for GCF.

The NCDD pipeline will be closely linked to the country climate change priorities in the Cambodia's Country Programme for the Green Climate Fund, which falls under two priorities of Country Priorities for Climate Change Financing. These two priorities are Priority 5 (Better governance) and Priority 6 (Improving the human resource base). NCDD pipeline will also be integrated into the National Program 2021-2030 (NP2) on Sub-National Democratic Development which is currently being developed.

NCDDDS also plays a role in providing feedbacks and inputs into the national programming designed by the Cambodia's NDA through NDA stakeholder consultation. How this works is that NCDDDS takes an active role in engaging stakeholders such as developing partners and sub-national agencies in collecting and compiling potential programmes and projects for NDA national programming design and development.

In addition, NCDDDS will use its own funds (NP2 programme) and will have some technical support from UNCDF (capacity development for NCDDDS staff on gender and ESS policies) and some technical support from World Bank (for the first bi-annual verification assessment) in order to complement the funds requested under this GCF readiness proposal.

## 2. SITUATION ANALYSIS

In November 2019, NCDD became the first direct access, accredited entity by GCF in Cambodia. NCDD's mandate is focused on supporting the strengthening and development of sub-national governments. This includes channeling resources to communes, districts and provinces for their operations and for sub-national development projects. NCDDDS has almost 10 years' experience in blending climate finance and regular development funds in support of climate-resilient development projects at the sub-national level.

In relation to GCF, NCDDDS's role will be crucial in developing and overseeing projects for delivery at the sub-national, through provinces, districts and communes. This includes projects in both rural and urban areas.

Since the last GCF accreditation assessment of the applicant report on November 05<sup>th</sup>, 2020, several provisions have been recommended for NCDDDS as described in paragraph 92(b) in the report. In order to advance the provisions suggested, the following main areas have been identified as requiring improvements:

1. Establishment and functioning of the audit and ethics committee;
  - The committee plays a very important role in providing oversight over the NCDDDS values and ethics management, governance structure, risk management, prohibited practices, internal control framework, oversight over internal and external audit functions. It also serves the purpose to provide confidence in the integrity of NCDDDS practices, it performs its role and responsibilities by providing independent advisory and assurance services to the NCDD as NCDDDS governing body.
2. Strengthened framework (and related capacity development) for gender mainstreaming in the organization;
  - the policy on promotion of gender equality for sub-national democratic development is to ensure management, arrangement and delivery of public services and local development in

an effective and socially equitable manner through integrating gender into all aspects and activities. This activity would strengthen the implementation on the policy.

3. Capacity to implement environmental and social safeguards (ESS);  
The policy on environmental and social safeguards for sub-national democratic development is to promote the improved welfare of its people through the sub-national democratic development without causing any harm or risks for the environment, natural resources, societies, traditions, customs, people's rights, dignity and people's wishes in an effective, transparent and accountable manner. This activity will improve the NCDDS and SNA capacity in implementing this policy.
4. Capacity to implement the internal audit manual;
  - The internal audit manual is to provide independent, objective, assurance services to add value and improve the operations of NCDDS. It helps the NCDDS accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. This activity will improve the NCDDS capacity in implementing this manual.
5. Operationalization of the Monitoring & Evaluation (M&E) guideline;
  - The M&E guidelines is incorporated within the Project Management Manual which is currently being developed, and this guideline is consistent with the M&E manual, which is used for the implementation of NCDD ten-year National Program. The guidelines will assist NCDDS in the monitoring and evaluation of the programmes and projects implementation to ensure effective and efficient implementation.
6. Implementing a redress mechanism manual for NCDDS;
  - The redress mechanism manual is to ensure the participation of the stakeholders in managing and implementing programmes and projects in an equitable and just manner.
7. Improving the NCDD website to include project information and an online grant award system, and implementing the Information Disclosure policy;
  - This activity will provide greater transparency and stakeholders' participation in the programmes and projects implementation.
8. Establishment and functioning of the various procurement committees;
  - The procurement committees will ensure transparency, accountability, and effectiveness in programmes and projects implementation. The committees intended are Procurement Oversight Committee (POC), Procurement Review Committee (PRC), Secretariat Bid Evaluation Committee (BEC).
9. Capacity development for the implementation of the Operations, Policies and Procedures (OPP) Manual;
  - the OPP embodies the policies and procedures to be applied in respect of NCDDS Management of Personnel, Financial, Procurement and Administration. This activity will improve the NCDDS, SNA and stakeholders' capacity in implementing this document.
10. Develop project closure guidelines;
  - 5.o The project closure guideline is incorporated within the Project Management Manual which is currently being developed. This guideline is to ensure the consistency and sustainability of programme and project outputs.
11. Develop guidelines for contract award;
  - The guideline will ensure the transparency and effective implementation of the programmes and projects for procurement contract awarding. This guideline must be consistent with the manual for performance based grants to sub-national administrations and the project implementation manual.
12. Develop NCDDS GCF pipeline;
  - The activity involves starting from the consultation with stakeholders to identify the priorities for the next 3-5 years that serves as the basis for financing SNA projects. These priorities will be formulated as a programmes document that would contribute to the overall GCF country programmes.
13. Documentation of a track record for GCF.
  - This activity will ensure good documentation practices and provide efficient, timely reporting as required by GCF.

NCDDS will use its own resources to address primarily items 1, 10, 11 and 13. UNCDF provides support to address items 2 and 3, and will also support NCDDS to develop a detailed implementation plan and tracking tool for its capacity development efforts. World Bank is supporting the first bi-annual assessment of NCDDS

progress, thereby contributing (but not fully covering) item 13. Moreover, the remaining items 4, 5, 6, 7, 8, 9 and 12 would be funded by this Readiness Proposal.

On the basis of this analysis of capacity needs, NCDD's accreditation came associated with several conditions. The most urgent conditions, to be met before the signature of the accreditation master agreement, have now been met and relevant documentation will be submitted to the GCF Secretariat for review.

This readiness proposal's **overall objective is to address key remaining gaps so that NCDD's meets accreditation conditions, and develops a pipeline for GCF**. It is organized around two outcomes:

**Outcome 1.2: Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities (GCF Readiness outcome 1.2)**

Activities are designed to support NCDD's and build capacity of NCDD's staff to meet the following conditions included in the GCF accreditation decision:

- *Provision of evidence by the applicant on the establishment of an external communication system, which may include a website, to receive, register and respond to any Environmental and Social (E&S)-related complaints;*
- *Provision by the applicant of a project evaluation disclosure policy that provides the guidelines for the public disclosure of final evaluation reports for GCF-funded projects/programmes;*
- *Provision by the applicant of a procedure adopted by the applicant's board on the establishment of an institutional grievance redress mechanism;*
- *Provision by the applicant of semi-annual verification and progress reports conducted in accordance with the terms of reference identified in paragraph 92(b)(i)(2) above i.e. periodically verify whether the execution of the following is appropriate:*
  - *Implementation plan referenced in paragraph 92(b)(i)(1) above; and*
- *Implementation of the actions contained in the document titled "Roadmap for enhance NCDD's to manage fund from Green Climate Fund" provided by the applicant to the AP via email on 11 September 2019.*
  - *The terms of reference shall include an assessment of the effectiveness of the Audit and Ethics Committee per its terms of reference contained in the OPP Manual (part II, chapter 22) and contained in the Employees Code of Conduct (part I, chapter 1); and the chapters on fraud and corruption (part II, chapter 16) and prohibited practices (part II, chapter 17);*

**Outcome 4.3: An increase in the number of quality project concept notes developed and submitted that target SIDS, LDCs and African states (GCF readiness outcome 4.3)**

This readiness proposal seeks resources for pipeline development, including concept notes for the first two projects to be implemented through NCDD's. NCDD's does not currently have an agreed pipeline for GCF support. Several organizations have expressed interest to work with NCDD's to access and implement GCF grants in the future, but there is no transparent coordination process in place to assess these proposals and incorporate them in a coherent pipeline, based on national and sub-national climate change priorities. There is a need to establish such a process, in close coordination with the NDA. The NCDD's pipeline will be closely linked to the climate change priorities in the Cambodia's Country Programme for the Green Climate Fund, which falls under two priorities of Country Priorities for Climate Change Financing. These two priorities are Priority 5 (Better governance) and Priority 6 (Improving the human resource base). NCDD's pipeline will also be integrated into the National Program 2021-2030 (NP2) on Sub-National Democratic Development that is currently being developed.

To avoid any possible conflicts of interest deriving from the Delivery Partner's role as an Accredited Entity, the prioritization of investments and projects in the context of this readiness grant, will be made through a broad consultation process with relevant stakeholders, including other potential implementing entities for Cambodia. The final validation of these priorities will be carried out through the countries' own relevant coordination mechanism and institutional arrangements, with the participation of other government agencies, as well as representatives from civil society and private sector as the NDA deems relevant, to ensure chosen priorities are

fully aligned with national plans and strategies and adequately includes inputs from consulted stakeholders. It should be noted that this grant will only support pipeline development for NCDDS itself, and NCDDS pipeline will then fall under normal coordination and approval procedures as established by the NDA for the national pipeline / GCF country engagement plan.

Since the outcome will contribute to the initial development of NCDDS pipeline and concept notes, the lesson learned and the results from the outcome's activities will ensure that NCDDS procedures and work plan process for the pipeline development will be used for future annual update as required. The initial pipeline development process supported by GCF will also serve as on-the-job training for NCDDS staff, so that they are able to lead such processes in following years.

#### **Coordination with other readiness initiatives:**

Readiness proposals approved for Cambodia to date (all funded by GCF) are as follows:

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Links with current project: It is complementary as it will facilitate direct access to GCF for private sector finance, while the current project will facilitate direct access for the public sector (sub-national administrations).

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Links with current project: It is mostly focused on private sector and engagement of the Ministry of Mines and Energy to promote large-scale investment in green energy. As such, it is complementary to the current proposed project which is focused on smaller investments from the sub-national level administrations.

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This project has a focus on strengthening the no-objection procedure, NDA procedures and capacities, and developing a country programme for GCF.

Links with current project: there are strong linkages between the two projects. NCDDS will work closely with the NDA to ensure that the NCDDS pipeline is aligned and feeds into the country programme for GCF.

NCDD also plays a role in providing feedbacks and inputs into the national programming designed by the NDA through NDA stakeholder consultation. How this works is that NCDD takes an active role in engaging stakeholders such as developing partners and sub-national agencies in collecting and compiling potential programmes and projects for NDA national programming design and development.

In addition, NCDD will use its own funds (NP2 programme) and will have some technical support funded by UNCDF (capacity development for NCDDS staff on gender and ESS policies) and some technical support funded by World Bank (for the first bi-annual verification assessment) in order to complement the funds requested under this GCF readiness proposal.

### 3. LOGICAL FRAMEWORK

Outcomes	Baseline <sup>1</sup>	Targets	Outputs	Activities (brief description)	Deliverables <sup>2</sup>
<b>Outcome 1.2:</b> Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	NCDDS has significantly strengthened its procedures to meet accreditation requirements, but capacity development is required for NCDDS staff to effectively implement the latest changes and meet the requirements for management of E&S complaints and of the bi-annual verification and progress reports	Remaining conditions related to the 12 areas for improvement for submission of the first proposal to GCF and for bi-annual verification reports are met.	<b>Output 1.2.1:</b> A system to receive, register and respond to any E&S-related complaints and any grievance complaint including website access, is operational	<b>Activity 1.2.1.1:</b> Review E&S policy and Grievance Redress mechanism, conduct internal consultations and formulate recommendations on potential architecture, management arrangements and technology options for E&S and Grievance Redress reporting and management system	<b>Deliverable 1.2.1.1.a:</b> Report on proposed architecture, management arrangements and technology for E&S and Grievance Redress reporting and management system, including timeline and costing for implementation.
				<b>Activity 1.2.1.2:</b> Develop and launch the agreed E&S and Grievance Redress reporting and management system to be maintained by NCDD IT Office and used by complainants (public) and NCDD Secretariat staff	<b>Deliverable 1.2.1.2.a:</b> Operational E&S and Grievance Redress reporting and management system
				<b>Activity 1.2.1.3:</b> Provide initial training to NCDDS' staffs on operation of the E&S and Grievance Redress reporting and management system	<b>Deliverable 1.2.1.3.a:</b> Training manual on E&S and Grievance Redress reporting and management system  <b>Deliverable 1.2.1.3.b:</b> Training report (E&S and Grievance Redress reporting and management system), including gender-disaggregated data on participants,

<sup>1</sup> Please briefly elaborate on current baselines on which the proposed activities can be built on, processes that are in place that the current Readiness proposal can strengthen, or any gaps that the proposed activities would fill in. If more space is needed, please elaborate this in Section 4.

<sup>2</sup> Please include tangible and specific deliverables for each activity proposed, Please note that during implementation all deliverables should be included within the implementation reports for GCF consideration.

Outcomes	Baseline <sup>1</sup>	Targets	Outputs	Activities (brief description)	Deliverables <sup>2</sup>
					and results of the pre- and post-training surveys.  Deliverable 1.2.1.3.c: Manual on E&S and Grievance Redress reporting and management system will be available for online access through NCDDS website. Difference updated versions will be uploaded as needed.  Refresher training and monitoring will ensure the quality and sustainability of the training.
			Output 1.2.2: Online grant award information-sharing, and information disclosure system is operational	Activity 1.2.2.1: Review OPP Manual, Information Disclosure Policy and Manual for Performance-Based Grants to Sub-National Administrations, conduct internal consultations and formulate recommendations on the architecture, management arrangements and technology options for an online grant-award and information-sharing system in consistent with the Information Disclosure Policy	Deliverable 1.2.2.1.a: Report on the proposed architecture, management arrangements and technology options for an online grant-award, information-sharing, information disclosure system, including timeline and costing for implementation
				Activity 1.2.2.2: Develop and launch the agreed online grant-award and information-sharing system for use by NCDD Secretariat staff and for public access to information on projects and programmes disclosure	Deliverable 1.2.2.2.a: Operational online grant-award, information-sharing, and information disclosure system.
				Activity 1.2.2.3:	Deliverable 1.2.2.3.a:

Outcomes	Baseline <sup>1</sup>	Targets	Outputs	Activities (brief description)	Deliverables <sup>2</sup>
				Provide initial training to NCDDS on operation of the online grant-award and information-sharing system	<p>Training manual on online grant-award and information-sharing system</p> <p>Deliverable 1.2.2.3.b: Training report (online grant-award and information-sharing system), including gender-disaggregated data on participants, and results of the pre- and post-training surveys.</p> <p>Deliverable 1.2.1.3.c: Manual on online grant-award and information-sharing system will be available for online access through NCDDS website. Difference updated versions will be uploaded as needed. Refresher training and monitoring will ensure the quality and sustainability of the training.</p>
			Output 1.2.3: Trainings and mentoring to staff on implementation of the OPP manual, internal audit manual and functioning of the Ethics and Audit Committee are conducted	Activity 1.2.3.1: Deliver trainings (3 events) to NCDDS staff on implementation of the OPP manual, internal audit manual and functioning of the Ethics and Audit Committee	<p>Deliverable 1.2.3.1.a: 3 training report(s) (OPP manual, internal audit manual and functioning of the Ethics and Audit Committee), including in each case the corresponding training manual</p> <p>Deliverable 1.2.3.1.b: Manual on OPP, internal audit and function of Ethics and Audit Committee will be available for online access through NCDD website. Difference updated versions will be uploaded as needed.</p>

Outcomes	Baseline <sup>1</sup>	Targets	Outputs	Activities (brief description)	Deliverables <sup>2</sup>
					Refresher training and monitoring will ensure the quality and sustainability of the training.
				Activity 1.2.3.2: On-the-job training and mentoring to concerned NCDD-S staff for implementation of the manuals	Deliverable 1.2.3.2.a: Report on mentoring support provided to staff
			Output 1.2.4: Satisfactory bi-annual verification progress reports are submitted every six months to GCF Secretariat in a timely manner	Activity 1.2.4.1: Quarterly implementation review meetings	Deliverable 1.2.4.1.a: Quarterly update on implementation plan status
				Activity 1.2.4.2: Produce bi-annual progress reports for submission to the GCF secretariat	Deliverable 1.2.4.2.a: Four bi-annual reports submitted to the GCF secretariat
				Activity 1.2.4.3: Organize bi-annual verification missions and submit reports to GCF secretariat	Deliverable 1.2.4.3.a: Four bi-annual verification reports submitted to the GCF secretariat
Outcome 4.3: An increase in the number of quality project concept notes developed and submitted that target SIDS, LDCs and African states	A draft concept note has been prepared	A pipeline for the next 3-5 years is available, with the two first concept notes finalized and submitted to the GCF Secretariat, and an estimated 20 grant projects.	Output 4.3.1: Document presenting the proposed NCDDS GCF pipeline for the next 3-5 years with has been validated by the NDA and/or integrated into the NDA Country Programming document.	Activity 4.3.1.1: Conduct consultations with NCDDS, the NDA and concerned stakeholders, at least 30% women participants, on priorities for GCF financing at sub-national level in the next 3-5 years, as a contribution to the overall country programming process managed by the NDA	Deliverable 4.3.1.1.a: Consultation report on priorities for GCF financing at sub-national level
				Activity 4.3.1.2: Draft GCF pipeline document for NCDD-S, for integration in Cambodia's country programme. This pipeline document will be updated annually.	Deliverable 4.3.1.2.a: GCF pipeline document (3-5 years) for NCDDS

Outcomes	Baseline <sup>1</sup>	Targets	Outputs	Activities (brief description)	Deliverables <sup>2</sup>
			Output 4.3.2: Two concept notes developed and submitted to the GCF Secretariat	Activity 4.3.2.1: Conduct consultations with concerned stakeholders, at least 15% women participants, on the two top priority project ideas in the pipeline	Deliverable 4.3.2.1.a: Consultation reports for the two top priority project ideas
				Activity 4.3.2.2: Developed two concept notes for the submission to and review by GCF Secretariat	Deliverable 4.3.2.2.a: Two project concept notes

## 4. THEORY OF CHANGE

Developing direct access to GCF is a key objective of Cambodia's readiness programme, which will be directly supported by this proposal.

Outcome 1.2 is directly related to GCF requirements for full accreditation of NCDDS, addressing the conditions for submission of a first proposal to GCF, and addressing the condition for regular reporting to GCF on the status of the implementation plan and roadmap agreed during the accreditation process. The grant proposal will contribute to the capacity building for key institution, the enhancing government structures, and the developing technical capabilities to advance innovative financial mechanisms. Outcome 4.3 focuses on the development of a coherent pipeline for NCDDS, thereby facilitating direct access to GCF in the medium-term.

Key assumptions for the theory of change include the commitment of NCDDS management and staff to the implementation of reforms agreed with GC; and availability of complementary support from other partners (namely World bank and UNCDF) to support the first bi-annual review exercise and the development of a detailed implementation plan and tracking tool; sufficient and concrete new viable projects that can be identified in a timely manner to be included in the project pipeline.

Key risks include:

- Lack of participation in the pipeline development exercise (NCDDS will reach out to all known interested entities and coordinate with the NDA);
- Potential need for additional capacity development support to NCDDS staff (this will be monitored on a quarterly basis and reported to GCF and other partners for potential additional support).

In the Theory of Change diagram, four barriers were described that pose challenges to our objective.

- Barrier 1: Some required IT systems, including system for handling of E&S complaints and system for online grant award and information-sharing are not yet operational. To address this barrier, two outputs have been developed.
  - Output : Operationalize a system to receive, register and respond to any E&S-related complaints, including website access
  - Output : Operationalize an online grant award and information-sharing system.
- Barrier 2: NCDDS staff are not yet fully trained on the new procedures introduced during the accreditation process. To address this barrier, one output has been developed.
  - Output : Conduct trainings and mentoring to staff on implementation of the OPP manual, internal audit manual and functioning of the Ethics and Audit Committee.
- Barrier 3: NCDDS does not yet have a process in place for regular reporting to GCF on implementation of management reforms. To address this barrier, one output has been developed.
  - Output : Support submission of satisfactory bi-annual verification and progress reports to GCF Secretariat in a timely manner.
- Barrier 4: No process in place to manage the NCDDS direct access pipeline in a coordinated manner. To address this barrier, two outputs have been developed.
  - Output : Develop NCDDS GCF pipeline for the next 3-5 years.
  - Output: Develop and share with GCF Secretariat two concept notes.

Furthermore, Output 1.2.1, 1.2.2, 1.2.3 and 1.2.4 will contribute to Outcome 1.2, while Output 4.3.1 and 4.3.2 will contribute to Outcome 4.3. Overall, the two outcomes will contribute the goal of Cambodia, through NCDDS, secures direct access to GCF for sub-national climate change activities over the medium to long-term.

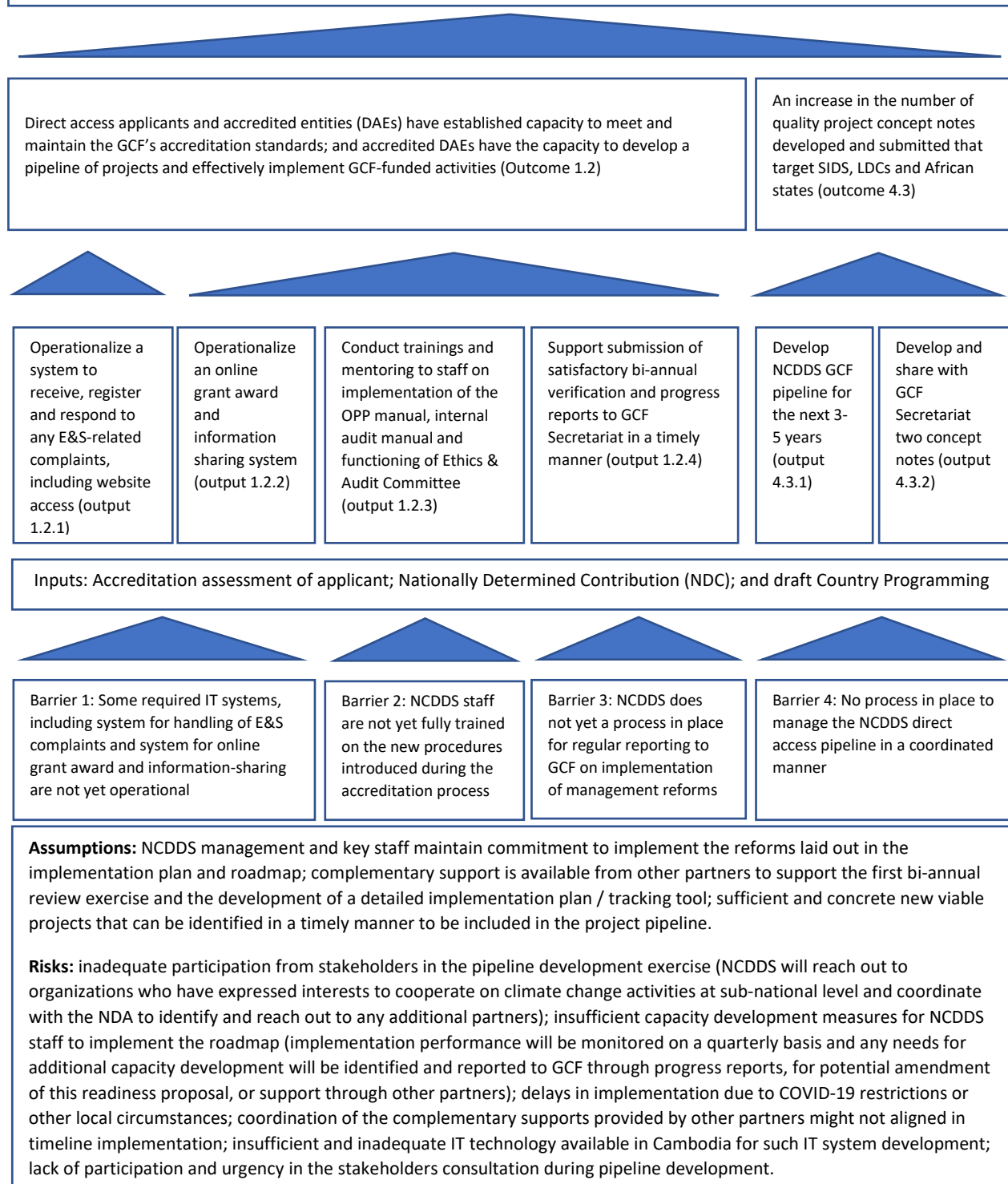
This proposal builds on previous readiness work over the past three years, which has led to the conditional accreditation of NCDDS in November 2019.

NCDDS is the main channel for the delivery of climate change finance at sub-national level in Cambodia. The proposed readiness support will facilitate direct access to GCF readiness for this essential component of the Cambodia Climate Change Strategic Plan (CCCSP, 2014-23) and Nationally Determined Contribution (NDC). These documents explicitly mention the need to mainstream climate change in sub-national programmes. This is reflected under Strategic Objective 7 of the CCCSP. The CCCSP further specifies that *“Public expenditure through sub-national administrations is still relatively small at the moment (5 – 6% of total state expenditure), but very important for climate change adaptation initiatives, which need to provide support for better climate resilience at the community level. Future financing mechanisms should include appropriate procedures and instruments to mainstream climate change in sub-national planning and budgets”*.

The financing framework and implementation plan for Cambodia's National Adaptation Plan (NAP) identifies the Green Climate Fund as "one of the mechanisms for financing the sub-national level climate change activities."

All components of the proposed readiness support directly support the objective of facilitating access to climate finance for the sub-national administrations, as an essential component of the Cambodia Climate Change response.

**Goal Statement:** If NCDDDS has established capacity to meet and maintain the GCF's accreditation standards and develop a pipeline of projects, then Cambodia will be able to identify, design and implement climate change investments at sub-national level in line with national policies because NCDDDS can secure direct access to GCF for sub-national climate change activities over the medium to long-term.



## 5. IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

### 5.1 Budget plan

See the Budget Plan in Excel.

### 5.2 Procurement plan

See the Procurement Plan in Excel.

### 5.3 Implementation Plan

See the Implementation Plan in Excel.

### 5.4 Disbursement schedule

#### ☒ Readiness Proposal that requires a bilateral Grant Agreement

- The first disbursement *amounting* USD 150,000 (US dollar one hundred fifty thousand) will be transferred upon approval of the readiness request and effectiveness of the Grant Agreement;
- The second disbursement *amounting* USD 180,000 (US dollar one hundred eighty thousand) will be transferred upon submission of an interim progress report and audited financial report<sup>3</sup>, in form and substance acceptable to the Fund, including an audited expenditure statement; and
- The third disbursement *amounting* USD 150,000 (US dollar one hundred fifty thousand) will be transferred upon submission of evidence by delivery partner that at least seventy percent (70%) of the funds previously disbursed by the fund have been spent on eligible expenditures.
- The fourth disbursement *amounting* USD 37,000 (US dollar thirty seven thousand) will be made upon submission of a completion report and financial report, in form and substance acceptable to the Fund, including an audited expenditure statement.

<sup>3</sup> For second disbursement, audited financial report and audited expenditure statement are only required for readiness and preparatory support proposals expected to last over 12 months.

## 6. IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION

### 6.1 Implementation arrangements

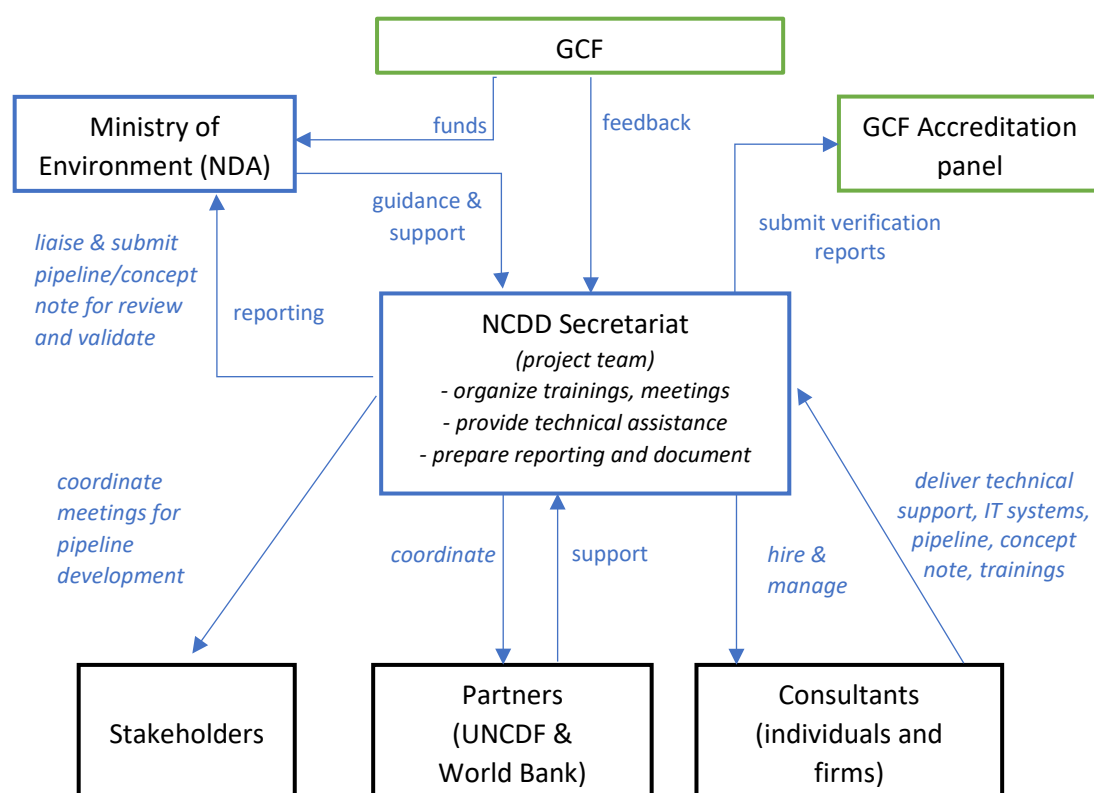
NCDD is accredited as a direct access entity and will receive the funds directly from GCF.

As this readiness proposal is focused on strengthening NCDDS' own systems, implementation does not require any transfer of funds to other partners. All operations will be managed directly by the NCDDS project team, and procedures will be in line with the NCDDS accredited procedures.

Coordination will be required with UNCDF (who will provide parallel support through a consultant to detail and track the implementation plan agreed during accreditation), and World Bank (who will support the first bi-annual assessment of NCDDS, through hiring of a consulting firm to conduct the assessment). UNCDF and World Bank will fund their activities in the supports described.

The project team will liaise with the NDA to ensure that the pipeline development process at NCDDS level (focused on sub-national administrations) is in line with the GCF country programming exercise that the NDA is leading. NCDDS will actively participate in national consultations organized by the NDA, and also liaise with the NDA on identification of potential entities interested in developing GCF concept notes / proposals for sub-national administrations.

The project team will recruit and manage the consultants and firms to deliver capacity development services and other deliverables, with the NCDD Secretariat as beneficiary. The project team will also organize the required consultation meetings for pipeline development.



## 6.2 Implementation and execution roles and responsibilities

### Project staff:

A project manager will be appointed by NCDDDS (from its own staff) to oversee all activities, provide guidance to project staff, advisor and consultants and ultimately be responsible for reporting to the GCF.

- 1) The project manager will oversee the work of a finance and administrative assistant (to be recruited for the project) who will support administrative, procurement and financial management functions for the project 24 months). He or she will liaise with relevant departments with NCDDDS organization and committee in support of the project implementation.
  - a. Duration 24 months
  - b. All outputs
  - c. Experience: at least 5 years' experience in project management and implementation including administrative, procurement and financial management. Experience working with public sector project implementation is a plus.
- 2) A Programme Operations Adviser (PO advisor) will be recruited for 24 months, with responsibility for developing and delivering training and ongoing mentoring to staff under output 1.2.3. This PO advisor is expected to be recruited for executing this output.
  - a. Duration 24 months
  - b. Developing and delivering training and ongoing mentoring under Output 1.2.3
  - c. Experience: at least 5 years' experience in developing and providing capacity training to government officials.
- 3) A Progress Verification Adviser (PV advisor) will be recruited for a 13-month duration, with responsibility for the delivery of Output 1.2.4. This PV advisor is expected to be recruited for the executing this output.
  - d. Duration 13 months
  - e. Output 1.2.4
  - f. Experience: at least 5 years' experience in supporting organization with management and capacity development in verification and audit.

### Consultants:

- 1) An IT system consultant (local) will be recruited to support NCDDDS to develop with detailed specifications for the systems foreseen under outputs 1.2.1 and 1.2.2, and to oversee the work of the IT firm to ensure design and systems implementation by the IT firm is in line with NCDDDS requirement and effective development.
  - a. Duration 40 days
  - b. Output 1.2.1 and 1.2.2
  - c. Experience: at least 5 years' experience as a project manager or business intelligence consultant for similar IT projects in Cambodia or in the region, with a positive track record.
- 2) An IT firm will be recruited to propose design options and then develop and implement the IT systems foreseen under outputs 1.2.1 and 1.2.2. The firm will work under the guidance of the IT systems consultant to ensure the systems meet the needs of NCDDDS.
  - a. Duration 4 months
  - b. Output 1.2.1 and 1.2.2
  - c. Experience: at least 5 years' experience delivering IT solutions and similar systems for public and private sector entities in Cambodia, with a positive track record. In-house expertise including business intelligence, ETL, web and database development.
- 3) Pipeline development will be supported by one international and one local consultant (20 days each).
  - a. Duration 20 days (international consultant) and 20 days (local consultant)
  - b. Outputs 4.3.1
  - c. Experience (International Consultant): at least 10 years' experience in supporting development programme or project formulation. At least 5 years' experience with climate change adaptation programmes or projects, including experience in Southeast Asia or LDC. Experience with GCF readiness programmes highly desirable.
  - d. Experience (Local Consultant): at least 5 years' experience in supporting development programme or project formulation. At least 3 years' experience with climate change adaptation programmes or projects.
- 4) Concept note development will be supported in each case by a team composed of 1 international consultant and one local consultant (one team for each assignment, 25 days for the international and 30 days for the local consultant).
  - a. Duration 50 days (International Consultant) and 60 days (Local Consultant)

- b. Output 4.3.2
- c. Experience: at least 5 years' experience in supporting the development programme or project formulation. At least 3 years' experience with climate change adaptation programmes or projects in Cambodia. Experience with GCF project or concept note formulation is advantageous.

**Staff under delivery partner fee:**

The delivery partner fee will cover the cost of a staff (project management officer, 24 months), who will be responsible for supporting the inception phase of the project (detailed development of TOR for the various activities), as well as preparation of reports to GCF and management of the audit.

### 6.3 Risks and mitigation measures

Key risks identified and mitigation measures are presented in the table below. Looking at lessons learned, only one readiness project has been operating for more than one year in Cambodia, and the main issue has been delays in implementation due to local circumstances. This project is operated by the NDA, not by NCDDDS. NCDDDS has a long track record with project implementation and also has experience in conducting activities under constraint from COVID-19 restrictions.

Risk category	Specific risk(s) / Risk(s) description	Probability of occurrence (low, medium, high)	Impact level (low, medium, high)	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
Capacity Risk	Inadequate participation from stakeholders in the pipeline development exercise	Low	Medium	NCDDDS will reach out to organizations who have expressed interest to cooperate on climate change activities at sub-national level, including any other GCF accredited entity, and coordinate with the NDA to identify and reach out to any additional partners	NCDDDS, NDA
Capacity Risk	Insufficient capacity development measures for NCDDDS staff to	Medium	Medium	Implementation performance will be monitored on a quarterly basis and any needs	NCDDDS

Risk category	Specific risk(s) / Risk(s) description	Probability of occurrence (low, medium, high)	Impact level (low, medium, high)	Mitigation action(s)	Entity(ies) responsible to manage the risk(s)
	effectively implement the roadmap/ implementation plan			for additional capacity development will be identified and reported to GCF through progress reports, for potential amendment of this readiness proposal, or support through other partners (e.g. UNCDF)	
Disaster Risk	Delays in implementation due to COVID-19 restrictions or other local circumstances	Medium	Medium	NCDD has a good track record for project implementation. Restrictions on meetings can be addressed by organizing online consultations, or by organizing trainings in smaller groups with social distancing	NCDDS
Political Risk	Declining political support for climate action at sub-national level	Low	High	Continued advocacy and engagement of NCDD and MOI senior leadership on the need for climate action	NCDDS

## 6.4 Monitoring

**Reporting to GCF:**

NDCCS will be responsible for implementation of the readiness support and will carry out all fiduciary and financial management, procurement of goods and services, monitoring and reporting activities under this proposal in compliance with its policies and procedures and with the Bilateral Grant Agreement to be signed with GCF or its fiduciary agent.

**Monitoring system:**

The project manager appointed by NCDDDS will have overall responsibility for monitoring project progress against the agreed outputs.

A detailed project work plan will be put in place and internal project meetings will be held at least once per month to review progress against this work plan, identify any implementation issues and take appropriate action.

Consultant outputs and monthly reports of project staff will be reviewed by the project manager.

Issues detected during this monitoring will be logged, together with proposed measures to address the issue, and status of the issue. Active issues in the issue log will be reviewed during monthly project meetings.

If some issues are beyond the capacity of the project to address, they will be reported to GCF for consultations.

Lessons learnt will also be tracked by the project manager and discussed at monthly project meetings, in order to be fed back into project implementation.

The Admin and Finance Assistant will be in charge of financial monitoring and reporting, under the supervision of the project manager. A monthly update on status of budget implementation will be produced for discussion at the monthly project meetings.

**6.5 Other Relevant Information****Sustainability:**

This readiness proposal is essentially focused on developing the capacities of NCDDDS as DAE to fully implement all conditions of its accreditation. Sustainability of these capacities is at the core of the proposal. After two years of capacity development interventions including systems strengthening, trainings and mentoring, NCDDDS should be able to conduct these required activities with minimal external support.

More specifically, IT systems supported under this project (output 1.2.1. and 1.2.2) will be maintained by NCDDDS's IT office, which falls under the Monitoring, Evaluation and Information Division of NCDDDS. Users of the systems will include NCDDDS's Program Management and Support Division, Finance and Administration Division, the safeguards team, the Grants Award committee, and the Audit and Ethic Committee. Staff for all these units will be included in the relevant trainings budgeted under outputs 1.2.1 and 1.2.2, and will also be involved in consultations at the design stage. NCDDDS already has a data center with appropriate IT infrastructure.

Training on the OPP manual will target a broader number of staff including staff of Finance and Administration Division (as key implementer of the manual, including: Finance office, Admin office, Procurement office, and Personnel office), NCDDDS management (Head and Deputy head of NCDDDS) and other staff from Program Management and Support Division, Monitoring Evaluation and Information Division, Policy Analysis and Development Division, as well as staff from the provincial finance offices. They will also benefit from ongoing mentoring from the Operations Management Adviser.

Implementation of the Internal Audit procedures will be under the lead responsibility of members of the Internal Audit Group (Head, Deputy Head, and Staff), who will receive training, as well as mentoring from the operations management adviser. NCDDDS management (Head and Deputy head of NCDDDS) and other staff (Program Management and Support Division, Monitoring Evaluation and Information Division, Policy Analysis and Development Division), will also be trained.

Members of the Ethics and Audit Committee will be trained and mentored on their tasks, with the Internal Audit Group members and, Finance and Admin Division's staff also trained for their supporting role.

Pipeline management functions and the overall reporting to GCF will be the responsibility of NCDDDS management, with support from the Program Management and Support Division. This division is also where

this readiness project team will be hosted, so that PMSD will build capacity to interact with GCF throughout this process.

To ensure effective and sustainable handover of the responsibility from the project team and consultants, the exit strategy will follow the guidelines described in Personnel section of the OPP manual.

**Money Laundering/Anti-Corruption:**

All personnel, advisors, contract staff, and consultants of this readiness proposal shall comply with the OPP manual which highlights policies on personnel policies and procedures, financial policies and procedures, administration and procedure, procurement policies and procedures. In addition, all related parties must adhere to the Anti-Corruption law and any related regulatory guidance issued by the Anti-Corruption Unit of the Cambodia government.

**Grievance Redress Mechanism:**

Through the readiness proposal project implementation, all complaints or allegations from third parties or anonymous shall comply with the Grievance Redress mechanism and OPP manual, and any available related mechanism and policies.

Cambodia is not currently subject to any United Nations Security Council sanctions.

# READINESS & PREPARATORY SUPPORT

## BUDGET, PROCUREMENT & IMPLEMENTATION PLAN



### Readiness Grant Budget Preparation Guidelines

This file contains three specific planning tools to complete the supplementary information required when submitting a proposal for Readiness Programme support (including for NAP/adaptation planning):

- Budget plan and accompany Budget notes
- Procurement plan
- Implementation plan

The following considerations are important when completing the budget:

1. Before preparing the Readiness and budget, procurement, and implementation plans, please read the full guidance contained in the Readiness Programme Guidebook, specifically Part III Section 5
2. You can select the appropriate budget categories from the dropdown list in the budget plan:
3. To insert additional rows, right click on the row number below where you wish to insert the new row and choose INSERT.
4. Additional budget categories may be added by manually typing them on the Budget Category sheet. :
5. The Budget Notes sheet should be used to record explanations, further details or cost breakdowns for individual lines

#### Project Management Cost:

Project management costs (PMC) are the direct administrative costs incurred to execute a project. They should cover only incremental costs incurred due to the GCF contribution. In most cases, these costs are directly related to the support of a dedicated project management unit which manages the day to day execution related activities of the project.

#### General Principles for PMC costs:

1. The percentage of PMC financed by GCF should not be more than the percentage share of the overall budget financed by GCF
2. PMC budget thresholds: Up to 7.5 per cent of total activity budget.
  - > PMC exceeding 7.5 per cent for the readiness (including NAPs) proposals, and PPF proposals, up to \$ 3 million will require detailed documentation and justification supporting the entire PMC budget.
  - > The PMC should be shown as a separate component in the project budget. A detailed breakdown of PMC should be provided by budget category.
  - > Indicative list of eligible project management costs:
    - > **Project staffing and consultants:** Project manager, Project Assistant, Procurement personnel, Finance personnel & Support/admin. Personnel
    - > **Other direct costs:** Office equipment, Mission related travel cost of the PMU, Project management systems and information technology, Office supplies, Audit cost

#### Contingency :

1. Select the appropriate % of Contingency Budget from the dropdown list :
2. Contingency budget for unforeseen costs arising during the project implementation should not be included in the outcome budget separately.
3. Contingency budget must be used for any unforeseen programme (output level) cost that is unrelated to implementation/service fee.
4. Any use of contingency must be reported to and agreed by the GCF Secretariat in writing in advance provided with justifications that are acceptable to the GCF
5. If by the end of the grant implementation period, you have not spent Contingency, you may not increase the scope of the project or make any other expenditures using the Contingency.

Budget Categories
Audio Visual & Printing
Audit Fee
Consultant - Individual - International
Consultant - Individual - Local
Professional Services – Companies/Firm
IT Equipment
Office Supplies
Travel - International
Travel – Local
Workshop/Training
Contracted Project Staff

*Indicate additional  
budget categories*

5.1 Budget Plan

Please add rows for Outcomes, Outputs and Cost Categories as required. Additional budget categories may be added by manually typing them on the Budget Category sheet.

Outcomes / Outputs		Detailed Budget (in US\$)						Expenditure Plan					
		Budget Categories <small>choose from the drop-down list</small>	Unit	# of Unit	Unit Cost	Total Budget <small>(per budget category)</small>	Total Budget <small>(per sub-outcome)</small>	Total Budget <small>(per outcome)</small>	6m	12m	18m	24m	
Outcome 1.2 Direct access applicants and accredited entities (DAEs) have established capacity to meet and maintain the GCF's accreditation standards; and accredited DAEs have the capacity to develop a pipeline of projects and effectively implement GCF-funded activities	Output 1.2.1: A system to receive, register and respond to any E&S-related complaints and grievance complaint, including website access, is operational	Professional Services – Companies/Firm	W/Day	60	350.00	21,000.00	36,000.00	36,000.00	21,000.00				
		Consultant - Individual - Local	W/Day	15	400.00	6,000.00			6,000.00				
		Workshop/Training	Event	1	6,000.00	6,000.00			6,000.00				
		Travel – Local	Participant	30	100.00	3,000.00			3,000.00				
	Output 1.2.2: Online grant award and information-sharing, and information disclosure system is operational	Professional Services – Companies/Firm	W/Day	120	350.00	42,000.00	61,000.00	276,250.00		42,000.00			
		Consultant - Individual - Local	W/Day	25	400.00	10,000.00			10,000.00				
		Workshop/Training	Event	1	6,000.00	6,000.00				6,000.00			
		Travel – Local	Participant	30	100.00	3,000.00				3,000.00			
	Output 1.2.3: Trainings and mentoring to staff on implementation of the OPP manual, internal audit manual and functioning of the Ethics and Audit Committee are conducted	Contracted Project Staff	W/month	24	2,000.00	48,000.00	215,250.00			12,000.00	12,000.00	12,000.00	12,000.00
		Workshop/Training	Event/day	5	5,000.00	25,000.00						25,000.00	
		Travel – Local	Provincial p	310	75.00	23,250.00						23,250.00	
	Output 1.2.4: Satisfactory bi-annual verification and progress reports are submitted to GCF Secretariat in a timely manner	Contracted Project Staff	W/Month	13	3,000.00	39,000.00				3,000.00	18,000.00	18,000.00	
		Professional Services – Companies/Firm	Mission	4	20,000.00	80,000.00				20,000.00	20,000.00	20,000.00	20,000.00
Outcome 4.3: An increase in the number of quality project concept notes developed and submitted that target SIDS, LDCs and African states	Output 4.3.1: Document presenting the proposed NCDDS GCF pipeline for the next 3-5 years	Consultant - Individual - International	W/Day	20	850.00	17,000.00	35,000.00	123,500.00			17,000.00		
		Consultant - Individual - Local	W/Day	20	500.00	10,000.00					10,000.00		
		Travel - International	Trip	2	3,000.00	6,000.00					6,000.00		
		Workshop/Training	Event	1	2,000.00	2,000.00					2,000.00		
	Output 4.3.2: Two concept notes developed and shared with GCF Secretariat	Consultant - Individual - International	W/Day	50	850.00	42,500.00	88,500.00					42,500.00	
		Consultant - Individual - Local	W/Day	60	500.00	30,000.00						30,000.00	
		Travel - International	Trip	4	3,000.00	12,000.00						12,000.00	
		Workshop/Training	Event	2	2,000.00	4,000.00						4,000.00	
Total Outcome Budget								435,750.00	81,000.00	101,000.00	133,250.00	120,500.00	
Project Management Cost (PMC) Up to 7.5% of Total Activity Budget		Contracted Project Staff	Month	24	650.00	15,600.00	Actual amount and % of PMC requested: do not change the formula	Maximum PMC that can be requested: do not change the formula					
		Audit Fee	Lumpsum	2	5,180.00	10,360.00							
		Office Supplies	/ month	24	280.00	6,720.00							
						-			✔ 32,680.00	32,681.25			
						-			✔ 7.50%	7.50%			

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Breakdown (per budget category)	Total (per budget category)
Audio Visual & Printing	-
Audit Fee	10,360.00
Consultant - Individual - International	59,500.00
Consultant - Individual - Local	56,000.00
Professional Services – Companies/Firm	143,000.00

FOR GREEN CLIMATE FUND SECRETARIAT'S USE ONLY

Total Outcome Budget	435,750.00
Project Management Cost (PMC)	32,680.00

7.5% requested

IT Equipment	-
Office Supplies	6,720.00
Travel - International	18,000.00
Travel – Local	29,250.00
Workshop/Training	43,000.00
Contracted Project Staff	102,600.00
0	-
0	-
0	-
0	-
Total Outcome Budget + PMC	468,430.00

Contingency	2% requested	9,368.60
Sub-Total	(Total Outcome Budget + Contingency + PMC)	477,798.60
Delivery Partner Fee (DP)	- Up to 8.5% of the Sub-Total	39,201.40
Total Project Budget	(Total Activity Budget + Contingency + PMC + DP)	\$ 517,000.00

Budget Note	Detailed Description
A	IT firm to support design and implementation of the E&S complaints management system (1.1.2 and 1.1.3)
B	15 days of a local IT systems consultant to support design of the system (1.1.1)
C	One training event 2 to 3 days, 100 participants (1.1.3)
D	Costs of per diem and travel for participants from the provinces (1.1.3)
E	IT firm to support design and implementation of the online grant award and information-sharing system (1.2.2 and 1.2.3)
F	25 days of a local IT systems consultant to support design of the system (1.2.1)
G	One training event 2 to 3 days, 100 participants (1.2.3)
H	Costs of per diem and travel for participants from the provinces (1.2.3)
I	24 months for a national programme operations adviser, who will conduct trainings and mentoring (1.3.1 and 1.3.2)
J	Three training events including staff from all provinces: 1 3-day event and two 1-day events, 100 participants per day on average (1.3.1)
K	Costs of per diem and travel for training participants from the provinces, for the OPP training only: 103 participants for 3 days/ 4nights (1.3.1)
L	13 months for a Progress Verification Consultant , to support tracking of implementation of the roadmap/implementation plan and prepare six-monthly reports (1.4.1 and 1.4.2)
M	Cost of the verification missions (4 missions - six-monthly, 1.4.3))
N	International consultant to support the development of a pipeline for NCDDS (2.1.1 and 2.1.2)
O	National consultant to support the development of a pipeline for NCDDS (2.1.1 and 2.1.2)
P	International travel for the international consultant, including air ticket and per diem (estimated at 150 USD per day for Phnom Penh) - 2.1.1 and 2.1.2
Q	Consultation workshop on the NCDDS pipeline (2.1.1), with 80 participants
R	International consultants for 2 concept note development (25 days for each note) 2.1.1 and 2.2.2
S	National consultants for 2 concept note development (30 days for each note) 2.1.1 and 2.2.2
T	International travel for the international consultant, including air ticket and per diem (estimated at 150 USD per day for Phnom Penh) 2.1.1 and 2.2.2
U	Consultation workshops on the concept notes (1 each, with 80 participants each) 2.1.1
V	Cost of a finance/accounting staff for the project

5.2 Procurement Plan

For goods, services, and consultancies to be procured, please list the items, descriptions in relation to the activities in Section 3, estimated cost, procurement method, relevant threshold, and the estimated dates. Please include the procurement plan for at least the first tranche of disbursement requested below and provide a full procurement plan for the entire duration of the implementation period if available at this stage.

Item	Item Description	Estimated Cost (US\$)	Procurement Method	Thresholds (Min-Max monetary value for which indicated procurement method must be used)	Estimated Start Date	Projected Contracting Date
Goods and Non-Consulting Services						
Workshop	Workshop venue and meals - safeguards system	6,000.00	Written Quotation	\$300 - \$25,000	Month 8	Month 7
Workshop	Workshop venue and meals - grants tracking	6,000.00	Written Quotation	\$300 - \$25,000	Month11	Month 10
Workshop	Workshop venue and meals - OPP training	15,000.00	Written Quotation	\$300 - \$25,000	Month 17	Month 17
Workshop	Workshop venue and meals - Ethics	5,000.00	Written Quotation	\$300 - \$25,000	Month 16	Month 16
Workshop	Workshop venue and meals - IA training	5,000.00	Written Quotation	\$300 - \$25,000	Month 15	Month 15
Workshop	Workshop venue and meals - concept note 1	2,000.00	Written Quotation	\$300 - \$25,000	Month 14	Month 13
Workshop	Workshop venue and meals - concept note 2	2,000.00	Written Quotation	\$300 - \$25,000	Month 14	Month 13
Office supplies	Day-to-day office supplies for the project	USD 280/month	Verbal Quotation (contracted to provide every month, 280/month)	\$100 - \$300	Ongoing	Ongoing
Workshop	Workshop venue and meals - pipeline	2,000.00	Written Quotation	\$300 - \$25,000	Month 15	Month 14
Sub-Total (US\$)		\$ 43,000.00				
Consultancy Services						
Professional services - Firm	IT firm for outputs 1.2 and 4.3	63,000.00	Quality and cost base selection	Unlimit amount	Month 4	Month 3
International consultant	Concept note 1	27,250.00	Individual consultant Selection	Unlimit amount	Month 13	Month 12
International consultant	Concept note 2	27,250.00	Individual consultant Selection	Unlimit amount	Month 13	Month 12
International consultant	Pipeline development	23,000.00	Individual consultant Selection	Unlimit amount	Month 15	Month 14
Local consultant	IT Consultant for outputs 1.2 and 4.3	16,000.00	Individual consultant Selection	Unlimit amount	Day 15 and 25	Day 15 and 25
Local consultant	Concept note 1	15,000.00	Individual consultant Selection	Unlimit amount	Month 13	Month 12
Local consultant	Concept note 2	15,000.00	Individual consultant Selection	Unlimit amount	Month 13	Month 12
Local consultant	Pipeline development	10,000.00	Individual consultant Selection	Unlimit amount	Month 15	Month 14
Professional services - Firm	Audit services	10,000.00	Quality and cost base selection	Unlimit amount	Month 13 and 25	Month 12 and 24
Contract Project Staff	Output 1.2 and Output 4.3	87,000.00	Individual consultant Selection	Unlimit amount	Month 24 and 13	Month 24 and 13
Contract Project Staff	PMC	15,600.00	Individual consultant Selection	Unlimit amount	Month 24	Month 24
Sub-Total (US\$)		\$ 206,500.00				

### 5.3 Implementation Plan

Please list all the deliverables (e.g. D.1.1.1a) per activity (e.g. A1.1.1) with the identifier and mark the planned duration as show in the example. Please also indicate milestones for any deliverables to be completed during the implementation period of the activity in question.

Make sure the identifier number of each activity and deliverable matches with the proposal as this table does not require its name or description. Please refrain from adding descriptions.

For more guidance on how to fill out this tables, please see Part III Section 5 of the Readiness Guidebook



Planned duration



Milestone (deliverable)



Target completion date

[illegible]