



ANNUAL PROJECT REPORT 2010

Ministry of Environment
Cambodia Climate Change Alliance (CCCA)
[15/02/2010 –31/12/2010]



Project ID & Title: 00059036
Duration: 15/02/2010 – 31/12//2012
Total Budget: USD 8,924,050
Implementing Partners: Ministry of Environment
Country Programme Outcome: National and local authorities and communities are better to conserve biodiversity and respond to climate change

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I. Executive summary

CCCA was launched in February 2010 as an innovative initiative to undertake capacity development of national institutions and at the same time looking to establish a national trust fund for Climate Change.

Climate Change response is identified as a national priority for Cambodia, and the formulation and implementation are central to establishing a national CC agenda. However, Climate Change is a cross-cutting issue and requires multi-sectoral engagement as a key principle, which is also reflected in the design of CCCA. As such, the MoE, and the CCD more specifically, have a huge task of working with and mobilising participation of the line ministries and other organisations in related sectors, in addition to networking with other actors already implementing activities in Climate Change. This has put a tremendous strain on CCD to organise their internal working mechanism, to staff the department and to work on delivery of the Support Programme of CCCA in addition to handling day-to-day tasks of other projects within the department. Such efforts are incremental and continuous and results cannot be easily achieved over a short period of time.

During the first year, the CCCA programme has faced many challenges and under-delivered on most of the milestones set at the programme inception. This is due to a number of reasons, the most important of which is related to the “capacity to implement and move the project forward”. A big delay in recruitment of technical advisors and specialists had a major impact on the operationalisation of the programme. The CCD, which is the central coordination body for the CCCA was also growing from a small unit into a department. However the authorised number of positions in CCD is not sufficient to effectively run and monitor a programme of this scale on top of other projects and commitments towards the Government mandates and to donors.

These challenges, although difficult to overcome, need to be carefully considered when planning deliverables and setting timelines for the coming year and beyond.

CCCA however has produced a number of positive outputs during 2010 including;

- 1) Inception Workshop with a high number of participants which enabled the CCCA to be publicised across different stakeholders;
- 2) An inter-ministerial delegation to COP 16 in Cancun providing international exposure and networking opportunities to Government officials, and
- 3) Collaboration has been initiated with Climate Change practitioners as basis for further, productive exchange, for example with the pilot Programme on climate Resilience (PPCR / World Bank), the Climate Change Adaptation Initiative (CCAI /MRC), and the Solution Exchange for Climate Change (an online network linking Climate Change practitioners to discuss challenges in Cambodia)
- 4) Mobilization of core CCD team: NPC and 3 Team Leaders, one for each CCCA Component, the TFA and the CTA. Concerted efforts are required by the CCCA implementation team in 2011 to start active engagements with line ministries and other potential partners through strengthened coordination mechanisms, make progress on the policy front (e.g. preparation on CCSAP development) as well as identifying capacity gaps and opportunities, and concretise trust fund set-up so that different initiatives can start to be supported through the trust fund facility.

II. Implementation progress

PROGRESS TOWARDS PROJECT OUTPUTS

OUTPUT 1.1: National buy-in and ownership of the CC Strategy and Action Plan (CCSAP) and other key outputs of SNC and NAPA

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
Endorsed CCSAP	No CCSAP	CCSAP endorsed	Policy Specialist (consultant) under recruitment
# of NAPA follow-up projects	2 Projects defined	6 Projects defined	2 Known (Agriculture and Water Resources)
% of man-month contributions from Government Staff against initial budget expended to CCSAP, CCCA, NAPA and other actions	Nil against 600 man-month	70%	N/A
<p>The 2010 annual target of having CCSAP outlines and scope defined has not been achieved mainly due to lack of technical assistance to CCD to assist in this area. CCD and UNDP have discussed the best way to procure specialist support for CCSAP development and have agreed that a consultant with prior experience in policy development will be recruited by UNDP at the request of CCD.</p> <p>Regarding the establishment of on-demand inter-ministerial technical team, a Terms of Reference has been drafted and presented to the NCCC meeting held on 22 September, however it is pending finalization.</p>			
<input type="checkbox"/> delivery exceeds plan	<input type="checkbox"/> delivery in line with plan	<input checked="" type="checkbox"/> delivery below plan	

OUTPUT 1.2: The NCCC and CCD are enabled to deliver on their mandated roles

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
% of capacity gaps identified in the Capacity Development Plan addressed through CCCA support	None	50%	Capacity assessment not taken place
% of NCCC members and CCD staff completed individual learning plan	None	80%	Individual learning plan not developed
<p>Comprehensive capacity assessment for CCD and NCCC did not take place during 2010 mainly due to lack of guidance. CTA and CCD will begin by together studying the products and recommendations put forward by the Start-up Management Advisor who worked closely with CCD for nine months and initiated some questionnaires as a basis for individual learning plan with CCD staff.</p>			
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OUTPUT 1.3: Cambodia's negotiation capacity on CC matters and ability to comply with UNFCCC obligations is strengthened

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
# of official negotiators with more than 3 year continuous experience of negotiations, participating in international CC meetings	5 staff	At least 8 staff	3 staff with more than 3 yrs continuous experience have attended COP16
% of inter-ministerial technical team involved in at least one key international CC negotiation meetings	Need info	80%	Inter-ministerial tech. team not formed yet but 22 inter-ministerial delegates attended COP 16.
# of regular CC negotiation related events (e.g. meetings, forums, field trips) held in Cambodia	Need info	4 events per 12 months	0 for CCCA

The Government of Cambodia demonstrated very active participation to the UNFCCC related events during 2010.

During 31 May -11 June, 4 Government officials from MoE participated in UN Climate Change negotiations in Bonn, Germany.

In July-August, 5 Government representatives (3 from MoE and 2 from line ministries) participated in UN Climate Change in Bonn.

In October, CCD Director participated in UN CC talks held in Tianjin, China.

In November, CCD sent 3 negotiators in negotiation training in Vietnam which was jointly organised by UNDP Vietnam and Dfid.

For the COP16 meeting, the RGC has sent a delegation of 22 officials. Government participation in COP increased from 5 ministries in 2009 to 6 ministries in 2010.

A pre-COP meeting with CSOs was held by CCD in November, however this was not a CCCA-supported activity.

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OUTPUT 1.4: Institutional arrangements to support CC mainstreaming in key ministries are in place

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
# of ministries and government agencies with CC focal person appointed or CC functional units identified and participating in CC mainstreaming	Need info	8 ministries and government agencies	2
# of agreements between ministries or Government agencies and CSOs for CC related alliances	Need info	Average 2 agreements per ministry or Government agency	Not known

The process of engaging NCCC has lacked speed during 2010 and this has resulted in lack of active CC mainstreaming activities. However, MoWA has joined NCCC increasing its membership to 22 bodies.

A baseline survey was launched vis-à-vis NCCC member ministries to understand their current CC establishment however not all ministries have responded yet. Stocktaking of the results and follow-ups need to be continued in 2011 to collect all necessary baseline data.

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OUTPUT 2.1: Multi-Stakeholder CC information sharing and knowledge management at national and sub-national level established

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
Endorsed National CC Information and Knowledge Management Strategy	Nil	National CC Knowledge Management Strategy endorsed	Not yet started
# of key CC-relevant primary data sources accessible to platform	Need info	30 primary data sources	N/A

<input checked="" type="checkbox"/> % of V & A assessments and MRV actions undertaken which are compliant with national framework	Need info	50% compliant	N/A
Public Information consultant started working with CCD in Q4 and produced some dissemination materials for CCCA as well as drafting a Public Information strategy and assisting CCD with preparing for KAP study launch scheduled for Q1 2011.			
<input type="checkbox"/> delivery exceeds plan	<input type="checkbox"/> delivery in line with plan	<input checked="" type="checkbox"/> delivery below plan	



OUTPUT 2.2: The Community of Practice on CC in Cambodia is strengthened and enhanced

Output Indicators	<i>Baseline 2010</i>	<i>Target 2012</i>	<i>Current status Dec 2010</i>
<input checked="" type="checkbox"/> # of active participants (more than 2 engagements per year) in CC internet-based discussion groups	Need info	30+ participants	N/A
<input checked="" type="checkbox"/> # of people participating in annual National CC Forum	298	average 500	Did not take place during 2010
<input checked="" type="checkbox"/> # of multi-stakeholder meetings and workshops specifically addressing CC issues	Need info	average 1 per month	N/A
<p>CCCA has not yet developed an internet-based discussion groups on Climate Change and its feasibility will be studied in 2011. As a related activity, UNDP-led Climate Change Solution Exchange, where one CCD staff is a member of, has operated during 2010 with 350 members.</p> <p>Regarding the multi-stakeholder meetings on CC issues, a low carbon research initiative is being discussed with a Japanese Research Institute and Cambodian Universities. The first dialogue meeting with Cambodian researchers is planned to take place in mid-January 2011.</p>			
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OUTPUT 2.3: A National CC information and Knowledge Management and Learning Centre that acts as a clearing house for CC data, information resources, and learning services

Output Indicators	<i>Baseline 2010</i>	<i>Target 2012</i>	<i>Current status Dec 2010</i>
<input checked="" type="checkbox"/> # of visitors to the Centre segregated by sex, age group, and sector	None	2,000	Centre not yet established
<input checked="" type="checkbox"/> # of CC reading materials compiled in learning centre database segregated by languages (English and Khmer)	None	300 entries in Khmer and 1,000 entries in English	Centre not yet established
<input checked="" type="checkbox"/> # of accesses to documents on website and database	None	50 access/day	Centre not yet established
<p>No activities for this output were planned for action in 2010. A concept note and workplan for identifying and establishing the Centre will need to be developed and assessment conducted in 2011 to come up with a suitable host and location for such Centre.</p>			
<input type="checkbox"/> delivery exceeds plan	<input checked="" type="checkbox"/> delivery in line with plan	<input type="checkbox"/> delivery below plan	






OUTPUT 2.4: A CC outreach and learning campaign targeting all regions and vulnerable groups

Output Indicators			
Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
 % of population covered by the outreach event segregated by sex and age groups	Zero	60% coverage for all groups	N/A
 % increase of media coverage focusing on CC	Need info	50% increase	N/A
No progress is reported under this output.			
<input type="checkbox"/> delivery exceeds plan	<input type="checkbox"/> delivery in line with plan	<input checked="" type="checkbox"/> delivery below plan	

OUTPUT 3.1: Development and dissemination of mainstreaming materials, guidelines and concepts and their progressive integration into sector activities at national and sub-national level

Output Indicators			
Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
 # of papers and guidance materials used for CC mainstreaming activities by key ministries, agencies and sub-national entities on priority topics addressing knowledge gaps (identified in Output 2.1)	Need info	At least one each for each priority topic	None
As noted under Output 1.4, CC mainstreaming activities in different government institutions did not progress during 2010.			
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OUTPUT 3.2: Multi-stakeholder CC mainstreaming roadmaps prepared and implemented for key sectors and levels

Output Indicators			
Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
 # of national and sub-national government entities and CSOs completing at least 50% of activities identified in approved mainstreaming roadmap	None	8 national and 8 sub-national, and 4 CSOs	Not yet started
 % of capacity needs identified in roadmaps funded	None	50% addressed	Not yet started
 % of policy, regulatory and legal gaps identified in roadmaps funded	None	50% addressed	Not yet started
 % of data and knowledge gaps identified in roadmaps funded	None	50% addressed	Not yet started
 % of pilot opportunities identified in roadmaps funded	None	20% implemented	Not yet started
CC mainstreaming roadmaps were not prepared during 2010. The finalisation of Second National Communication is a priority activity for 2011 in order to conduct analysis to inform roadmapping in particular on policy and legal gap.			
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OUTPUT 3.3: Process to provide technical and financial support to mainstream CC and Disaster Risk Management considerations at national and sub-national levels according to CC sector roadmaps, is established and functioning in

accordance with regulations			
Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
Approved Grant Guideline	No Guideline	Guideline approved by PSB	Draft prepared – requires more consultations
% of sector proposals & CCD “no –regret” activities approved for grant funding	None	At least 60% of mainstreaming roadmaps and CCD ‘no-regret’ activities approved	None for 2010
# of national and sub-national levels received technical support from CCCA for grant preparation	None	At least 4	None for 2010
<p>The 2010 annual target of having 2 grants projects approved by the Board was only partially achieved through approval for the Coastal zone project (to be implemented by UNEP). Progress has been made in translating some preliminary concepts around grants mechanisms into writing, in the form of Trust Fund Operational Manual, however more discussions within the CCCA team are required to finalise the design of CCCA grants. In addition, at least two more guidelines need to be developed in 2011 targeting grantees i.e. Application guideline for potential grant applicants, and Implementation Guideline for grant recipients.</p>			
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OUTPUT 3.4: Framework for setting up nationally owned trust fund			
Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
National CC trust fund management unit	No legal basis for the trust fund management	Official appointment of trust fund management unit	No progress
<p>No activity was planned for 2010 under this output. This activity will be started by the Trust Fund Secretariat, with the Trust Fund Administrator as lead, to map out and explore multi-donor financing options that are being implemented/discussed in Cambodia and other countries.</p>			
<input type="checkbox"/> delivery exceeds plan	<input checked="" type="checkbox"/> delivery in line with plan	<input type="checkbox"/> delivery below plan	

OUTPUT 4.1: Programme initiation, consultation and validation completed			
Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
% of programme implementation team appointed	None	100%	approximately 60% appointed
Approved Logical Framework	Original Result Framework	Revised Result Framework approved by Board	Ongoing by CCCA team
<p>Two TAs have been recruited during Q4 and 5 support staff have been recruited by CCD as part of CCCA implementation team. Technical/substantive positions within the Team need to be filled during early stage of 2011.</p> <p>The CCCA Inception Workshop was conducted on 18 August with 130 participants from line ministries,</p>			

CSOs, embassies, academia, private sectors and other stakeholders to brief them on the progress made so far and key principles/features of CCCA.

Solid work on project document revision has taken place with the Start-up Management Advisor as lead, including a number of consultations with key stakeholders, the process was prolonged due to structural discussions triggered by the EU ROM Report. The process has picked up pace again during December and the CCCA team is working on finalising the revision in early 2011.

The Programme Support Board has met twice during 2010, however the Technical Advisory Panel(TAP) is yet to be convened. The ToR for the TAP is under finalisation and once finalised, an invitation will be sent out to solicit interested individuals to become TAP members. This task will be undertaken by the Trust Fund Secretariat.

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OUTPUT 4.2: Programme monitoring and evaluation undertaken according to guidelines

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
% of activities rated "delayed"	None	Less than 30%	More than 90% of activities rated "delayed"
% of periodical reports received/prepared on time (including grant project reports)	None	More than 80%	CCD Quarterly reports were submitted on time

Although the project picked up more speed in the fourth quarter with arrival of Technical Advisors and consultants, as well as recruitment of CCCA implementation team and certain activities (such as preparation for the National CC Communication Framework and Public Information Strategy) were kicked off, the project implementation was generally very slow during 2010. CCD nevertheless benefited from the hands-on capacity building on report preparation from the Start-up Management Advisor and were able to produce three quarterly reports.

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OUTPUT 4.3: Programme management and implementation

Output Indicators	Baseline 2010	Target 2012	Current status Dec 2010
% of recruitment/consultancy process took more than 3 months (advert to contract)	None	Less than 50% for recruitment and less than 20% for consultancy	What was the % for 2010?
% of issues addressed (closed) in following quarter	None	Average 80% issues addressed within following quarter	Approximately 45% of issues addressed

Recruitment has been a major bottleneck to the operationalisation of CCCA in 2010 and temporary backstopping by UNDP Country Office has created a degree of confusion as noted in the EU ROM Report. The deployment of Start-up Management Advisor was however useful in making progress particularly on ProDoc revision, Annual Work Plan preparation and preparation of the Operational Handbook (i.e. implementation guideline to be used by CCD).

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Capacity Development

Due to lack of Technical Advisors for the most part of 2010, CCD staff were not able to receive capacity development support on ongoing basis. However, the Start-up Management Advisor has provided on-the-job training to CCD staff on report writing and baseline survey implementation and preparation of Operational Handbook which covers procedures required for project implementation such as Human Resources Management, Procurement and Finance.

3 CCD staff participated in negotiation training in Vietnam which prepared them for negotiation in COP16.

CCCA also supported the Government delegation to COP16 which comprised of officials from 6 ministries, including MoE, providing the Government with exposure to international treaty forum and networking opportunities.

Gender

The Ministry of Women's Affairs has joined the National Climate Change Committee in 2010 as a 22nd member. This new development will facilitate gender issues to be brought up to both technical and policy-making forum. Meanwhile, gender mainstreaming has so far not featured as a major cross-cutting issue in key national Climate Change documents in Cambodia.

CCCA is also a beneficiary to UNDP's regional initiative of mainstreaming gender as Climate Change issue, and initial information meetings between CCD and the UNDP's regional consultant have taken place. Thereby, a dialogue has been initiated to establish the scope and content of training opportunities from ENERGIA (an international network on gender and sustainable energy) to mainstream gender consideration into CCCA plans and activities.

Lessons learned

A number of lessons learned could be drawn from the various implementation challenges experienced during 2010.

Lesson learned 1:

More time was needed to design a project of this scale, to be fully implemented by the Government, but which faces challenges with retention of qualified staff, manpower and existing commitments.

UNDP standard practice in formulating project requires a capacity assessment of the Implementing Partner however this was not conducted in this case. The CCCA team believes that this type of analysis is critical when formulating a National Implementation project and that lack of understanding on the capacity gaps led to high expectations for this programme in terms of number of outputs, deliverables and timelines established.

The rushed job on the Project Document has so far had major repercussions on the CCCA implementation which include:

- No time was allocated for capacity assessment of the implementing partner which would inform planning and expectation setting.
- Consultations for revision and revision work took away time from the programme implementation
- Contributed to the slow operationalization of the CCCA trust fund
- Lack of understanding on what the trust fund model can/cannot support

- Low level of programme ownership by the Government due to lack of inclusive consultations

Lessons learned 2:

Clear understanding on the implementation arrangements needs to be shared by all partners from the programme inception.

As stated in the ROM report, the roles and responsibilities of UNDP in the CCCA Programme were not clearly explained/communicated to the partners. Partners were also not clear on what conditions came with the Trust Fund model chosen for CCCA, for example the implications of UNDP institutional fee (GMS) on the grant recipients.

Lessons learned 3:

Guiding principles for donors need to be developed for a multi-donor initiative, within a fully inclusive process for DPs and Government, prior to finalisation of any agreement.

While it is understandable that each donor comes with different sets of requirements, it often becomes a burden on the programme to accommodate specific requirements especially in the trust fund arrangement when the number of donors is expected to increase over time.

It is therefore important to develop from an early stage common principles for engagement by donors, like the Trust Fund Operational Manual which allows donors to understand what to expect with the trust fund operational and its management and coordinate as much as possible among them to assist with the smooth implementation of the programme.

III. Project implementation challenges

a. Updated project risks and actions

Please refer to the Annex B “Risks/Issues Log” for detailed updates.

b. Updated project issues and actions

Please refer to the Annex B “Risks/Issues Log” for detailed updates.

Below is the summary of key issues encountered in the course of the CCCA implementation and the description of actions taken during 2010.

1. Grant Mechanism

Progress has been made to address the lack of strategic direction on grant design through presentation at the CCCA Inception Workshop and drafting of the Trust Fund Operational Manual which captures the existing concepts around the CCCA grants.

In addition, a broad framework on funding priorities has been put together based on existing Government priorities, to serve as Interim Funding Priorities for CCCA grants until such time that CCSAP is adopted and put into effect.

More discussions and refinements on grants conditions are required, especially on eligibility criteria that are compatible and feasible with the current trust fund model and relevant UNDP rules.

2. Grant Component 1/Coastal Zone

The issue of lack of clear appraisal process for the Grant Component 1 (as per the Issue #3 in the Issue Log) has been solved in mid-2010 by applying UNDP rules as a one-off

arrangement.

However, the Grant Component did not start implementation in 2010 due to problems of institutional fees between UNDP and UNEP (the implementing body for the Component). Resolution on this issue should be listed as a new issue in the Issue Log (Issue # 12) .

3. Recruitment

While the two long-term TAs (CTA and TFA) were in post before the end of 2010 and the Issue #7 is therefore considered "closed", the recruitment process undertaken by UNDP took too long (almost 8 months for TFA and 10 months for CTA, which included unforeseen re-advertisement / recruitment process) and this had a major impact on operationalizing the Project.

On the Government side, recruitment of "qualified" staff through external recruitment has also emerged as a challenge in the recent months.

Both delays in recruitment process and difficulty faced with sourcing qualified personnel in certain professional areas will pose a major threat to project implementation and should be listed as a new Project Risk.

4. CCD capacity

CCD is working towards fulfilling its legal mandate and is faced with multiple tasks, commitments and projects (one of which is CCCA). As a result, CCD is experiencing challenges with committing their staff full-time on CCCA.

The NPC, who is the Programme Coordinator for CCCA as well as the Head of Department, is facing the same issue (Issue #6). Efforts are being sought to recruit an assistant to NPC.

Government's absorbing capacity will be a critical factor that will have bearing on the successful implementation of CCCA, in terms of delivery, capacity development and national ownership and solutions need to be jointly sought by CCCA partners.

IV. Changes to Implementation

Review of CCCA structure

EU ROM mission was conducted in August 2010 and has identified certain weaknesses in the design of CCCA. This has prompted a review of CCCA design and organizational structure by the CCCA partners and are working towards creating a Trust Fund Secretariat to separate funds management from the Support Programme implemented by CCD, as an interim structure until such time that a nationally owned trust fund is set up.

This will now mean that overall oversight and monitoring function of CCCA Programme and day-to-day administration of the CCCA Trust Fund will be shifted to the Trust Fund Secretariat while CCD will continue to implement against Results 1 & 2.

This re-structuring will mean that certain structural changes will also have to be brought to the Programme Document (undergoing revision to address ambiguity and inconsistency pointed out previously as Project Issue #4 – see Annex B).

As of December 2010, the CCCA team is working on revising both the Programme Document and the Annual Work Plan format to reflect these changes.

V. Financial status and utilization

Table: Contribution overview [start date of the project to end date of project]

	Donors	Committed	Received		Balance
			Original Currency	USD *	
1.	EUROPEAN UNION	EUR 2,205,816.06	EUR 480,595.00	693,499.27	EUR 1,725,221.06
2.	DANIDA	DKK 3,000,000.00	DKK 3,000,000.00	564,609.52	0.00
3.	SIDA	SEK 15,000,000.00	SEK 15,000,000.00	2,177,068.22	0.00
4.	UNDP	USD 3,000,000.00	USD 3,000,000.00	3,000,000.00	0.00
	TOTAL	USD 8,924,050.00 **		6,435,177.01	USD 2,488,872.99 **

* Based on the exchange rate on the day collected the contributions.

** May change based on the exchange rates when receiving the balance contribution from EU in the future

Table 2: Annual expenditure by Activity [15 February 2010 to 31 December 2010]

ACTIVITY	2010 APPROVED BUDGET	2010 EXPENDITURE	BALANCE	DELIVERY (%)
Result 1: National policy making	292,000.00	175,850.22	116,149.78	60%
Result 2: Knowledge and learning platform	272,000.00	27,447.91	244,552.09	10%
Result 3: Improved access to financial and technical resources	46,000.00	2,097.32	43,902.68	5%
Programme management, monitoring and evaluation	390,000.00	149,121.13	240,878.87	38%
Total	1,000,000.00	354,516.58	645,483.42	35%

Table 3: Cumulative expenditure by Activity (15 February 2010 to 31 December 2010)

ACTIVITY	TOTAL PROJECT BUDGET	CUMULATIVE EXPENDITURE	BALANCE	DELIVERY (%)
Result 1: National policy making	1,210,600.00	175,850.22	1,034,749.78	15%
Result 2: Knowledge and learning platform	1,589,600.00	27,447.91	1,562,152.09	2%
Result 3: Improved access to financial and technical resources	4,880,033.00	2,097.32	4,877,935.68	0%
Programme management, monitoring and evaluation	1,243,817.00	149,121.13	1,094,695.87	12%
Total	8,924,050.00	354,516.58	8,569,533.42	4%

Annex A: Annual Work Plan 2010

2010 ANNUAL WORKPLAN

EXPECTED OUTPUTS and baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activities results and associated actions	RES. PARTY	A/C	Budget Description	Budget 2010
OBJECTIVE*: Climate Change interventions/ programmes in Cambodia are nationally owned and aligned with Cambodia's development priorities, and are effectively coordinated and implemented	Result** 1: NCCC capacity to coordinate national policy making, capacity development, and outreach/advocacy efforts, and to monitor the implementation of national climate change strategy is strengthened				
		MOE	61300	Salary & Post Adj Cst-IP Staff	60,000.00
		MOE	71200	International Consultants	80,000.00
		MOE	71300	Local Consultants	30,000.00
		MOE	71600	Travel	60,000.00
		MOE	72800	Information Technology Equipmt	2,000.00
		MOE	73100	Rental & Maintenance-Premises	8,000.00
		MOE	74500	Miscellaneous Expenses	5,000.00
		MOE	75100	Facilities & Administration	5,000.00
		UNDP	64300	Staff Mgmt Costs - IP Staff	30,000.00
		UNDP	71600	Travel	2,000.00
		UNDP	74500	Miscellaneous Expenses	5,000.00
		UNDP	75100	Facilities & Administration	5,000.00
			Subtotal Result 1:		
Indicators: (1) # of ministries providing CC related budgetary allocations (2) Climate Change Trust Fund fully owned by Government	Result 2: A platform is established and in operation providing Cambodia with updated knowledge and learning opportunities on Climate Change				
		MOE	71300	Local Consultants	30,000.00
		MOE	71400	Contractual Services - Individ	25,000.00
		MOE	71600	Travel	25,000.00
	MOE	72100	Contractual Services-Companies	50,000.00	

(3) # of Government organised regular high level talks on CC with Donors, International Development Agencies, National and local government entities, and local NGOs		MOE	72400	Communic & Audio Visual Equip	5,000.00
		MOE	72800	Information Technology Equipmt	10,000.00
		MOE	74200	Audio Visual&Print Prod Costs	4,000.00
		MOE	74500	Miscellaneous Expenses	1,000.00
		MOE	75100	Facilities & Administration	1,000.00
		UNDP	71200	International Consultants	60,000.00
		UNDP	71600	Travel	5,000.00
		UNDP	72100	Contractual Services-Companies	40,000.00
		UNDP	74200	Audio Visual&Print Prod Costs	5,000.00
		UNDP	74500	Miscellaneous Expenses	3,000.00
		UNDP	74500	Miscellaneous Expenses	5,000.00
		UNDP	75100	Facilities & Administration	3,000.00
			Subtotal Result 2:		272,000.00
Baselines: (1) Need info; (2) Administered by UNDP; (3) Need info;	Result 3: Key line ministries, agencies and civil society organisations have access to financial and technical resources to design, implement and monitor climate change adaptation interventions				
		MOE	71300	Local Consultants	20,000.00
		MOE	71400	Contractual Services - Individ	2,000.00
		MOE	71600	Travel	5,000.00
		MOE	72800	Information Technology Equipmt	10,000.00
		MOE	73100	Rental & Maintenance-Premises	5,000.00
		MOE	74500	Miscellaneous Expenses	3,000.00
		MOE	75100	Facilities & Administration	1,000.00
		Subtotal Result 3:		46,000.00	
2010 Target: (1) NA (budgeting process will not happen in the reporting period) (2) Grant mechanism established under CCCA framework (3) 1 event	Result 4: Programme Management, Monitoring and Evaluation				
		MOE	71300	Local Consultants	31,000.00
		MOE	71400	Contractual Services - Individ	12,000.00
		MOE	71600	Travel	6,000.00
		MOE	72200	Equipment and Furniture	100,000.00
		MOE	72400	Communic & Audio Visual Equip	2,000.00
		MOE	72500	Supplies	5,000.00

	MOE	72800	Information Technology Equipmt	23,000.00
	MOE	73100	Rental & Maintenance-Premises	15,000.00
	MOE	73200	Premises Alternations	12,000.00
	MOE	74200	Audio Visual&Print Prod Costs	2,000.00
	MOE	74500	Miscellaneous Expenses	7,000.00
	MOE	75100	Facilities & Administration	5,000.00
	UNDP	61300	Salary & Post Adj Cst-IP Staff	45,000.00
	UNDP	62300	Recurrent Payroll Costs-IP Stf	5,000.00
	UNDP	63500	Insurance and Security Costs	3,000.00
	UNDP	65100	After Service Insurance	1,000.00
	UNDP	71200	International Consultants	50,000.00
	UNDP	72100	Contractual Services-Companies	40,000.00
	UNDP	74500	Miscellaneous Expenses	3,000.00
	UNDP	75100	Facilities & Administration	3,000.00
	UNDP	75700	Training, Workshops and Confer	20,000.00
	Subtotal Result 4:			390,000.00
Total				1,000,000.00

Annex B: Risks/Issue Log

a. Updated project risks and actions

New risks and the measures taken are highlighted (underline) to the risk log below. Risk level was graded based on its probability and potential impact.

#	Description	Date Identified	Type ¹	Impact ² & Probability ³ <i>Note: 1=low, 5=high</i>	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	The Ministry of Environment's and NCCC's leadership to coordinate the government's efforts to address the Climate Change adaptation challenges is not nationally recognized	NA	Strategic	Probability: 2 Impact: 4	Align future donor Climate Change adaptation support to the Climate Change Strategy and Action Plan (CCSAP)	NPC	NA	Upon ProDoc signature	Identified
2	The programme fails to fully engage the civil society in programme development and implementation	NA	Operational	Probability: 2 Impact: 3	Support the establishment of a voluntary, multi-stakeholder Technical Advisory Panel (TAP) attached to the PSB and NCCC	NPC	NA	Upon ProDoc signature	Identified
3	The Knowledge Management and Learning Platform is not able to deliver given the manpower, financial resources and access to information resources made available	NA	Operational	Probability: 2 Impact: 2	Anchor the Knowledge Management Platform in a prestige national entity which has sufficient human and financial resources to sustain its activities	NPC	NA	Upon ProDoc signature	Identified
4	Decentralisation reform will lead to power struggles and lack of clarity regarding climate change adaptation, mitigation and disaster risk reduction mandates	NA	Political	Probability: 3 Impact: 4	Role clarification and increased predictability of domestic funds available for climate change adaptation and disaster risk reduction	NPC	NA	Upon ProDoc signature	Identified
5	Government staff capacity is not fully available for programme	NA	Organizational	Probability: 4 Impact: 4	Commitments from Government will be sought to make available sufficient	NPC	NA	Upon ProDoc	Identified

¹ Environmental, Financial, Operational, Organizational, Political, Regulatory, Security, Strategic or Other

² 1: Adverse effect is marginal, 2: Adverse effect is moderate, 3: Adverse effect is substantial, 4: Project result is severely damaged, 5: Kill the project

³ 1: Very unlikely, 2: Unlikely, 3: Possibly, 4: Likely, 5: Almost certain

#	Description	Date Identified	Type ¹	Impact ² & Probability ³ Note: 1=low, 5=high	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	implementation due to other tasks other than CCCA				Government staff for programme implementation. Note: The Climate Change Department within the MoE will have greater autonomy in terms of staff planning.			signature	
6	Suspension of salary supplement, consultant contract to Government officers creates difficulty to engage competent human resources to CCCA.	Feb. 2010	Political	Probability: 3 Impact: 4	Clear principles in each engagement option will be developed. CCCA will follow the Government/DP group policy for incentive system and apply it as soon as finalized.	NPC	PSB	19/05/10	PSB gave mgmt direction

b. Updated project issues and actions

New issues and the measures taken are highlighted (underline) to the issue log below.

#	Description	Date Identified	Type ⁴	Impact & Probability Note: 1=low, 5=high	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	SNC/Danida joint work plan has outstanding activities to be completed but the project team is disbanded by E/Mar.	NA	Request for change	Probability: 5 Impact: 1	Some activities have integrated into the CCCA work plan under result 1 & 2 such as support on the Cambodia delegations to UNFCCC or CC related negotiations or conferences, on the dissemination of the SNC report and organization of Annual Forums. These activities were already supported under the joint work plan and have been reflected under the CCCA work plan.	UNDP	SMA	20/03/10	Closed
2	Grand design of CCCA grant component is not described in the ProDoc. The strategic	15/03/10	Other	Probability: 4 Impact: 3	Board will give strategic direction. Outline will be submitted to the Board for review.	UNDP	SMA	<u>31/12/10</u>	<u>Draft Operational Manual on</u>

⁴ Request for Change, Problem or Other

#	Description	Date Identified	Type ⁴	Impact & Probability <i>Note: 1=low, 5=high</i>	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
	direction, e.g. grant size, sector focus, linkage to other programme will help detailed design.								<u>Trust Fund under review by CCCA team</u>
3	The appraisal process of the Grant Component 1 is not clearly spelled out in ProDoc. Since the Grant management structure and manuals have not been developed, the specific direction from Board is needed.	NA	Request for change	Probability: 5 Impact: 4	Board will give direction for the grant management arrangement. UNDP rule (Project Appraisal Committee) will be applied for the Component 1. This is an ad hoc arrangement until proper procedures are in place	UNDP	SMA	19/05/10	Closed
4	Ambiguity and inconsistency in ProDoc	10/02/10	Request for Change	Probability: 5 Impact: 4	The inconsistency will be reconciled through ProDoc revision process through the inception phase.	UNDP	SMA	<u>31/12/10</u>	<u>Revision ongoing by CCCA team incorporating changes based on ROM Report</u>
5	PPCR Phase 1 can be channelled through UN system that may be fed into CCCA trust fund to benefit programmatic approach.	19/05/10	Other	Probability: 2 Impact: positive	<u>CCD to take a lead role in promoting the synergies and harmonization of implementation arrangements and programming between CCCA and PPCR and to move towards a programmatic approach</u> <u>CCCA programme team to provide regular updates to the PSB on PPCR progress</u> <u>Chair to invite one PPCR representative from World Bank or ADB to attend CCCA PSB meetings as observer</u>	CCD	PSB	11/08/10	Closed
6	Director of CCD has multiple tasks in the department and he cannot work for the CCCA in full time basis.	NA	Problem	Probability: 5 Impact: 4	Assistant to NPC will be hired externally	CCD	SMA	<u>31/12/10</u>	<u>NPC Assistant will not be recruited for the time being. This issue will be addressed</u>

#	Description	Date Identified	Type ⁴	Impact & Probability Note: 1=low, 5=high	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
									through further delegation to CCD staff. <u>Closed</u>
7	Delay in recruiting the CTA and TFA by UNDP	01/06/10	Problem	Probability: 4 Impact: 4	UNDP is engaging a staff from Nepal office to back stopping for a 2- week mission; and UNDP is also releasing the Climate Change Advisor to provide more support	UNDP	NPC	31/12/10	TA recruitment completed <u>Closed</u>
8	No operation handbook to enable CCD recruiting supporting staff and procure equipment for office	01/4/10	Problem	Probability: 4 Impact: 5	MoE and UNDP will agree chapter by chapter of the draft Operation Handbook.	CCD	NPC	31/12/10	Under finalisation between UNDP and CCD
9	MoE will be (most likely) relocated to another location in one year's time and investing office renovation is not an efficient use of money.	19/05/10	Request for Change	Probability: 5 Impact: 3	The temporary solution is that CCD will get one additional room nearby the current office space to accommodate additional staff and the advisors under the CCCA.	CCD	SMA	31/12/10	2 new offices allocated to CCD <u>Closed</u>
10	HACT assessment became the precondition of operation fund disbursement to MOE	29/06/10	Problem	Probability: 5 Impact: 3	MOE will receive the operational fund tranche by tranche (\$70,000) until HACT micro-assessment has been completed.	UNDP	SMA and NPC	31/12/10	HACT conducted. <u>Closed</u>
11	EU ROM mission recommends major re-formulation of CCCA structure	30/09/10	Other	Probability: 5 Impact: 4		UNDP	SMA	31/12/10	Revised structure to be presented for approval at 3PSB