



KINGDOM OF CAMBODIA
Nation, Religion, King



ROYAL GOVERNMENT OF CAMBODIA

**NDC ROADMAP
AND STAKEHOLDER ENGAGEMENT PLAN
2019 – 2030**

2019

National Council for Sustainable Development

Preface

On behalf of the National Council for Sustainable Development and the Ministry of Environment, I would like to express my profound respect and sincere gratitude to **Samdech Akka Moha Sena Padei Techo HUN SEN**, Prime Minister of the Kingdom of Cambodia, for his continued full support and strong commitment to addressing climate change.

Climate change is indeed is one of the most difficult development challenges our country is facing, in great part due to its high vulnerability to the impacts of climate change and to its still low adaptive capacity. Our population and economic sectors, especially agriculture, infrastructure, and forestry, are heavily impacted, with vulnerable individuals and communities being the most affected. The Royal Government of Cambodia recognized early on that, in order to pursue its path towards sustainable development, climate change needed to be talked head on, requiring the efforts of all Cambodians, public sector and private alike. A solid foundation for the country's response to climate change was put in place with the development of the Cambodia's Climate Change Strategic Plan for 2014-2023 (CCCSP) and sectoral climate response action plans (CCAPs) which are now under implementation, ensuring that climate change is mainstreamed into national and sub-national planning and guiding investments in adaptation and mitigation.

As a strategic part of its national response to climate change, the Royal Government of Cambodia has also recognized that Cambodia needed to be an active participant in the international climate dialogues so that solutions being designed in these global forums could adequately help respond to the issues Cambodia faces. Its continued participation in negotiations taking place under the United Nations Framework Convention on Climate Change (UNFCCC) and in regional forums such as ASEAN, has helped mobilize vital support to the country's efforts in the implementation of its national climate change response.

One of the most significant recent steps taken by Cambodia and the international community, were the efforts to reach a new climate agreement that would forcefully respond to the growing challenges posed by Climate Change, which led to the ratification of the Paris Agreement by over 180 countries, including Cambodia. As part of these global efforts, Cambodia submitted its first Intended Nationally Determined Contribution (INDC) to the UNFCCC, in time for the Conference of Parties (COP) 21 in Paris. It was then ratified as NDC in 2016.

Given Cambodia's high vulnerability, adaptation commitments feature strongly in the NDC document. However, the Royal Government of Cambodia was keen to contribute also to the global efforts in reducing emissions, so that global temperature rise this century can be kept well below 2°C above pre-industrial levels, and pursuing efforts to limit the increase to 1.5 °C. As such, Cambodia's NDC also contains strong mitigation targets, in line with our domestic circumstances, and subject to international support.

We are well aware that a pledge is of no value, unless it is underpinned by a strong implementation framework, and delivered through concerted efforts by all stakeholders in the country. I am therefore extremely pleased to present the NDC Roadmap and Stakeholder Engagement Plan, contained in this report. It has been developed through extensive domestic

consultation, and validation from local and international experts, using the most up-to-date approaches and fully adapted to fit Cambodia's policy and planning processes.

I would like to take this opportunity to express my deepest appreciation to line ministries and agencies, experts, non-governmental organizations, the private sector and development partners for their valuable and timely inputs and active participation in the development process of the NDC Roadmap.

Cambodia's NDC Roadmap is very much a live document that can serve multiple purposes of engagement and reference, in addition to monitoring and reporting. In the years to come, NDC implementation can significantly contribute to the realisation of Cambodia's Sustainable Development Goals (CSDGs), where climate change is mainstreamed entirely in our development planning.

With adequate financial support both from domestic and international sources, I am very confident that we have many of the tools at hand to meet our pledge made to the Paris Agreement, and that it will contribute very positively to our ambitions to graduate to a middle-income country by 2030, through a sustainable and low carbon pathway.

Therefore, on behalf of the National Council for Sustainable Development and the Ministry of Environment, I would like to encourage all stakeholders to engage with us, through the National Council for Sustainable Development spearheading this effort, to take the steps charted in the NDC Roadmap to turn our ambition to reality.

Phnom Penh, 2019

Say Samal

Minister of Environment
Chairman of the National Council for Sustainable Development

Acronyms

ADB	Asian Development Bank
AFD	Agence Française de Développement
BAU	Business-As-Usual
BUR	Biennial Update Report
CB	Capacity Building
CC	Climate Change
CCCA	Cambodia Climate Change Alliance
CCCSP	Cambodia Climate Change Strategic Plan 2014-2023
CCAP	Climate Change Action Plan
CCFF	Climate Change Financing Framework
CCTWG	Climate Change Technical Working Group
CDC	Council for the Development of Cambodia
CDKN	Climate and Development Knowledge Network
CDM	Clean Development Mechanism
CDRI	Cambodia Development Resource Institute
CIDA	Canadian International Development Agency
COP	Conference of Parties
CRDB	Cambodia Rehabilitation and Development Board
CPER	Climate Public Expenditure Review
CPEIR	Climate Public Expenditure and Institutional Review
CPS	Centre for Policy Studies
CSDGs	Cambodia Sustainable Development Goals
CSOs	Civil Society Organization
DCC	Department of Climate Change
DM	District/Municipalities
DP	Development Partners (Donors)
KHR	Khmer Riel
EU	European Union
EuroCham	European Chamber of Commerce in Cambodia
FAO	Food and Agriculture Organization
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse Gas
GHG-I	Greenhouse Gas Inventory
Gg CO ₂ eq	Total Greenhouse Gas Emission
GGGI	Global Green Growth Institute
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
FiTs	Feed-in tariffs
IFAD	International Fund for Agriculture Development
ITC	Institute of Technology of Cambodia
JICA	Japan International Cooperation Agency
JCM	Joint Crediting Mechanism
KOICA	Korea International Cooperation Agency
LDCs	Least Developed Countries
LM	Line Ministries
MAFF	Ministry of Agriculture, Fisheries and Forestry
MEF	Ministry of Economy and Finance
MIH	Ministry of Industry and Handicraft
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MME	Ministry of Mines and Energy
MoE	Ministry of Environment
MoEYS	Ministry of Education, Youth and Sports
MoH	Ministry of Health

MoInf	Ministry of Information
MoT	Ministry of Tourism
MoWRAM	Ministry of Water Resources and Meteorology
MPTC	Ministry of Posts and Telecommunications
MPWT	Ministry of Public Work and Transport
MRD	Ministry of Rural Development
MRV	Measurement, Reporting and Verification
MoWA	Ministry of Women's Affairs
MW	Megawatt
M&E	Monitoring and Evaluation
NAMA	Nationally Appropriate Mitigation Actions
NAP	National Adaptation Plan
NCCC	National Climate Change Committee
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NCDM	National Committee for Disaster Management
NCSD	National Council for Sustainable Development
NDC	Nationally Determined Contribution
NFMS	National Forest Monitoring Systems
NGOs	Non-Governmental Organizations
NPCC	National Productivity Centre of Cambodia
NPIC	National Polytechnic Institute of Cambodia
NSDP	National Strategic Development Plan
NCSD	National Council for Sustainable Development
NGO	Non-Governmental Organization
NSDP	National Strategic Development Plan
ODA	Official Development Assistance
ODI	Overseas Development Institute
PB	Program-based
PFM	Public Financial Management
PFMRP	Public Financial Management Reform Program
PIP	Public Investment Programme
REDD	Reducing Emissions from Deforestation and Forest Degradation
REDD+	Reducing Emissions from Deforestation and Forest Degradation, and foster conservation, sustainable management of forests, and enhancement of forest carbon stocks
RGC	Royal Government of Cambodia
RULE	Royal University of Law and Economics
SIDA	Swedish International Development Cooperation Agency
SIDS	Small Island Developing States
SLCP	Short-Lived Climate Pollutants
SME	Small and Medium Enterprises
SNAs	Sub-National Administrations
Solar PV	Solar Photovoltaic
S/M/L term	Short-, Mid-, Long-Term
TA	Technical Assistance
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USA	United States of America
USAID	United States Agency for International Development
USD	United States Dollar
WB	World Bank
WFP	World Food Programme
WRI	World Resource Institute

Table of contents

Preface	i
Acronyms.....	iii
Executive Summary	1
1 Introduction	4
1.1 The (Intended) Nationally Determined Contributions and the 2015 Paris Agreement	4
1.2 Cambodia’s NDC and opportunities for implementation	5
1.3 Approach to developing an NDC Roadmap	5
2 Cambodia’s NDC Roadmap	7
2.1 Overview	7
2.2 Strategic framing, summary and timeline	8
2.3 Estimate of resource needs	9
3 Governance	12
3.1 Coordination	12
3.2 Integration	13
3.3 Capacity building and knowledge management	14
3.4 Stakeholder engagement and awareness	15
3.5 Legal frameworks	22
3.6 Revision	22
4 Mitigation	23
4.1 Assessment	23
4.2 New actions	26
4.3 Barriers and needs assessment	27
4.4 Policy appraisal	28
4.5 Summary and integration	30
5 Adaptation.....	33
6 Finance.....	34
6.1 Finance needs	34
6.2 Financing gaps and requirements to close the gap	34
6.3 Finance sources	35
6.4 Finance options	36
6.5 Activities consolidation	38
7 MRV/Transparency	40
7.1 Assessment of data gaps and needs	40
7.2 MRV/Transparency system design	41
7.3 Data management processes	42
7.4 MRV/Transparency system improvement	42
Appendix 1: Gap analysis	45
Appendix 2: NDC Roadmap	47
Governance	47
Mitigation	48
Adaptation	49
Finance	50
MRV/Transparency	51
Appendix 3: Additional information on stakeholder engagement tools and mandates	52

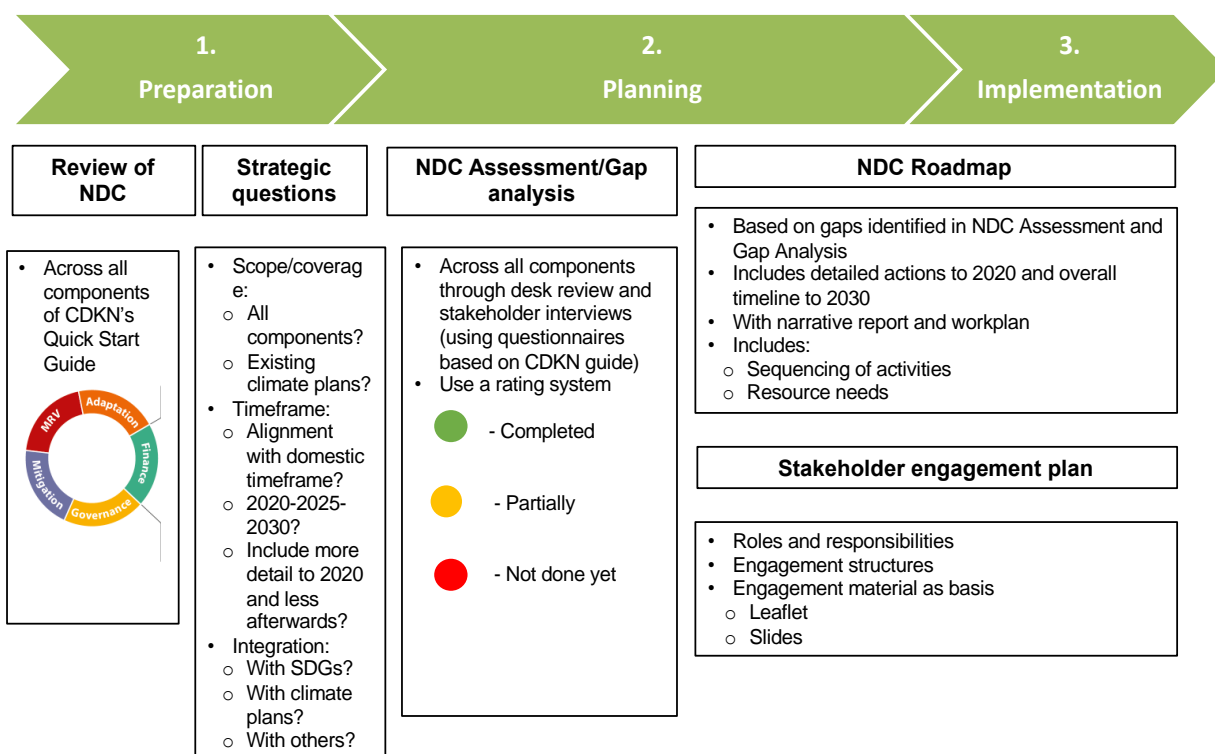
Executive Summary

Nationally Determined Contributions (NDC) set out each country’s approach to reducing emissions and adapting to a changing climate, as part of the Paris Agreement signed in COP 21 in Paris in 2015. Since COP 21, countries have been invited to confirm these intentions by ratifying the Paris Agreement, and to submit updated and more ambitious NDCs every five years.

Cambodia’s NDC focuses on adaptation, highlighting that climate change adaptation action requires an integrated, multi-sector approach to be effective and to be able to support national development objectives. In the NDC, a number of priority actions are selected, giving prominence to ones with climate change impact mitigation co-benefits. Despite being a minimal contributor to global greenhouse emissions, Cambodia pledged to cut national emissions by up to 27% by 2030 compared to the Business as Usual (BAU) (with on- and off-grid renewables making the largest contribution, in addition to increasing mass public transport). In parallel, Cambodia has plans to increase forest cover to 60% by 2030, all with international support.

Implementing NDCs can support the achievement of the Sustainable Development Goals (SDGs) across all sectors and levels of government, and attract finance and technical support. The overall approach for the development of the NDC Roadmap follows the ‘Quick Start Guide to NDC Implementation’ by Ricardo/CDKN 2016, and the process followed is summarised below.

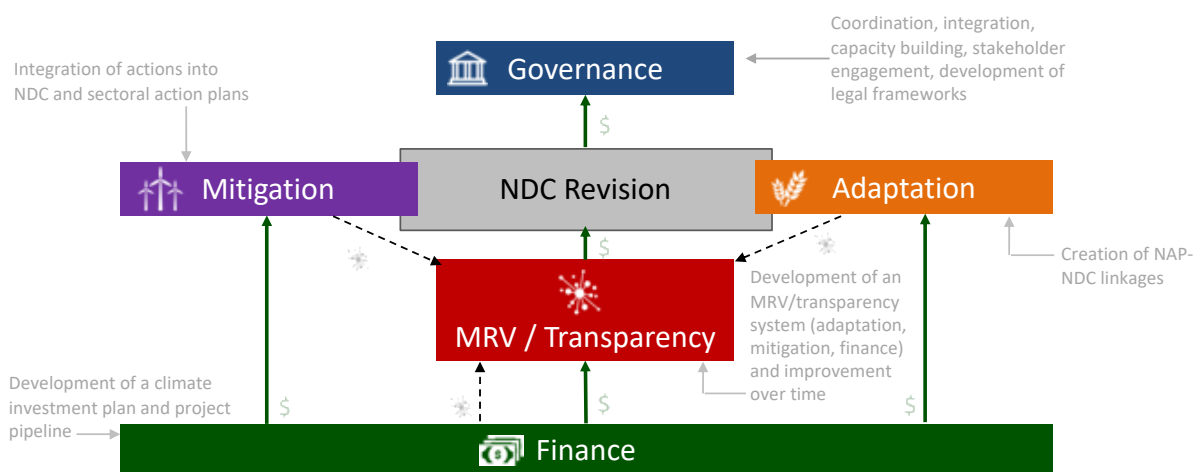
Figure 1 Overview of process



According to the Gap Analysis, outcome of the NDC Assessment, overall, the sectors and actions identified in the NDC keep being a priority and there has been strong progress in all sectors and across all components, in line with advancements in CCAP implementation. But gaps remain, especially in governance, mitigation actions, finance and MRV/transparency.

A summary of the NDC Roadmap and timeline and targets for implementation in Cambodia is below. The document contains more information on the activities to be carried out, and the roadmap in excel format (Appendix 2) can be used for monitoring. The NDC Assessment is also presented in a separate document.

Figure 2 Summary of NDC Roadmap



Source: Ricardo/CDKN (2016) and team analysis

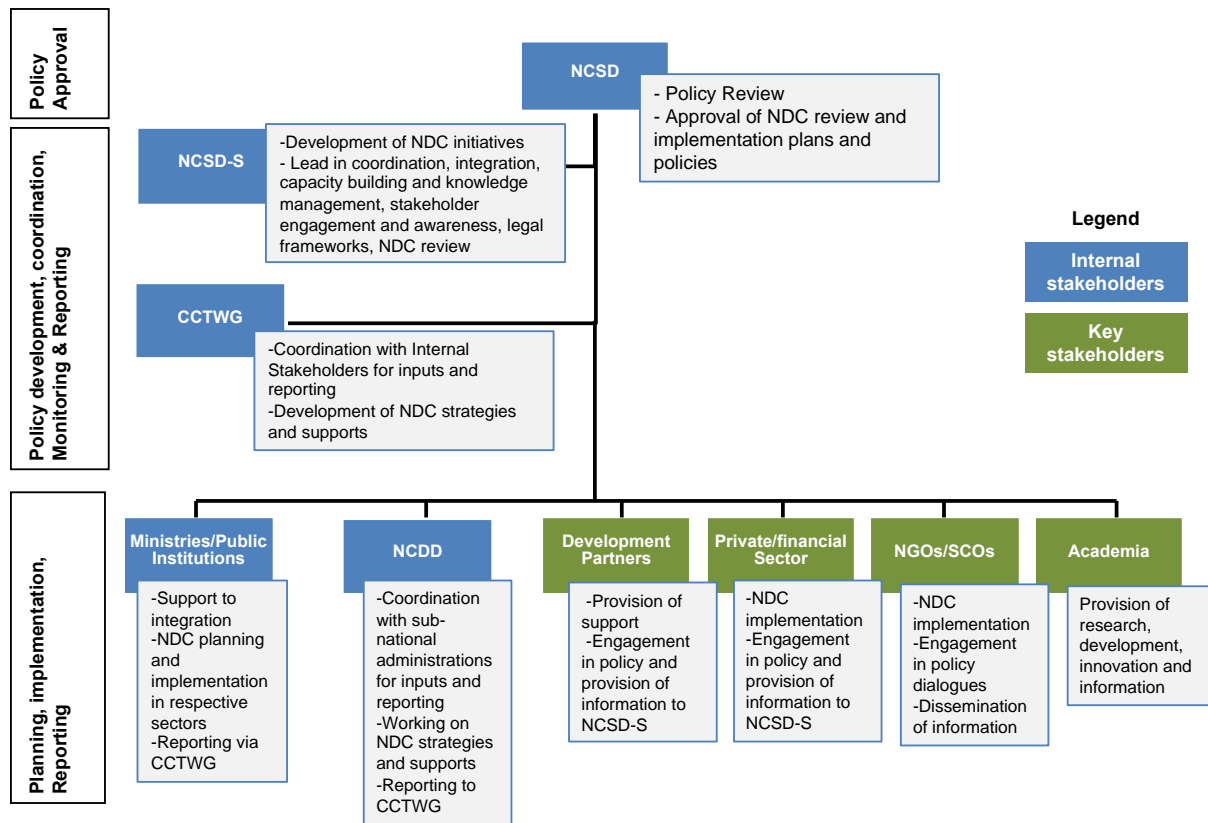
Figure 3 Summary of NDC implementation timeline and targets

	By 2020	By 2025	By 2030
Governance 	Governance systems set up	NDC and climate change governance systems increasingly mainstreamed	NDC and other planning systems perfectly mainstreamed and used to report on NDC and SDGs
Mitigation 	Implementation of mitigation actions	Increased ambition, economy-wide mitigation targets and implementation	Real-time economy-wide mitigation targets and implementation
Adaptation 	NAP process ongoing and adaptation actions in NDC implemented	NDC linked to NAP process	NDC linked to NAP process and resilience improved
Finance 	Finance systems set up and concessional financing terms	Climate investment plan operational and increased sophistication of finance system	Middle-income level of financial sophistication achieved
MRV/Transparency 	Limited measurement of progress and development of transparency system	Transparency system partially operational	Transparency system upgraded and fully operational

Source: team analysis

Stakeholder engagement is fundamental to ensure an effective implementation of NDCs. Engagement of internal and Key Stakeholders in NDC implementation is presented below, and to avoid duplication and overload, it broadly follows the existing climate change planning and implementation processes.

Figure 4 Stakeholder roles and responsibilities



Source: team analysis

Engagement with internal stakeholders may be in a dialogue form, for instance, every 3 months, with CCTWG, for updates and general dialogues and way forwards on related work, and more frequently within the sub-working groups. With key stakeholders, engagement will be carried out with private/finance sector, NGOs and academia as part of groups, Chambers of Commerce, and relevant associations. With development partners, engagement will be through the creation of development partner groups, if the existing ones are insufficient.

It is recommended to kick-start the NDC Roadmap and Stakeholder Engagement through a multi-stakeholder workshop.

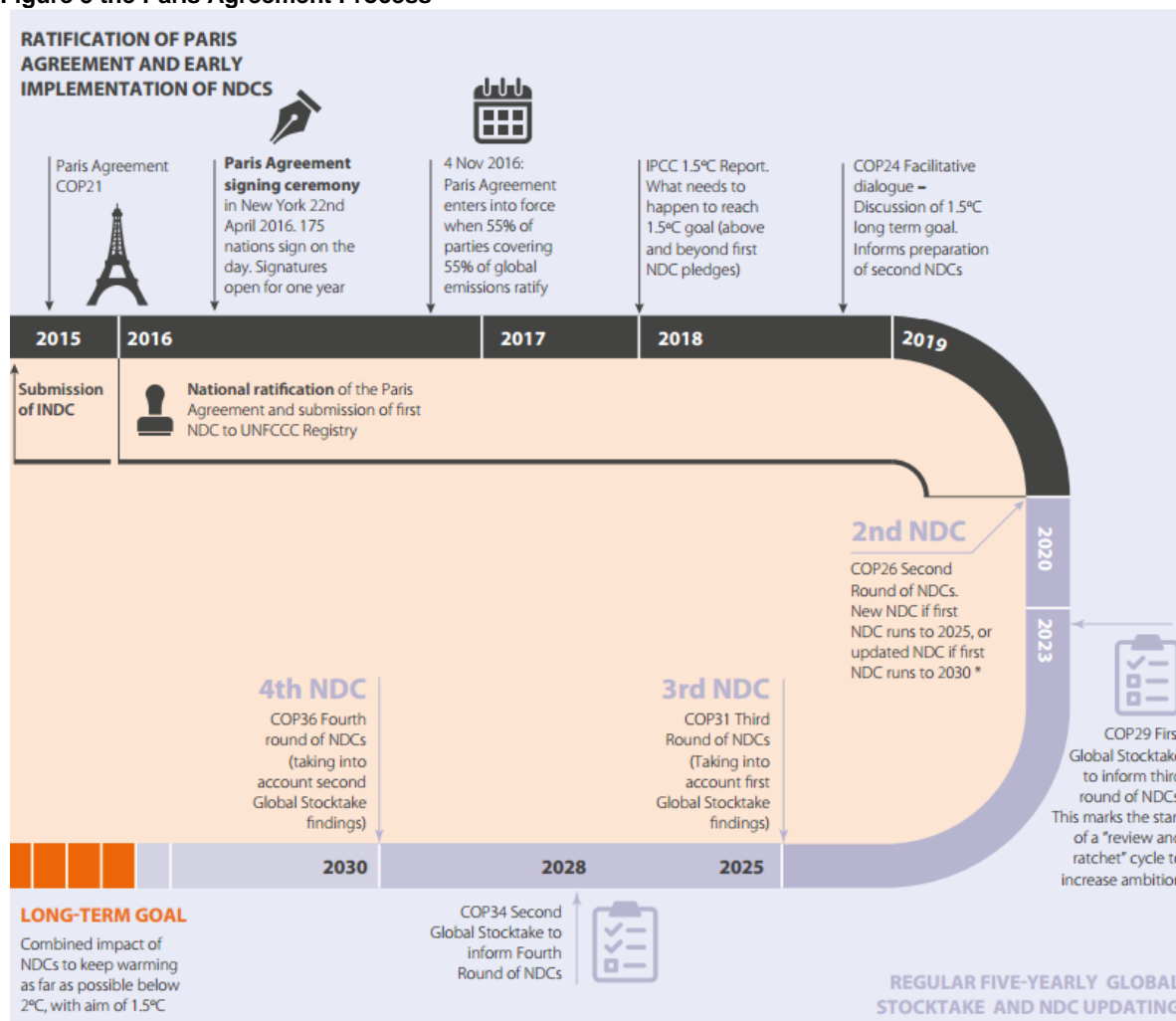
1 Introduction

1.1 The (Intended) Nationally Determined Contributions and the 2015 Paris Agreement

The adoption of the Paris Agreement at the 21st Conference of the Parties (COP 21) to the United Nations Framework Convention on Climate Change (UNFCCC) was a historic moment, providing a universal platform for all countries to take action towards a commonly agreed goal. Central to the success of COP 21 were the Intended Nationally Determined Contributions (INDCs), which were submitted by more than 190 countries during 2015. These set out each country's approach to reducing emissions and adapting to a changing climate. Since COP 21, countries have been invited to confirm these intentions by ratifying the Paris Agreement and submitting Nationally Determined Contributions (NDCs) to the UNFCCC. In the future, countries will be required to submit updated and more ambitious NDCs every five years.

The figure below provides an overview of the implementation process for the Paris Agreement, including the NDC updating cycle.

Figure 5 the Paris Agreement Process



Source: CDKN/Ricardo (2016)

1.2 Cambodia's NDC and opportunities for implementation

Cambodia is described in the NDC¹ as an agrarian Least Developed Country (LDC) whose vulnerability arises from its geographical constraints, low adaptive capacity, and limited financial/technical resources.

Cambodia's NDC focuses on adaptation, highlighting that climate change adaptation action requires an integrated, multi-sector approach to be effective and to be able to support national development objectives. In the NDC, a number of priority actions are selected, giving prominence to ones with climate change impact mitigation co-benefits. Despite being a minimal contributor to global greenhouse emissions, Cambodia pledged to cut national emissions by up to 27% by 2030 (with on- and off-grid renewables making the largest contribution, in addition to increasing mass public transport). In parallel, Cambodia has plans to increase forest cover to 60% by 2030, all with international support.

NDC implementation can build on and strengthen wider development and social policy, with NDC commitments representing the opportunity to fundamentally shift a country's approach to economic development and poverty alleviation. Climate change actions identified in NDCs can be integrated and embedded into development planning; they do not necessarily need to be a new and separate process. Notably, implementing NDCs can support the achievement of the Sustainable Development Goals (SDGs) across all sectors and levels of government, and attract finance and support. The implementation of NDCs can also support other related international frameworks and agreements, such as the Sendai Framework for Disaster Risk Reduction 2015–2030. This crossover with wider development planning is an opportunity to integrate a gender sensitive approach into NDC implementation, recognising and addressing the different interests, needs and adaptive capacities of men and women to climate change.

1.3 Approach to developing an NDC Roadmap

The overall approach for the development of the NDC Roadmap has been adapted from the 'Quick Start Guide to NDC Implementation' by Ricardo/CDKN 2016².

Figure 6 provides a brief overview of the process.

The key components of NDC implementation are the following³:

- **Governance:** putting in place the appropriate institutional structures and processes to drive and coordinate climate action and to engage key stakeholders.
- **Mitigation:** long-term mitigation strategies aim to reduce GHG emissions through national and sector plans that are aligned with development priorities.
- **Adaptation:** integrated adaptation planning builds long-term resilience to the impacts of climate change by mainstreaming adaptation into national and sectoral plans.
- **MRV/Transparency (Measurement, Reporting and Verification; also known as transparency):** systems to track implementation and apply the lessons learned, thus enhancing understanding about which actions work best, and why.
- **Finance:** a climate finance framework should match a country's needs against funding streams, and include strategies to access these.

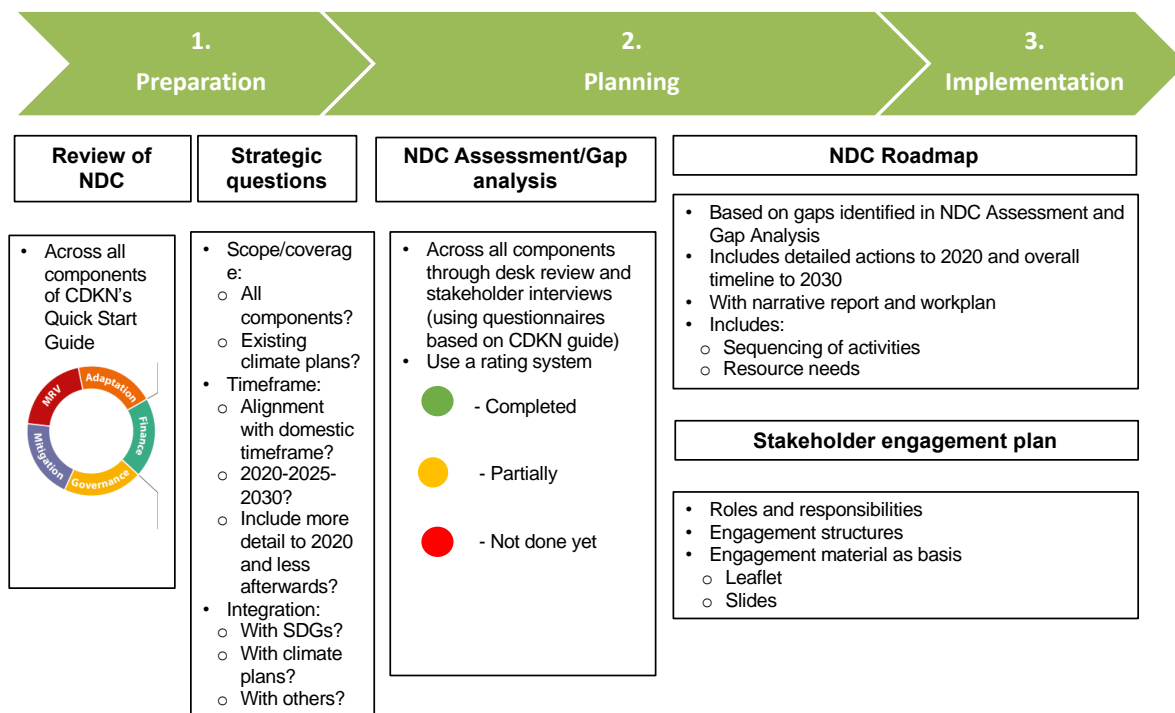
¹ Available:

<https://www4.unfccc.int/sites/ndcstaging/PublishedDocuments/Cambodia%20First/Cambodia%27s%20INDC%20to%20the%20UNFCCC.pdf>

² Available at: <https://www.cdkn.org/ndc-guide/>

³ Source: <https://www.transparency-partnership.net/news/giz-publishes-guidance-note-ndcs-and-enhanced-transparency-framework>

Figure 6 Overview of process



Source: team analysis

This NDC Roadmap and Stakeholder Engagement Plan:

- Captures actions required to close the NDC implementation gap before 2020, the date of submission of the revised NDC for Cambodia
- Illustrates medium- and long-term actions needed towards 2030.

After this introduction, the report is hence structured as follows:

- Section 2: provides an outline of the NDC Roadmap and strategic questions, in addition to resource needs
- Sections 3-7: contain recommended actions across all the components
- The Appendices contains the gap analysis that emerged from the NDC Assessment, the NDC Roadmap, and additional information on stakeholder engagement.

2 Cambodia's NDC Roadmap

2.1 Overview

The next sections illustrate in detail the actions required for NDC implementation across all components, based on the Gap Analysis, outcome of the NDC Assessment (Appendix 1).

Calculation of rigorous abatement potentials, and subsequent revision of the NDC, will be only possible once the Third National Communication will have been drafted, and with the development of an MRV/Transparency system. However, it is clear that overall the sectors and actions identified in the NDC keep being a priority and there has been strong progress in all sectors and across all components, in line with advancements in CCAP implementation. Of particular relevance:

- In Energy industries, large scale renewable energy deployment is on a steep upward trend, the Energy Efficiency Policy is close to approval, various projects to improve the fuel efficiency of cookstoves are underway, and so are other off-grid renewable energy solutions.
- Both in Manufacturing industries and construction and in transport there has been strong progress.
- REDD+ Readiness is concluding, and Cambodia is moving towards implementation and a results-based payments system.
- In agriculture, climate-smart agriculture projects have increased, and so has attention to the need to manage waste more effectively, thereby generating more evidence on mitigation co-benefits of sustainable agriculture.

An NDC Roadmap is provided in Appendix 2 and in a separate xl document. The elements of the plan will be implemented in parallel, with specific activities to kick-start the processes to be carried out in the immediate. The Roadmap is also adaptable to be developed into an online platform.

Box 1: International best practice: developing online platforms

Vietnam is developing an online NDC portal developed with GIZ. It will streamline and track how multiple agencies across levels of government will implement NDCs through the Plan for Implementation of the Paris Agreement. The platform will also encourage results-orientated dialogue between ministries and Development Partners. All relevant line ministries, government agencies, subnational actors, and stakeholders have dedicated responsibilities under the Plan, carried out with coordinated support from the NDC Partnership.

In Costa Rica, the Ministry of Environment is creating a transparent, data-based platform to account for climate change action and enable evidence-based decision-making.

In São Tomé and Príncipe, an online database supported by the World Bank will strengthen the technical capabilities of the government's coordinating Climate Change Committee.

In Mongolia, the Ministry of Environment and Tourism, with assistance from the NDC Partnership Support Unit, is creating an online platform to coordinate government and partner efforts toward the country's climate goal.

Source: NDC Partnership⁴

⁴ <https://ndcpartnership.org>

2.2 Strategic framing, summary and timeline

As NDCs have long term objectives, the institutions strengthened or newly established, and corresponding systems and processes, will be required for a number of years. Hence, it is important to plan for implementation in the best possible way, and frontloading of efforts is expected.

The following strategic questions were agreed at the CCTWG Meeting on 28 March 2019 in Siem Reap Province.

Scope (coverage of the plan):

- For the implementation plan to be comprehensive it is recommended that it includes all the components and the sectors in the NDC
- Reference should be made to other existing documents
- It is expected that preliminary data from the BUR and TNC will be made available in time for the next NDC submission (2020)
- What sectors to include will be subject to discussion (for now, the ones that are in the NDC).

Timeframe (period covered):

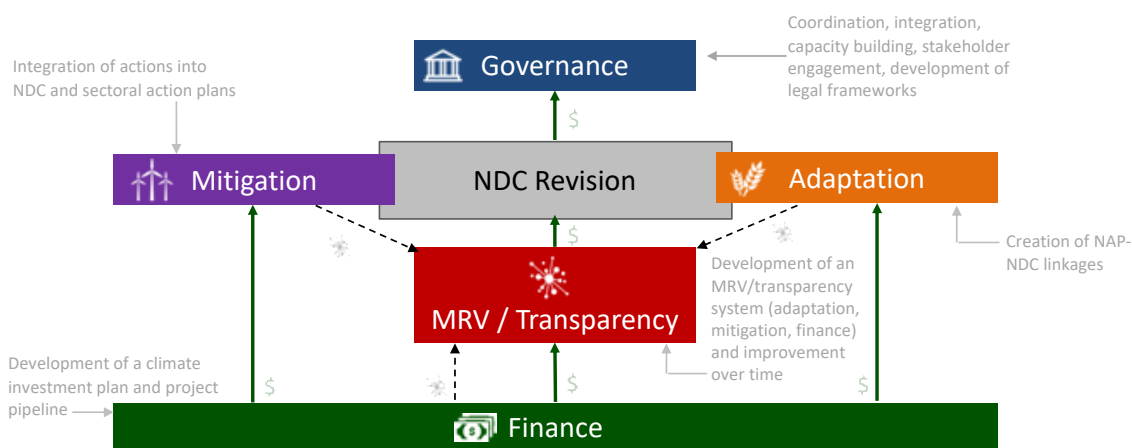
- Activities in the immediate/short term, in addition to longer term to 2030, as otherwise it will not be possible to capture progress before the submission of the next NDC.
- There is benefit in utilising yearly plans, to ensure alignment with the budgeting process.
- Align with national strategic and sectoral climate change action plans, subject to CCCSP mid-term review findings.

Integration (of NDC with other processes):

- Whilst, in the longer term, mainstreaming should be the objective, there is benefit in developing a standalone document which can be principally useful to DCC/ CCTWG as a management tool.
- It is advisable to link NDC reporting with existing policy requirements and processes.

A summary of the NDC Roadmap actions for Cambodia is below, and the next sections provide detailed information of each activity. The activities are expected to be frontloaded before 2020, as indicated in Appendix 2.






Figure 7 High level summary of NDC Roadmap



Source: Ricardo/CDKN (2016) and team analysis

A summary of expected timelines and targets for Cambodia's NDC implementation before 2030 is below.

Figure 8 Summary of NDC implementation timeline and targets

	By 2020	By 2025	By 2030
Governance 	Governance systems set up	NDC and climate change governance systems increasingly mainstreamed	NDC and other planning systems perfectly mainstreamed and used to report on NDC and SDGs
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Source: team analysis

2.3 Estimate of resource needs

The table below provides a breakdown of the components and activities in potential projects that can be developed for this support, alongside a budget estimate, indicative sources of finance that can be accessed, and timeline.

Table 1 Summary of resource needs and sources

Components/ Potential projects	Activities	Estimated budget (USD)	Skills required	Potential sources of finance	Timeline
Governance <i>(Support to governance and institutional strengthening for NDC implementation)</i>	<ul style="list-style-type: none"> Coordination Integration Capacity building Engagement with stakeholders Development of legal frameworks 	Technical assistance: \$40,000-100,000 Overall engagement: minimum \$200,000 (assuming 6 workshops and 20 meetings)	<ul style="list-style-type: none"> Climate change/ NDC planning and implementation Capacity building and facilitation skills 	<ul style="list-style-type: none"> Government budget CCCA III Other donors 	Before 2020, then every 5 years
Mitigation and Adaptation	<ul style="list-style-type: none"> Integration of actions into NDC and 	Technical assistance:	<ul style="list-style-type: none"> Climate change/NDC planning and 	<ul style="list-style-type: none"> Government budget 	Before 2020, then every 5 years

Components/ Potential projects	Activities	Estimated budget (USD)	Skills required	Potential sources of finance	Timeline
(NDC Revision)	sectoral action plans (through engagement with TNC consultants) <ul style="list-style-type: none"> Development of NAP-NDC linkages Drafting and finalisation of NDC for submission 	\$50,000- \$80,000	<ul style="list-style-type: none"> implementation Mitigation options and modelling in NDC economic sectors Capacity building and facilitation skills 	<ul style="list-style-type: none"> CCCA III GCF Readiness NDC Partnership 	
Finance (Development of climate investment plan and project pipeline)	<p>Phase 1: Development of climate investment plan</p> <ul style="list-style-type: none"> Finance needs Finance gaps and requirements to fill the gaps Finance options Activities consolidation <p>Phase 2: development of project pipeline</p> <ul style="list-style-type: none"> Project pipeline Financing propositions 	<p>Phase 1: \$80,000- \$100,000</p> <p>Phase 2: \$100,000+ (depending on complexity of projects and requirements of financier)</p>	<ul style="list-style-type: none"> Climate change/NDC planning and implementation Climate finance Project finance in different sectors Economic appraisal Proposal development 	<ul style="list-style-type: none"> Government budget CCCA III UNFCCC-RC GGGI GCF Readiness GIZ 	<p>Phase 1 – before 2020 and a ‘refresher’ every 5 years</p> <p>Phase 2: on a recurring basis before 2030</p>
MRV/ Transparency (Development of MRV/Transparency system and improvement over time)	<p>Phase 1: System development</p> <ul style="list-style-type: none"> Data gaps and needs MRV/Transparency system design Data management processes <p>Phase 2: System improvement</p> <ul style="list-style-type: none"> MRV/Transparency system improvement 	<p>Phase 1: System development \$80,000- \$100,000</p> <p>Phase 2: System improvement \$50,000- \$80,000</p>	<ul style="list-style-type: none"> Climate change/NDC planning and implementation MRV/GHG-I in mitigation, adaptation, finance) 	<ul style="list-style-type: none"> Government budget CCCA III GIZ NDC Partnership 	<p>Phase 1: before 2020</p> <p>Phase 2: on a recurring basis before 2030</p>

Source: team analysis

As clarification:

- Budget timelines:** It is assumed that, in line with the NDC Roadmap in Appendix 2:
 - Between **US\$ 450,000-580,000** is estimated for NDC activities **before 2020**, comprising: Governance, NDC Revision, Phases 1 of Finance and MRV/Transparency.
 - Governance and NDC Revision are recurring every 5 years.
 - Phase 1 of Finance could be recurring every 5 years, but as an ‘update/refresher’ of the information

- Phase 1 of MRV/Transparency is to be considered a one-off cost
- Phase 2 of Finance is on a continuous/ad-hoc basis through to 2030
- Phase 2 of MRV/Transparency is expected every 5 years after 2020
- **Components/Projects:** For practical purposes, it is recommended to carry out four distinct, but interlinked projects to enable NDC implementation and revision – with actions within the mitigation and adaptation components combined for 5-yearly NDC reviews.
- **Estimates:** It is important to note that the budgets indicated are a high-level conservative estimate of the resources needed. As it is not a bottom-up estimate, it is not to be considered a determinant for any consultancy offer.
- **Inclusion:** The budgets do not include detailed capacity building estimates as a capacity building plan, with prioritisation of target groups and tools, will need to be carried out. They are for facilitation and technical assistance, and not an estimate of investment to achieve the pledges (for which, the 'Finance' section provides a list of activities to be carried out).

3 Governance

NCSO is already the focal point for the UNFCCC, in addition to covering a number of other roles. DCC/NCSO is expected to play a key role in coordination within government, integration into planning and budgeting, in addition to capacity building and overall stakeholder engagement across all sectors.

3.1 Coordination

Definition of the NDC team’s specific roles and responsibilities with regards to NDC implementation

The NDC Assessment highlighted the need to reflect specifically the NDC team’s roles and responsibilities with regards to NDC implementation, as well as cooperation “approaches” with key government ministries, departments and agencies.

Currently, NCSO is already covering a range of activities supporting NDC implementation, from policies, legal instruments, coordination or partnership, reviewing and providing approval on national communications under the multilateral environmental agreements, and to leading, managing, and facilitating work related to green economy, climate change, biodiversity conservation, and biosafety⁵.

An indicative list of tasks for coordination by NCSO is in the table below, which will need to be compared to the current tasks and updated, where needed.

Table 2 Roles for NCSO in NDC implementation

Areas	Tasks
Coordination and integration	<ul style="list-style-type: none"> • Convening and adding specific roles to CCTWG on NDC coordination and engagement activities
Capacity building and knowledge management	<ul style="list-style-type: none"> • Analysis of needs and resources and development of capacity building plans • Analysis of implementation challenges and gathering and sharing of lessons learnt
Stakeholder engagement	<ul style="list-style-type: none"> • Stakeholder mapping and development of engagement plan • Framework on dialogues with different stakeholders (eg once every 3 month or 6 month) • Partnership exploration and development with stakeholders operating in NDC implementation • Development of awareness material and uptake by the sectors and other stakeholders, to build on strong momentum from the Paris Agreement
Mitigation and adaptation	<ul style="list-style-type: none"> • Assistance to sectors in carrying out policy reviews and analysis of legal frameworks • Coordination of policy appraisal and policy impact assessments • Research and development of appropriate methodologies • Coordination of the development of updated sectoral action plans, if needed, to guide sectors in implementation • Consolidated reports of all sectors for the purposes of MRV/Transparency
Finance	<ul style="list-style-type: none"> • Coordination of the development of climate investment plan for Cambodia, with Ministry of Finance • Facilitation to accessing and mobilising climate finance • Coordination of pipeline development

⁵ <http://www.camclimate.org.kh/en/policies/roles-and-functions.html>

MRV/Transparency	<ul style="list-style-type: none"> • Monitoring NDC implementation progress, through the use of the NDC Roadmap • Communicate and report internally and externally on progress and achievements, as per Government of Cambodia and UNFCCC requirements
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Source: team analysis

Agreement of cooperation approaches with key government ministries, departments and agencies

This section is further developed in Section 3.4.

3.2 Integration

Integration with existing national processes

As per the strategic framing, to avoid duplications and policy misalignment, the Roadmap will need to be mainstreamed, as much as possible, into existing plans coordinated by DCC and into sub-national plans.

The entry points are:

- Rectangular Strategy
- CSDGs to 2030 and reporting
- NSDP (2019-2023)
- CCCSP (2014-2023) and M&E Framework (yearly monitoring)
- CCAPs – if they will be revised after 2018
- Budget Strategic Plans (3-year rolling) and yearly programme budgets
- Public Investment Programme (PIP), Three Year Rolling Plan
- BUR (every two years, from 2019)
- National Communications (every four years, from 2020 – estimated).

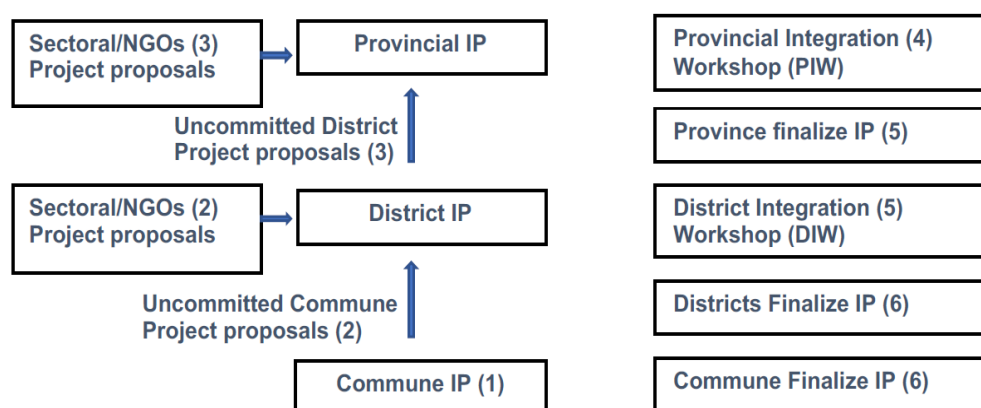
Notably, the SPCR programme has supported the NCSD/MoE to develop sector actions, indicators, and guidelines also for mitigation sectors (LULUCF, transport, energy, and housing), so these will be a good starting point for mainstreaming going forward.

Integration with existing subnational processes

In terms of sub-national planning, it is important to consider that according to the 2010 Technical Guidelines, a District/Municipality (DM) is expected to develop a Five-Year Development Plan and a Three-Year Rolling Plan.

An illustration of Sub-national planning process and linkages is in the figure below.

Figure 9 Sub-national planning process and linkages



Source: NAP Financing Framework (2017)⁶

Also, the SPCR programme has provided guidance to NCSD/ MoE on mainstreaming climate change into national and subnational planning – mainly adaptation - so lessons learnt from this will be used in NDC integration.

3.3 Capacity building and knowledge management

Identification of capacity building needs

NCSD/DCC, CCTWG and sectoral (and sub-national) TWGs will require capacity building for NDC implementation, as summarised above.

A preliminary capacity building needs assessment is below, which will need to be prioritised and then coordinated by DCC/NCSD.

Table 3 Preliminary capacity building needs assessment

Areas	Skills
Coordination and integration	<ul style="list-style-type: none"> Political economy analysis, or public policy, economics, or related fields Engagement skills Public administration skills
Capacity building and knowledge management	<ul style="list-style-type: none"> Research skills Capacity assessment and capacity building skills
Stakeholder engagement	<ul style="list-style-type: none"> Political economy analysis, public policy, economics, or related fields Stakeholder engagement skills
Mitigation and adaptation	<ul style="list-style-type: none"> Environmental, social, economic impact assessment Sectoral knowledge and best practices GHG measurement and accounting Vulnerability assessment Policy development and appraisal
Finance	<ul style="list-style-type: none"> Financial and technology needs assessments Financial modelling and cost benefit analysis Business case and project concept note writing Financial and investment terminology

⁶ <http://camclimate.org.kh/en/ccd/dcc-news/423-new-released-cambodia-national-adaptation-plan-financing-framework-and-implementation-plan.html>

Areas	Skills
	<ul style="list-style-type: none"> • Understanding of the constraints and requirements of investors • Accreditation and access to climate finance • ESS and gender
MRV/Transparency	<ul style="list-style-type: none"> • GHG measurement and accounting • Negotiations skills • Public financial management • Database development

Source: team analysis

Capacity building instruments include individual or group training, training of trainers, high education courses, building course materials and course guidelines for training and updating real-time, knowledge exchange, on- the job-training, among others.

Development of a programme of ongoing support, including institutional memory improvement

This programme will need to be designed and implemented, alongside the stakeholder engagement and awareness plan in Section 3.4 below.

3.4 Stakeholder engagement and awareness

The development of a coherent and targeted stakeholder engagement plan for NDC implementation has been identified as a priority and as a task to be carried out by DCC.

This section contains information and recommendations to carry out stakeholder engagement and awareness as part of the NDC revision and implementation, and can be kick-started along with the NDC Roadmap.

Box 2: Multi-stakeholder workshop to kick-start the NDC Roadmap

It is recommended that a multi-stakeholder workshop is convened as first step, to activate the Roadmap.

The following agenda items are recommended:

- Recap on NDC and rationale
- Cambodia's NDC
- NDC Implementation: the NDC Roadmap
- Stakeholder engagement: roles and responsibilities, tools, and timelines

Source: team analysis

Undertaking of national stakeholder mapping

It is firstly important to distinguish between 'Internal' and 'Key' Stakeholders. Internal stakeholders are entities and organisations that drive directly the development of the NDC Roadmap and directly impact its implementation. Key stakeholders are those who may contribute sectoral information, potential finance, and/or participate in the development or implementation of mitigation actions, or those who will be impacted by the mitigation actions in the NDC Roadmap.

This includes the stakeholders already engaged in NDC planning, and other stakeholders, including private/finance sector, academia, development partners, NGOs.

Table 4 NDC implementation stakeholder mapping

Stakeholder/ Relevance	Governance	Mitigation/Adaptation						Finance	MRV
		Energy	Manufacturing	Transport	Waste	Agric	Forestry and land use		
Government									
NCS (previously NCCC)	√	√	√	√	√	√	√	√	√
NCS SG	√	√	√	√	√	√	√	√	√
CCTWG	√	√	√	√	√	√	√	√	√
NCDD	√	√	√	√	√	√	√	√	√
NCDM		√	√	√	√	√	√	√	
Office of SPM	√								
MEF								√	√
14 CCAP Ministries	√	√	√	√	√	√	√	√	√
SNEC		√	√	√	√	√	√		
CDC-CRDB								√	
REDD+ Secretariat							√	√	√
Civil Society / Development projects									
Better factory Cambodia		√	√						
CI (Conservation International)							√		
WWF						√	√		
NGO forum		√	√	√	√	√	√		
GERES (Group for the Environment, Renewable Energy and Solidarity)		√				√	√		
Global Water Partnership (GWP)						√			
IIED		√	√	√	√	√	√		
CCCN		√	√	√	√	√	√		
SPCR				√		√			
HelpAge									
Cambodian Disabled People's Organization (CDPO)	√								
Handicap International	√								
WCS						√	√		
Wildlife Alliance						√	√		
Private/finance sector									
Angkor Kasekam		√				√	√		
Bambusa		√				√	√		
Camagra		√				√	√		
Cambodian Agriculture Cooperative Insurance Company (CACIC)						√			
Cambodia Chamber of Commerce		√	√	√	√	√	√		
Cambodian Rice Federation (CRF)		√				√	√		
Cambodian Farmers Association of Agriculture Producers (CFAP)		√				√	√		
CEDAC		√	√			√			

Stakeholder/ Relevance	Governance	Mitigation/Adaptation						Finance	MRV
		Energy	Manufacturing	Transport	Waste	Agric	Forestry and land use		
Cintri Cambodia					√				
Confirel		√	√			√			
Coca Cola		√	√						
EuroCham/Cambodian Chamber of Commerce		√	√			√	√		
Global Action for Environment Awareness Plc. (GAEA)		√	√	√	√	√	√		
Garment Manufacturers Association of Cambodia (GMAC)			√	√	√				
Grandis							√		
IBIS Rice		√				√	√		
Mekong Strategic Partners		√	√	√	√	√	√		
Mitsubishi		√	√			√	√		
NCPO (National Cleaner Production Office-Cambodia)		√							
PPSEZ (Phnom Penh Special Economic Zone)		√	√	√	√				
Renewable Energy businesses		√							
Rice Miller Association (RDB) Rural Development Bank		√				√	√		
Rural water suppliers						√			
Rural electricity supplier		√				√			
Royal Railway				√					
Schneider electric		√	√						
SME Association		√	√	√	√	√	√		
Solar Energy Association Cambodia		√							
Young Entrepreneurs Association of Cambodia (YEAC)		√	√	√	√	√	√		
Funds									
Adaptation Funds			√			√			
GEF		√	√	√	√	√	√		
GCF		√	√	√	√	√	√		
Mekong Strategic Partners		√	√	√	√	√	√		
NAMA Facility		√	√	√	√	√	√		
State-owned enterprises									
EDC		√				√			
PPWSA			√						
City bus (incl. water way too)				√					
Development Partners									
Multilaterals									
ADB		√	√	√	√	√	√		
FAO						√			√
FFI (Fauna & Flora International)							√		

Stakeholder/ Relevance	Governance	Mitigation/Adaptation						Finance	MRV
		Energy	Manufacturing	Transport	Waste	Agric	Forestry and land use		
IFC	√	√	√	√	√	√	√		
IFAD		√					√		
UNDP	√	√	√	√	√	√	√	√	√
UNCDF		√							
UNIDO		√							
WFP							√	√	
World Bank		√	√	√	√	√	√		
Bilaterals									
Canada/CIDA		√	√	√	√	√	√		
China/Chinese AID									
EU/EC		√	√	√	√	√	√		
Japan/JICA		√	√	√	√	√	√		
Republic of Korea/KOICA		√	√	√	√	√	√		
SNV		√					√	√	
Sweden/SIDA		√	√	√	√	√	√		
USA/USAID		√	√	√	√	√	√		
France/AFD		√	√	√	√	√	√		
CCCA	√	√	√	√	√	√	√	√	√
GGGI (Global Green Growth Institute)		√	√	√	√	√	√		
Germany/GIZ	√	√	√	√	√	√	√	√	
Kfw		√	√	√	√	√			
Academia									
Universities									
ITC		√	√	√	√				
RUA		√			√	√	√		
RULE			√	√					
RUPP			√	√					
National Productivity Centre of Cambodia			√						
NPIC		√	√	√	√				
Research Institutes									
CDRI		√	√	√	√	√	√		
CPS		√	√	√	√	√	√		

Source: team analysis

Agreement of responsibilities for engagement

The assignment of responsibilities for coordination to a specific unit (DCC within NCSD) is illustrated in section 3.1.

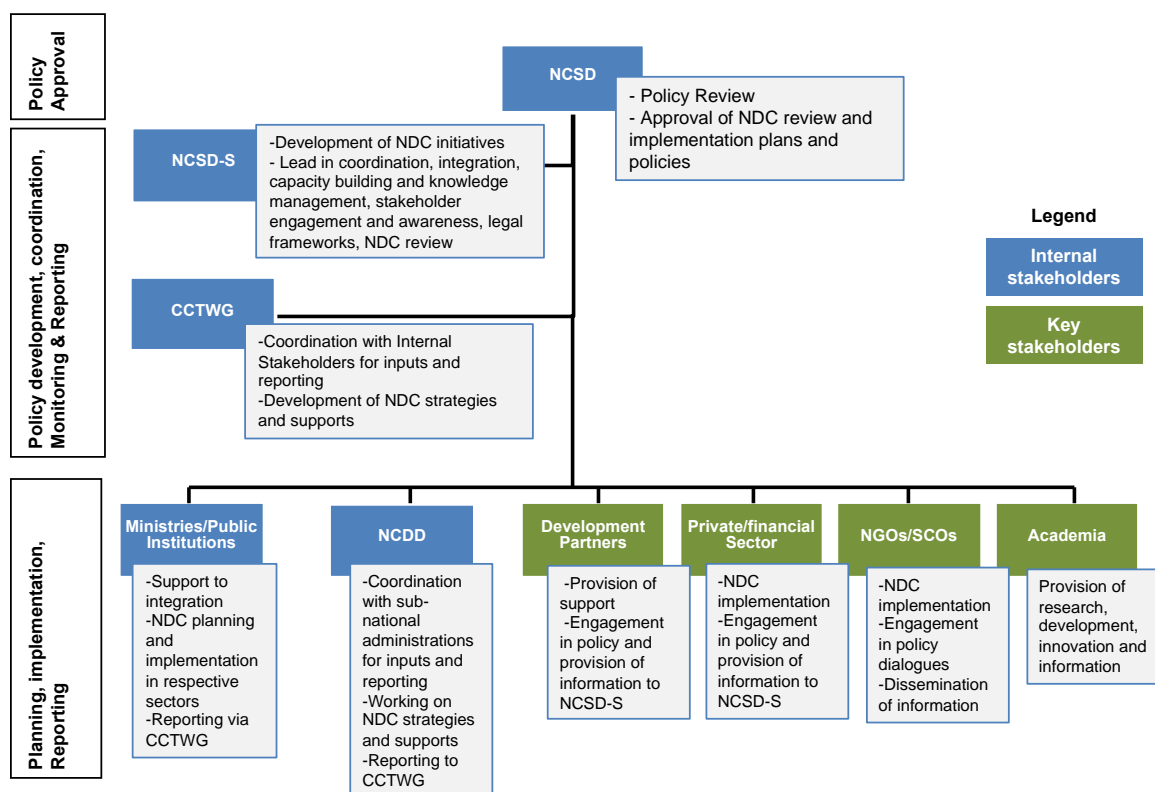
An illustration of the roles and responsibilities of each stakeholder with regard to NDC implementation is in the table and diagram below.

Table 5 Roles and responsibilities of stakeholders

Stakeholder	Role and functions in NDC implementation
NCSD	<ul style="list-style-type: none"> • Coordination and integration • Capacity building and knowledge management • Stakeholder engagement
Ministry of Planning, Ministry of Economy and Finance	<ul style="list-style-type: none"> • Support to integration of NDC implementation in national and subnational planning and budgeting
Line ministries/Government Institutions	<ul style="list-style-type: none"> • NDC planning and implementation in respective sectors • Provision of information to NCSD
NGOs	<ul style="list-style-type: none"> • NDC implementation • Provision of information • Provision of support • Engagement in policymaking • Representation of vulnerable groups
Private/finance sector	<ul style="list-style-type: none"> • NDC implementation • Engagement in policymaking • Provision of information
Development partners	<ul style="list-style-type: none"> • Provision of support • Engagement in policymaking
Academia	<ul style="list-style-type: none"> • Provision of research, development, innovation, and information • Engagement in policymaking

Source: team analysis

Figure 10 Stakeholder roles and responsibilities



Source: team analysis

In terms of engagement with **internal stakeholders**, the existing structure for climate change planning and implementation would support also NDC implementation.

NSCD approves the policy direction, proposed from a bottom-up approach. The NSCD-Secretariat and CCTWG support coordination on planning process for the whole climate change sector, including NDC, monitoring progress or carrying out measurement and reporting.

Sectoral planning and implementation on climate change actions, including on NDC, are carried out by ministers/public institutions at the central and sub-national government levels, and report via the CCTWG to NSCD. Support may also be sought from NSCD by ministries/public institutions, for instance for institutional strengthening and capacity building, in addition for an increasingly stronger mainstreaming process. For instance, climate change has already been mainstreamed in MRD’s Rural Development Strategic Plan. Also, MME is in the process of developing a new sectoral development plan and also revising its CCAP, with climate change actions present in both plans.

Development of a stakeholder engagement plan

An analysis of barriers and opportunities for different stakeholders to engage in NDC implementation is in the table below.

Table 6 Barriers and opportunities

Stakeholders/ Barriers and opportunities	Barriers	Opportunities
Government	<ul style="list-style-type: none"> • Regulation and policy clarity • Limited capacity and readiness • Finance limitations, • Limited tools and guidance available • Institutional arrangement and coordination • Policy dialogue harmonisation • Time required to restructure 	<ul style="list-style-type: none"> • Development of a more systematic way to implement measures • Already committed to UNFCCC processes
NGOs	<ul style="list-style-type: none"> • Limited capacity and knowledge • Limited finance • Not systematic structuring / fragmentation 	<ul style="list-style-type: none"> • Building awareness to civil society • Support bottom-up innovation and accountability • Sporadic implementation
Private/ finance sector	<ul style="list-style-type: none"> • Investment in profitable areas only • Hesitance to change ways of doing things, adopt new technologies • Lack of dedicated financing instruments / de-risking instruments for climate-smart investments 	<ul style="list-style-type: none"> • Embedded concept of CSR, including green and climate change • Take advantage of technology cost reduction in renewable energy (Solar) • Contribution to energy security • Use of evidence built for more sustainable opportunities in low carbon economy, including in transportation, agribusiness, and forestry • Investment capacity is available at scale if climate-smart business models can be proven
Development partners	<ul style="list-style-type: none"> • Could have their own development agenda / earmarking of funds for specific priorities 	<ul style="list-style-type: none"> • Climate change agenda broadly in line with government’s • Making space for piloting projects

Stakeholders/ Barriers and opportunities	Barriers	Opportunities
	<ul style="list-style-type: none"> Support remains largely project-based, with minimal coordination or sustainability 	<ul style="list-style-type: none"> Strengthening of relationships with Government, coordination and alignment Supporting FDI Opportunities of accessing multilateral funds
Academia	<ul style="list-style-type: none"> Limited capacity (and experience) in quality and quantity limited resources on tools and labs 	<ul style="list-style-type: none"> Making use of Information and tools available Reaching out to policy makers and executives Building evidence base and case studies Developing regional or international academic partnerships to build capacity

Source: team analysis

Overall, it is foreseen that engagement will be frontloaded before the submission of the next NDC and subsequent ones.

A detailed mapping of stakeholders against engagement tools is presented in the matrix below.

Table 7 Engagement tools matrix

Stakeholders	Internal Stakeholders	Key Stakeholders
NSCD	<ul style="list-style-type: none"> dissemination meetings on NDC Regular meetings Regular and ad-hoc reporting 	DWorkshops <ul style="list-style-type: none"> Forums Partnerships (MoU) Meetings/Dialogues Other communication material (leaflets, Policy briefs, TV/videos, Radio, social media)
Ministries/Public Institution	<ul style="list-style-type: none"> CCTWG Sub-Working groups: Adaptation, Mitigation (in addition to finance already existing) Group emails, apps, and other routine communication tools (leaflets) Internal WG inside ministries/public institutions Workshops, regular and ad hoc meetings Other support mechanisms 	<ul style="list-style-type: none"> Regulations/Enforcement tools Workshops Forums Surveys/information sharing/Other routine communication tools Meetings/ dialogues Partnerships
Development Partners/Projects	<ul style="list-style-type: none"> Technical Assistance Workshops Meetings/Surveys Dialogues DPs vs. Govt Pilots Projects 	Other communication material (leaflets, Policy briefs, TV/videos, Radio, social media)

Stakeholders	Internal Stakeholders	Key Stakeholders
Private Sector	<ul style="list-style-type: none"> • Workshops • Contribution to consultations • Contribution and piloting of new concepts • Partnerships on R&D • PPPs • Policy Dialogues, research, notes, white books/papers • Promotion of Councils 	
NGOs	<ul style="list-style-type: none"> • Seminars/Workshops • Meetings/discussions • Partnerships/part of council seats 	Other communication material (leaflets, Policy briefs, TV/videos, Radio, social media)
Academia	<ul style="list-style-type: none"> • Workshops/Seminars/Conferences • Dissemination tools 	

Source: team analysis

With **internal stakeholders**, engagement could be carried out in a dialogue form, for instance every 3 months with CCTWG, for updates and general dialogues and way forwards on related work, and more frequently within the sub-working groups. A key aspect of the District/Municipalities (DM) planning process is the integration workshop at DM level, which occurs once a year to update the 3-years rolling investment plan.

With **key stakeholders**, engagement will be done:

- With private/finance sector, NGOs, academia: as part of groups and associations.
- With development partners: consider creating development partner groups, if the existing ones are insufficient.

The **awareness tools and detailed engagement material** are being created to support dissemination hand-in-hand with NDC implementation. Available materials include:

- Leaflet (both for internal and key stakeholders) on NDC
- Power point presentation to be used in presentation and conferences

3.5 Legal frameworks

Development of legal frameworks where necessary

The Draft Environment Code – to be published in 2019 – will be the guiding regulation for NDC Implementation and review.

Any additional regulation will be developed as needs arise. In particular, the Code will require regulations/Prakas to be implemented in different sectors and institutions.

3.6 Revision

Revision and submission of NDC

Revision of NDCs is required every five years, with a view of increasing ambition, in particular as Cambodia advances towards a high middle-income country by 2030.

As per the Roadmap, it is recommended that in time for submission:

- Stakeholder engagement is intensified
- Mitigation actions and progress are reviewed
- Evidence on NAP progress is gathered
- Finance and MRV/Transparency systems are updated

4 Mitigation

The NCS D will be expected to coordinate mitigation actions across different sectors and stakeholders. As indicated below, there is strong progress in terms of mitigation action implementation, but there is the need to streamline and integrate them.

Key activities identified include: assessment of the current actions, identification of new actions, barriers and needs assessment, policy appraisal, and summary and integration.

4.1 Assessment

Identification of existing actions (projects, mechanisms, etc), including quantification of actual or expected impacts

In the absence of an integrated MRV/Transparency system, at the moment, the activities are still a combination of actions, policies and projects that have been collated as part of the NDC assessment and BUR development. More rigour will be expected once the MRV/Transparency system will be in place, to the extent possible in time for the next submission.

A summary of the actions in the NDC, along with the expected reduction as Gg CO₂eq and % in the year 2030 compared to the baseline, including alignment with the CCAP actions and evidence of progress is presented below. These will need to be further validated, consolidated, and the emission reduction estimate calculated.

Table 8 Mitigation potentials, alignment with CCAPs and progress

Sector	Priority actions	GHG Red ⁷	CCAP actions and Ministry	Evidence of progress
Energy Ind.	Grid connected renewable energy generation (solar energy, hydropower, biomass and biogas) and connecting decentralised renewable generation to the grid.	1,800 (16%)	MME <ul style="list-style-type: none"> Development of a compendium of renewable energy technology for the industrial sector Promote the renewable energy generation on site and co-generation for industrial sector as well as special economic zone Pilot and document strategies for converting industrial waste into energy Assess the potential of renewable energy applications in the industrial sector 	<ul style="list-style-type: none"> Regulations on General Conditions for Connecting Solar PV Generation Sources to the Electricity Supply System of National Grid (2018) 10MW solar parks are fully operational, 60MW are under construction, 140MW approved, 100MW planned, many more in pipeline. Progress on rooftop solar expansion CDM and JCM projects Strengthening sustainable access to biomass energy (GERES)
	Off-grid best-practice electricity such as solar home systems, hydro (pico, mini and micro).		<ul style="list-style-type: none"> Sustainable Charcoal NAMA (2015-17) Solar home systems (60,000 systems) and microgrids Rice husk for energy pilots (SNV and GERES) 	

⁷ Gg CO₂eq and % in the year 2030 compared to the baseline.

Sector	Priority actions	GHG Red ⁷	CCAP actions and Ministry	Evidence of progress
	Promoting energy efficiency by end users.			<ul style="list-style-type: none"> Solar Microfinance Programme (SNV) National Energy Efficiency Policy (2019 to be approved)
Manuf. Ind.	Promoting use of renewable energy and adopting energy efficiency for garment factory, rice mills, and brick kilns.	727 (7%)	MIH <ul style="list-style-type: none"> Conduct Technology Need Assessment for GHGs emission reduction in the energy sector 	<ul style="list-style-type: none"> Energy Efficiency NAMA in the Garment Industry Cambodia Industrial Development Policy 2015 – 2025 (2018) Green Industry Scenario for Cambodia - Global Green Growth Institute (GGGI) (2018) Low Carbon Development for productivity by UNIDO/GEF (tbc) – and GERES on progress Waste to energy in rice mills (SNV)
Transp	Promoting mass public transport.	390 (3%)		<ul style="list-style-type: none"> Transport Masterplan for Cambodia (in development) Action Plan for public transport in Phnom Penh Donation of public buses (JICA)
	Improving operation and maintenance of vehicles through motor vehicle inspection and eco-driving, and the increased use of hybrid cars, electric vehicles and bicycles.		MPWT <ul style="list-style-type: none"> Enhance maintenance and inspection of vehicles 	<ul style="list-style-type: none"> Vehicle registration and inspection system (JICA)
Others	Promoting energy efficiency for buildings and more efficient cookstoves.	155 (1%)	MIH <ul style="list-style-type: none"> Development of best resource and energy efficiency practices for industries and SMEs 	<ul style="list-style-type: none"> National Energy Efficiency Policy (2019) Improved cookstoves projects – 6million cookstoves by 2018 (GERES and SNV)
	Reducing emissions from waste through use of biodigesters and water filters.			<ul style="list-style-type: none"> Biodigester pilots (GERES and SNV) PoA Waste to energy using biomass gasification in South East Asia LDCs programme of activities in Cambodia (Waste gasification) PoA Water Kiosks in Cambodia – CPA 4 (Water Purification)
	Use of renewable energy for irrigation and solar lamps.			<ul style="list-style-type: none"> Building Adaptive Capacity through the Scaling-up of Renewable Energy Technologies in Rural Cambodia (2016-20) (GEF/IFAD)
Total Savings		3,100 (27%)		

Sector	Priority actions	GHG Red ⁷	CCAP actions and Ministry	Evidence of progress
	In accordance with the National Forest Programme (2010-2029), Cambodia is striving to increase and maintain the forest cover at 60% of the total land area, from an estimate of 57% in 2010.	4.7 tCO ₂ eq/ha/year for up to 5 million hectares	MAFF (now moved to MoE) • Developing implement regulations mechanism REDD+	<ul style="list-style-type: none"> • REDD+ National Strategy (2017) • Forest Reference Level submitted in 2016 and assessed by UNFCCC in 2017. • Forest cover is 45% • NFMS/MRV with the activity data Land Use Maps (from 2006 to 2018) and emission factors for the forest sector. • Projects: <ul style="list-style-type: none"> ○ Southern Cardamon REDD+ Project ○ Tumring REDD+ Project ○ REDD in Keo Seima Wildlife Sanctuary ○ REDD in Community Forest – Oddar Meanchey, Cambodia (Defunct)

Source: team analysis

Additionally, Cambodia has signed a partnership with Japan for Joint Crediting Mechanism (JCM), and the projects are below. It is important to note, however, that verified reductions or removals from the mitigation projects including the forestry sector under the JCM can be used as a part of Japan's internationally pledged greenhouse gases mitigation efforts and Cambodia's nationally appropriate mitigation actions.

Table 9 Joint Crediting Mechanism (JCM) projects

Mitigation Action	Implementing Institution	Project Status	Duration	Sectors	Expected emission reductions (tCO ₂ per annum)	Gas Covered
Introduction of High Efficiency LED Lighting Utilizing Wireless Network	Minebea Co., Ltd. Overseas Cambodian Investment Corporation (OCIC) Siem Reap Provincial Hall APSARA	Completed	Jan 2016 – Dec 2018	Energy Sector	3,590	CO ₂
Introduction of Ultra-lightweight Solar Panels for Power Generation at International School Project	Asian Gateway Corporation International School of Phnom Penh	Completed	Feb 2016 – Sep 2016	Energy sector	149	CO ₂

Mitigation Action	Implementing Institution	Project Status	Duration	Sectors	Expected emission reductions (tCO ₂ per annum)	Gas Covered
Introduction of 1MW Solar Power System and High Efficiency Centrifugal Chiller in Large Shopping Mall	AEON MALL Co., Ltd. AEON MALL (CAMBODIA) CO., LTD.	Completed	Nov 2016 – May 2018	Energy sector	1,688	CO ₂
Energy Saving by Inverters for Distribution Pumps in Water Treatment Plant	METAWATER Co., Ltd. Phnom Penh Water Supply Authority	Completed	Apr 2016 – Aug 2018	Energy sector	407	CH ₄
Provincial Water Supply and Sanitation Project	ADB	Not Started	Planned: Jul 2019 – Jun 2021	Energy sector	6,371	CO ₂
1.5MW Solar Power Project in Kampong Thom	Asian Gateway Corporation SOMA Energy Co., Ltd.	Not Started	Not defined	Energy sector	831	CO ₂

Source: BUR (2019)

4.2 New actions

Development of long list

These can derive from sectors and actions that were not included in the initial NDC submission, and other actions identified through further evidence, and can include:

In the Waste sector:

- Waste Management Strategy and Action Plan of Phnom Penh 2018-2035 (2018). The actions that contribute to climate change mitigation are:
 - Promoting 3Rs
 - Diverting organic waste from landfill and controlling GHG/SLCP emission at landfill
 - Combating waste dumping and burning.

In the Agriculture sector:

- Green Climate Fund (GCF) and ADB: Climate-Friendly Agribusiness Value Chains Sector Project 2019-2027 (2018)
- UNIDO/GEF: Reduction of GHG Emissions through Promotion of Commercial Biogas Plants in Cambodia (completed in 2017)
- GEF/IFAD: Building Adaptive Capacity through the Scaling-up of Renewable Energy Technologies in Rural Cambodia (2016-20)

The following activities of relevance will be completed before 2020:

- The BUR needs to be completed: the GHG-I and mitigation chapter need to be validated (preliminary results by end of Q1), and the MRV component of the BUR needs to be developed (expected for Q2/Q3 2019).
- TNC scope of work and (preliminary findings) need to be made available.
- Action and Investment Plan of REDD+ targeting NDC+5 year (2035). (Ending in 2019 Q2)

4.3 Barriers and needs assessment

Identification of barriers

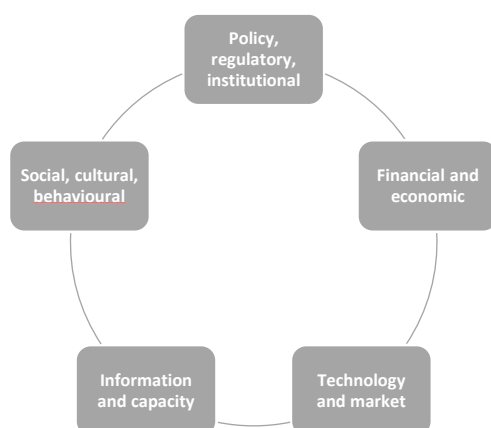
This action will need to be carried out. Overall, there are a number of challenges in tapping into these opportunities, some can be summarised as difficulties in communication between different types of stakeholders, which often lead to deadlocks.

- Private financiers have close to 50% of the total global institutional assets base currently managed according to environmental, social, and governance principles, but as yet there is more capital than good, bankable projects at scale, and channels to deploy the finance.
- The private sector, and in particular project developers, see project opportunities in target countries, but often do not know how to engage effectively in target markets or with the public sector, or rush into markets without sufficient knowledge and then stumble. Many projects are not of transition scale, and only attract high cost of capital.
- The national and international public sector has advanced favourable policies and plans, but does not always understand how to incentivise international investors and developers at a transition scale that matches the climate challenge, ending with project-by-project approaches.

On the side of the government, it is fundamental that the environment is 'enabling' towards mobilisation of adequate resources (both technical and financial) for the financing of actions and projects within NDCs.

The elements of the enabling environment can be summarised as below.

Figure 11 Elements of the enabling environment



Source: team analysis

Examples of typical challenges within the enabling environment are below.

Table 10 Examples of barriers in the elements of the enabling environment

Elements of enabling environment	Typical challenges
Policy, regulatory, institutional	<ul style="list-style-type: none"> • Conflicting regulations • Limited coordination between sectors • Outdated technology standards
Financial and economic	<ul style="list-style-type: none"> • Lack of affordable capital • High upfront costs • Currency risks • Fuel subsidies
Technology and market	<ul style="list-style-type: none"> • Immature technologies • Lack of appropriate technologies • Inadequate value chain
Information and capacity	<ul style="list-style-type: none"> • Limited Installation and O&M skills • Inadequate baseline data
Social, cultural, behavioural	<ul style="list-style-type: none"> • Perception of increase in costs • Safety • Social acceptance

Source: team analysis

These can then be applied to each sector or sub-sector.

The study ‘Promoting private sector contribution to the climate change response in Cambodia’ (2016) identified five generic barriers that hinder investments to scale:

- Lack of information/guidance on innovative and low carbon technologies
- Some climate friendly solutions do not find access to finance
- Low availability of technical solutions
- Absence of qualified human resources and skills.
- Lack or inappropriate policies

Identification of needs to overcome barriers

These can be financial or non-financial, and a summary is in Section 0.

4.4 Policy appraisal

Development of appraisal criteria

For each sector included in the NDC Roadmap, a combined qualitative and quantitative evaluation should be performed to help identify the most realistic mitigation options, along with their potential for implementation and projected co-benefits – similarly to when the NDC was developed in 2015.

A comparative evaluation matrix with key criteria for prioritising mitigation actions can be created. The criteria should address, at a minimum, the NDC targets, national and sectoral development priorities, technical feasibility, and impacts.

The following are some examples of criteria for evaluation:

- GHG mitigation potential
- Level of investment required
- Extent of expected private sector financial participation
- Impact on the state budget
- Potential for positive social-economic impacts
- Level of incremental financial needs
- Level of national and regional technology availability
- Potential for negative environmental impacts
- Potential for negative impacts on mobility
- Potential for balanced gender impacts
- Expected timeframe for implementation
- Potential adaptation and other co-benefits

Development of a scoring system

For each criterion, a country-specific weighted scoring system can be developed. Certain criteria may have higher weight than others, and have positive or negative scoring. The weighting of criteria should be agreed on by the key stakeholders (certainly by the CCCTWG).

Score and selection of short list of options

The figure below shows an example of a country-specific scoring system for the criterion “GHG mitigation potential”. A qualitative, descriptive analysis based on the criteria can also complement the scoring system.

Results of the evaluation will contribute to an initial prioritisation of the mitigation actions identified for the sector, based on their final combined scores. This list of priorities can then be used to select a short list of mitigation actions. For example, the short list can include the minimum mitigation actions needed to reach the NDC GHG reductions target (see “Short List”).

In some sectors, mitigation actions may not directly lead to GHG reductions. Examples of these indirect mitigation actions are electricity grid extension and upgrades, and new roads or rails. These actions require a separate comparative qualitative evaluation.

Figure 12 Example scoring system

No.	Mitigation Action	GHG Mitigation Potential	Private Sector Financial Participation	Environmental Impact	Technology Availability	Final Score	Acc. GHG Mitigation
1	Action 1	5	3	0	3	11	60,000
2	Action 3	4	3	-1	4	10	100,000
3	Action 6	3	5	0	2	10	120,000
4	Action 4	5	2	-2	4	9	200,000
5	Action 5	3	4	0	1	8	215,000
6	Action 2	4	0	-1	2	5	245,000

Scoring for GHG Mitigation Potential

- +5 points for > 50k tCO₂e/yr
- +4 points for 50k- 25k tCO₂e/yr
- +3 points for 25k- 15k tCO₂e/yr
- +2 points for 15k- 10k tCO₂e/yr
- +1 points for 10k-5k tCO₂e/yr
- +0 points for < 5k tCO₂e/yr

Short List
NDC Target
(180,000 tCO₂e/yr)

Source: GGGI (2018)⁸

The exact process that will be followed is expected to be delineated as part of the Third National Communication process.

4.5 Summary and integration

Development of summary sheets for new actions

An example summary sheet is below:

Table 11 Summary sheet example

Item	Description
No.	Number of the mitigation action
Action Name	Name of the mitigation action
Sector/Sub-Sector	Sector or sub-sector of the mitigation action
Description	General description of the mitigation action and justification for selection
Implementing Entity	Agency or organization responsible for carrying out the action
Policy/Plan Link	Linkage to national or sectoral policies and plans
Start & End Year	Start and end year of implementation
Mitigation Potential	Annual expected GHG reductions resulting from the action
Investment (USD)	Expected capital needs
Gaps & Barriers to Implementation	List gaps and barriers separately
Enabling CB & TA Needs	Expected support, including enabling mechanisms, needed capacity building (CB), and needed technical assistance (TA)
Environmental & Social Impacts	Potential environmental, social, and gender impacts
Information & MRV/Transparency Needs	What information is still needed, including for the MRV/Transparency system

⁸ <http://gggi.org/site/assets/uploads/2019/01/GGGI-NDC-Implementation-Roadmap-Development-A-Guideline-for-Small-Island-Developing-States.pdf>

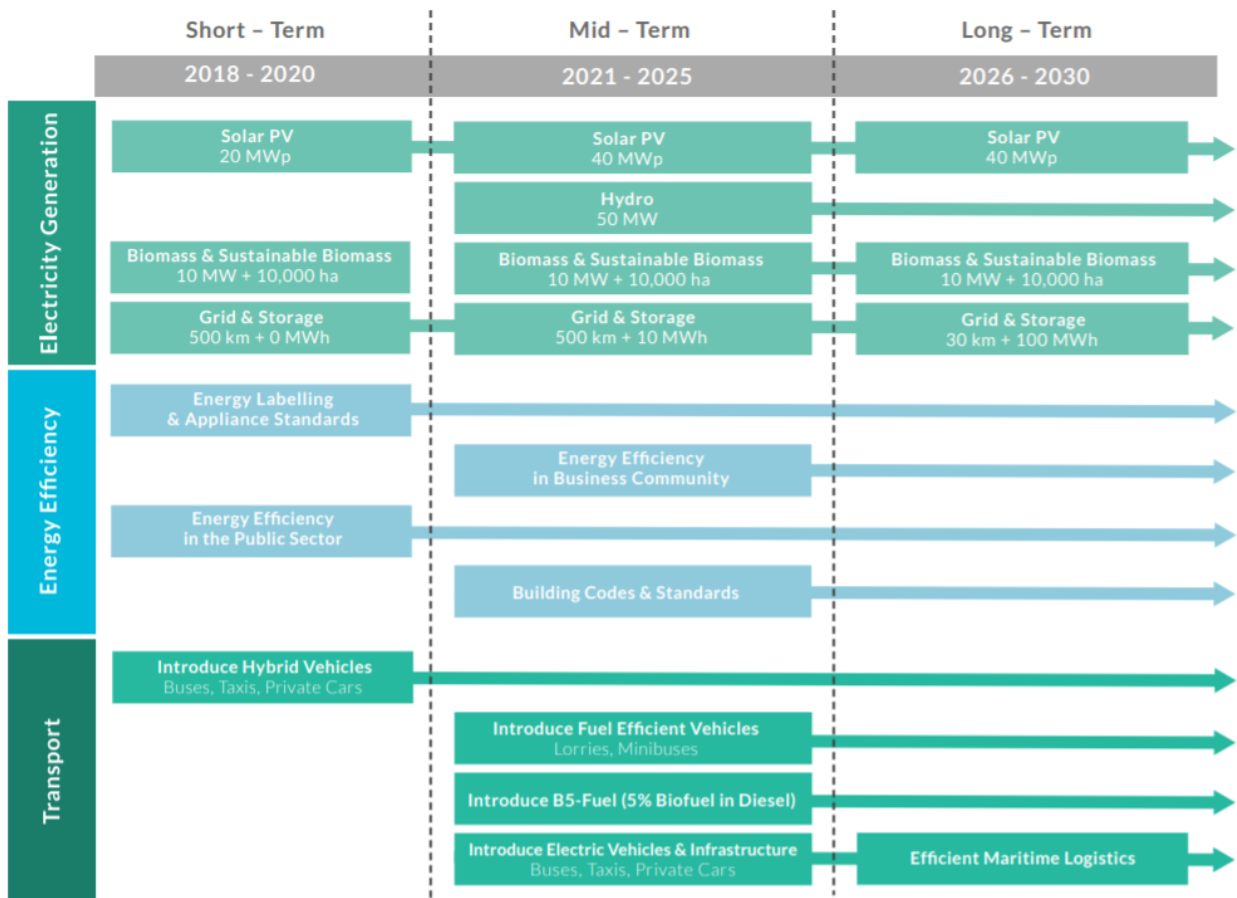
Item	Description
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Source: GGGI (2018)

Integration of actions into NDC and sectoral action plans

The actions will then be integrated in the NDC and in sectoral action plans (as will be decided based on sectoral preferences and outcome of the CCCSP MTR review). They will also be classified into S/M/L term actions. An example of classification is in the figure below.

Figure 13 Example classification into S/M/L term actions



Source: GGGI (2018)

Box 3: Implementing NDC actions through sectoral action plans

Sectoral strategies and action plans for NDC implementation are useful policies and tools for a number of reasons.

Firstly, they offer an opportunity for the sector to review policies and plans for their relevance to NDC implementation, thereby also providing the space for relevant stakeholders to come together, discuss, and increase overall awareness on climate change-related issues and NDC implementation specifically.

Secondly, it is a chance to bring all relevant information in one place, to build additional evidence, and to more clearly link NDC implementation with sectoral and national priorities, including highlighting co-benefits between mitigation and adaptation, an area that was raised as a gap in sectoral interviews). Sectoral plans don't necessarily need to all be the same, although there is benefit from them following a similar structure.

Lastly, they offer the opportunity to plan resources in time, in addition to formalising roles and responsibilities and establishing stakeholder mandates.

The structure and content of the plans ultimately depend on the progress in each sector and on the preferences. The sectors that have already revised climate change plans (such as MAFF) could potentially add information relating NDC implementation as an addendum.

Source: team analysis

5 Adaptation

In order to avoid duplication of efforts, it is advisable to link the implementation of the Adaptation section of the NDC with the NAP process.

Ricardo/GIZ's 'The Role of the NAP Process in Translating NDC Adaptation Goals into Action: Linking NAP processes and NDCs'⁹ provides guidance on how to integrate the two and is applicable to the Cambodia context (a country that has an adaptation component in place, and is progressing on NAP process).

- NAP process can implement NDC adaptation goals ('the what') through cross-sectoral coordination of adaptation activities ('the how')
- NAP process can be used to update NDC adaptation goals
- Co-benefits between mitigation and adaptation actions can be identified and considered by the NAP process and included in NDC updates
- Synergies possible in relation to governance and coordination, finance, and transparency by implementing and developing NDC adaptation goals through the NAP process.

In the immediate, for Cambodia, a document on NAP process gaps need to be shared (Q2/Q3 2019).

⁹ Available here: <http://www.adaptationcommunity.net/wp-content/uploads/2017/10/The-Role-of-the-NAP-Process-in-Translating-NDC-Adaptation-Goals-into-Action.-Linking-NAP-processes-and-NDCs.pdf>

6 Finance

The finance component centres around the development of a climate investment plan for Cambodia, to aggregate finance needs, gaps, sources, options, and further to that the creation of a project pipeline for the country.

6.1 Finance needs

Scope and prioritisation of actions to be undertaken during NDC implementation

Whilst Section 4 identifies NDC related actions, these are not disaggregated to a point in which they can be fundable, so this action will be needed.

Undertaking of a desk review to identify and cost the main sub-actions or assignable actions within each mitigation and adaptation action, and cross-cutting actions

Assessing financing needs would need to include identifying the cost for components within each action, including upfront capital costs (e.g. infrastructure costs), ongoing maintenance costs, in addition to capacity building or training, and human resources needed to implement the action.

It is expected that the approach for costing measures would differ by sector, and it is recommended that the process begins with a desk review. For example, costing of the development of low carbon transport projects will be based on an assessment of similar actions previously completed within the country (whether at national or sub-national level), as well as reviewing how relevant peer countries may have costed similar actions, to inform the cost estimate. Costing of mitigation measures in other more technology-intensive sectors would rely on data being made available at the industry level.

Checking of desk-based estimates with relevant national experts and stakeholders

It is also important to note that costs for some actions may change over time; it may be relevant to revise cost estimates when and as new information comes to light. For example, technology costs may decrease over time (a recent example are the rapid cost reduction and efficiency improvement of solar PV and wind turbine technology), or barriers to uptake of climate-friendly practices are being removed by relevant policies. We therefore recommend, once a financing needs assessment has been completed, that there is a built-in update procedure with all the relevant national experts and stakeholders.

6.2 Financing gaps and requirements to close the gap

Assessment of the funding status of each priority NDC action

Based on the identified finance needs and sources, the funding gap of Cambodia's NDC can be assessed. This can be done by identifying existing and projected domestic budgetary support for each priority NDC action, for example starting from the Climate Public Expenditure and Institutional Reviews or other frameworks. Available or expected bilateral and multilateral support and private sector finance will also need to be considered as described in chapter 3. Lastly, actions and sub-actions that have yet to be fully funded will need to be reviewed to assess the funding gap.

Identification of the level and type of support needed to address each funding gap

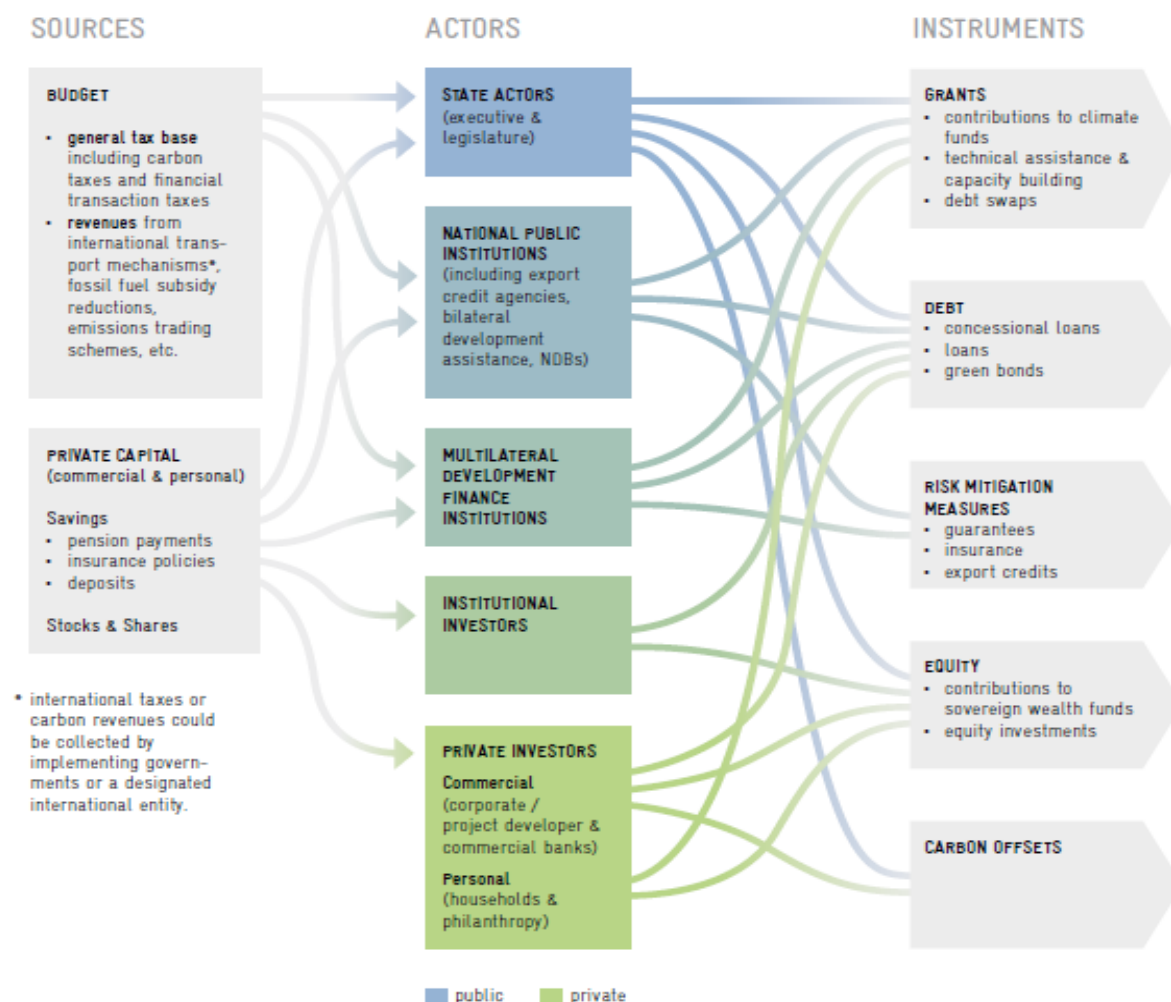
Once the financing gap has been identified, there is the need to assess the amount and type of support required to close the gap through capacity building, technical assistance, and seed finance, and the likely type of funding source (government, bilateral and multilateral funders and private sector).

6.3 Finance sources

Finance mapping

There are a number of ways to source and channel funds for mitigation and adaptation. The figure below maps out the different sources, actors, and instruments available to fund mitigation and adaptation measures – although it is relatively outdated.

Figure 14 Mapping of climate finance channels



Source: Climate Policy Initiative and GIZ (2015)¹⁰

Sources are broadly divided into budget (general tax base or other) and private capital from commercial or personal sources. These sources blend in a number of ways to fund actors (state actors, national public institutions, multilateral development finance institutions,

¹⁰ See: <http://climatepolicyinitiative.org/wp-content/uploads/2015/06/2015-Background-report-on-long-term-climate-finance.pdf>

institutional investors, and private investors). Financing instruments vary from grants, to debt, risk mitigation measures, equity, and carbon offsets.

6.4 Finance options

In general, stakeholders pay attention to different criteria:



Source: team analysis

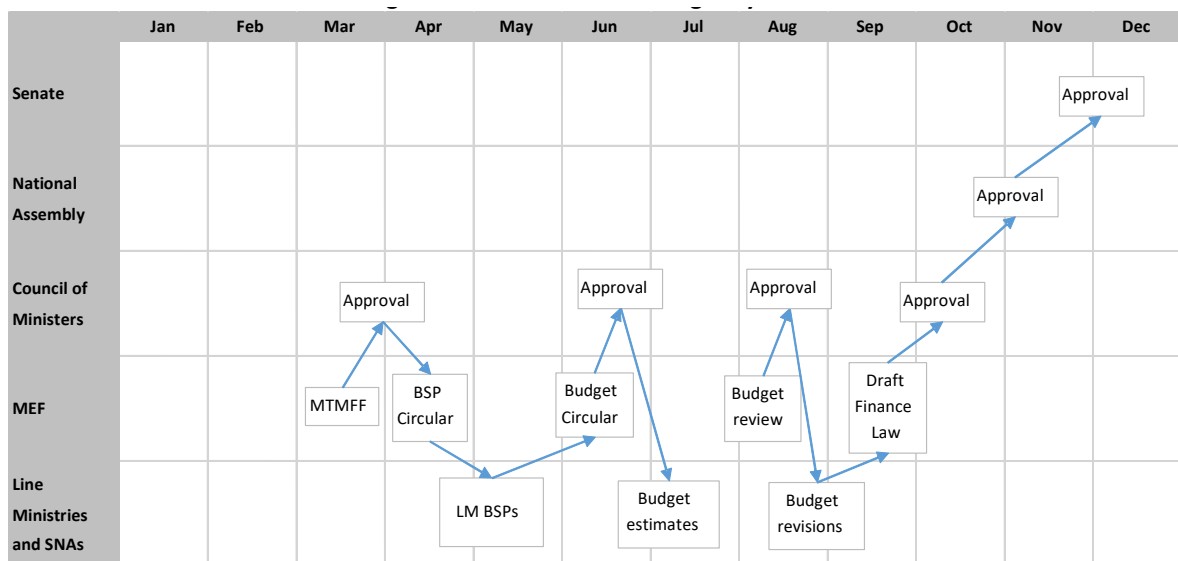
Assessment of the potential for (further) domestic fiscal support for each action

Public finance is a fundamental driver for climate change financing and investment. It provides direct support to activities, and also allows the government to multiply its resources through leveraging private sector investment.

Cambodia publishes a Climate Public Expenditure Review (CPER) yearly, and should continue to do so, with increasingly refined methodology.

Climate change is already mainstreamed in the Budget Circular, that ministries and institutions should consider climate change activities when they develop the budget on action of ministries. It is important to note the budget cycle timeframes, to ensure that budgetary allocations are requested at the correct time.

Figure 15 Cambodia's budget cycle



Source: NAP Financing Framework (2017)

There is a need to map what should be funded through topping-up / prioritising / modifying some existing activities vs separate / stand-alone projects. It is also necessary to look into existing on-budget programmes that could be modified/improved and submitted to the MEF.

Assessment of the eligibility of each action against bilateral and multilateral funding sources

Concessional finance by bilateral and multilateral institutions can reduce financing costs below the commercial rates available in many developing countries and play a catalytic role in triggering climate friendly investments without crowding out private actors.

Assessment of options for private sector investment for each action

Private sector investment is key to achieving climate change targets. Climate change cannot be managed without a strong engagement from the private sector – it is recognised that more than 80% of investments required for climate change will need to be privately funded¹¹.

In general, there are a number of financial and non-financial instruments that can be used to finance NDC implementation. Examples are in the table below.

It is important to note that currently the financial system is very much driven by the banking sector. The level of financial sophistication is expected to increase in alignment with Cambodia’s ambition to become a middle-income country by 2030. Less concessional terms will be available to the country, so a secondary market will need to be developed.

Whilst the stock and bond market are at a nascent stage, green bonds are starting to be considered as a potential source of finance.

Table 12 Examples of financial and non-financial instruments

Instruments	Sub-categories
Equity-based instruments	<ul style="list-style-type: none"> • Private equity • Public equity
Debt	<ul style="list-style-type: none"> • Bonds • Market-rate loans • Concessional loans • Lines of credit • Debt funds • Structured finance
Risk mitigation instruments	<ul style="list-style-type: none"> • Currency/commodity/interest rate swaps • Insurance (policy/political/regulatory) • Thematic guarantees (e.g. policy/political/regulatory) • First-loss guarantees
Grants	<ul style="list-style-type: none"> • Capacity building • Facilities • Construction grants • Project-level technical assistance

¹¹ Private sector investments for mitigation have, so far, been more successful than for adaptation, in particular due to the fact that most climate adaptation interventions are considered a 'public good', with limited profitability and too high risks for private sector investors, leading to limited attractiveness.

Fiscal incentives	<ul style="list-style-type: none"> • Tax reduction • Subsidies/FiTs • Carbon tax
Policy incentives	<ul style="list-style-type: none"> • Financial regulations • Environmental regulations • Procurement policies

Source: team analysis

6.5 Activities consolidation

Development of a climate investment plan

It will then be possible to consolidate all activities in the previous steps in a climate investment plan. This plan can consider existing examples and other country experiences to subsequently develop a pipeline of bankable projects¹².

For each project, a concept note could be developed which can be shared with potential funders to test interest and eligibility.

Box 4: Developing a Climate Investment Plan

With the establishment of the Climate Investment Funds in 2008, a new approach to development planning and financing was introduced - the programmatic approach. This approach divides development planning into two phases: programming and implementation. The programming phase comprises the development of an investment plan that targets investments which are aligned with national development priorities. The plan is developed in a multi-stakeholder way.

A number of countries have developed plans, and are available here: <https://www.climateinvestmentfunds.org/country>

Source: Climate Investment Funds website

Development of proposals for domestic budget funding

Based on the mapping carried out above, evidence and proposals, other justifications are needed along with budget items to increase the level of priority of climate change actions.

Development of funding proposals that can be shared with bilateral and multilateral funders

After this action full funding proposals can be developed to finance projects for the full implementation of the NDC. The pipeline of projects will be aligned with the GCF country programme.

Examples of guidance to develop project pipelines and bankable projects are below:

- GCF Concept Note User's Guide: <https://tinyurl.com/ycr3466y>
- GCF Concept Note Template: <https://tinyurl.com/y9ea9syk>
- GCF Investment Framework Indicators: <https://tinyurl.com/yaldyd2v>
- Climate Policy Initiative: Global Landscape of Climate Finance: <https://tinyurl.com/ycdbwcbx>
- Frankfurt School-UNEP Collaborating Centre for Climate & Sustainable Energy Finance and Bloomberg New Energy Finance: <https://tinyurl.com/qxthedj>
- International Energy Agency: <https://tinyurl.com/y9gh8ykk>

¹² See: <http://www.oecd.org/environment/cc/policy-highlights-developing-robust-project-pipelines-for-low-carbon-infrastructure.pdf>

- Submitted Biannual reports: <https://tinyurl.com/yd2h6ns2>
- Joint MDB reports on climate finance: <https://tinyurl.com/y8dbjhxn>
- UNFCCC Climate Finance Portal: <https://tinyurl.com/y8dbjhxn>
- OECD DAC: <https://tinyurl.com/y8dbjhxn>

The Green Climate Fund country programming process will include a listing of the country's project pipeline and financing needs that are aligned with NDC priorities.

Development of funding proposals that can be shared with potential private sector financing sources

These can include project concepts and commercial and financial information provided in term sheets – an example of which is below. Of course, there will need to be a formal bidding process to ensure appropriate competition for public finance.

Table 13 Example of term sheet

Terms	Information
Investment Type(s) and Amount(s)	
Currency(ies)	
Terms	
Hedging Arrangements	
Guarantees	
Investment vehicle(s)	
Interest rate risks and hedging options	
Interest margins	
Security	
Covenants	
Closing Date	
Use of Proceeds	
Environmental and social impact assessments	
Green Loan/Bond Issuance	
Conditions Precedent to Closing	
Transaction Documents	
Fees and Expenses	
Governing Law & Arbitration	
Advisers	
Other Parties to Transaction	

Source: team analysis

7 MRV/Transparency

The NDC Assessment identified a large gap in Transparency, with focus on Measurement, Reporting, and Verification (MRV). Transparency combines three core elements of the NDC implementation plan: mitigation, adaptation and finance.

Key activities that the Quick Start Guide describes for MRV/Transparency include the assessment of data needs and gaps, designing an MRV system, designing data management processes, and improving the system over time.

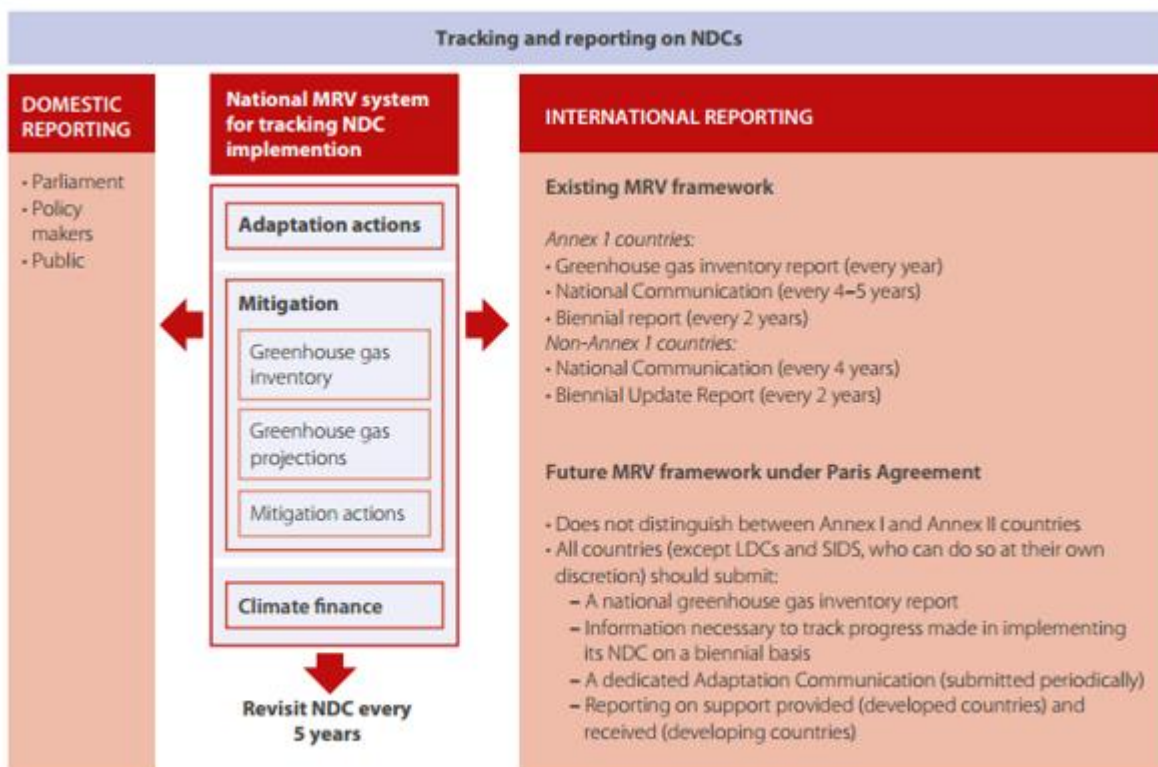
7.1 Assessment of data gaps and needs

Assessment and prioritisation of data gaps

This will need to be carried out, potentially as part of a multi-stakeholder workshop. An initial assessment is being carried out as part of the BUR/TNC development.

Cambodia will need to meet international reporting requirements and will therefore need to track and report its progress on NDC implementation, also in light of the requirements for countries to increase ambition for the 'Global Stocktake' under the Paris Agreement (as indicated below).

Figure 16 Reporting for domestic and international audiences



Note: Annex I Parties include the industrialised countries that were members of the Organisation for Economic Co-operation and Development in 1992, plus countries with economies in transition. Non-Annex I Parties are mostly developing countries.⁶⁷

Source: CDKN/Ricardo (2016)

Reporting requirements vary from reports to Parliament and the public to improve transparency and to policy-makers to inform decisions to update or complement existing mitigation or adaptation actions.

MRV is very closely integrated with the mitigation, adaptation and finance modules and these modules should therefore be used to consider what indicators might be appropriate to track actions and finance flows and to understand how MRV outputs can be used to inform decision-making and increase buy-in for climate action.

Identification of how existing MRV systems can be extended to address data gaps

The only sector that has developed an MRV system and collects data is the forestry and land use sector for REDD+ purposes.

7.2 MRV/Transparency system design

Design of a system for mitigation, adaptation and finance

As indicated above, Cambodia already has some existing MRV/Transparency systems that can be used as a basis for the development of an MRV/Transparency system for NDC implementation. The table below provides an overview of possible national MRV systems for tracking NDC implementation. The second column indicates what some of these existing systems might look like specifically for Cambodia and what basis could be used to build an NDC implementation MRV/Transparency system in Cambodia.

Table 14 MRV/Transparency systems

System	Possible systems to track NDC implementation	Existing systems that could be used as a basis for a MRV design
Mitigation	<ul style="list-style-type: none"> Assess progress in reducing GHG emissions towards the overall target using a GHG inventory and by reviewing GHG projections at national and sectoral levels Undertake M&E to track implementation and assess the impacts of individual mitigation actions to ensure actions are contributing to NDC commitments and capture lessons learned on which policies work best. 	<ul style="list-style-type: none"> These can be the foundation for mitigation MRV for NDC implementation. <ul style="list-style-type: none"> System to report on GHG emissions for BUR and data on implementation and impacts of mitigation actions. CCCSP M&E framework – indicators on GHG emissions are still to be produced (awaiting GHGI completion). Currently, DCC tracks mitigation projects as part of the new NSDP (2019-2023). Enhancements could be: <ul style="list-style-type: none"> If NDC target is relative to dynamic BAU scenario, then data on drivers of the projections are required Using WRI's GHG protocol and Mitigation Goal Standard (https://ghgprotocol.org/mitigation-goal-standard)
Adaptation	<ul style="list-style-type: none"> M&E to track implementation and assess the effectiveness of adaptation actions taken Integrate lessons learned into subsequent actions of the National Adaptation Plan process 	<ul style="list-style-type: none"> M&E system for CCCSP – tracks commune vulnerability to climate change risks M&E system for NAP (to be established) M&E for NSDP (supported by SPCR Package C)

		<ul style="list-style-type: none"> Paris Agreement has a requirement for periodic adaptation communications in conjunction with other key reports
Finance	<ul style="list-style-type: none"> Track climate finance flows for NDC implementation, including international public finance, national domestic budgets and private climate finance to improve the overall transparency and assess the scale/type of financing requirements for NDC implementation 	<ul style="list-style-type: none"> MRV system for reporting on support for BUR. CPER can be used going forward to track domestic finance flows (unconditional targets) and international support (conditional targets). The methodology will need to be refined to cover subnational and private financing.

Source: team analysis

7.3 Data management processes

The following activities are recommended:

Development of systems to improve data quality

Improvements can be ensured in a number of ways, such as through robust independent verification of data, internal data audits and quality checks, and/or consultation with expert stakeholders.

Development of data management systems

It is important that there is a clear and transparent archiving of data. This activity will be aligned with the progress in the development of an NCSD website and data portal and can contain data visualisation for NDC implementation. Some online data systems can be made accessible to all or others only to certain individuals through password- controlled access, based on the sensitivity of data. There is also the option of possibly extending the CDC database to accommodate for NDC data, or to use lessons from its development.

Addressing of data gaps

These could, at least in the short term, be filled by using generic factors or peer country/international benchmarks, until the data can be improved.

Development of data improvement plans

In time, it will be important to develop plans for improving data sets as necessary, with suggested responsibilities, timings and resource requirements. This could be part of the wider NDC implementation plan or a stand-alone plan.

7.4 MRV/Transparency system improvement

The following activities are recommended:

Ensuring MRV/Transparency reports are relevant

Outputs from the MRV/Transparency systems will be useful to inform regular updates of the mitigation, adaptation and climate finance planning processes, and lessons learned can be integrated into subsequent actions within the implementation of the NDC. In time, it might be necessary to develop mechanisms that can ensure the relevance.

In particular, the Katowice Climate Package is being rolled out, following the UNFCCC COP 24 in Katowice, which will have implications on transparency systems going forward.

Considering options for continuous improvement

Options can include:

- Evaluation of the effectiveness of the MRV/Transparency system in collating and reporting relevant data, and adjusting the Roadmap/implementation plan and the systems according to any lessons learned
- Engagement with stakeholders to seek feedback on the working and effectiveness of the MRV/Transparency system
- Working with countries with similar NDC targets and MRV/Transparency needs to share lessons learned and best practice.

Appendices

- Appendix 1 Gap Analysis
- Appendix 2 NDC Roadmap
- Appendix 3 Additional information on stakeholder engagement tools and mandates

Appendix 1: Gap analysis

In this section we present an aggregate assessment of NDC implementation. This assessment will then lead to the gap analysis, and will be useful for the development of the NDC Roadmap - and to NDC Focal Point within DCC to plan and monitor progress and then to report to the UNFCCC.

At the start of each section, the status of implementation will be rated as follows:

- = activity has been undertaken
- = activity has started or is planned to be carried out, with a plan for resourcing
- = activity has not been carried out or planned for yet, with consequently no resources allocated to it.

	Activities	Assessment	Status
Governance	1. Review current institutional arrangements		CSDGs; Rectangular Strategy (IV); NSDP 2019-23; CCCSP 2014-23; CCAPs 2014-18
	2. Undertake groundwork and governance		NCSD; GSSD; DCC; CCTWG; Sectoral Working Groups Need to strengthen for NDC implementation
	3. Set up institutional arrangements		Integration needed with Yearly budget cycle. 3-year rolling plan, Future NSDPs
	4. Build capacity within government		Disparate capacity building carried out, but specific one for NDC lacking
	5. Engage external stakeholders		Part of this consultancy
	6. Develop legal frameworks		Environmental Code (to be approved)
Mitigation	1. Review the current mitigation policy landscape		NDC aligned with CCCSP and CCAPs. BUR and TNC are being developed
	2. Set up institutional arrangements for the coordination and oversight of mitigation activities		Will be informed by the Draft) Sub-Decree on rules and procedures for the participation in GHG emission reduction mechanisms (2019).
	3. Analyse the national mitigation potential to identify priority sectors and mitigation options		Disparate so far. BUR and TNC are expected to add coordination and rigour.
	4. Conduct a detailed appraisal of priority actions for key sectors		Depends sector by sector. Progress through NAMAs and REDD+
	5. Design mitigation policies		Disparate so far. BUR and TNC are expected to add coordination and rigour.
	6. Access financing for mitigation actions		Disparate so far. A mitigation finance plan is lacking.
	7. Implement mitigation policies		Disparate so far. CPER and NAP Financing Framework are most relevant evidence.
	8. Design and implement a mitigation MRV/Transparency system		The BUR includes GHG-I An overall MRV/Transparency system is not planned for yet.
	9. Prepare for future NDCs		In progress through this consultancy.
Adaptation	1. Review the current adaptation policy landscape		Implementation of CCCSP and CCAPs NAP process. Impact of climate change on growth report.

	Activities	Assessment	Status
	2. Undertake groundwork and governance - Apply Element A of the National Adaptation Plan process technical guidelines		NAP initiated.
	3. Undertake preparatory work for adaptation plans - Apply Element B of the National Adaptation Plan process technical guidelines		Implementation of NAP process activities, including comms strategy Lacking a link to the NDC.
	4. Access financing for adaptation actions		Financing is disparate, but increasing.
	5. Implement policies, projects and programmes - Apply Element C of the National Adaptation Plan process technical guidelines		Implementation is ongoing and adaptation increasingly prioritised in national planning.
	6. Monitor and report on progress and the effectiveness of adaptation actions - Apply Element D of the National Adaptation Plan process technical guidelines		National Climate Change Monitoring and Evaluation Framework ongoing. Challenges in developing impact indicators
Finance	1. Review the current climate finance landscape		Yearly CPERs; NAP Financing Framework (2017)
	2. Establish institutional arrangements for the oversight and coordination of climate finance activities		MEF (and relevant team); CDC; Collaboration with NCSD and reporting to CCTWG
	3. Compile an overall costing for the NDC		Costing done only for the CCAP actions. Not comprehensive and not for mitigation actions. Cost is driven by investment.
	4. Identify funding gaps and needs		Focused on adaptation, not mitigation.
	5. Assess public and private financing options		Not comprehensively done, especially for mitigation.
	6. Develop a country climate investment plan		Not done.
	7. Secure direct access to international climate funds for national and subnational institutions		NCDDS and NCSD have been identified for GCF direct access. Capacity building is ongoing.
	8. Develop a project pipeline and financing propositions that can be put forward to different financing sources		Work ongoing.
	9. Increase private sector engagement and overcome barriers to investment		Study Report on Promoting Private Sector Contribution to the Climate Change Resilience in Cambodia (2016). Launch of Cambodia Sustainable Finance Principles (2019).
	10. Design and implement a climate finance MRV/Transparency system		Yearly CPERs. NAP Financing Framework (2017)
MRV/Transparency	1. Review current MRV/Transparency activities		NDC includes progress on MRV/Transparency and future needs.
	2. Establish institutional arrangements for the oversight and coordination of Transparency activities		Not done.
	3. Assess data gaps and needs		Not done.
	4. Design the MRV/Transparency system for mitigation, adaptation and finance		Not done.
	5. Establish data management processes		Not done.
	6. Build Transparency capacity		Training to be carried out in Q2 2019.
	7. Improve the MRV/Transparency system over time		Not done.

Appendix 2: NDC Roadmap

Governance

Activities	Assessment	2019				2020				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Coordination																			
Definition of the NDC team's roles and responsibilities with regards to NDC implementation	Red		Grey										Grey						Grey
Agreement of cooperation approaches with key government ministries, departments and agencies	Red		Grey										Grey						Grey
Integration																			
Integration with existing national processes	Red			Grey									Grey						Grey
Integration with existing subnational processes	Red				Grey								Grey						Grey
Capacity building and knowledge management																			
Identification capacity building needs	Red		Grey										Grey						Grey
Develop a programme of ongoing support, including institutional memory improvement	Red				Grey								Grey						Grey
Stakeholder engagement and awareness																			
Undertaking of stakeholder mapping	Yellow		Grey										Grey						Grey
Agreement of responsibilities for engagement	Yellow		Grey										Grey						Grey
Development of a clear stakeholder engagement plan	Yellow		Grey										Grey						Grey
Stakeholder engagement (implementation)	Yellow		Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Legal frameworks																			
Development of legal frameworks where necessary	Yellow							Grey					Grey						Grey
Revision																			
Revision and submission of NDC	Yellow					Grey	Grey	Grey	Grey					Grey					Grey

Mitigation

Activities	Assessment	2019				2020				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Assessment																			
Identification of existing actions (projects, mechanisms, etc) including quantification of actual or expected impacts																			
New actions																			
Development of long list																			
Barriers and needs assessment																			
Identification of barriers																			
Identification of needs to overcome barriers																			
Policy appraisal																			
Development of appraisal criteria																			
Development of a scoring system																			
Score and selection of short list of options																			
Summary and integration																			
Development of summary sheets for new actions																			
Integration of actions into NDC and sectoral action plans																			
Implementation																			

Adaptation

Activities	Assessment	2019				2020				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Groundwork and Governance (NAP Element A)																			
Incorporation of additional or enhanced activities into the National Adaptation Plan process to make the link with the NDC, as appropriate																			
Preparatory work (NAP Element B)																			
Incorporate additional or enhanced activities into the National Adaptation Plan process to make the link with the NDC, as appropriate																			
Implementation (NAP Element C)																			
Incorporation of additional or enhanced activities into the National Adaptation Plan process to make the link with the NDC, as appropriate																			
Monitor and report on progress and effectiveness (Element D)																			
Incorporation of additional or enhanced activities into the National Adaptation Plan process to make the link with the NDC, as appropriate																			

Finance

Activities	Assessment	2019				2020				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Finance needs																			
Scope and prioritisation of the actions to be undertaken during NDC implementation	Yellow																		
Undertaking of a desk review to identify and cost the main sub-actions within each mitigation and adaptation action, and cross-cutting actions	Red																		
Check of desk-based estimates with relevant national experts and stakeholders	Red																		
Financing gaps and requirements to close the gap																			
Assessment of the funding status of each priority NDC action	Yellow																		
Identification of the level and type of support needed to address each funding gap	Red																		
Finance sources																			
Finance mapping	Red																		
Finance options																			
Assessment of the potential for (further) domestic fiscal support for each action	Red																		
Assessment of the eligibility of each action against bilateral and multilateral funding sources	Red																		
Assessment of options for private sector investment for each action	Red																		
Activities consolidation																			
Development of a climate investment plan	Red																		
Project pipeline and financing propositions																			
Development of proposals for domestic budget funding	Yellow																		
Development of funding proposals that can be shared with bilateral and multilateral funders	Yellow																		
Development of funding proposals that can be shared with potential private sector financing sources	Yellow																		

MRV/Transparency

Activities	Assessment	2019				2020				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4										
Data gaps and needs																			
Assessment and prioritisation of data gaps																			
Identification of how existing transparency systems can be extended to address data gaps																			
Transparency system design																			
Design of a system for mitigation, adaptation and finance																			
Data management processes																			
Development of systems to improve data quality																			
Development of data management systems																			
Addressing of data gaps																			
Development of data improvement plans																			
Transparency system improvement																			
Ensuring that Transparency reports are relevant																			
Considering of options for continuous improvement																			

Appendix 3: Additional information on stakeholder engagement tools and mandates

The following points were also raised during the consultation process to consider in engagement going forward:

- CCCTWG: should be divided into at least 2 sub-groups: (1) adaptation TWG and (2) mitigation TWG
- Communication material: A leaflet form would be good to publish and disseminate across stakeholders, raising awareness on NDC
- Website: A simple webpage will be used to interact with all stakeholders and the public at large by sharing simple information through files at first, and can then be turned into a more sophisticated format
- Financial needs: It will be useful to have estimates of costs for the activities in the Roadmap, to share with development partners.
- Pilots: many pilots have already been conducted in the recent years, and understanding about climate change concept has been improved at the management level, although the sub-national level capacity remains limited. In this regard, capacity issues are not a big challenge to the implementation of the climate change projects, and the projects should be scaled up at national level for implementation.
- Challenges for sub-national level implementation: Sub-national administrations find it challenging to implement two report systems (for both implementation and M&E reporting system) with only very little budget in one hand to the government agencies, and on the other hand to green climate change funds. Some other mechanisms of project implementation, such as Public and Private Partnership Programmes are also a new concept to sub-national administration. Also, there have been issues of lack of smooth coordination, for instance in the agriculture section, on involvement of different provincial line department on irrigation, agriculture, and energy. The line departments should plan together in a centralised local administration.
- Adaption vs. Mitigation: as indicated in the mandate of the MRD, the CC action plan in the Rural Development Strategic Plan covers only adaptation action. Regarding mitigation actions, which not reflected in the Rural Development Strategic Plan, certain actions including rural credit to household in seeking for efficient energy usage, like solar, biogas, cooking stove, and technical support are services under a department of MRD mandating on communities/indigenous group development.
- International finance sources: a large amount of finance is still needed both for adaptation and mitigation. It is important to note that the NCDD applied for only designated authority over adaption actions, as the only adaptation actions have been so far transferred to the NCDD.

EuroCham

Some highlights on sectoral engagement of EuroCham:

- Main sectors in EuroCham includes agriculture/waste to energy, real estate, energy (in a way, issue that there is no mention of forestry, considering how much is needed to achieve REDD+ and LULUCF targets);
- Regulation for home solar system is needed to support the development of solar system on-grid, not only off-grid, as it impacts on the supply chains of all the inputs;
- Issues of re-training. GGGI is doing work on this, Phnom Penh Special Economic Zone - affordable housing, capacity building on waste selection and recycling;

- EuroCham has not engaged with MLMUPC but the ministry has some mitigation measures in plan;
- MEF supports affordable housing without VAT or more tax incentive to promote the sector;

Engagement tools:

- White Book is a research paper-like to advocate and promote the ecosystem of business in Cambodia and to raise challenges and opportunities to the governmental and wider stakeholder levels
- Contribution to consultation, for instance, the environmental code, as the lower hierarchy of regulation will trigger other ministries/gov't agencies to implement and the coordination amongst the government agencies is difficult;
- Promotion of the new practices: Green Building concept, that can contribute to the sustainability and future of Cambodia. The concept is in line with worldwide green building council, IFC, and World Bank. The concepts are to have reduction of 20% in energy consumption, 20% in water usages, and 20% in polluted materials of the buildings.
- Structure of communication: the Green Building Council, which is used for engagement in the Green Building Concept. The Council is similar to a Working Group, but the council does not need to be higher level but more importantly independent, involving association, government, and development partners. To develop the concept, the EuroCham is of the views that a practical collaboration consists of 2 parties inside the council: (1) Private Sector and Development Partners, and (2) government. The council needs fund to operate like all the association-type that needs funds for the secretariat.
- Alternative schemes for investment: PPP, with some upfront costs, provided by the development partners, which also contribute to SDG.

YEAC (Young Entrepreneurs Association of Cambodia)

The YEAC was Launched in September 2009 as a volunteer-driven non-profit organisation whose mandate is to empower young entrepreneurs (under 45 years old) of Cambodia to enhance youth entrepreneurship and success of youth-owned businesses by creating a platform for networking, sharing, learning, and synergizing business opportunities, thereby contributing to productive employments and economic development that build the next generation economy for Cambodia.

YEAC have engaged with government to have a policy dialogues in many areas and made a lot achievement in a dynamic private sector network domestically and internationally. The recent achievements include:

- Policy Dialogues with government: YEAC serves as the 13th Working Group on Government-Private Sector Forum; Late last year, YEAC also contribute to the tax policy dialogue with government, and partly contribute to subsequent results of the issued regulation on tax incentives on SMEs and the Royal Government priority sector;
- Private sector networks:
 - YEAC Promotion as entrepreneur center incubator;
 - YEAC received supported funds for upscaling capacity (skills development funds with small training schools for repair and installing electricity products, such as air conditioning);
 - YEAC Serve as a business information center as one stop service on license information and business information, supported by ADB MBI;
 - YEAC produces many sectoral report, including digital economy and FinTech ecosystem, and bank mapping report.

- Entrepreneurship support tools: YEAC create a compliance dashboard: documents can be submitted to the dashboard whether it is compliant enough to the regulation or loan compliance;
- For climate change action discussions, YEAC is open for discussions for any future opportunity, and of the view for example that green businesses, including green finance, is a good concept and it can bring these concepts to their partners including Cambodia Women Entrepreneurs Association, Cambodia Hotel Association, and CEO club.

NGO Forum

The NGO Forum operates based on 6-year strategic plan, separated in 3 years and broken down into 1 operation plan. Communication tools that NGO uses includes: quarterly and ad-hoc meetings, and provincial NGOs are invited to discuss CSO advocacy plan for each year.

Four key programmes support NGO Forum's mission:

- Core Program: This brings together member NGOs and covers the NGO Forums' core representational role. It provides governance, management and administrative support for the all NGO Forum work and encourages coordination and cross-programme linkages.
- National Development Policy Program involves coordination between NGO, government, and development partners on policy reform dialogue, national budget transparency, aid effectiveness.
- Environment and Agriculture Policy Program contains the awareness and advocacy of climate change impacts to vulnerable communities, awareness of hydropower impacts on climate change and local communities, climate change related agriculture policies benefiting to vulnerable group, REDD+ policy monitoring ensuring the indigenous and forest-dependent people are protected.
- Land and Forestry Policy Program covers land tenure security and land dispute, resettlement and housing rights, Indigenous land rights, and forestry rights on impacts of development projects, benefitting to vulnerable and indigenous group.

Discussed key engagement areas of the NGO Forum includes:

- Policy alignment: Alignment with government action plan, including NSDP, reporting and monitoring of implementation, and providing input to new drafts of NSDP
- Engagement to sub-national administration: Engagement with NCDD to provide capacity to provincial NGOs to be further able to provide capacity to local communities, especially the vulnerable risk assessment
- Capacity Building: Some communes have capacity to develop community development plans, but not budget. In development, however, sometimes policy agenda like women empowerment and gender issue is missing. –Core governance is not well planned for the connection of climate change and landscape of Eco-biodiversity, especially related to the design of the landscape, illegal logging activities, and poor management.
- Legal development support: Supporting the draft of Environmental code in the way that enforcement policy implementation will be important to sustain the national resource.
- NGO internal stakeholder arrangement: Every 6 months, NGO forum is also a member of NCSD TWG, providing chance to dialogue with NCSD in the TWG, in addition to engagement in specific events organized by NCSD. NGOs forum is considered as a secretariat and coordinate the participatory approaches from its members and sometimes from NGO network/partners to provide input on new policy development through email, quarterly meeting and joint statement.

- Development forum for selected themes: NGO Forum establishes forums for engagement in different thematic, for instance, (1) agriculture forum dealing with loan access, water, and market. The forum obtains the informative discussions from relevant stakeholders as recommendation for relevant ministries. (2) recommendation on solar in the reservoir of large scale hydropower reservoir, (3) recommendation to Green Climate Change Funds, suggesting that CSOs should be involved in the decision making process as a representative in an advisory body.
- International Cooperation: Joint Principle Adaptation - joint Africa and Asia principles.

NCSD-S/DCC

The NCSD comprises high-level representatives (Secretaries and Under-Secretaries of State) of concerned government ministries and agencies, with the Prime Minister as its Honorary Chair and the Minister of Environment as its Chair. Council membership has increased compared to the NCCC, covering a greater number of ministries and agencies, including provincial governors.

Currently, NCSD has made efforts to improve the coordination of climate change activities in Cambodia and to promote a stronger, comprehensive and effective climate change response, including the Nationally Determined Contributions (NDC), the preparation of the Cambodian Climate Change Strategic Plan 2014-2023, the Sectoral Climate Change Action Plans and the Climate Change Financing Framework.

NCSD has a General Secretariat (GSSD) as its office at the Ministry of Environment. GSSD have functions and duties as follow:

- Coordinate and perform day-to-day work in accordance with instructions and decisions of the NCSD;
- Develop NCSD's programmes and work plans to submit to the NCSD for review and approval;
- Lead and coordinate implementation of the programmes and work plans approved by NCSD;
- Facilitate preparation of legal instruments, policy, strategic plans, action plans, programmes and projects related to sustainable development;
- Coordinate and support the implementation of legal instruments, policy, strategic plans, action plans, programmes and projects related to sustainable development and conduct review, monitoring and evaluation (M&E) and reporting regularly;
- Mobilise and manage resources for implementation of the legal instruments, policy, strategic plans, action plans, programmes and projects related to sustainable development;
- Propose establishment of mechanisms required for sectoral issues related to NCSD's roles and duties and provide support to relevant activities and regular operations of the mechanisms;
- Coordinate and support the strengthening of cooperation related to sustainable development with development partners, civil society, private sector, academia, and relevant stakeholders at national, regional and global levels;
- Lead and coordinate research and study, education, training and exchange of technologies related to sustainable development;
- Manage data and disseminate information related to sustainable development and NCSD's activities to the public;
- Review and study the possibility to participate in international agreements related to sustainable development for NCSD;
- Develop draft position papers and strategy for participation in international negotiations relevant to sustainable development;

- Facilitate preparation of national report in accordance with international agreements relevant to sustainable development to which Cambodia is a party;
- Participate in national, regional and international meetings on issues related to sustainable development;
- Manage NCSD's finance and budget;
- Organise meetings, take minutes and produce report of the NCSD;
- Develop monthly, quarterly, semi-annual, nine-monthly, and annual report for NCSD; and
- Perform any other duties as assigned by the NCSD and chairperson of the NCSD's Executive Committee.

NCDD

NCDD roles is to be accountable for the Royal Government on the implementation on the sub-national administration policies, strategies, law and regulations by sub-national administration. In addition, NCDD has a range of missions from designing phases of the policies or programs, to executing programs including transferring resources, roles and responsibilities to sub-national administration, and reviewing the implementation. In addition, NCDD serves as an interface to top management of government, ministries/government institutions, development partners, and other relevant stakeholders in carrying their missions.

The detailed main missions of the NCDD are as followings:

- Design and implement the national program on democratic development at subnational level in accordance with the Law on Administrative Management of Capital, Provinces, Municipalities, Districts and Khans, Law on Administrative Management of Communes/Sangkats and Law on Public Financial System
- Based on the national program, the NCDD should formulate annual workplans and budgets
- Carefully review and update the national program from one phase to another
- Consult, discuss and coordinate with all ministries/institutions in reviewing functions and responsibilities of the ministries/institutions, departments, units and authorities at all levels in order to identify functions, responsibilities, power and accountability for transferring to subnational councils which include:
 - Transfer of resources including revenue, finance, personnel, property, and capacity for managing and fulfilling the respective functions;
 - Provision of capacity building and empower in order to get access to resources that are necessary for managing and fulfilling each function which includes revenue, finance, personnel, property, and capacity;
 - Provision of power and duties to manage and perform all respective functions in line with the principles of local autonomy and local accountability to the maximum level.
- Prior to the transfer of functions and responsibilities to the councils at subnational administrations, the NCDD formulate procedures and formats for integration of development plans and budgets of the ministries and institutions at subnational level into the development plan and budget of the respective council
- The NCDD may provide recommendations to the Royal Government or any ministries/institutions of the Royal Government on the formulation or amendment of law or legal frameworks in order that they are consistent with the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, Law of Administrative Management of Communes/Sangkats and policy on decentralization and deconcentration reforms

- Discuss and coordinate with the Ministry of Economy and Finance and other relevant ministries/institutions as necessary in preparing financial regimes and properties of subnational administrations including formulation of formats, procedures, approval and implementation of the subnational administration budgets, preparation of sources of revenues which include revenues from national and local level, transfer of support budget which includes conditional and un-conditional funds from national level to subnational administrations, transfer of state properties, management and use of state properties to the subnational administrations and properties provided to and earned by the subnational administration themselves with planning, phasing, rationale, coordination, consultation, transparency and accountability
- Cooperate with ministries/institutions of the Royal Government to identify policy and strategy for monitoring and review deployment of personnel concurrently with the transfer of functions and duties in order to establish a personnel framework for the subnational administrations with planning, rationale, consultation and transparency;
- Define type of personnel for each category of the councils and define procedures and methods for reviewing and redeploying these personnel by ensuring that the number of civil servants does not increase
- Collaborate with State Secretariat for Civil Service and relevant ministries/institutions as necessary to develop a draft of separate statute for civil servants of subnational administrations
- Ensure coordination and consultation on policies, strategies and reform programs implemented by ministries/institutions concerned in order to make them consistent with the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, Law on Administrative Management of Communes/Sangkats, decentralization and deconcentration reform as well as national programs
- Study and re-identify boundaries of subnational administrations as necessary
- Study on growth of municipalities and urbanization for the basis in developing policies, structures and strategies for management of the municipalities
- Develop policies, strategies and plans for capacity building of subnational councils and administrations
- Cooperate in conducting studies and provide recommendations to the Royal Government in establishment of an appropriate fund for decentralization and deconcentration reforms in order to mobilize resources from development partners for the requirements of personnel and cooperative development, technical support and other requirements at subnational level including technical support for relevant ministries/institutions
- Research, review and provide recommendations to the Royal Government on mobilization and utilization of resources within and outside the country for the decentralization and deconcentration reforms
- Research and formulate an agreement between the Royal Government and development partners for the support to decentralization and deconcentration reforms as to assure for all development partners who are parties of this agreement and in order to ensure alignment and harmonization in using assistances
- Create an appropriate forum between the Royal Government and development partners for coordination, cooperation and support to decentralization and deconcentration reforms
- Ensure the transfer of rights and responsibilities from present provincial, municipal, district and Khan administrations to Capital, provincial, municipal, district and Khan administrations established by the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans;

- Report to the Royal Government once very year on the implementation of the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, Law on Administrative Management of Communes/Sangkats and decentralization and deconcentration policy;
- Perform other duties as assigned by the Royal Government.