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# Readiness Proposal

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**with the Ministry of Environment for the Kingdom of Cambodia**

22 February 2017 | NDA Strengthening & Country Programming



**GREEN  
CLIMATE  
FUND**

# Readiness and Preparatory Support Proposal

## Readiness

- Information on the process for the Readiness and Preparatory Support Programme can be found [here \(link to Handbook\)](#). Additional information on the Programme can be found at: <http://www.greenclimate.fund/ventures/readiness>
- Countries can apply to Readiness and Preparatory Support under one or several of the following areas:
  - o **Area 1:** Establishing and strengthening National Designated Authorities or Focal Points
  - o **Area 2:** Developing Strategic frameworks for engagement with the Fund, including the preparation of country programmes
  - o **Area 3:** Selection of implementing entities or intermediaries, and support for accreditation
  - o **Area 4:** Developing an initial pipelines of program and project proposals

## How to fill this document?

- This document should be filled by National Designated Authorities / Focal Points with support from their delivery partners where relevant
- Please be concise and precise
- If you need to include any additional information, please attach it to the proposal

## Where to get support?

- If you are not sure how to fill this document, or need any kind of support, please send an e-mail to [countries@gcfund.org](mailto:countries@gcfund.org). We will aim to get back to you within 48 hours.
- You can also fill as much of this document as you can and then send it to [countries@gcfund.org](mailto:countries@gcfund.org). We will get back to you within 5 working days to discuss your submission and the way forward.

### **Important note: Environmental and Social Safeguards and Gender**

Throughout this document, when answering questions, please make sure to pay special attention to environmental, social and gender issues, in particular to the situation of vulnerable populations, including women and men. Please be specific about proposed actions to address these issues.

SECTION 1: SUMMARY	
<b>To be filled by all applicants</b>	
<b>1. Country submitting the proposal</b>	Country name: Cambodia Name of institution (representing National Designated Authority or Focal Point): Ministry of Environment Official: Mr Sum Thy Position: Director, Climate Change Department, Ministry of Environment (MOE)/General Secretariat of the National Council for Sustainable Development Email: cceap@online.com.kh Tel: 855-23-218370 , 855-16-907764 Full Office address: Ministry of Environment (MoE), Morodok Techo Building, Lot 503, Sangkat Tonle Bassac, Khan Chamkarmon, Phnom Penh, Cambodia
<b>2. Date of submission</b>	22/06/2016
<b>3. Which entity will implement the readiness and preparatory support project?</b> <i>(Provide the contact information if entity is different from NDA/Focal Point)</i>	X National Designated Authority <input type="checkbox"/> Delivery partner <input type="checkbox"/> Accredited entity Name of institution: Name of official: Position: Telephone: Email: Full Office address:
<b>4. Readiness and Preparatory Support area(s)</b> <i>(Please tick all that applies)</i>	<input checked="" type="checkbox"/> 1. Establishing and strengthening National Designated Authorities or Focal Points <input checked="" type="checkbox"/> 2. Developing strategic frameworks for engagement with the GCF, including the preparation of country programmes <input type="checkbox"/> 3. Support for accreditation of direct access entities <input type="checkbox"/> 4. Developing initial pipelines of program and projects
<b>7. Total requested amount and currency</b>	US\$ 272,338
<b>8. Anticipated duration</b>	01/08/2016 – 31/04/2018 (20 months)
<b>8. Is the Country receiving other Readiness and Preparatory Support related to the GCF?</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes: please attach the relevant scope of work, and briefly list below the support provided by other institutions:

**SECTION 2: COUNTRY READINESS SELF-ASSESSMENT**

*(Please fill out the self-assessment table and list proposed activities to improve the readiness of your country. For further guidance on completing the self-assessment, please refer to the guidance in the Readiness and Preparatory Support handbook.)*

OUTCOMES <sup>1</sup>	MILESTONES	PROPOSED ACTIVITIES
<b>1. Country capacity strengthened</b>	<b>1</b>	
1.1 NDA/focal point lead effective coordination mechanism	■0 □1 □2	National procedures/ systems developed for GCF no-objection Trained NDA staff are familiar with no-objection procedures
1.2 No objection procedure established and implemented	■0 □1 □2	
1.3 Bilateral agreements between the country and the GCF executed	■0 □1 □2	
1.4 Monitoring, oversight and streamlining of climate finance	□0 ■1 □2	
<b>2. Stakeholders engaged in consultative processes</b>	<b>2</b>	
2.1 Stakeholders engaged in consultative processes	□0 ■1 □2	Information available through NDA website and guidebook on GCF access modalities Broad-based consultation held on GCF engagement framework Engagement framework developed
2.2 Country programmes developed and continuously updated	■0 □1 □2	
2.3 Stakeholder consultations conducted with equal representation of women	□0 ■1 □2	
2.4 Annual participatory review of GCF portfolio in the country organized	■0 □1 □2	
<b>3. Direct access realized</b>	<b>2</b>	
3.1 Candidate entities identified and nominated for accreditation	□0 □1 ■2	Guidance note on strategic selection of NIE/MIE One NIE is assessed against the GF accreditation framework and receives guidance on necessary improvements
3.2 Direct access entity accredited	■0 □1 □2	
3.3 Entity/ies annual/multi-annual work programme developed	■0 □1 □2	
3.4 Funding proposals through enhanced direct access modality approved	■0 □1 □2	
<b>4. Access to finance</b>	<b>0</b>	
4.1 Structured dialogue between the NDA/Accredited entities and the Secretariat organized	■0 □1 □2	Engagement framework includes initial high priority projects in concept note format
4.2 Country programmes, concept notes developed that implement high-impact priorities identified in INDCs and other national strategies or plans	■0 □1 □2	
4.3 Project/programme preparation support to develop funding proposals provided	■0 □1 □2	
4.4 Funding proposals that are aligned with country priorities approved	■0 □1 □2	
<b>5. Private sector mobilization</b>	<b>2</b>	
5.1 Private sector engaged in country consultative processes	□0 ■1 □2	
5.2 Enabling environment for crowding-in private sector investments at national, regional and international levels exists	□0 ■1 □2	
5.3 Funding proposals for private sector projects/programme approved	■0 □1 □2	
5.4 Funding proposals under the Private Sector Facility programmes (small- and medium-sized enterprises and mobilizing funds at scale) submitted and approved	■0 □1 □2	
<b>TOTAL</b>	<b>7</b>	

<sup>1</sup> Based on decisions: B.08/10, annexes XII, XIII & XIV; B.08/11; B.11/10, annex I; B.12/20, annex I

**ANNEX I: DETAILED INFORMATION FOR ACTIVITY AREAS 1 AND 2**

<b>Proposed outcomes of the readiness activities</b>  <i>(Please list planned outcomes of the proposed Readiness Program)</i>	<b>Indicative list of activities</b>  <i>(List activities to be undertaken to reach each one of the outcomes. Please make the description of activities self-explanatory)</i>	<b>Indicators for reporting progress</b>  <i>(Please list one or two indicators per outcome using the self-assessment tool)</i>	<b>Baselines</b>  <i>(Please list the existing baselines against which the indicators are measured)</i>	<b>Expected outputs/targets</b>  <i>(Please list expected outputs from the planned activities. The outputs should be measurable)</i>
<b>Outcome 1:</b> NDA capacity strengthened to undertake Fund-related responsibilities	(admin activity) Inception workshop and recurrent admin costs, final audit  Organize recruitment of national technical assistant, part time admin assistant, and consultants (note: these consultants will support outputs 1.1.1, 1.1.2, 1.2.1)  Consultations between consultants and NDA staff on draft procedures  Organize translation and approval of the procedures by the NDA  Develop training materials  Organize training event  Exchange of experience with a best-practice NDA	1.1 Capacity and systems developed within MOE to screen proposals against the engagement framework and implement the no-objection procedure	No official procedure for screening proposals. Screening is done by the NDA on the basis of concepts received from accredited entities.	1.1.1.National procedures/systems developed for GCF no-objection  1.1.2.Trained NDA staff are familiar with the no-objection procedures
	Consultations between consultants, NDA staff and potential NIEs on draft guidance note	1.2 Capacity and systems in place to advise on strategic selection of NIE/MIE and facilitate nomination of entities seeking accreditation	Initial discussions held on potential NIEs, but no formal selection or support procedure in place.	1.2.1.Guidance note on strategic selection of NIE/MIE  1.2.2.Information available through NDA website and guidebook on

	<p>Organize approval of the procedures by the NDA</p> <p>Compile procedures and guidance on GCF access modalities into a guidebook (Khmer and English)</p> <p>Integrate the guidebook and other useful links on GCF access into the NDA website</p> <p>Recruit international consultant to conduct assessment of one potential NIE against GCF accreditation standards</p>			<p>GCF access modalities, including information for potential NIEs</p> <p>1.2.3. One NIE is assessed against the GCF accreditation framework and receives guidance on necessary improvements</p>
<p><b>Outcome 2:</b> Engagement framework with the GCF is approved</p>	<p>Recruitment of international and national consultants to support framework development</p> <p>Organize logistics and outreach for the consultations</p> <p>Prepare outline of the engagement framework and points for discussions during the consultations</p> <p>Manage the consultation and produce recommendations for integration in the draft engagement framework</p>	<p>2.1 Proven capacity to coordinate stakeholders inputs on the engagement framework with the Fund</p>	<p>Initial training and consultations on GCF have been held for key Government staff only.</p>	<p>2.1.1. Broad-based consultation held on GCF engagement framework</p>
	<p>Produce a first full draft of the engagement framework based on the results of consultations</p> <p>Organize political review and approval of the draft</p>	<p>2.2 Engagement framework including programming priorities and priority programme / project concepts</p>	<p>No specific engagement framework in place for GCF. The CCCSP and action plans of ministries are used for general guidance.</p>	<p>2.2.1. Engagement framework developed, including elements mentioned in the GCF's initial general guidelines for country programmes.</p> <p>2.2.2. Engagement framework includes initial high priority</p>

	<p>Recruit consultants for concept notes on high priority projects</p> <p>Organize stakeholder consultations on the concept notes</p>			<p>projects/programmes in concept note format</p>
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### ADDITIONAL INFORMATION

**Please explain how this grant will help deliver on the country's Intended Nationally Determined Contributions and other relevant strategies and plans**

*(maximum 200 words)*

Over the past few years, Cambodia has put a lot of emphasis on integrating climate change in the development planning process, at the national, sectoral and sub-national level, as well as piloting potential approaches, mostly in adaptation. As this initial phase is coming to a close, the emphasis is shifting towards full-scale implementation of the climate change response, including mitigation aspects as mentioned in Cambodia's INDC.

At this critical stage, partnerships with public and private entities involved in the climate change response need to be refined, project and programme concepts need to be developed into concrete full proposals, and Government must put in place the required capacities to manage the gradual up-scaling of the response.

GCF is expected to be a major financing partner for Cambodia, and there is a need to ensure that GCF resources are programmed in a strategic manner, taking into account comparative advantages and synergies with other financing partners, both public and private. GCF being a new entity, the Royal Government of Cambodia requires initial support to develop the procedures and human resources required to adequately manage the partnership with the GCF, and coordinate inputs from various stakeholders.

The launch of the GCF has generated significant expectations among stakeholders, and the proposed activities (strengthening of the NDA and development of an engagement framework and country programme) will help the Government to manage these demands in a way that is consistent with national strategies and plans (CCCSP, NSDP), and at the same time meets the requirements of the initial investment framework of the GCF.

Under package 1, a team of consultants will be recruited to i) support the development of procedures/systems to manage the no-objection procedures, ii) support development of guidance on selection of potential NIE/MIEs, and iii) develop and deliver training to NDA staff on these two aspects. This assignment is expected to require one national and one international consultant (25 working days each). A training event will be organized for NDA staff, as well as an exchange with a best practice NDA (South-South knowledge transfer). Key information will be compiled in a guidebook for potential NIE/MIEs and project developers, and made available on the NDA website.

Under package 2, a team of consultants will be recruited to i) propose an outline and identify key points to be discussed for a national engagement framework with the GCF, taking into account existing climate change policies and strategies; ii) in cooperation with NDA staff, design and support the management of a broad-based consultation event on the framework, including Government, civil society, academia, private sector and development partners; and iii) provide on-the-job support to NDA staff to finalize the framework, taking into account the inputs received from all stakeholders. The framework will be complemented by specific concept notes for at least three of the priority projects/programmes identified (consultants will be recruited for this). The NDA will lead the organization of the consultations, and facilitate approval and dissemination of the framework.

**ANNEX II: DETAILED INFORMATION FOR ACTIVITY AREA 3**

<b>Proposed outcomes of the readiness activities</b> <i>(Please list planned outcomes of the proposed Readiness Program)</i>	<b>Indicative list of activities</b> <i>(List activities to be undertaken to reach each one of the outcomes. Please make the description of activities self-explanatory)</i>	<b>Indicators for reporting progress</b> <i>(Please list one or two indicators per outcome using the self-assessment tool)</i>	<b>Baselines</b> <i>(Please list the existing baselines against which the indicators are measured)</i>	<b>Expected outputs/targets</b> <i>(Please list expected outputs from the planned activities. The outputs should be measurable)</i>
<b>Outcome 1:</b>				
<b>Outcome 2:</b>				

**ADDITIONAL INFORMATION**

Please fill out the accreditation self-assessment tool<sup>2</sup> and provide here the summary of the results of this assessment. *(maximum 200 words)*

<sup>2</sup> The self-assessment tools can be accessed at: <http://www.greenclimate.fund/ventures/accreditation/fine-print>





**ANNEX III: DETAILED INFORMATION FOR ACTIVITY AREA 4**

<b>Proposed outcomes of the readiness activities</b> <i>(Please list planned outcomes of the proposed Readiness Program)</i>	<b>Indicative list of activities</b> <i>(List activities to be undertaken to reach each one of the outcomes. Please make the description of activities self-explanatory)</i>	<b>Indicators for reporting progress</b> <i>(Please list one or two indicators per outcome using the self-assessment tool)</i>	<b>Baselines</b> <i>(Please list the existing baselines against which the indicators are measured)</i>	<b>Expected outputs/targets</b> <i>(Please list expected outputs from the planned activities. The outputs should be measurable)</i>
<b>Outcome 1:</b>				
<b>Outcome 2:</b>				

**ADDITIONAL INFORMATION**

1.	Please detail below the preparatory activities to be undertaken with the pipeline development support, and explain why these activities are necessary for the development of the project/programme
2.	Please detail below the key deliverables to be included in the Terms of Reference
3	Please provide evidence of Government's commitment to the project/programme and outline how the underlying project/programme is in line with the country priorities

**ANNEX IV: DETAILED BUDGET**

Proposed outcomes	Proposed activities	Total Cost	Cost breakdown				Assumptions
			6m	12m	18m	24m	
Please report the same expected outcomes and activities listed in the Annex(es) above		Total cost for each activity					Please include all information needed to understand why this budget line is justified (including unit costs)
<b>Outcome 1</b>	Inception workshop and recurrent admin costs, final audit	17,830	10,020	2,220	2,220	3,370	Venue and lunch 50 pax x 25 USD DSA 50 pax x 34 USD x 2 nights Travel 50 pax x 40 USD per round trip (local travel) Stationery 30 pax x 5 USD Translation services 500 USD Backdrop 150 USD Printing 30 pax x 5 USD Final audit 3,000 USD Phone cards 250 USD / month Internet 120 USD / month

Organize recruitment of national technical assistant, part time admin assistant, and consultants (note: these consultants will support outputs 1.1.1, 1.1.2, 1.2.1)	81,350	44,950	16,800	16,800	2,800	National TA 2,000 USD/month Admin assistant 800 USD/month International consultant 700 USD/day x 30 days 2 roundtrip air tickets 1,500 USD/trip 30 days DSA 135 USD/day Local travel for consultant 100 USD
Consultations between consultants and NDA staff on draft procedures	375	375				25 persons x 25 USD person (venue + lunch)
Organize translation and approval of the procedures by the NDA	1,200	1,200				12 USD per page * 100 pages
Develop training materials in Khmer	2,500	2,500				Design 2,500
Organize training event	5,960		5,960			Venue and lunch 30 pax x 25 USD DSA 30 pax x 34 USD Travel 30 pax x 40 USD per round trip (local travel) Stationery 30 pax x 5 USD Translation services 500 USD Backdrop 150 USD Printing 30 pax x 5 USD
Exchange of experience with a best-practice NDA	14,250		14,250			Air fare roundtrip 1,500 USD x 5 pax DSA 250 USD x 5 pax x 5 days Local travel 100 USD x 5 pax

	Consultations between consultants, NDA staff and potential NIEs on draft guidance note	375	375			Venue and lunch 15 pax x 25 USD
	Organize approval of the procedures by the NDA					No cost
	Compile procedures and guidance on GCF access modalities into a guidebook (Khmer and English)	6,700		6,700		Editing/design 700 USD Translation 1,000 USD Printing 5 USD x 1,000 copies
	Integrate the guidebook and other useful links on GCF access into the NDA website	1,000		1,000		Webmaster 1,000 USD
	Recruit international consultant to conduct assessment of one potential NIE against GCF accreditation standards	14,025		14,025		International consultant 700 USD x 15 days Roundtrip airfare 1,500 USD DSA 135 USD x 15 days
<b>Outcome 2</b>	Recruitment of international and national consultants to	34,375		34,375		International consultant 700 USD x 25 days National consultant 400 USD x 30 days Roundtrip airfare 1,500 USD DSA 135 USD x 25 days

	support framework development					
	Organize logistics and outreach for the consultations	4,150		4,150		Venue and lunch 100 pax x 25 USD Stationery 100 pax x 5 USD Translation services 500 USD Backdrop 150 USD Printing 100 pax x 5 USD
	Prepare outline of the engagement framework and points for discussions during the consultations	1,000		1,000		Meetings room rental + light snacks /refreshments: 200 USD x 5 days
	Manage the consultation and produce recommendations for integration in the draft engagement framework	1,000		1,000		Meetings room rental + light snacks /refreshments: 200 USD x 5 days
	Produce a first full draft of the engagement framework based on the results of consultations	1,200		1,200		Meetings room rental + light snacks /refreshments: 200 USD x 6 days
	Organize political review and approval of the draft	500		500		Meetings room rental + light snacks /refreshments: 200 USD x 2 days Local travel: 100 USD
	Recruit consultants for concept notes on high priority projects	44,950		22,950	22,000	International consultants 700 USD x 50 days Roundtrip airfare 1,500 USD x 2 Local travel 100 USD x 2 DSA 135 USD x 50 days

	Organize stakeholder consultations on the concept notes	3,050				3,050	Venue and lunch 30 pax x 25 USD x 3 days Translation services 500 USD Printing 30 pax x 5 USD Backdrop 150 USD
	Contingency costs	11,790					5% of direct project costs (excluding management fee)
	Project management fee	24,758					10% of project costs (including direct costs + contingency)

**ANNEX V: IMPLEMENTATION ARRANGEMENTS AND OTHER INFORMATION**

**Please attach an “implementation map” or describe how funds will be managed by the NDA/FP or delivery partner**

Implementation will be managed directly by the NDA (Ministry of Environment of Cambodia) will designate the Climate Change Department (DCC) of the General Secretariat of the National Council for Sustainable Development as the Project Executive Agency. DCC has extensive experience in managing externally funded projects from e.g. UNDP, EU, Sweden, UNEP, and ADB, with an annual budget of USD 2 to 3 million in recent years. A comprehensive review of its management capacities was recently conducted by the UN system (HACT micro-assessment), resulting in a “low-risk” rating. MOE/CCD is regularly audited by its donors, with satisfactory ratings.

Three disbursements as follows:

- First disbursement upon signature of the agreement: USD 120,000
- 2nd disbursement upon submission of a narrative and financial progress report by end of Month 11: USD 120,000
- 3rd disbursement upon submission of a final narrative and financial report within one month of project completion: USD 7,590.

The procurement plan is as follows (major items only):

- Recruitment of local technical assistance team + consultant team for outputs 1.1.1, 1.1.2 and 1.2.1 (Months 1-2)
- Workshop logistics (package with hotel) for training event (Months 5-6)
- Recruitment of consultant for output 1.2.3 (Months 6-8)
- Design and printing of guidebook on GCF access procedures (Months 7-8)
- Recruitment of consultant team for outputs 2.1.1. and 2.2.1 (Months 11-12)
- Workshop logistics (package with hotel) for consultations on framework (Months 13-14)
- Recruitment of consultants for output 2.2.2 (Months 17-18)
- Organization of consultation meetings for output 2.2.2 (Months 18-20)

The NDA will assign a dedicated project manager who will be in charge of monitoring the indicators and updating the logframe on a quarterly basis, for review by senior management, with support from the local technical assistant. The source of information for each indicator is mentioned in the logframe.

Interim and final progress reports will be submitted to the GCF within one month of completion of the reporting period. Given the proposed project duration of 20 months, it is proposed to submit the reports as follows:

Interim report (months 1-10): to be submitted by end of Month 11  
 Final report (months 1-19): to be submitted by end of Month 21.

**Other relevant information**

## ANNEX VI: FINANCIAL MANAGEMENT CAPACITY ASSESSMENT (FMCA) QUESTIONNAIRE

Please answer the following questions in relation to the entity that will implement the Readiness project, as identified in Section 1 above. Note that the GCF's accredited entities do not need to fill this questionnaire. Other international entities and entities accredited to other multilateral funds such as the Adaptation Fund, Global Environment Facility or EU Development Cooperation may consult the GCF Secretariat on whether they need to complete the questionnaire.

### 1. General and contact information

1.1 Title of Organization.	General Secretariat of National Council for Sustainable Development / Ministry of Environment
1.2 Organization code	N/A
1.3 Organisation size Please provide	<ul style="list-style-type: none"> <li>i) List of head count/staff count: 85 staff members</li> <li>ii) Location of headquarters: Phnom Penh, Cambodia</li> <li>iii) Location(s) of local and/or regional offices: N/A</li> </ul>
1.4 Full address	General Secretariat of National Council for Sustainable Development (GSSD) c/o Ministry of Environment (MoE), Morodok Techo Building, Lot 503, Sangkat Tonle Bassac, Chamkarmon, Phnom Penh, Cambodia
1.5 Contact person	Mr Sum Thy, Director of the Department of Climate Change, GSSD
1.6 Contact details	<a href="mailto:cceap@online.com.kh">cceap@online.com.kh</a>

### 2. Legal Framework

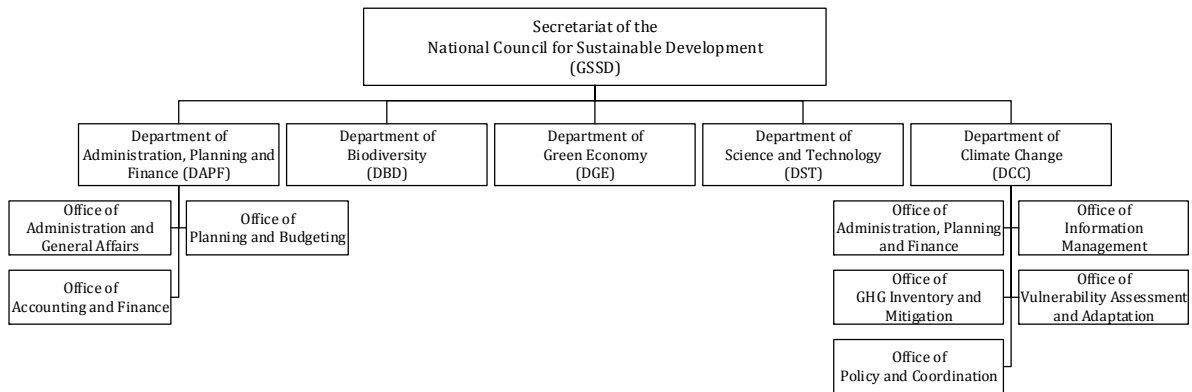
2.1 Is the organization legally registered?	No.
2.2 If no please outline the reasons	It is a Government General Secretariat, there is no need for registration.
2.3 If yes please outline the legal structure of the organization: Please also provide the founding legal document.	N/A
2.4 If yes, does the organization have the necessary registrations, permits and licenses to undertake planned activities?	N/A

### 3. Structure and culture

3.1 Use an organization chart to describe the hierarchic structure of the organization	
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(details on offices included only for the two departments involved in the implementation of the GCF preparedness).



**3.2 Describe the administrative structure**

See organigram above for departments/offices. The GSSD is headed by a Secretary General, supported by 4 deputies.

**3.3 Specify the position of the controller (or person responsible for financial management and financial oversight) within the organization**

This is the role of the Department of Administration, Planning and Finance, headed by a director of department.

**3.4 Specify which parts of the organization will be directly involved with GCF related activity:**

The Department of Climate Change will be the lead, responsible for planning and implementing the activities, as well as overall reporting. The Department of Administration and Finance will provide support for procurement and financial management and financial reporting.

**3.5 Specify staff numbers for the division involved.**

DCC staff:

- Director: 1
- Deputy Director: 3
- Officer: 16

DAPF staff:

- Director: 1
- Deputy Director: 3

Officer: 11

**3.6 Provide details of staff code of conduct and conflict of interest policy**

Excerpt from the Operations Manual, section 6.3.8 : Standards of Conduct

### ***Guiding Principles***

Staff working for the GSSD should maintain personal integrity, act in the interest of the GSSD and use the resources of the organization in a responsible and accountable manner.

The concept of integrity includes such qualities as honesty, truthfulness, impartiality and incorruptibility. These qualities are as essential as those of competence and efficiency.

Tolerance and understanding are basic human values. They are essential for GSSD staff, who must respect the dignity, worth and equality of all persons equally, without any distinction whatsoever. This respect fosters a climate and a working environment sensitive to the needs of all, in a multi-cultural environment.

Staff members should not seek nor should they accept instructions in relation to their work from any, person or entity external to the GSSD.

Impartiality implies tolerance and restraint, particularly in dealing with political or religious convictions. While personal views on these issues are a fundamental right of staff, staff members should not take sides or express their convictions publicly on controversial matters. Personal views should be expressed only with tact and discretion, and without linking these views to the GSSD (or staff position in the GSSD) in any way.

Staff at all levels are accountable and answerable for all actions carried out, as well as decisions taken, and commitments made by them in performing their functions.

### ***Working Relations***

Managers and supervisors are in positions of leadership and it is their responsibility to ensure a harmonious workplace based on mutual respect; they should be open to all views and opinions and make sure that the merits of staff are properly recognized.

Managers and supervisors serve as role models and they have therefore a special obligation to uphold the highest standards of conduct. They must act impartially, without favouritism and intimidation.

Staff have a reciprocal responsibility to provide all pertinent facts and information to their supervisors and to abide by and defend any decisions taken, even when those do not accord with their personal views. Staff must follow the instructions they receive in connection with their official functions and, if they have doubts as to whether an instruction is consistent with the legal framework of the GSSD, they should first consult their supervisors. If the supervisor and staff member cannot agree, the staff member may ask for written instructions. Staff should not follow verbal or written instructions that are manifestly inconsistent with their official functions or that threaten their safety or that of others.

Staff members have the duty to report any breach of the GSSD regulations and rules to senior management, and to cooperate with duly authorized audits and investigations. A staff member who reports such a breach in good faith or who cooperates with an audit or investigation has the right to be protected against retaliation for doing so.

In case of disagreement among staff members, concerned staff members should first consult in good faith and seek to solve the issue informally. In case diverging views persist, the issue should be referred to their immediate supervisor(s), who will refer it to TFS management if needed.

Staff members are responsible for maintaining a spirit of good cooperation, teamwork, respect and openness in dealing with their colleagues at all levels.

### ***Harassment and Abuse of Authority***

Harassment in any shape or form is an affront to human dignity and staff members must not engage in any form of harassment. Staff members must not abuse their authority or use their power or position in a manner that is offensive, humiliating, embarrassing or intimidating to another person.

### ***Conflicts of Interest***

Conflicts of interest may occur when a staff member's personal interests interfere with the performance of his/her official duties or call into question the qualities of integrity, independence and impartiality required of staff members.

Conflicts of interest include circumstances in which staff members, directly or indirectly, may benefit improperly, or allow a third party to benefit improperly, from their association with the GSSD. Conflicts of interest can arise from staff members' personal or familial dealings with third parties, individuals, beneficiaries, or other institutions.

If a conflict of interest or possible conflict of interest does arise, the conflict shall be disclosed in writing to the Head of the NCCC Secretariat and the staff member shall not be involved in any aspect of the concerned transaction or process.

Some general examples of a situation where a conflict of interest exists are:

- Participating in any capacity in a recruitment or procurement process in which a family member or friend (or a company belonging to a family member or friend) has applied;
- Approving the development of an area where the staff member owns land;
- Participating in the resolution of a dispute that involves a friend or family member;
- Disclosing information about a bidding to a company that belongs to family or friends;
- Certifying satisfactory receipt of goods/services from a company that belongs to family or friends;
- Doing a performance assessment of staff who are family members;
- Recommending that a government office lease an item (such as a house, car, or equipment) that belongs to the staff member.

A staff member who fails to disclose a potential conflict of interest will be subject to disciplinary action.

### ***Disclosure of Information***

Staff members should avoid assisting third parties in their dealings with their organization where this might lead to actual or perceived preferential treatment. This is particularly important in procurement matters or when negotiating prospective employment.

### ***Use of the Resources of the NCCC Secretariat***

Staff members are responsible for safeguarding the resources of the GSSD, which are to be used for the purpose of delivering its mandate. Staff members shall use the assets, property, information and other resources of the GSSD for authorized purposes only and with care.

Limited personal use of computers and communication equipment is tolerated outside working hours, provided that it is not in breach of any of the standards of conduct described in the present document, and in line with applicable rules regarding management of fixed assets.

### ***Relations with the Public and the Media***

It is not proper for staff members to air personal grievances or criticize the GSSD in public. Staff members should endeavor at all times to promote a positive image of the GSSD. Any grievances should be dealt through appropriate channels as described above.

Openness and transparency in relations with the media are effective means of communicating the GSSD messages. In case staff members are authorized by GSSD management to speak in the name of the GSSD, they should avoid personal references and views; in no circumstances should they use the media to further their own interests, to air their own grievances, to reveal unauthorized information or attempt to influence the GSSD' policy decisions.

#### ***Use and Protection of Information***

Documents (including emails) produced by the GSSD should be considered confidential unless otherwise indicated by management. They should only be disclosed to their intended beneficiaries.

All documents produced for the GSSD by staff members remain the property of the GSSD. They should be filed as per GSSD procedures, and shall not be disclosed or otherwise used without express authorization from GSSD management.

Because disclosure of confidential information may seriously jeopardize the efficiency and credibility of an organization, staff members are responsible for exercising discretion in all matters of official business. Staff members should not use information that has not been made public and is known to them by virtue of their official position to personal advantage. These obligations do not cease upon separation from service.

#### ***Personal Conduct***

The private life of staff members is their own concern and the GSSD will not intrude upon it.

There may be situations, however, in which the behaviour of a staff member may reflect on the GSSD. Staff members must therefore bear in mind that their conduct and activities outside the workplace, even if unrelated to official duties, can compromise the image and the interests of the GSSD.

#### ***Gifts, Honours and Remuneration from Outside Sources***

To protect the GSSD from any appearance of impropriety, staff members must not accept, without authorization from senior management of the GSSD, any honour, decoration, gift, remuneration, favour or economic benefit of more than nominal value<sup>3</sup> from any source external to the GSSD, with an exception for honours and decorations awarded by the Royal Government of Cambodia.

Staff members should not accept supplementary payments or other subsidies from any other source prior to, during or after their assignment with the GSSD if the payment is related to that assignment.

#### ***Fraud and Corrupt Practices***

In case any management, staff and or external parties identify any indication of fraud, corrupt practices, waste or misuse of funds or any other resources belonging to GSSD, he/she shall immediately report it through the following mechanisms:

**First step:** Management review. Report the issue in writing to the senior management of the GSSD for information and action.

**Second step:** Internal Investigation. If no satisfactory response is obtained from senior management with 60 days, the issue may be referred to the Internal Audit Department of Ministry of Environment for investigation.

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<sup>3</sup> Nominal value in the context of the GSSD is set at a maximum of USD10.

**Final step:** Anti-Corruption Unit. If no satisfactory response is obtained from the Internal Audit Department within 60 days, the issue may be referred to the Anti-corruption Unit of the Royal Government of Cambodia.

In the case of donor-funded projects, donor mechanisms may also be used if no satisfactory response is obtained from the above mechanisms.

3.7 Was your institution ever subject to any fiduciary standard checking by any international organization (e.g. United Nations, Multilateral Development Bank, European Commission etc.)? If yes, please provide the following details

a. When was it done?

b. Provide outcome of the same and subsequent contract with those organization.

c. Was there any violations by the entity against those fiduciary standards and what actions were taken thereafter?

Yes from the United Nations (HACT micro-assessment)

a. When was it done?

Quarter 2 and 3 2015

b. Provide outcome of the same and subsequent contract with those organization.

Department of Climate Change / GSSD was rated as “low risk”, the best possible rating. This was part of the regular assessment done by the UN. DCC/GSSD is currently managing the Cambodia Climate Change Alliance Phase 2, a USD 12 million programme funded by EU, UNDP and Sweden (2014-2019). The first phase was also managed by DCC (2010-14; USD 10.8 million).

c. Was there any violations by the entity against those fiduciary standards and what actions were taken thereafter?

No.

#### 4. Financial management

Please provide details of the following:

4.1 Accounting Standard (GAAP) followed by the organization

Cambodian Accounting Standards (CAS), based on International Accounting Standards (IAS)

4.2 Accounting software

Peachtree

4.3 Describe the composition (quantity and qualifications) of key staff in the area of financial management

Director, DAPF: Mr Ma Chan Sethea (Associate Degree in Agronomy at Prek Leap Agriculture School and Master of Public Administration, 20 years of experience in administration and finance).

One staff will be assigned from DAPF and one staff from DCC to oversee financial management. Please see below the profile of the concerned staff:

Mr Moy Vathana, Deputy Director, DAPF: Bachelor of Business Administration, 15 years experience in administration and finance.

Ms Tin Samphors, Finance Officer, DCC: Bachelor of Business Administration, Certificate in Accounting, 12 years experience in administration and finance.

4.4 Describe the organization's accounting system including the internal control framework

Government chart of accounts is used for domestic resources. For donor resources, donor chart of accounts is used. GSSD will introduce in 2016 a double ledger system so that donor resources can also be accounted for using Government chart of accounts.

The internal control framework is presented below:

Level	Positions	Roles in project management
Senior Management	- Secretary General - Deputy Secretary General - Director of Department	Can be assigned as project manager / approving officer
	- Director of Department of Administration, Planning and Finance	Serves as certifying officer (can be delegated to other DAPF managers or staff for specific projects)
Mid-Level Management	- Deputy Directors of Department	Can be assigned as alternate approving officers for specific projects Can serve as Team Leaders for specific project components
	- Chiefs of technical offices	Can serve as Team Leaders for specific project components
Staff	- Technical offices' staff and vice-chiefs	Can be assigned as project staff
	- DAPF staff and vice-chiefs	Can be assigned as finance and/or procurement and/or administrative staff for specific projects

Further detail on segregation of responsibilities is provided below:

**Approval Authority**

Senior management of the GSSD, as defined above, are authorized to act as approving officers for all financial transactions under GSSD management. This responsibility may be delegated in writing to staff at deputy director level for specific projects, or to act as alternate when the concerned senior manager is away from the office.

In the case of externally funded projects, the names, functions and signatures of authorized approving officers shall be documented in writing and kept in project files.

The approving officer is responsible for the overall compliance of approved expenditures with the objectives of the GSSD (or project).

**Certification Authority**

The Director of the Department of Administration, Planning and Finance of the GSSD is authorized to act as certifying officer for all financial transactions under GSSD management. Officers of the DAPF may act as certifying officers for specific projects, provided that his role has been assigned to them in writing by senior management.

The name, function and signature of the authorized certifying officer shall be documented and kept in project files.



The certifying officer performs the following functions:

- Verify all source documents and supporting documents to ensure eligibility of expenses and compliance with applicable agreements and work plan before submitting to senior management for decision and approval;
- Support the management in managing financial affairs of the NCCC Secretariat / project to ascertain effective and efficient use of available resources in line with applicable laws, rules and regulations;
- Ensure that sound internal controls are in place and functioning;
- Help ensure that staff understand applicable financial management policies and procedures and comply with them;
- Review budget and financial reports prepared by the accountant, prior to submission to senior management, and provide the required analysis.

#### Accountant

This role is normally assigned to a staff of the Department of Administration, Planning and Finance. In case of staffing constraints, a dedicated project staff may be recruited for that purpose. The accountant is in charge of the following functions:

- Preparing *Bank Payment Vouchers* and *Bank Receipt Vouchers* for recording bank related transactions;
- Processing payroll payments;
- Preparing *Journal Vouchers* for recording non-cash transactions in the accounting system;
- Entering transactions into the computerized accounting system;
- Ensuring that all documents are properly filed in the right place and put in locked cabinet;
- Preparing a *Cash Advance Register* and *Reconciliation* and identify long outstanding advances (over 10 days) for management action;
- Perform other finance related tasks, as requested by senior management.

#### Cashier

This role is normally assigned to a staff of the Department of Administration, Planning and Finance. This role must be clearly segregated from the certifying officer role.

The cashier performs the following functions:

- Maintaining petty cash funds in a locked safe and updating the petty cash control book;
- Recording petty cash related transactions;
- Performing regular cash count in accordance with this operations manual;
- Releasing cash or cheque to suppliers/contractors/consultants, obtaining adequate supporting documentation as evidence of cash/cheque payment and ensuring that the original invoices or requests for payment are stamped 'paid';
- Obtaining bank related documents on a timely basis;
- Going to the bank to submit required documents for bank transfers;
- Receiving cash and issuing official receipts;

- Perform other finance related tasks, as requested by senior management.

4.5 Internal audits including whether outsourced or in house. Include copies of last 3 reports.

Internal audits are conducted by the MOE internal audit department but not available for disclosure. UNDP conducts annual spotchecks, which cannot be disclosed, however GCF is welcome to contact the UNDP office for a reference check.

4.6 Financial statements for the last 2 years

GSSD does not issue financial statements (Government institution). Annual external audits are conducted for projects (e.g. UNDP) but donors do not allow us to share these audit reports. UNDP can be contacted for a reference check if required. Audit reports of DCC for the past 2 years have had unqualified opinion.

4.7 Describe how the organization ensures zero tolerance for fraud, financial mismanagement and other forms of malpractice by staff members, consultants, contractors, etc.

There is a code of conduct (see above), including a mechanism to report fraud or any other grievance with projects administered by GSSD.

4.8 Describe how the organization ensures that the resources are only spent for their stated and agreed purposes.

Each project administered by NCSO is based on an agreed work plan (agreed with the donor if externally funded), activities are approved by management based on the work plan (see internal control framework). Quarterly and annual reports are prepared for management (and shared with donors as required), and the projects are externally audited.

4.9 Give the name of the organization responsible for independent auditing and specify how the audit recommendations are followed up.

For externally funded projects (such as GCF readiness), this is done by independent audit firms. For example for the CCCA project, this was BDO in 2015 and 2014. A management response is prepared to any findings and actions agreed with the donor.

## 5. Procurement

Please provide details of the following:

5.1 Procurement procedures including procurement methods for both selection of consultants and procurement of good & services

These procurement procedures cover the provision of goods, services, consulting services and civil works.

**PROCUREMENT PRINCIPLES**

The following principles apply to all procurement carried out by the GSSD:

- Procurement procedures are in line with the principles of best value for money: selection is based on a combination of technical, organizational and price factors, according to their importance.





- Procurement procedures are in line with the principles of impartiality, integrity and transparency: standards and rules must be clear and unambiguous, the integrity of the purchasing process must be maintained, as well as impartiality to all bidders.
- Procurement procedures ensure effective competition: all eligible bidders receive information in due time, with equal opportunities to all of them.
- Rules for acquisition ethics are in place, ensuring that staff involved are not subject to conflict of interest and maintain confidentiality and impartiality.
- Procurement activities are environmentally responsible.

#### PROCUREMENT FUNCTION IN THE GSSD

The Department of Administration, Planning and Finance of the GSSD is in charge of managing procurement processes and serves as secretariat to the Procurement Committee.

This GSSD shall appoint one or several staff from this Department to carry out the procurement function for specific project(s), depending on the size of the project and complexity / volume of procurement. In case of staffing constraints, project contract staff may be recruited for this purpose.

Staff involved in the procurement committee or in the evaluation committee are designated by GSSD Senior Management. They must ensure to have no conflict of interest in the procurement processes they are involved in, and immediately disclose any potential conflict of interest in writing to Senior Management. Should a staff member disclose potential conflict of interest, s/he will be immediately replaced with another suitable staff member.

#### 1.1. PROCUREMENT PLANNING

The GSSD prepares an annual procurement plan for the various projects under its management. The main purpose of this plan is to allow for timely and cost-efficient procurement processes.

In the final quarter of a fiscal year, the Department of Administration, Planning and Finance will send a request to the various units to identify procurement activities for the following year. A procurement plan is compiled, including items to be procured, tentative dates, estimated amounts, requesting units, and project/source of funding. This is analysed by the Department of Administration, Planning and Finance to identify opportunities for economies of scale (grouping procurement of similar items), and to plan their activities over the following year ([Annex 4-1](#)).

#### PROCUREMENT PROCEDURES

##### Procurement Methods and Thresholds

Applicable procurement methods are determined by the estimated value of the concerned procurement process:

- **Local Shopping** (<USD1,000): Informal price competition is recommended (but not mandatory) when the amount of the procurement is between USD100 and USD1,000. The recommendation is to get three competitive quotes through an informal process (the proposals received must be in writing, e.g. in a letter/invoice, fax or electronic mail).
- **Request for Quotation (RFQ, [Annex 4-2](#))** (> USD1,000; < USD50,000): This is a more formal, fully documented process. Competition is obtained by having a minimum of three competitive quotes (that meet the established requirements and terms), where the lowest price quotation is selected. If less than 3 quotes are obtained a memo should be put on file explaining why this happened (e.g. lack of 3 suppliers for the item). A memo to explain the selection of supplier should also be included in the file if the quotation selected is not the cheapest (e.g. maybe other considerations such as quality, delivery date, after-sales



service etc were considered to be more important than price). It is essential that quotations and signed explanations for supplier selection be filed for future reference. Each quote for a good or service should be valid at least for one month from the date of the quote.

- **Request for Proposals** (RFP, [Annex 4-3](#)) (> USD50,000): The Request for Proposals (RFP) is mainly used for consulting services or complex goods. An RFP leads to the selection of the proposal that best meets the specific requirements, including price and other factors included in the proposals received, according to the two-envelope method (one technical and one financial proposal, submitted in separate sealed envelopes). It requires compliance with formal procedures (see *section 4.4.2* below). The RFP must be disseminated publicly through ads in the local and international press, or through invitations to bid sent to a list of pre-qualified companies.
- **Invitation to Bid** (ITB, [Annex 4-4](#)) (> USD50,000): The Invitation to Bid (ITB) is usually employed in purchases exceeding USD50,000 for goods, civil works or services that can be quantified in terms of quantity and quality. The ITB must be disseminated publicly through ads in the local and international press, or through invitations to bid sent to a list of pre-qualified companies. Pre-qualification is based on a public and open process. To ensure economy and efficiency, the selection is intended to obtain a minimum of three competitive (according to requirements and terms established) and qualified (the vendor meets established eligibility criteria) proposals, where the lowest-price acceptable proposal is selected.

GSSD may use national competition in the following cases:

- Goods under USD50,000 and available in the local market at prices lower than reference prices in the international market;
- Civil works, when the country has enough bidders (a minimum of three);
- Professional services under USD30,000;
- Professional services to programmes that require the knowledge of the reality of national systems.

International competition should be used in all other cases.

**Bid or proposal guarantees:** It is advisable to use guarantees in all processes where contracts exceed USD300,000; the amount for such guarantee can rise to two per cent of the estimated contract value. The guarantee amount must be expressed as a specific amount rather than as a percentage of the total amount of the contract.

**Contract Compliance Guarantee:** This is required for all contracts involving large amounts (over USD500,000) in order to ensure compliance with contract. The amount of the guarantee may vary depending on the nature and magnitude of the contract. It is recommendable that the amount of the guarantee be equivalent to 10 per cent of the contract value and that its validity exceed by at least 30 days the date for contract termination.

#### Steps in the Procurement Process

(i) **Preparation of solicitation documents:** These generally include the following:

- Invitation Letter;
- Instructions to Bidders;
- Request for Proposal form (that is, proposal, bid, or quotation);
- Proposed contract form (that is, purchase order, contract for professional services);
- Conditions for contract; general and special conditions;
- Technical specifications or terms of reference or description of works;
- Evaluation criteria; and
- Minimum qualification requirements.

This task is the responsibility of the requesting staff/unit, with technical support from the designated staff in charge of procurement issues for the concerned project. The documents shall be reviewed by the Head of the Administration and Planning Office or his/her designated staff, and submitted to the relevant approving officer for approval ([Annexes 4-2, 4-3 and 4-4](#))

- (ii) **Advertisement** in established local or international newspapers (based on the criteria under *section 4.4.1*), and on NCCC Secretariat website is mandatory for all procurement above USD50,000. For large procurement (above USD100,000), advertisement on the website of the funding development partner(s) is recommended. If no advertisement is required, solicitation documents should be sent directly to prospective suppliers (at least three), in the same format and at the same time.

This is the responsibility of the designated procurement staff.

- (iii) **Submission of bids:** a deadline for submission of bids should be set in the advertisement/solicitation documents, with a minimum of 5 working days from initial publication (for simple procurement, with a large number of potential suppliers and an estimated value under USD30,000). In other cases, the standard deadline for bid submission should be between 10 and 45 working days, depending on the complexity and value of the proposed procurement.

Submissions shall be recorded by the designated procurement staff and official receipts provided to the bidders.

- (iv) **Opening of bids:** in the case of an ITB, proposals must be open in public. In all cases (RFQ, RFP and ITB) the opening must be done by an evaluation committee. Members of the evaluation committee are designated in writing by senior management of the NCCC Secretariat (at least 3 staff). Secretariat support is provided by the designated procurement staff. In the case of ITB and RFP, financial proposals shall only be opened after the technical assessment has been conducted, and only for technically eligible proposals (receiving a technical score of at least 70%). Three technically eligible proposals are required for effective competition. The two steps of the opening procedure must be recorded in minutes signed by the evaluation committee members ([Annexes 4-5 and 4-6](#)).
- (v) **Evaluation of bids:** this is done by the evaluation committee against the pre-defined evaluation criteria. For ITB/RFQ, the lowest priced, technically qualified offer is normally selected. For RFP, the proposal with the best combined technical and financial score shall be selected (weights: 0.7 for technical score and 0.3 for financial score). An evaluation report shall be prepared and signed by all committee members. (See [Annexes 4-7](#) for ITB/RFQ and [4-8](#) for RFP)
- (vi) **Award of contract:** the senior manager of the NCCC Secretariat designated as project manager has authority to directly award contracts awarded through a competitive process up to a value of USD30,000.

All other cases shall be reviewed by a procurement committee (PC) appointed by the senior management of the GSSD. The committee shall be established for a period of at least one year and be chaired by a manager. A quorum of at least three members of staff (including chairperson) is required for each meeting. Senior management shall designate at least 2 managers and 4 staff in the Procurement Committee, to ensure the quorum can be reached even when some members are absent. Secretariat support is provided by the Department of Administration, Planning and Finance. In particular, the PC will provide advice on the following procurement actions:

- Any contract(s) to be entered into with a supplier with a cumulative value in a calendar year above USD30,000;
- Any contract(s) based on direct contracting (exception to competition) to be entered into with a supplier with a cumulative value in a calendar year above USD2,500;

- Any amendment(s) to a contract that in aggregate increases the total value of the contract by 20% or USD100,000, whichever is less;
- Disposal of assets with a residual value above USD2,500
- Any contract(s) and amendment(s) to be entered into with an individual under consultancy contract a with a cumulative value in a calendar year above USD 30,000
- Any other matter relating to a contract or disposal of an asset as referred to the committee by senior management.

The person acting as secretary of the Procurement Committee provides all supporting documents on the various steps of the procurement process to all committee members prior to the meeting, and ensures that the requesting unit submits a Procurement Committee Submission Form ([Annex 4-9](#)). The results of the meeting, including recommendation to senior management /project manager (approval or rejection), and key comments (in particular reasons for rejection) are reflected on the submission form.

The senior manager acting as project manager takes the final decision on contract award. In case of a decision that is contrary to the recommendation of the PC, the project manager should record the reasons for this decision in writing.

- (vii) **Contract:** The GSSD uses standard contracts (see general conditions in [Annex 4-10](#)) in line with local laws and regulations. Contracts are prepared by designated staff in the Administration and Finance Office, and signed by the senior manager acting as project manager. All signed contracts shall be entered in a Contract Register to be maintained by project procurement staff. The value, name of contractor and purpose of contract for contracts with a value above USD100,000 will be published on the GSSD website for transparency purposes.

Normal financial procedures and internal controls shall be applied for certification of contractual milestones/invoices and processing of payments.

#### ***Exceptions to competition***

In line with national regulations, direct contracting is used under the following exceptional cases:

- There is only a single source of equipment or technical expertise (e.g. monopoly/ case of a mandated Government institution to conduct specific functions, product/services proposed by a single company, or due to intellectual property rights);
- For tasks that represent a continuation of previous work carried out by the firm;
- In exceptional cases to respond to natural disasters and/or emergency needs under time constraints for which normal procurement methods are not appropriate,
- For purposes of studies, experiments or research and development, when three qualified bidders could not be identified following previous requests for bidding,
- In the interest of the organization, as determined by GSSD Senior Management.

#### **Hiring of Individual Consultants**

Hiring of consultants shall follow the same principles and key steps as outlined above, with the following differences:

- Solicitation documents are replaced by Terms of Reference ([Annex 4-11](#));



- Submission of bids: Candidates are invited to submit a CV, financial offer and cover letter including their proposed approach for the assignment. The CV and cover letter are the basis for the technical review by the evaluation committee, against requirements mentioned in the TORs;
- Evaluation process:
  - ✚ Candidates are long listed by procurement staff, and candidates who do not meet minimum education, experience or language requirements are excluded at this stage; [Annex 4-12](#)
  - ✚ If required (if more than five candidates are longlisted), shortlisting is done by the hiring manager, who indicates the top 3-5 candidates to be scored by the evaluation committee; [Annex 4-13](#)
  - ✚ For assignments of less than three working months and with a value under USD30,000, the evaluation committee may recommend the preferred candidate on the basis of a technical assessment of CVs ([Annex 4-14](#)). One or more member(s) of the committee, assisted by the procurement staff in charge of the secretariat, may conduct a verification interview with the selected candidate ([Annex 4-15](#)). If confirmed, procurement staff can verify the price proposal, verify the adequacy of the fee/costs, negotiate if necessary, and prepare the contract ([Annex 4-16](#)) accordingly for management review and approval;
  - ✚ For assignments of more than three working months or with a value above USD30,000, the evaluation committee must interview the shortlisted candidates. Availability shall also be checked at that point. Signed reports ([Annex 4-17](#)) of the interviews shall be prepared, indicating scoring (against the TOR criteria), and key comments for each candidate. A 70% minimum score is required to be considered technically qualified. Once this technical evaluation is complete, procurement staff may verify financial proposals ([Annex 4-18](#)) for technically qualified candidates, including fee, travel costs, and other expenses. Technical and financial scores are then combined in a recruitment report (same weights as indicated above) to determine the recommended candidate ([Annex 4-19](#)). For contracts above USD2,500, reference checks (at least two, documented in writing) shall be performed by procurement staff prior to submission of the case to the senior manager/project manager for approval (Annex 4-20).

The GSSD maintains a scale of standard daily fees for national and international consultants ([Annex 4-21](#)), based on experience. When the average daily fee of a consultant is above the concerned ceiling, the evaluation committee shall provide written justification for recommending this candidate. The final decision is made by the concerned senior manager acting as project manager.

A consultant contract register ([Annex 4-22](#)) shall be maintained by procurement staff.

5.2 Levels of endorsing and approving authority. Please specify particularly

- i) Procurement guidelines or standards including composition and role of Procurement Committee;
- ii) Procedures for overseeing the procurement function;

See above

5.3 Policy on fraud and corruption

See code of conduct above.

5.4 Ineligibility criteria

See above

5.5 History of managing funds from other donors including multilateral development banks and bilateral donors

Project title	Funding amount	Duration	Funding agency
Cambodia Climate Change Alliance (CCCA)	USD 22,000,000	8 years (2010-2019)	UNDP, EU, Sweden and Denmark



Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub-national climate change planning and execution of priority actions (Resilient Livelihood)	USD 4,567,500	4 years (2015-2019)	GEF/UNDP
Mainstreaming climate resilience into development planning	USD 7,000,000	4 years (2013-2018)	ADB/Climate Investment Fund
Enabling Activities for the Preparation of Third National Communications (TNC) under the United Nations Framework Convention on Climate Change	USD 500,000	4 years (2013-2018)	GEF through UNEP
Energy Savings Siem Reap - Promoting and Demonstrating Energy Conservation in Siem Reap, Cambodia	299,400 (Euro)	2 yeas (2010-2012)	Energy and Environment Partnership (EEP) Mekong (Finland)
Enabling Activities for the Preparation of the Kingdom of Cambodia's Second National Communications to the United Nations Framework Convention on Climate Change (UNFCCC)	USD 405,000	3 years (2007-2010)	GEF through UNDP
Project Preparation Grant (PPG) of the project "Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia's Protected Area System as demonstrated in the Mondulkiri Conservation Landscape (CAMPAS project)"	USD 100,000	2 years (May 2013-June 2015)	GEF through UNEP
Support to Cambodia for the Revision of the NBSAP and Development of Fifth National Report to the CBD	USD 220,000	2 years 10 months June 2012-April 2015	GEF through UNEP
Removing Barriers to Invasive Species Management in Production and Protection Forests in SE Asia (FORIS)	USD 298,626	4 years 7months November 2011-June 2016	GEF through UNEP
GMS Biodiversity Conservation Corridors (BCC)	USD 23,700,000	8 years 4 months (March 2011 – September 2019)	ADB
5.6 Size(s) of projects/programmes undertaken from the MDB and bilateral donors, including total project costs in US\$ and duration			
See 5.5 above.			
5.6 Procedures for allocating resources			
National budget procedures for domestic resources (3-year rolling budget strategic plan and annual budget).			
Annual work plans for donor-funded projects, agreed jointly with donors.			
5.7 Criteria used to evaluate service or good providers			



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These will depend on the TORs/specifications. There is always a technical component (relevant experience/ approach / technical specifications) and a financial component (price and conditions). Details are provided in our procurement procedures (see above).

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