

## Management Response: Implementation Plan for Evaluation Recommendations

### General Information

Eval ID	710
Evaluation Manager	Myles Hallin
Project Evaluation Title	Terminal Evaluation of the UNEP Project Enhancing Climate Change Resilience of Rural Communities Living in Protected Areas of Cambodia
PIMS #	
GEF ID	KHM/MIE/Food/2011/1
UNEP Sub-programme	SP1 – Climate Change
GEF Focal Area	
Project Manager/ Task Manager	Atifa Kassam / Anna Kontrova
Office/Division	Ecosystems Division
Branch & Unit	Economy - Energy and Climate Change Branch
Final PDF Report distributed by Evaluation Office (Date)	27-07-22
Total # of Recommendations as per Report	9
Implementation Plan Sent to PM/TM (Date)	24-08-22
Implementation Plan Returned by PM/TM (Date)	23-09-22
Implementation Plan finalized (if different from the date above)	26-09-22

### Implementation Plan

No	Challenge/problem to be addressed by the recommendation	Recommendation	Priority level	Type of Recommendation	Responsibility	Proposed Implementation time-frame	Acceptance	Reason if not Accepted or Partially Accepted	Management Action(s) to be taken
1	Livelihood activities implemented by the project are too diverse and in most cases do not have a strong link to forest conservation. This has improved livelihoods but has not created a strong incentive for the communities to protect and conserve the forests.	Support to CPAs should prioritise livelihood activities that directly strengthen the economic interest of the CPA community in forest conservation. These may include eco-tourism, forest farming, sustainable harvesting of re-planted timber and possibly other income streams such as REDD+ or Payment for Ecosystem Services.	Critical	Project	MoE / UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		<p>Recommendations to be circulated to the national team working on climate change so that they are incorporated in the second phase</p> <p>Lessons learned one pager to highlight this recommendation for future programming</p>

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2	As identified in the policy gap analysis, the CPA regulatory framework does not sufficiently facilitate sustainable livelihoods, importantly including cash-generating activities, within the CPA. Recommendation to be passed on effectively to implementing partners and considered by Project Team during design of second phase.	MoE, with project support, should conduct a review of the CPA policy and regulatory framework with the purpose of further enabling sustainable forest-based livelihoods in an ecosystem-based adaptation framework. This may include relaxing some existing restrictions on cash-generating activities. Conditional land-use rights for sustainable agriculture within the CPA could be part of this framework.	Critical	Project	MoE / UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		Recommendations to be circulated to the national team working on climate change so that they are incorporated in the second phase or future climate change adaptation programming
3	Agriculture and alternative livelihood trainings conducted by the project were of very limited effectiveness. Farmers do not learn best from classroom trainings, even when these are delivered by highly knowledgeable consultants or academics. In some cases, livelihood activities failed because no provision was made for necessary input supplies (example, cricket raising, see para 160).	Agriculture and alternative livelihoods trainings for CPA communities should follow an effective adult learning approach, the scope of which should be the value chain (inputs and markets), not only production. Consider partnering with Provincial Departments of Agriculture, Forestry and Fisheries (PDAFF) and District agriculture officers, or with a specialised service provider for extension.	Important	Project	MoE / UNEP Project Team / PDAFF	Follow up project, e.g. 6 – 12 months	Accepted		Recommendations to be circulated to the national team working on climate change so that they are incorporated in the second phase or future climate change adaptation programming
4	Forest re-planting had varying success, and there is evidence of insufficient commitment by the CPA committees and communities to maintain and protect the re-planted land.	Forest re-planting activities in the CPA should focus on quality, not only quantity, starting with identification of areas for restoration by the CPA communities, and strong commitment to maintain and protect the restored forest.	Important	Project	MoE / UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		Recommendation circulated to map out and review areas of forest to be protected/ restored in CPA's highlighted to stakeholders working in CPAs and MoE
5	Assets created by the project including nurseries, road rest areas and wildlife viewing area have potential	Community assets with income-generating potential created by projects supporting CPA should be	Important	Project	MoE / UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		Recommendation to be circulated to

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	to generate the income needed for sustainability, but this is not being used effectively. Community members could be trained and supported in business skills and granted a concession to operate the assets as a business, with profits shared with the CPA committee.	structured as businesses with a social purpose.							project teams working in CPA's
6	CPA communities, particularly at Chorm Thlok and Skor Krouch, include large numbers of households with little direct commitment to forest conservation. It is also important to ensure that CPA committee's are gender inclusive and represent all parts of the community.	The membership and committee structure of CPAs should be strengthened by: (1) restricting membership to households with a clear interest and commitment; (2) keeping up-to-date membership lists; (3) requesting members to pay an annual subscription, even if it is very small; and (4) regularly re-electing the CPA committee and making sure it represents all parts of the community.	Important	Project	MoE / UNEP	6 – 12 months	Accepted		This is in line with recommendation 2 regarding reviewing CPA policies, frameworks and structures. While this is beyond the scope of UNEP and the project, the team will circulate the recommendation to the government teams working in CPA's in order to affect future projects and programming.
7	Centralised implementation is costly and time-consuming and may miss valuable local knowledge (e.g. some forest replanting and livelihood activities were understood as impractical by local residents before they were tried).	Future CPA support projects should adopt a more decentralised project implementation structure with stronger involvement of Provincial Department of Environment and local authorities.	Opportunity for improvement	Project	MoE /UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		Recommendations to be circulated to the national team working on climate change so that they are incorporated in the second phase and/or future programming
8	Project did not systematically record basic data on project activities and outputs. Project progress reports present data in partial form or with units that are inconsistent with logframe indicators, and do not always give a	Future CPA support projects should establish a stronger monitoring and evaluation framework, including an M&E officer and a simple but complete project management information system (MIS).	Opportunity for improvement	Project	MoE /UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		Recommendations to be circulated to the national team working on climate change so that they are incorporated in the second phase and/or future programming

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	clear and comprehensive overview of progress. Reading the reports, the impression gained is that the reporters were struggling with incomplete information.								
9	The project design included engagement with a range of stakeholders including relevant Ministries through the Project Steering Committee. However, these Ministries did not attend PSC meetings and it is not clear that policy dialogue took place with these Ministries in any other setting.	MoE should increase efforts to engage other relevant Ministries, particularly Ministry of Agriculture, Forestry and Fisheries (MAFF) in support to CPA. Future projects will create an opportunity for this through direct involvement and through improved knowledge management and dissemination of knowledge products.	Critical	Project	MoE /UNEP Project Team	Follow up project, e.g. 6 – 12 months	Accepted		Recommendations to be circulated to the national team working on climate change so that they are incorporated in the second phase and/or future programming