

Implementation Plan of Recommendations

Project Title and Reference No.: Strengthening national biodiversity and forest carbon stock conservation through landscape-based collaborative management of Cambodia’s Protected Areas System as demonstrated in the Eastern Plain Landscape

Contact Person (TM/PM): Kavita Sharma

	PLANS			
RECOMMENDATIONS	ACCEPTED (YES/NO/PARTIALLY)	WHAT WILL BE DONE?	EXPECTED COMPLETION DATE	RESPONSIBLE OFFICER/ UNIT/ DIVISION/ AGENCY
Improve the project design with use of design experts and strong stakeholder consultation, while at the same time trying to simplify monitoring procedures. Design should give more emphasis to implementation regulations, to clarify procedures, responsibilities and deadlines, and follow-up with training.	Yes	Use of design experts and strong stakeholder consultation for future projects	Ongoing	Kavita Sharma/ GEF BDL/ Ecosystems Division/ UNEP
Project delays due to low efficiency should be resolved by UNEP and executing partners as early	Partially, since any changes to project design need to go through appropriate	Identify risks and mitigation strategies early on in the project, and continue to revise these regularly for future projects	Ongoing	Kavita Sharma/ GEF BDL/

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as possible during a project. The parties should seek innovative solutions, e.g. whole day joint meeting to discuss and approve changes; close supervision and institutional support to certain partners; carrot and stick: -transfer un-used budget funds from one partner to other partners; replacing one or more partners; and make changes in design/budget, eliminating activities with too little progress.	channels (Project Review Committee etc.)			Ecosystems Division/ UNEP
The results framework should have clear and specific baselines and targets (normally defined by numbers), to permit efficient planning, monitoring and reporting. If the framework is not clear from the start, UNEP should insist on resolving the issue during PPG, to avoid implementation problems. If	Yes	Establish clear and specific baselines during PPG for future projects	Ongoing	Kavita Sharma/ GEF BDL/ Ecosystems Division/ UNEP

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baseline is not available before approval it should be defined as zero, meaning that only new project outputs would be considered for monitoring of results				
Continue to work with international funding mechanisms such as REDD+ and local income-generating value chains for NTFP, to convince Ministry of Planning and Ministry of Economy of the monetary value of forests and PAs	Partially	Cambodia is a member of IPBES and the national focal point is the same as the project director of the 4905 project. To what extent the ministry of environment is able to convince ministry of planning and ministry of economy of the value of forests depends on the ministry of environment’s program of work in the future and is outside the scope of the GEF intervention.	“Permanent and long-term” (as stated in the report)	Ministry of Environment (MoE), Ministry of Agriculture, Forestry and Fisheries (MAFF), and NGOs
Improve national coordination, especially with MAFF	N/A	Inter-ministerial coordination is a set of complex institutional mechanisms which may be affected by several things, including whether the ministries and ministerial structures change in-country. It is outside the scope of the GEF intervention and up to the Government and democratic institutions in Cambodia to take forward.	“Permanent and long-term” (as stated in the report)	MoE (and Government in general)

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Improve coordination with sub national levels of MoE	N/A	Decentralization of natural resource management is a complex and long process that is highly political in nature. It is outside the scope of the GEF intervention and up to the Government and democratic institutions in Cambodia to take forward.	“Permanent and long-term” (as stated in the report)	Ministry of Environment

The following is a summary of lessons learned from some of the project’s experiences and based upon explicit findings of the review. They briefly describe the context from which the lessons are derived, and the potential for wider application:

Lesson Learned #1:	Indigenous communities can be efficient guardians of protected areas
Context/comment:	This lesson, which is confirmed by CBD COP 15 Dec. 2022, has strongest impact when the indigenous peoples are recognized as the landowners, such as indigenous territories and CPAs

Lesson Learned #2:	The SMART App for mobile phones can be an effective tool for protected areas monitoring and law enforcement
Context/comment:	The App developed by WCS is now used also by other large NGOs (WWF, BLI, CI) and could be scaled up to use in all Cambodian PAs

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Lesson Learned #3:	A project should not make a needs assessment and consider anything the local people want as their real needs
Context/comment:	A project should be especially careful when introducing measures that could have long-term adverse impact after the project ends, such as multiplication effect of cattle raising.

Lesson Learned #4:	REDD+ financing could assure sustainability of the Protected Areas System
Context/comment:	REDD+ in combination with international donor support could establish sustainable financing for PA investment and management

Lesson Learned #5:	A deficient and complex project design can reduce the efficiency of the whole project implementation period
Context/comment:	The project implementation clearly showed that the PMU struggled to comply with the UNEP requirements, and this had both to do with a weak design and national staff that was not used to monitoring of large international projects.