

Management Response to CfRIII Final Evaluation Recommendations

Updated: 02 June 2020

Status update: Not initiated, Initiated, Not applicable, Completed

Management response: Disagreed, Partially Agreed, Agreed

#	Findings	Recommendations	Management Response and Key Action(s)	Responsibility	Deadline	Status
1	CfRiii's logframe is flawed in several respects, and this compromises the ability of the program to confidently demonstrate concrete results.	CfRIV's logframe should be more straightforward, precise, and oriented toward results (rather than activities). The logframe should 'unpack' different components and frame benchmarks more precisely and place elements within a results chain. Monitoring report templates should be more detailed, and the program should track progress towards all logframe indicators in a single file which is updated periodically.	Agreed Engage internal UNDP M&E department to update CfRIV logframe.	CfRIV Project team	Oct 2020	Initiated CfRIV project team will update CfRIV logframe by June 2020.
2	It is difficult to gauge the results of participating in international fora, although doing so is warmly welcomed by stakeholders who point to many benefits. These include showcasing lessons learned from Cambodia's longstanding mine action sector, as well as learning from global best practice.	CfR should better articulate the purpose of participating in international fora. It should distinguish between educating officials from disseminating best practices and lessons learned from the Cambodia experience. If the latter is indeed a major aim, then a more comprehensive course of action should be pursued.	Agreed Mention more specific results in sharing information with other member states, lessons learned. Specify actions for learning at the forum, and actions for sharing Cambodian best practices. Work with UNDP M&E department to develop indicators to monitor results from attending international fora.	CMAA	Q4 2020	Not initiated With support from CfRIV Project team, CMAA will develop indicators to monitor results from attending international fora.

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3	The capacity building support extended by CfR is widely appreciated. However, results are impossible to fully gauge in the absence of a current needs assessment, strategy, and targets.	This evaluation strongly endorses CfR's current effort to conduct a broad-based capacity building needs assessment. CfR is also encouraged to develop a flexible yet coherent capacity-building strategy. This strategy should clearly distinguish between topics (e.g., landmine technical support, financial management, reporting, gender, data analysis, etc), and between national and sub-national levels.	Agreed Capacity building will be addressed in the management response to CDNA recommendations.	CMAA/ CfRIV project team	Q3 2020	Initiated CMAA and CfRIV project team will finalize management response to CDNA recommendations by Q3 2020.
4	Landmine clearance enables socioeconomic development in some of Cambodia's most remote and impoverished areas. However, CfR represents a unique funding and work stream which should not be diluted. CfR and CMAA are not ideally equipped to implement development programs, but can more directly facilitate linkages to them.	CfR should retain its focus, precisely because it is both exceptional and critical. Although there may be lost opportunities for enhancing landmine clearance-to-development pathways, CfR (and the landmine sector) should not redirect resources nor seek to implement development programs. They should, however, pro-actively seek and welcome other agencies who may be poised to more directly catalyze synergies. UNDP's move toward area-based programming is likely to facilitate this, and so should be encouraged.	Agreed CfRIV will continue to maintain its focus on mine clearance and capacity development of CMAA. As recommended by CDNA, CMAA with support from CfRIV will establish Coordinator position at MAPU office in BTB, BMC and PLN to provide referral pathways for post-clearance development in villages receiving mine clearance intervention. The development of this capacity will be addressed in the management response to CDNA recommendations.	CMAA/ CfRIV project team	Q3 2020	Initiated CMAA and CfRIV project team will finalize management response to CDNA recommendations by Q3 2020.
5	The foundation for gender mainstreaming has been laid within CfR. An action plan is in place which	CfR should build on its foundation for gender mainstreaming and consider ways to strengthen and nuance the approach. CfR should also	Agreed Action plan to support and engage with gender mainstreaming is included in the CfRIV 2020 work plan.	CMAA with support from CfRIV team	Q3 2020	Initiated ToR for gender consultant being developed and

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	encompasses key areas. However gender mainstreaming is not yet mature and there are opportunities for a more nuanced approach. Other social inclusion considerations are largely absent. Disability is a particularly striking gap.	consider lost opportunities for mainstreaming disability and other social inclusion topics.	Based on GICHD Gender and Diversity Baseline Assessment in 2019, CfRIV will recruit a gender consultant who will provide technical training in gender analysis, planning, monitoring, and communication.			after selection of consultant, gender training will take place in July or August.
6	The NMAS is aligned with the Maputo +15 declaration, and many parties are especially focused on the international target to rid the world of all landmines by 2025. This is an ambitious aim, and one that is probably unrealistic for Cambodia to achieve.	Cambodia's goal of clearing known landmines by 2025 is aspirational and should be recognized as such. Stakeholders in Cambodia's landmine sector should premise their operational plans on realistic projections about remaining landmine contamination in Cambodia. Stakeholders should not assume that the 2025 target will be met.	Disagreed This does not sound like a recommendation for action. CMAA is confident that the mine-free Cambodia by 2025 is achievable provided that: <ul style="list-style-type: none"> • The sector receives the amount of funding as stated in the NMAS, • 2,000 deminers from RCA are trained and equipped to do humanitarian demining as plan, • Current land release methodologies are improved. 	CMAA	N/A	Not applicable
7	The PMS represents an important and ambitious effort to quantify the development impact of mine action. This is an important nascent effort. Questions surrounding data quality, sustainability, and capacity should be considered. However,	The PMS is still nascent, and thus now is precisely the right time to review and course-correct if necessary. Decision-makers should realistically assess how sustainable and practical the PMS is, whether it may ultimately 'poach' resources from the mine action national database and identify opportunities to enhance linkages with development agencies. CfR management	Agreed PMS aims to measure sector outputs and outcomes. Output matrix is used to collect data to measure the outputs and outcome matrix is used to collect data to measure the outcomes. CMAA will continue to collect data to measure outputs and will stop measuring outcomes when quality evidence of mine action contributions is available to present to development partners.	CMAA	Q4 2021	Initiated Annual data collection started from 2019.

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	many are focused on immediate operational matters, i.e., data collection and database-building.	should define what deliverables or other knowledge products are expected to be prepared and when, and plan accordingly.	Note: Cambodia is obliged to clear all known mined areas from its territory. It is anecdotal that mine clearance contributes in many ways (save lives, improve livelihood of affected communities and support development)			
8	CfRiii has exceeded its target to clear landmines, which is a welcome measure of success and effectiveness.	CfRiii should be congratulated for its impressive results, while seeking improvement to further improve effectiveness and efficiency. For example, exceeding targets partially reflects that many suspicious areas do not pose current risk, and so can be released via non-technical survey.	Agreed CfRIV will continue to conduct land reclamation non-technical surveys (LRNTS) in its target villages to release land requiring no technical intervention (TS and/or clearance).	CMAA/ CfRIV project team	Q4 2021	Initiated CMAA/ CfRIV project team will continue to ensure that mined land/minefield requiring no technical intervention (TS and clearance) can be released to C1.
9	Land mine clearance in Cambodia is efficient insofar as the cost per square meter is lower than international norms. However, there are several confounding factors which may exaggerate the cost-effectiveness of operations.	CfR senior management should continue to seek opportunities to improve efficiency in landmine clearance. The evaluation encourages continued use of non-technical surveys and other means to improve efficiency. CMAA should maintain a high standard of quality assurance to ensure no risk of mine accidents.	Agreed Same as #8	Same as #8	Same as #8	Same as #8
10	Which locations are prioritized for landmine clearance is a controversial topic,	This evaluation endorses the current approach to prioritize areas according to development priorities (i.e., settlements,	Agreed We believe that high density minefields should not be the deciding factor for clearance prioritization. Mine action is	CMAA	Q4 2020	Initiated The current planning and

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	insofar as there are tensions and trade-offs between clearing as per development priorities versus technical ones.	agricultural areas, concentration of identified poor, etc). The chief reasons are that villagers in FGDs unanimously endorsed this approach, and the sector's environmental safeguards need to be strengthened before any shift in emphasis to sensitive habitats. Objections to current prioritization are nevertheless valid.	more than the removal of mines themselves from the ground. It is about addressing the needs and priorities of the affected communities. This approach is in line with 'needs-driven, people-centered' principles. CMAA will continue to apply the current approach to prioritization.			prioritization is being applied.
11	CfRIII's new Mine-Free Village Strategy calls for clearing (or releasing via non-technical survey) the entire boundaries of a village before moving to a new area.	This evaluation endorses the Mine-Free Village Strategy. It makes no sense to leave possible 'pockets' of contamination, which introduces inefficiencies over the long-term. Moreover, the Mine-Free Village Strategy presents many development benefits, including psychological relief and improved land values.	Agreed The project will continue to implement mine-free village strategy initiated in 2018. A procedure to implement the mine-free village strategy has been drafted and presented to CMAA management in August 2019. The CMAA will accelerate the introduction of mine-free village procedure in the sector.	CMAA	Oct 2020	Initiated CMAA plans to finalise mine-free village strategy by June 2020 (based on meeting with CMAA on 13 May)
12	Many "cleared" landmines are released following non-technical surveys because all or part of suspected mine areas are in fact safe. Cambodia is a generation on from civil war. Although there are ongoing efforts to update the national database and maps, operators indicate that	Not all suspected minefield sites currently pose risks. This evaluation strongly calls for continued use of non-technical surveys to release land identified as contaminated, but which does not currently pose risks.	Agreed Same as #8	Same as #8	Same as #8	Same as #8

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	there are some inaccuracies remain.					
13	Community outreach and landmine education are an important component of field-level demining operations, but are not explicitly recognized or tracked by CfR's logframe and project documents. Qualitative evidence suggests that these components of the program are strong and sound, but their results are not fully articulated or documented.	A number of institutions in the mine action sector – including the operators – are engaged in community outreach and landmine education activities. However, these efforts are not included in CfR's logframe or monitoring. Going forward, CfR should 'unpack' Key Deliverable 3 to more explicitly address and follow community outreach and landmine education conducted by the operators that it funds.	Partly Agreed CfRIV will mainly focus its efforts on clearance activities to enable Cambodia to achieve its 2025 target. However, as per CfRIV donor requests, CfRIV will support some MRE activities. This will include training community leaders and police officers in high-risk communities in the targeted provinces. The number of beneficiaries of the mine risk education component of CfRIV will be recorded and reported in project quarterly and annual reports.	CMAA with support from CfRIV project team	Q4 2020	Initiated Workplan 2021 is on discussion with CMAA MRE department as well as KOICA.
14	Victim Assistance and disability services are not an explicit focus of CfRiii, although they are part of the mine action sector. There are ample opportunities for improvement.	CfR and/or CMAA should pro-actively identify opportunities to improve victim assistance and disability services. One of CfRIV donors has expressed interest in financing this unmet need and this should be encouraged.	Agreed CfRIV team will work closely with CMAA Victim Assistance department as well as KOICA to discuss detailed workplan for 2021. More detailed VA activities and the work plan 2021 will be discussed in 2020.	CMAA with support from CfRIV project team	Q4 2020	Initiated Workplan 2021 is on discussion with CMAA VA department as well as KOICA.
15	Cultural heritage risks were not systematically investigated, and there are no reports of damage to archeological sites. However, demining operations	CfR should liaise with the Apsara Authority in regard to safeguarding potential archeological sites, and operators should put strict controls on equipment. Any broken or outdated equipment should be	Disagree There is no known archaeological site in CfRIV target villages. The safeguarding of potential archaeological sites is under the responsibility of Apsara authority and CMAA has no authority to control equipment of operators.	No	No	Not applicable

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	are suspected to be the source of metal detectors and other equipment used to loot such sites.	securely discarded so as to not fall into the hands of looters.				
16	Land conflicts are a pervasive problem within Cambodia. The issue was not investigated thoroughly in this evaluation, but qualitative evidence suggests that protocols are in place and officials in both Phnom Penh and in the provinces can articulate them. Villagers in FGDs did report any controversies or problems, and suggest that demining improves tenure security because the improved utility and value of land incentivizes them to sort/upgrade their land documents.	CfR should continue to take measures to safeguard against inadvertently contributing to land conflicts or disputes. Post-clearance monitoring of land use and tenure is also important and should be continued.	Agreed CMAA will continue to ensure that post-clearance monitoring (PCM) by MAPU is conducted every year to detect any land conflicts or disputes.	CMAA	Q4 2021	Initiated MAPU is conducting PCM every year.