

**Country Cambodia; UNDAF 2019-2023 EVALUATION MANAGEMENT RESPONSE**

Evaluation Title/Year: Evaluation of Cambodia UNDAF 2019-2023/ 2022

- Preparation of the management response: Evaluation Managers and Evaluation Management Team
- Approval of the management response: UNCT and the Evaluation Reference Group
- Follow-up monitoring and updating of the management response's implementation: RCO
- Frequency of monitoring and updating: Semi-Annual

**RECOMMENDATIONS TO IMPROVE FORMULATION AND GOVERNANCE OF THE NEW CF**

**Recommendation 1: The UNCT and Government should ensure that the next UNSDCF is based on the new guidelines for developing a Cooperation Framework to improve the design, conception and usefulness of the instrument to capture a shared vision and mission in the context of the SDGs.**

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an explanation: .....

Key action(s)	Time frame (or deadline)	Responsible agency (ies) / unit(s)	Monitored by Co-Evaluation Managers			
			Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
1.1 Develop UNSDCF 2024-2028 in line with the UNSDCF guidance with robust TOC and results framework which enable more strategic and selective UN interventions, and greater accountability and transparency of the UN system.	Oct-23	UNCT (with support of RCO and Output/Outcome Pillar lead) and RGC	UNCT has started the process to develop a new UNSDCF 2024-2028 strongly following the UNSDCF guidance. Strategic Visioning and Prioritization Workshop were conducted, followed by a number of consultations and meetings with different stakeholders. Findings and recommendations of the independent evaluation were presented in the VSPR workshop. Subsequently, a robust TOC and results framework have been drafted.	ongoing as expected	December	2023
1.2 Engage with relevant stakeholders such as CSOs, private sectors, Development Partners and UN's stakeholders in CF formulation process including visioning and strategic prioritization to ensure inclusive process.	Oct-23	UNCT (with support of RCO and Output/Outcome Pillar lead) and RGC	UNCT has engaged with different stakeholders in different stages from the visioning and prioritization to the consultation in developing the new CF. Various stakeholders have engaged in the process are UN agencies, government counterpart, CSOs, private sector, academia, youth representative, representatives from indigenous group.	ongoing as expected	December	2023

**Recommendation 2: The UNCT should encourage and enhance Government participation in the strategic management of the next UNSDCF.**

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an explanation: .....

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2.1 Establish a joint UN-Government Steering committee to oversight the CF implementation, monitoring and reporting.	30-Dec-23	UNCT (with support of RCO)	UNRC consulted with the government counterpart (CRDB/CDC) to establish the national Joint Steering Committee for the new CF to be fully aligned with the UNSDCF guidance and the recommendation from the evaluation. As a result, CRDB/CDC had agreed in principle with the request to establish the Joint Steering Committee for UNSDCF 2024 - 2028.	ongoing as expected	December	2023
2.2 Conduct annual review meeting to review the progress and addressing challenges of the UNSDCF implementation.	30-Apr-23	UNCT (with support of RCO, RGs, and PMT)	UNCT had an annual dialogue with Cambodian prime minister and relevant ministers to review the progress and also discussing on challenges. The dialogue also discussed about strategic priorities for the new UNSDCF 2024-2028.	completed	June	2023
...						

**Recommendation 3: The UNCT should develop partnership strategies to more effectively engage CSOs, the private sector, academia and development partners to encourage more deliberate and systematic engagement with these actors to enhance UNSDCF effectiveness.**

Management response - Accepted/Partially Accepted/rejected : .....

Accepted

If rejected or partially accepted, please provide an explanation: .....		Partnership with CSOs and Development Partners have been established. UNCT had established a platform for constructive dialogue with CSOs especially on Human Rights Situation. Likewise, a dialogue/engagement platform with development partners (called UNCT-DP lunch meeting) had been established and monthly meetings have been conducted.					
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				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
3.2	Establish a UN-private sector dialogue/engagement platform to increase SDG financing as well as accelerating SDG progress	30-Dec-24	UNCT (with support of RCO and PMT)	UNCT had meetings with representatives from private sectors including financing sector with the aim to establish a platform for strategic engagement to accelerate the progress.	ongoing as expected	December	2024
3.3	Establish dialogue/engagement platform with research and academic institutions and think-tanks, to conduct evidence-based and scientific research on the UNSDCF strategic objectives and the CSDGs.	30-Dec-24	UNCT (with support of RCO and PMT)	UNCT had meetings with representatives from private sectors including financing sector with the aim to establish a platform for engagement to accelerate the progress.	ongoing as expected	December	2024
<b>RECOMMENDATIONS TO IMPROVE COHERENCE AND COORDINATION OF THE NEW CF</b>							
Recommendation 4: The UNCT should capitalize on the comparative expertise and resources of implementing UN Agencies to strengthen joint programming, reduce duplication of efforts, and implement targeted joint programmes, to reach higher level results.							
Management response - Accepted/Partially Accepted/rejected : .....					Accepted		
If rejected or partially accepted, please provide an explanation: .....							
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				Comments (or action taken)	Status of implementation	Month of monitoring	Year of monitoring
4.1	Result Groups to discuss and identify areas for joint programming, and potential joint programmes annually during the JWP planning and report to UNCT for strategic discussion for improvement of joint programming.	30 March, annually	Results Groups	To follow up in 2024		December	2024
Recommendation 5: The UNCT should strengthen its strategic positioning through the next UNSDCF by pursuing the efforts made on strategic thinking and designing the UNSDCF in a manner that facilitates integration across sectors.							
Management response - Accepted/Partially Accepted/rejected : .....					Accepted		
If rejected or partially accepted, please provide an explanation: .....							
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5.1	Design UNSDCF 2024-2028 in a manner that facilitates integration across sectors addressing the strategic priorities of the Royal Government of Cambodia such as environment; economic development and agriculture; social protection and employment; education, health and digital transformation.	Oct-23	UNCT (with support of RCO and Output/Outcome Pillar lead) and RGC	Based on the recommendation from the evaluation as well as through the various consultation workshops, 4 strategic priorities for the new CF have been identified which cover all those aspect raised by the evaluation such as environment, economic, agriculture, social protection, employment, education, health and digital transformation.	ongoing as expected	December	2023
Recommendation 6: UN agencies should increase their cooperation through the Results and Theme Groups and use them to help the UNCT to strategically manage the UNSDCF, with the RC/UNCT leadership.							
Management response - Accepted/Partially Accepted/rejected : .....					Accepted		
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6.1	Reactivate the UN Programme Management Team (PMT) to provide strategic guidance on UNSDCF implementation with a focus on promoting coherence, complementarity and collaborative action where possible.	30-Nov-23	UNCT (with support of RCO)	UNCT endorsed New UN Coordination Mechanism for UNSDCF 2024- 2028 in June 2023. PMT is established to enhance programmatic coordination (and reduce duplication), ensure alignment and effective contribution of Resident and Non-Resident UN agency country programs to UNSDCF outcomes, enhance opportunities for joint programming, joint programs, and integrated approaches. PMT, co-chaired by HOAs, will oversee, lead/coordinate the 4 Result Groups. ( Please refer to PMT TOR)	ongoing as expected	December	2023
6.2	RGs and Theme Groups to report to UNCT every quarter on the implementation and other relevant issues to ensure proper implementation and monitoring.	30-Dec-23	RGs and Theme groups	New UN Coordination Mechanism for UNSDCF 2024- 2028 : RGs and Theme Groups will be fully accountable to the UNCT. RGs will report on quarterly basis to the UNCT through the PMT. Theme Groups will report directly to the UNCT on monthly basis. ( Please refer to TORs for RGs and Theme Groups)		December	2023
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<b>Recommendation 7: The UNCT, under the leadership of the RC, should ensure greater mainstreaming of the UNSDCF guiding principles on Leave No One Behind and the Human Rights-Based Approach.</b>							
<b>Management response - Accepted/Partially Accepted/rejected : .....</b>					<b>Accepted</b>		
<b>If rejected or partially accepted, please provide an explanation: .....</b>							
<b>Key action(s)</b>		<b>Time frame (or deadline)</b>	<b>Responsible agency (ies) / unit(s)</b>	<b>Monitored by Co-Evaluation Managers</b>			
				<b>Comments (or action taken)</b>	<b>Status of implementation</b>	<b>Month of monitoring</b>	<b>Year of monitoring</b>
7.1	Reflect Leave No One Behind (LNOB), along with the Human Rights-Based Approach (HRBA) in UNSDCF narrative and Results Framework	30-Oct-23	UNCT, HRTG (with support of RCO and CF technical team)	The principle of LNOB along with the Human Rights-Based Approach (HRBA) have been fully integrated in the CF development process as well as the narrative documents. In addition, it is already reflected in the CF results framework through data disaggregation.	ongoing as expected	December	2023
7.2	Mainstream UNSDCF guiding principles on Leave No One Behind and the Human Rights-Based Approach in the annual CCA update, where they are situated, what their needs are, and elaborate on how the UN can contribute best to address their evolving situation.	30-Dec-23	UNCT (with support of RCO and CCA task team)	The 2023 CCA incorporates a comprehensive analysis of leaving no one behind (LNOB) in Cambodia's development process. The CCA identifies vulnerable population groups, including persons with disabilities, youth, women in the informal economy, rural poor, and migrant returnees, who are at risk of being left behind, and emphasizes the importance of targeted measures to address structural inequalities and ensure the economic, health, and political rights of all individuals are fully guaranteed. The UNSDCF 2024 – 2028 sets out the core principles which lie at the heart of SDGs. A description of the human rights-based approach, with an emphasis on inclusion and 'leave no one behind' is provided and the main body of the four UNSDCF priorities, outcomes and outputs are then systematically. UNSDCF Theory of Change (TOC) illustrates the cross-cutting nature of development interventions, sets out LNOB principles, the human rights foundations upon which all forms of lasting and inclusive development depend.	ongoing as expected	December	2023
<b>Recommendation 8: The UNCT, under leadership of the RC, should ensure a greater mainstreaming of the UNSDCF guiding principle on gender equality and women's empowerment.</b>							
<b>Management response - Accepted/Partially Accepted/rejected : .....</b>					<b>Accepted</b>		
<b>If rejected or partially accepted, please provide an explanation: .....</b>							
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				<b>Comments (or action taken)</b>	<b>Status of implementation</b>	<b>Month of monitoring</b>	<b>Year of monitoring</b>
8.1	Reflect Leave No One Behind (LNOB) along with Gender Equality and Women's Empowerment (GEWE) approaches in UNSDCF narrative and Results Framework	30-Oct-23	UNCT, GTG (with support of RCO and CF technical team)	The principle of LNOB along with the Gender Equality and Women's Empowerment (GEWE) approaches have been fully integrated in the CF development process as well as the narrative documents. In addition, it is already reflected in the CF results framework through data disaggregation.	ongoing as expected	December	2023
8.2	Continue to implement UNCT SWAP gender scorecard (annually); and implement the recommendations of the SWAP gender scorecard.	30-Oct-23	GTG and SWAP task team	GTG will conduct a final UNCT SWAP scorecard in Q4 of 2023 and come up with action plan to improve the implementation.	ongoing as expected	December	2023
<b>RECOMMENDATIONS TO IMPROVE SUPPORT FOR TRANSFORMATION CHANGE AND CROSS-CUTTING ISSUES</b>							
<b>Recommendation 9: The UNCT and the Government should contemplate creating an integrated funding framework in the next UNSDCF, and adequate funding instruments to ensure the scale of impact necessary for attaining the 2030 Agenda.</b>							
<b>Management response - Accepted/Partially Accepted/rejected : .....</b>					<b>Accepted</b>		
<b>If rejected or partially accepted, please provide an explanation: .....</b>							

