



PROJECT DOCUMENT REVISION COVER PAGE
(Amendment I)
Cambodia

Project Title: Clearing for Results, Phase IV (CfRIV): Mine Action for Human Development

Award ID: 00090697

Project ID/Number: 00096338

Implementing Partner: Cambodian Mine Action and Victim Assistance Authority (CMAA)

Start Date: 01 January 2020

End Date: 31 December 2025

LPAC Meeting date: 16 October 2018

Brief Description

The Clearing for Results, Phase IV (CfRIV): Mine Action for Human Development Project is the UNDP's flagship project of support to the Royal Government of Cambodia (RGC) in the mine action sector. With the RGC's target of seeing Cambodia mine-free by 2025 in accordance with the National Mine Action Strategy (NMA) 2018-2025, CfRIV builds on the success of previous Clearing for Results projects which began in 2006.

Developed around three outputs and the achievements and lessons learned from previous phases, CfRIV aims to support land release of 73.85km² of mine affected land through survey and clearance (Output 1) and provide strategic and technical advisory support to the Cambodian Mine Action and Victim Assistance Authority (CMAA) to undertake their mandate to coordinate, regulate and monitor the mine action sector in Cambodia through the implementation of the NMA 2018-2025 while building sector capacity to manage residual threats post-2025 (Output 2 and 3). Moreover, by instituting the 'mine-free village' program piloted in Phase III, the Project aims to create pathways for accelerated development in villages that have been declared mine-free to reduce poverty, enhance socio-economic development and livelihoods for the most vulnerable households.

Amendment I Description

This first amendment of the CfRIV Project Document was drafted to include [1] contributions received from New Zealand and KOICA in the revised multi-year workplan, [2] increase the land release target from 56km² to 73.85km². This increase is made possible, amongst other reasons, by the introduction of Non-Technical Survey (NTS), an innovative, efficient and effective land release methodology and ongoing clearance efforts, both of which are being expanded nationally from the three original target provinces of Banteay Meanchey, Battambang and Pailin under Output 1, [3] expand Victim Assistance and Explosive Ordnance Risk Education (EORE) and the revised gender and post-clearance

development approaches under Output 2, [4] update the Theory of Change, Project Quality Assurance Assessment, Social and Environmental Screening, and Risk Log, and [5] revise the Results and Resource Framework (RRF) based on updated activities, indicators, baseline values, and annual targets in accordance with the amended.

<p>Contributing UNDAF/CPD Outcome: By 2023, women and men in Cambodia in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.</p> <p>CPD Output 1.3: Left-behind, & mine-affected, communities have access to mine-free land for better livelihoods (GEN 2)</p>	Total Resources required:	USD 20,827,863	
	Total Resource Allocated:	TRAC	USD 504,952
		AUS/DFAT:	USD 5,317,818
		DFAT (balance from CfRIII)	USD 151
		KOICA:	USD 9,146,628
		New Zealand:	USD 3,858,314
		Government (10%):	USD 2,000,000
		Unfunded:	N/A
Note: Donor totals have been rounded up to nearest dollar			

Agreed by (signatures):

Implementing Partner	UNDP
<p>H.E. Ly Thuch Senior Minister and 1st Vice President of CMAA</p>	<p>Alissar Chaker Resident Representative, UNDP Cambodia</p>
Date:	Date:

Acronyms

APMBC	Anti-Personnel Mine Ban Convention
ARMAC	ASEAN Regional Mine Action Centre
BLS	Baseline survey
CDNA	Capacity Development Needs Assessment
CDP	Capacity Development Plan
CfR	Clearing for Results
CfRIII	Clearing for Results III
CfRIV	Clearing for Results IV
CMAA	Cambodian Mine Action and Victim Assistance Authority
CMAS	Cambodian Mine Action Standards
CPD	Country Programme Document
CRPD	Convention on Rights of Persons with Disabilities
CSDG	Cambodian Sustainable Development Goal
DBU	Database Unit
DFAT	Department of Foreign Affairs and Trade (Australia)
ERW	Explosive Remnants of War
GICHD	Geneva International Centre for Humanitarian Demining
GMAP	Gender Mainstreaming in Mine Action Plan
HH	Household
IMSMA	Information Management System for Mine Action
IP	Implementing Partner
KOICA	Korea International Cooperation Agency
LRNTS	Land Reclamation Non-Technical Survey
MAPU	Mine Action Planning Unit
NIM	National Implementation Modality
NMAS	National Mine Action Strategy
NPD	National Project Director
NPM	National Project Manager
NSDP	National Strategic Development Plan
NZ	New Zealand
EORE	Explosive Ordnance Risk Education
PMAC	Provincial Mine Action Committee
PMS	Performance Monitoring System
POPP	Programme Operations Policies and Procedures
PWD	People with Disability
QMT	Quality Management Team
RGC	Royal Government of Cambodia
RRF	Results and Resource Framework
RS	Rectangular Strategy
SDG	Sustainable Development Goal
SEPD	Socio-Economic Planning and Database Management Department
SHA	Suspected Hazardous Area
TWG-MA	Technical Working Group-Mine Action
UNDP	United Nations Development Programme

Development Challenge

Cambodia's landmine contamination is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The north-western region bordering Thailand has some of the densest global concentrations of anti-personnel mines (APM) while other areas of the country, mainly in the east, have been impacted primarily by the presence of explosive remnants of war (ERW), including cluster munitions.

Mines and ERW have killed and injured over 65,000 people in Cambodia since 1979. Although, the number of annual casualties has been brought down from 4,320 in 1996 to 44 in 2021, Cambodia has some of the highest numbers of casualties in the world. Mines and ERW continue to kill, injure, and traumatize people and communities, and severely impede humanitarian responses, peacebuilding and stabilization efforts, social and economic recovery, and sustainable development. Throughout Cambodia, almost 1,000,000 people still live and work in areas contaminated by mines and ERW, including cluster munitions.

Mines and ERW prevent reconstruction and development from taking place in a safe environment. Most community, provincial and national development projects would not have taken place without the support of mine and ERW clearance. In a mine affected country like Cambodia, mine action forms the backbone for rural and national economic development.

Humanitarian mine action in Cambodia started in 1992 by national and international operators. To ensure proper management, effectiveness and efficiency of the mine action sector, the RGC established the Cambodian Mine Action and Victim Assistance Authority (CMAA) in late 2000 under Royal Decree No. 160. The CMAA is mandated to plan, regulate, coordinate, and monitor mine action activities to ensure contribution to the national development priorities.

With support from the international donor community, development partners, private sector, line ministries and national and international operators, the RGC has made great efforts over the past 30 years to remove mines and ERW throughout the country. From 1992 to June 2022, 2,431km² of contaminated land has been cleared and released, on which over 1.1 million APM, more than 26,000 anti-tank mines, and over 3 million ERW were found and destroyed.

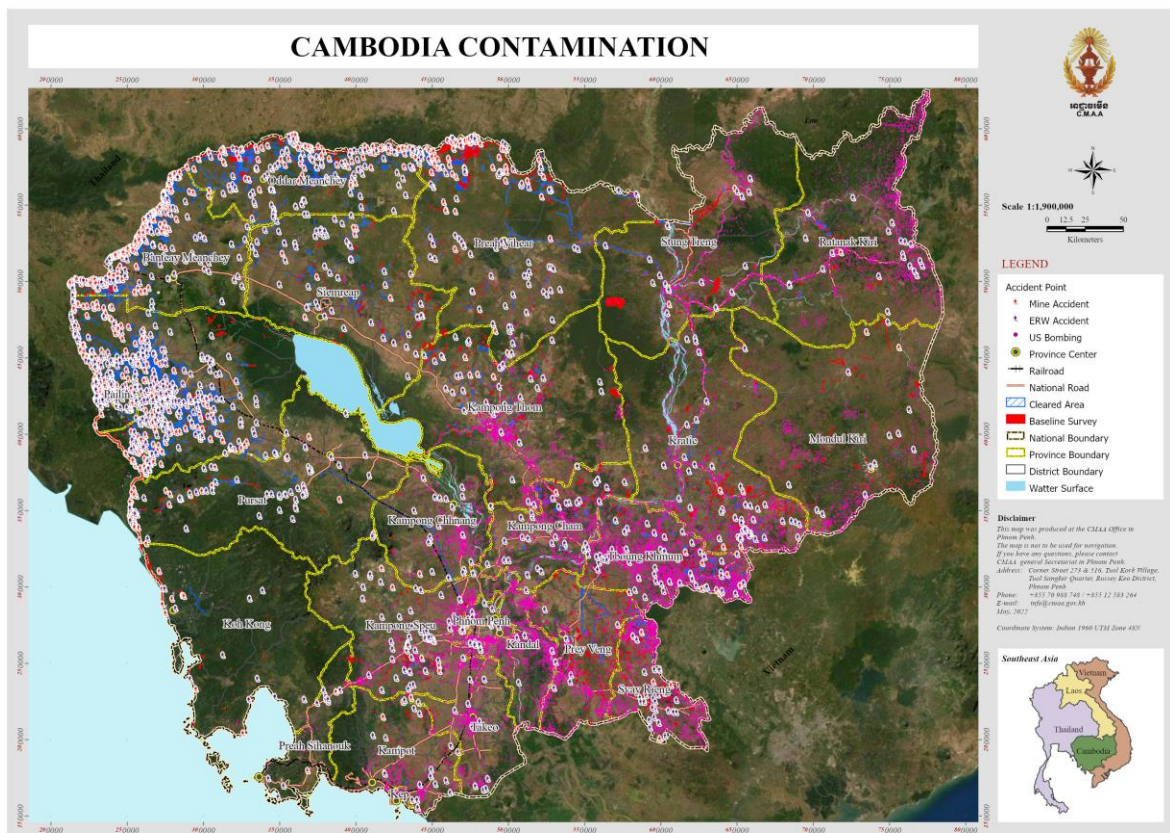
Despite this commendable effort, much work remains. As State Party to the Anti-Personnel Mine Ban Convention (APMBC), the RGC is committed to clearing all known landmines by the end of 2025. This commitment, whilst not legally binding, was made in good faith and one that Cambodia and other State Parties took seriously and aspire to meeting. To operationalize and coordinate efforts towards this goal, the CMAA drafted a comprehensive National Mine Action Strategy (NMAS) 2018-2025, outlining eight goals and associated objectives which envisions a mine-free Cambodia by 2025, including Goal 1: Release all known landmine contaminated areas by 2025. The RGC has also adopted a localized 18th Sustainable Development Goal to "End the negative impact of mines/ERW and promote victim assistance".

From 2006 to June 2022, the Clearing for Results Project (CfR), currently supported by Australia, New Zealand, Republic of Korea, the RGC and UNDP, has worked in partnership with the CMAA to clear and release 297km² of mine affected land for use by communities for livelihoods and service provision, representing over 12% of the sector’s achievements. The Project has historically targeted the most mine-affected provinces of Battambang, Banteay Meanchey, and Pailin. These provinces collectively account for 48% of all reported casualties in Cambodia since 1996.

However, mines and ERW are still present across 1,992 km² of contaminated land (figure 1), of which 716 km² is contaminated by landmines, which continue to hinder the country’s reconstruction and development and constrain livelihood activities of rural communities. Noting the country-wide contamination, CfRIV has expanded landmine survey and clearance activities to additional provinces from 2022.

Achieving a mine-free Cambodia by the RGCs target date of 2025 will be challenging, as external donor assistance declines in response to Cambodia’s improved economic development while the remaining land to be cleared by the target date is significant and unlikely to be achieved without financial support. This is despite the RGCs commitment to contribute 10% of the necessary funds towards the CfR Project.

Figure 1: Mine/ERW Contamination Area 2022



The Government, and in particular CMAA, have the necessary planning, procurement, quality assurance, and monitoring capacities to manage and coordinate the land release process as a result of capacity building efforts made through the three previous phases of the CfR Project. The improvement in CMAAs capacity includes a better understanding of the

remaining landmine and ERW problems, improvements in land release methodology (technical and non-technical surveys), a national Performance Monitoring System (PMS)¹, and better operational efficiency². This has led to an improvement in the efficiency and accountability of clearance activities. However, with the approval of the **National Mine Action Strategy (NMAS) 2018-2025** in December 2017, more **comprehensive capacity building** will be required to support CMAA and Mine Action Planning Units (MAPUs), particularly in relation to government resource mobilization and sector coordination, monitoring of land use, improving gender mainstreaming in planning and land release, as well as monitoring the environmental impact of land release and land use. Moreover, the **necessary human, technical and financial capacities in other government agencies/departments to deal with any residual mine/ERW contamination challenges beyond 2025 are insufficient** and need to be addressed³.

Despite the significant progress in making land safe, the continuing prevalence of mines in predominantly rural, agricultural provinces perpetuate poverty rates and impede local development. As noted in the CfR III mid-term review, most households (70.2% in the Plains region⁴) own less than 1ha of land for agriculture, and many families have incurred significant debt with high-interest rates (41.1% of rural households are in debt, with an average interest rate of 2.3%) in order to invest in agricultural capital – most debts cannot be paid down through agricultural income alone and many families or family members migrate to Thailand to earn additional income to service household debt.

The situation is demonstrative of the fact that while the land is increasingly safe, additional support is required in target villages to improve land use planning and diversify livelihood opportunities in order to make any headway on poverty reduction, particularly for the poorest and most vulnerable households. This requires a more hands-on approach in **linking the released land to other development programmes aimed to accelerate sustainable, gender-sensitive socio-economic development** in the target villages which align with the RGCs long-term vision for the country.

To date, the 'human development' aspect of the CfR Project has been the development of the PMS for improved data management and understanding of land use. However, land use is an inadequate indicator of land productivity and household incomes, and without pathways to support targeted and accelerated development, land released through the Project is at risk of being safe but ineffective in contributing to poverty reduction and improving overall development outcomes in the target communities.

The development challenges are recognized, and commitments are made in the RGCs vision and strategies to clear all mines in the country, as well as to use its experience to support mine action globally as follows:

¹ The CfR III mid-term review (February 2018) noted that the project's mandate to link mine action with human development is helping to broaden the lens of community needs beyond land release. Its activities to develop a socially and environmentally-sensitive Performance Monitoring System (PMS) help to broaden the understanding of what communities need once mines are cleared and land is released.

² The CfR III mid-term review found that the project is one of the most efficient projects in terms of demining, getting the best value for money in terms of \$/m². This is largely due to the fact that operators do not charge CfR III for the cost of new equipment, keeping costs to, on average, less than \$0.20/m². With the inclusion of non-technical surveys, this will increase the overall cost-efficiency of land release and will be complemented by decreased operational and transport costs as the 'Mine-free Village' program is broadly rolled out.

³ Residual threats refer to unknown mines and mine-impacted areas which exist once all known mines are cleared. This includes anti-personal and anti-tank mines, as well as UXOs. Unlike current mine action operations which are proactive, residual threats will be addressed through response only (information provided by the Deputy Director of CMAA on 17 October 2018).

⁴ Cambodia Socio-Economic Survey 2016

- At the 2014 Maputo State Parties Meeting to the Anti-Personnel Mine Ban Convention (APMBC), the RGC officially endorsed the Maputo +15 Declaration with the ambition to “intensify efforts to complete the country time-bound obligations with the urgency that the completion work requires.” With this, Cambodia “aspires to meet the goals [of the Maputo +15 Declaration] to the fullest extent possible by 2025”.
- In 2015, the RGC committed to a country-specific Sustainable Development Goal - Cambodian Sustainable Development Goal 18 (CSDG 18) to ‘end the negative impact of mines/ERW and promote victim assistance’.
- In December 2017, the government approved a **NMAS 2018-2025**, aligning itself with the Maputo +15 Declaration. The NMAS is also in line with the new Government Rectangular Strategy 2019-2023 (RS) and the NSDP both approved a year later. The RS places good governance center-stage and prioritizes human resource development, economic diversification, private sector implementation and inclusive and sustainable development. The NMAS outlines eight goals that aim by 2025 to release all known mine and prioritized cluster munitions contaminated areas, minimize the residual risks caused by ERW, and advocate for the rights and services of landmine and ERW survivors and indirect victims. The NMAS is clustered around two phases with Phase I covering 2018 to 2022 and Phase II covering 2023 to 2025. Achieving these eight goals will require approximately USD 407 million (Table 1) between 2018 and 2025.

Table 1: Estimated land release budget (source NMAS 2018-2025)

Land Areas	Classification	Remaining Contamination Size (m ²)	Land Released through Cancellation (m ²)	Budget Needed for Cancellation (USD)	Land Released through Full Clearance (m ²)	Budget Needed for Clearance (USD)	TOTAL AMOUNT (USD)
Mines	A1	101,634,035	25,815,045	348,503	75,818,990	55,347,863	55,696,366
	A2	232,684,317	51,698,947	697,936	180,985,370	69,648,604	70,346,540
	A3	49,143,184	7,651,594	103,297	41,491,590	9,128,150	9,231,446
	A4; B2	587,271,173	293,635,587	3,964,080	293,635,586	88,090,676	92,054,756
Cluster munitions (B1.2)		627,377,453	219,582,109	2,964,358	407,795,344	138,650,417	141,614,776
ERW (other than cluster munitions)		348,514,824	121,980,188	1,646,733	226,534,635	36,245,542	37,892,274
Total		1,946,624,986	720,363,469	9,724,907	1,226,261,517	397,111,252	406,836,159

Note:

- Land Release through cancellation accounts for 20%-50% of total contamination areas.
- Land Type A1 =Land containing a dense concentration of anti-personnel (AP) mines
- Land Type A2 =Land containing mixed AP and anti-tank (AT) mines
- Land Type A3 = Land containing AT mines
- Land Type A4 =Land containing scatter or nuisance presence of AP mines
- Land Type B1.2 =Land containing cluster munition
- Land Type B2 =Land with no verifiable mine threats
- The annual inflation rate of approximately 2.5% has not been included in this budget estimation

1. Strategy

In line with the NMAS 2018-2025, the Project seeks to support the RGC in achieving its goal of declaring Cambodia mine-free by 2025 and promote local development in mine-affected

areas. This Project serves as the fourth phase of the CfR Project, consolidating the results of the first three phases and putting focus on supporting the transition of a humanitarian-driven mine action sector to one that utilizes the results of mine action to support targeted action for poverty reduction and human development in identified communities.

Acknowledging the limited resources of both the project and the sector, CfRIV will continue to maximize our impact through innovative, efficient and effective clearance and land release methodologies and will maintain advocacy towards resource mobilization efforts from traditional, non-traditional and private sector development partners to address gaps in mine action.

This will be conducted via land release, improved national and local capacities to undertake mine action by ensuring that CMAA is able to undertake its mandate in an effective, efficient and accountable manner, and positioning mine action as an enabling factor for socio-economic development in target communities. This includes providing technical support to the Government to create national and provincial 'pathways' which will support targeted and accelerated development in 'mine-free villages', particularly those supported through the Project, and those that are applicable to all communities affected by land mines – addressing a recommendation from the CfRIII final review which identifies that while CfR should not redirect resources from clearance nor seek to implement development programs, it should, however, pro-actively seek and welcome other agencies who may be poised to more directly catalyze synergies.

To create these pathways, the Project is applying the power of integration and UNDPs Strategic Plan 2022-2025 direction of change of leaving no one behind, a rights-based approach centred on empowerment, inclusion, equity, human agency and human development capabilities which recognizes that poverty and inequality are multidimensional; to work with other government, non-government organizations and private sector - including other UNDP projects - to facilitate an integrated area based development approach to maximise land use planning and diversify livelihood options (for example linking mine-free un-electrified villages with solar mini-grids or solar water pumping, or partnering with Cambodian Disabled People's Organization (CDPO) to provide skills training for victims of landmines/ERW at partner Technical Vocational Education and Training (TVET) organizations and local shops). Mainstreaming mine action into local development plans in mine affected areas establishes a common understanding of objectives, risks and vulnerabilities to deliver more strongly integrated development solutions.

The relevant Country Programme Document (CPD) Output (Output 1.3), '**Left behind and mine affected communities have access to safe land for better livelihoods,**' also contributes to the Cambodian country-specific SDG (CSDG 18) to 'End the negative impact of mines/ERW and promote victim assistance.' This is achieved through the adoption of two of UNDPs signature solutions: (1) poverty and inequality, and (2) gender equality.

To achieve this and ensure that Project results are sustainable, certain necessary pre-conditions need to be in place, including effective and efficient clearance and land release, recovery and development in affected communities, and strong sector management. Therefore, the Project's targeted outputs are:

Output 1: 73.85km² of suspected hazardous areas in targeted villages are released through survey and clearance activities

Output 2: Affected and vulnerable populations provided with expanded opportunities for decent livelihoods, inclusion, and wellbeing in accordance with national development priorities

Output 3: Strengthened mine action sector management and national capacities that address residual threats

The interventions necessary to ensure that these preconditions are in place can be bundled into two approaches: 1) the provision of technical and advisory assistance for survey and clearance, quality assurance, data collection and capacity building on technical issues such as data analysis and gender mainstreaming in mine action; and 2) financial assistance from UNDP and donors for land release and livelihood development to supplement available resources from the Government. These intervention strategies are employed based on the strengths and added value of UNDP: a focus on technical assistance as well as global expertise in supporting the Government to transition from humanitarian to long-term development programming. This theory of change (Figure 2) is presented in the diagram below and includes provisional activities for the technical and advisory assistance necessary.

2. Theory of Change Flow Chart

IF

- Land is cleared, the risk of deaths and injuries from mines/ERW is reduced/eliminated
- Affected populations have increased access to medical and psychosocial care and socio-economic support
- National and sub-national authorities are institutionally and financially strengthened to undertake their respective mandates

THEN

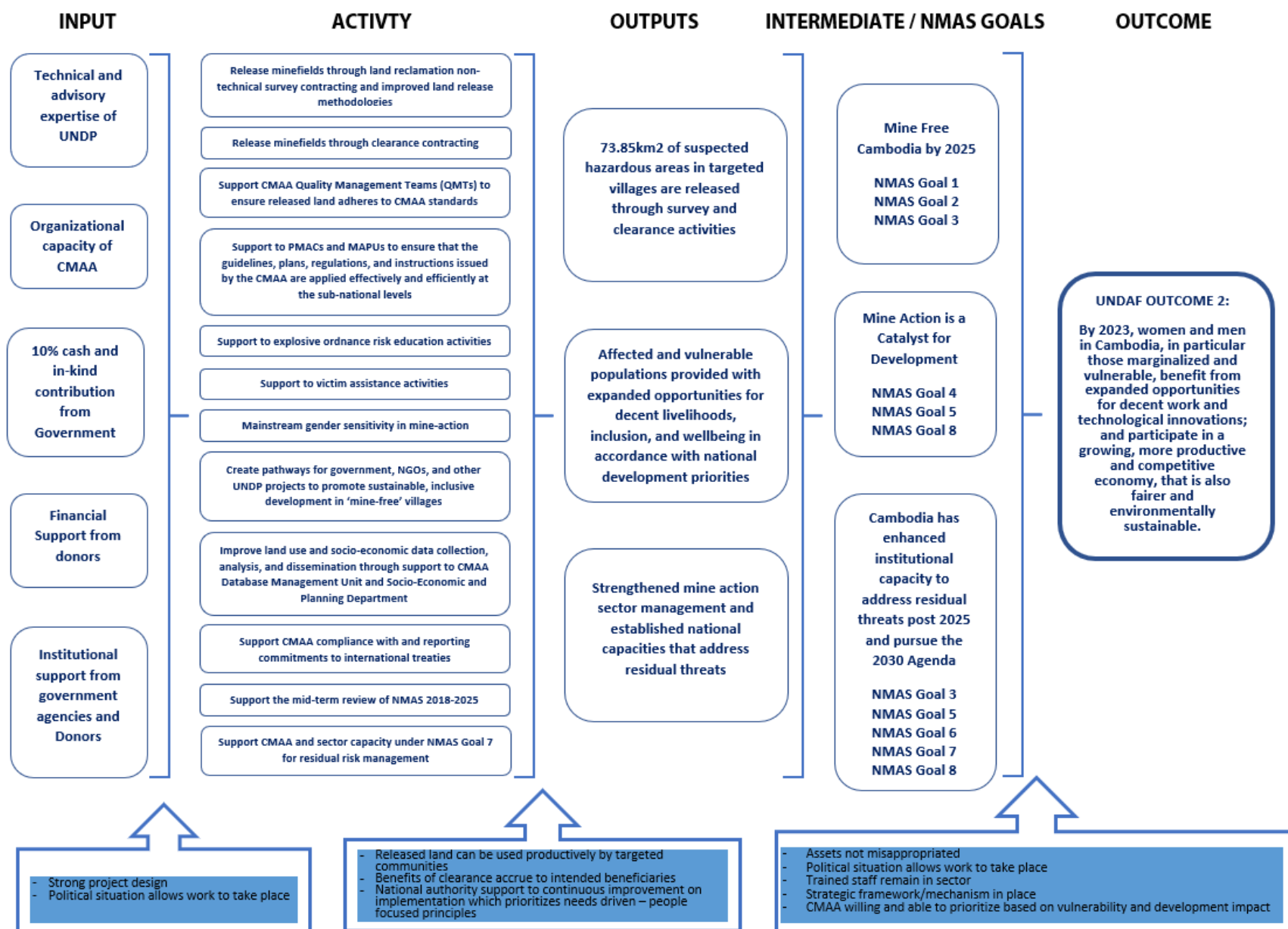
- The communities can use the cleared land for livelihood and productive activities
- There will be improvement in the quality of life of survivors and their families, and better socioeconomic reintegration
- The RGC would be able to meet the commitment set in Article 5 of the APMBC which aims to have the country free from all known landmines by 2025. This also contributes to the strategic objective set in CSDG 18, and in the National Strategic Development Plan 2019-2023 - key policy priority 6 on inclusive and sustainable development

BECAUSE

- The risk of harm is reduced through safer behaviour and clearance in line with the APMBC commitment
- Humanitarian mine action is integrated in development plans, for sustainability and mobilizing complementary resources
- National and sub-national authorities have the needed expertise, human and financial resources to deliver on their respective mandates.

The technical and advisory assistance interventions have been identified based on the ongoing capacity building work provided by CfR to CMAA and MAPUs, as well as the needs identified in the NMAS 2018-2025. Links between proposed activities and the NMAS are detailed below. To achieve these outputs and contribute to the intended outcome, the Project will be delivered over a six-year period (2020-2025) with a total budget of USD 20,827,863.

Figure 2: Theory of Change Flow Chart



3. Results and Partnerships

4.1 Expected Results

The following activities, contributing to three outputs, have been identified to secure the preconditions necessary for achieving the Project outcome, ensuring that results are sustainable and socially and environmentally responsible.

Output 1: 73.85km² of suspected hazardous areas in targeted villages are released through survey and clearance activities

NMAS 2018-2025 outlines Cambodia's commitment to achieve a mine-free Cambodia by 2025, to align itself with the Maputo+15 Declaration and to meet its own Sustainable Development Goal on mines/ERW. The NMAS also outlines key operational efficiency measures the sector needs to adopt in order to achieve its 2025 goal.

Moreover, the CfRIII final review states that most of the areas with high humanitarian impact have been cleared and that the mine action sector is now transitioning from a humanitarian to a developmental approach. Recommendations from the review propose the Project should work towards a mine-free village strategy. This recommendation is in line with NMAS 2018-2025 and the RGCs mine-free village program. The Mine Free Village program will provide dedicated clearance assets to clear all known minefields within a village, leaving no 'pockets' of contamination and therefore allow full-scale community development to take place at once. This approach has received many accolades at the provincial and district levels, with officials (and villagers) noting that such a strategy would improve the efficiency and effectiveness in development planning and, more importantly, provide communities with an assurance and psychological relief that all areas of the village are mine-free, not only certain parts. The Mine-Free Village program allows for a 'certification' process that would give development partners strong, tangible results and peace of mind on cleared villages.

Provincial and district governments also face a number of challenges in promoting community development once the land is released and declared mine-free. One barrier is a lack of knowledge at the community level about local economic development opportunities that are not primarily agriculturally based, which impacts what types of projects and activities communities identify for funding by the Government in the Commune Investment Plans. For example, limited knowledge is available regarding the importance of diversifying livelihoods and strengthening land-use planning for small-holders as more land is declared free from mines/ERW. Second, for many households the land available to them for productive use is too small (less than a hectare) and as a result, they cannot generate enough profit to sustain the members of their household⁵. Moreover, after the land is cleared, the land is handed over to the owner who might sell it rather than using it for productive purpose. Third, climate change has negatively impacted agriculture and rural households. To optimize and sustain the use of released land, there is a need to improve climate-sensitive and environmentally sustainable agricultural practices and diversify land use options. Applying an integrated approach to local development by engaging local actors and development partners, including other UNDP projects, will increase knowledge of and access to improved productive use of released land and

⁵70.2% in the Plains region, with 62% of households (HH) – 68.2% of female-headed HH – have only one parcel of land to farm.

supported poverty reduction through access to local and diversified socio-economic development activities.

Activity 1.1: Conduct land reclamation non-technical survey and baseline survey

The Project will contract land reclamation non-technical survey and baseline survey (LRNTS+BLS⁶) teams to release land that does not require clearance and capture previously unidentified contaminated land in the target villages, thereby maximizing the utilization of Project resources. This is also in-line with efficiencies outlined in the NMAS 2018-2025.

To ensure robust project oversight in line with CfRIVs national implementation modality, the CMAA would be responsible for contract management and quality assurance/quality control in the field, while the UNDP project team shall monitor contract performance and results, providing operational guidance as appropriate.

Under the Project, attention will be paid to the efficiency in releasing land by using LRNTS+BLS. In other words, clearance activities will be carried out when needed only after the LRNTS+BLS.

Activity 1.2: Clear and release land through clearance contracting

Mine clearance services contracted to the Project will clear and release contaminated land in the target villages from 2020. The procurement of clearance services will be done using the national system by CMAA. The selection of local contractors will go through CMAAs competitive procurement process according to the most recent, cost-effective, and efficient means. The Project will support CMAA to closely monitor the contractor's activities following CMAA consolidated rules and guidelines, including the revised 2022 Guidelines on Gender Mainstreaming in Mine Action in Cambodia which promote the participation of women in the prioritization of clearance activities.

The cost of land release is a combination of (i) non-technical survey; (ii) technical survey; (iii) and clearance per square meter (sqm) that is equal to USD 0.19 (*estimated average across six years). This is subject to change as new technologies are made available on the market or based on currency exchange adjustments. In case the contamination appears to be more serious than evaluated during the 2020 baseline survey, there is scope to allow for a feasibility study to be undertaken on potential national residual threat management beyond the duration of the Project.

CMAA has the responsibility to ensure that clearance work conforms to the expected standards, is gender-inclusive, mine risks are communicated to target communities, and that other relevant risks are minimized during the clearance activities. To perform these roles, the Project will continue to strengthen the capacity of CMAA, especially the Regulation and Monitoring Department and the Socio-Economic Planning Department, and possibly an extension to the Technical Reference Group – Survey and Clearance etc. to strengthen the quality control/assurance on clearance, gender inclusivity, and regulation/policy conformation.

⁶ In 2015, CMAA instituted the **land reclamation non-technical survey and baseline survey (LRNTS+BLS)** as a standalone process to re-survey or re-verify suspected hazardous areas (SHA) identified during the BLS process. LRNTS is a **vital cost-efficiency measure** and is aimed at using updated and precise information relevant to where contamination is before applying the most expensive activities (deployment of full clearance assets.)

With an allocation of USD 11.6 million 12 million⁷⁸ for land release over six years, the Project aims to release 73.85km² of land in targeted villages. Consideration for expanding the land targeted to be cleared will be made, should additional funding be mobilized, or savings realized.

Activity 1.3: Support CMAA Quality Management Teams (QMTs) to ensure released land adheres to national standards.

The Project will support the work of CMAA QMT to ensure that mine action operations are conducted safely, effectively, and efficiently for the benefit of the donor community, deminers, and post-clearance land users. The QMT teams are deployed in the fields roving from demining site to demining site to conduct quality assurance and quality control inspections of mine action activities to ensure that they are implemented according to the approved Standard Operating Procedures and Cambodian Mine Action Standards (CMAS).

Activity 1.4: Create pathways for integrated and inclusive development in 'mine-free' villages.

The Project will support the clearance and land release activities under the Mine Free Village program, by first deploying LRNTS+BLS teams to conduct non-technical survey and then applying dedicated clearance assets to a village to clear all known contamination and through the Mine Free Village program, enable CMAA to certify the village as Mine Free.

Simultaneously, the Project will create pathways for government and non-government organizations - including other UNDP projects - to work with the local community to leverage off the foundation of mine action and implement activities which enable the cleared land to be put to productive use for agriculture, infrastructure and other diversified livelihood and development opportunities with a specific focus on the needs of and opportunities for vulnerable households⁹ and the RGCs national priorities and development plans.

Output 2: Affected and vulnerable populations provided with expanded opportunities for decent livelihoods, inclusion, and wellbeing in accordance with national development priorities

In December 2017, the Government approved a NMAS 2018-2025, aligning itself with the Maputo +15 Declaration. The NMAS is also in alignment with the Government's RS 2019-2023 and the NSDP, both adopted a year later. These strategies place good governance center-stage and prioritize human resource development, economic diversification, private sector implementation, and inclusive and sustainable development. The NMAS outlines eight goals that aim by 2025 to release all known mine and prioritized cluster munition

⁷ Estimate total budget for Act 1.1 and Act 1.2 is USD 11,607,751.30 (from 2020 to 2025). This has increased from USD 11,464,560 under from original Project Document commitments.

⁸ NMAS 2018-2025 identifies the need for USD145.6 million to clear mine-affected areas from 2020 to 2025. This amount translates to approximately 658 square kilometers of land release.

⁹ This will in particular take into consideration the knowledge/skills gaps that need to be filled, particularly for women and people with disabilities (PwD) who are more likely to have not completed primary education (66% of women in rural areas dropped out of primary school, Cambodia Gender Assessment 2014), but who make 51.4% of wages in the rural agricultural sector (Cambodia Socio-economic Survey 2016).

contaminated areas, minimize the risks caused by ERW, and advocate for the rights and services of landmine and ERW survivors and indirect victims.

Moreover, Cambodia ratified the Convention on Rights of Persons with Disabilities (CRPD) in 2012, adopted the Law on the Protection and Promotion of the Rights of Persons with Disabilities in 2009 and the National Disability Strategic Plan 2019-2023 in 2018. A Gender Mainstreaming in Mine Action Plan (GMAP 2018-2022) was also approved in 2018 by CMAA. In 2020, a CMAA Gender Capacity Assessment was completed which aimed to identify areas which should be strengthened to advance gender equality and the empowerment of women and girls affected by landmines in Cambodia. Based on the assessment recommendations, and with the support of CfRIV, CMAA drafted the current Gender Mainstreaming in Mine Action Plan (GMAP) 2021-2025, which links to the revised 2022 Guidelines on Gender Mainstreaming in Mine Action in Cambodia, Cambodia's National Mine Action Strategy (NMAAS) 2018-2025 and NMAAS three-year implementation plan 2021-2023.

Though landmines and cluster munitions are indiscriminate weapons, their impact and consequences are different for women, girls, boys and men. Gender and diversity influence the role an individual plays in their community and in its social and economic activities. Gender and diversity also affect the likelihood of a person becoming a victim of a landmine or cluster munition, and their ability to access medical treatment, risk education, and other services¹⁰. In line with the NMAAS 2018-2025 and other national policies and strategies mentioned above, the Project will continue to support the RGC in achieving its goal of declaring Cambodia mine-free by 2025, to promote local development in mine-affected areas, to provide victim assistance, to undertake Explosive Ordnance Risk Education (EORE) activities in affected communities, and to ensure that mine action is gender-sensitive.

Activity 2.1: Support to victim assistance activities

The Project will continue to promote survivors' rights and to expand and strengthen survivor networks to reach survivors in remote and rural areas who face difficulties in accessing available services. The Project will collaborate with other UNDP disability initiatives and various government and non-government organizations working in the sector to facilitate mine and ERWs survivors and their family's access to services free of charge, including receiving rehabilitation services and livelihood development opportunities, including skill training through Technical Vocational Education and Training (TVET). The Project will also improve local resources for victim assistance through the provision of immediate emergency response and medical treatment, rehabilitation equipment and capacity development support to locally based rehabilitation experts.

Activity 2.2: Support to Explosive Ordnance Risk Education (EORE) activities

While the number of victims has significantly reduced over the years, there remains a need to further strengthen the capacity of operators and relevant institutions to provide effective mine/ERW risk education in impacted areas, including coordinating the provision of risk education to emerging high-risk areas. The Project will support community-based risk education to be assessed, improved, and reinforced, and gender,

¹⁰ GICHD *Why Gender and Diversity Matter – Gmap.ch*

age and developmentally appropriate EORE messages to be developed and shared, followed by regular monitoring of both these EORE activities and casualties to observe behaviour change, as per the 2022 Guidelines on Gender Mainstreaming in Mine Action in Cambodia. Finally, as part mine/ERW risk education, the Project will provide EORE training to police and teachers to further enhance the dissemination and reach of EORE to vulnerable populations.

Activity 2.3: Improve data collection, analysis, and dissemination through support to the CMAA Socio-Economic Planning and Database Management Department (SEPD)

The Project will support the implementation of the Performance Monitoring System (PMS) developed in CfrIII, with an emphasis on assessing how mine action outputs and outcomes are linked with poverty reduction. The PMS relates directly with the NMAS 2018-2025 Goal 5, which mainstreams the need of the government (both national and provincial) to address economic growth and poverty reduction, and Goal 8, to ensure mine action is more gender and environmentally sensitive through improved information management. Data captured through the PMS will lead to a better understanding of the needs of communities in affected areas and will be used to inform local economic and development planning.

Activity 2.4: Mainstream gender sensitivity and social inclusion in mine-action

To ensure that mine action takes into account the rights, needs and concerns of all members of an affected community, the Project will support CMAA to implement the three strategies contained with the GMAP 2021-2025 by providing technical and financial assistance across the tiers of institutional, operational and beneficiary activities.

Particular focus will be applied by the Project to promoting gender sensitive and inclusive targeted messaging in Explosive Ordnance Risk Education, access to Victim Assistance, and efforts to enable gender mainstreaming information to be voluntarily included in APMBC Article 7 reporting, such as sex, age and disability disaggregated data collection and analysis.

Output 3: Strengthened mine action sector management and national capacities that address residual threats

The CfrIII final review found that the progress of the Project's capacity-building approach, which primarily targets individuals, has been affected by the constant rotation of Government staff. As a result, Cfr needs a more comprehensive capacity development approach than what has been previously applied. Specifically, this means that Project support gives equal attention to the enabling environment and the necessary systems needed to ensure that the NMAS 2018-2025 can be effectively and efficiently implemented. With appropriate regulations and systems in place, rotation of staff should not have a dramatic effect on the business process as it currently does, with fewer breaks in the flow of work within CMAA.

Furthermore, based on the CfrIII final evaluation, the Project has distinguished between building CMAAs capacities and aligning them to international standards, and disseminating best practice from the Cambodian experience to global counterparts. This is particularly important to support the RGC, through the CMAA, to transition to residual risk management

(NMAS Goal 7) once all known landmines are cleared and to enhance efforts on technical cooperation and the exchange of knowledge sharing to countries that share similar historical realities and development challenges (NMAS Goal 6).

In 2019, a Capacity Development Needs Assessment (CDNA) of CMAA and MAPUs was undertaken which resulted in five recommendations, of which CMAA agreed to one and partially agreed to another. CfRIV is supporting CMAA and MAPUs in implementing the activities under the agreed/partially agreed recommendations in addition to supporting the needs of CMAA in accordance with the recent operational baseline assessment undertaken by GICHD which makes recommendations on the capacity of CMAA.

Activity 3.1: Support selected CDP activities based on UNDP added-value based on the results of the CDNA and CDP

The Project will support the implementation of CMAA selected activities of the CDP developed from the CDNA and based on UNDPs technical expertise and long-standing relationship with CMAA. The Project's capacity development support will be implemented with an ultimate goal of building a strong national institution to manage mine action sector and other residual threats after 2025.

Activity 3.2: Develop a comprehensive residual threats strategy

In line with NMAS Goal 7, the Project will support the RGC, through CMAA, to develop a comprehensive residual threat strategy, including legal and institutional frameworks as required. This will include support to develop, strengthen and maintain national capacity to transition to residual threat management once all known landmines are cleared (targeted for 2025 in accordance with the RGCs APMBC Article 5 commitment). This includes determining the normative, structural and procedural capacity that currently exists and the resources, capacities and processes which will be required to integrate residual threat management into the regular institutional set up of the RGC, creating a roadmap between the current and desired state.

This will also include improving the capacity of the CMAA Database Unit to ensure data is properly collected, analyzed, and used in decision-making and strategy development and to inform reporting under Article 7 of the APMBC and evidence driven achievement of Article 5.

Activity 3.3: Support CMAA compliance with and reporting commitments to international treaties

The Project will support Cambodia's compliance with and reporting commitments to international treaties, including the provisioning and sharing of experiences, leveraging South-South and triangular cooperation as a fundamental approach to development cooperation as outlined under the treaties. At the same time, the Project will support the ASEAN Regional Mine Action Centre (ARMAC) and utilize ARMACs positioning as a regional centre to promote the preservation, enhancement and sharing of mine action knowledge within the sector, region, and beyond.

Activity 3.4: Conduct mid-term review of NMAS 2018-2025

The Project will support the Government to conduct a mid-term review of the NMAS 2018-2025 implementation and provide policy and strategic support based on the recommendations of the review.

4.2 Resources Required to Achieve the Expected Results

Personnel resources

CMAA

The Project will be implemented through the National Implementation Modality (NIM). In addition to the Government staff assigned to work with the Project and Project personnel (see Project structure below). CMAA and MAPU staff will be responsible for the implementation of activities under Outputs 1, 2, and 3 with technical and advisory support from the below-mentioned UNDP staff.

UNDP Country Office

UNDP Country Office will work closely with CMAA to provide oversight and advisory support, particularly in relation to procurement processes, monitoring, evaluation, and cross-cutting issues such as gender mainstreaming and socio-economic impacts of land clearance. The UNDP Country Office will provide overall quality assurance functions as per the UNDP Planning, Monitoring and Evaluation guidelines.

UNDP Technical Assistance

For successful implementation of the project, CMAA team will be supported by the following UNDP technical experts. They include an International Project Coordination Specialist who is responsible to provide overall strategic and management advice and support to CMAA, especially on matters related to the implementation of Output 3, a National Mine Action Advisor responsible for providing overall technical advice to CMAA and MAPUs and matters related to Output 1, an International Project Coordination Officer (IPSA8) who is responsible for providing support and guidance to the coordination of activities under Output 2, a National Administration and Finance Assistant who will provide guidance and support to CMAA and the team on matters related to financial and assets management as well as logistics, and a technical expert who will provide support to the victim assistance related component (National staff, part-time; 48%). Additionally, UNDP will mobilize its internal experts from the Country Office, the regional hub and headquarters to support the project should assistance be required.

Partnerships

Besides the formal partnership between CMAA and UNDP, the Project will involve development partners, PMACs, operators, and local authorities in target districts to ensure accountability to Project beneficiaries (target communities) and support the national mine action capacity so that the RGC and non-governmental actors in the country are able to address residual challenges of land release and poverty reduction beyond the time frame of the Project. The Project will also collaborate with other UN agencies for greater synergy and impact. Under the victim assistance component, the Project will specifically engage with local and international organizations that have strong record of experiences and expertise in the fields. They include, but are not limited to, the Trauma Care Foundation, the International Committee of the Red Cross, the Cambodia's Disabled People Organization, the Battambang Disabled People Organization, and the People with Disabilities Foundation. At a regional level, the Project will work with the ASEAN Regional Mine Action Centre (ARMAC), which is mandated to facilitate cooperation within and between its Member States and relevant institutions to enhance awareness programmes on the

dangers of ERW among affected communities, facilitate appropriate medical and rehabilitation assistance for victims of ERW upon request from the affected ASEAN Member States, and assist interested ASEAN Member States in research and knowledge sharing on the effects of ERW and efforts to address them, including through writing proposals for technical assistance projects and funding, at their specific and individual request. Furthermore, regional collaboration will also occur with the UNDP Mine Action projects in Lao PDR and Viet Nam and the UN Liaison to the ASEAN as part of the Departments of Political and Peacebuilding Affairs and Peace Operations (DPPA-DPO).

South-South and Triangular Cooperation (SSC/TrC)

The Project will support opportunities for South-South Cooperation in support of the NMAS 2018-2025 Goal 6. In coordination with CMAA leadership, the Project will work closely with CMAA to provide technical and advisory support and share knowledge and best practices from Cambodia through ARMAC for regional cooperation. Knowledge products, including briefing notes, videos, articles, etc. will be developed and shared with ARMAC to disseminate CMAAs and the Cambodian mine action sector's expertise with ASEAN Member States. While CfRIV will support the development of knowledge products, costs related to training and conferences should be covered under ARMAC's budget.

Knowledge

The following knowledge products will be developed by the CfRIV Project, with the primary objective of capturing lessons and experiences from the entire CfR Project (2006-2025) so as to ensure the experiences of Cambodia and its excellent results are not lost.

Financial resources

The bulk of the financial resources required for the Project will be directed towards land clearance operations. In-kind contributions from the Government as well as the 10% of Government Cost Sharing for these activities include staff time, office space, and other logistics arrangements, particularly in terms of procurement, monitoring and quality assurance, on the part of CMAA and MAPUs, have been factored under CMAA. CMAA will also provide office space for the Project staff recruited by UNDP.

4.3 Accountability

Stakeholder Engagement

The *Primary Target Groups* for this Project are the members of the villages identified for land release through the Project. As per the attached Social and Environmental Risk Screening, a grievance mechanism is in place which is easily and anonymously accessible to members of target communities to share and address concerns as they arise, and not be left unaddressed between quarterly monitoring periods.

The *Secondary Target Groups* are CMAA, MAPUs in target provinces, PWDF and CDPO, and other relevant Government institutions who will be responsible for residual threats beyond 2025. These government agencies will receive capacity development and technical assistance through the Project. All stakeholders will be regularly consulted during Project implementation, particularly during quarterly monitoring activities and the Technical Working Group – Mine Action (TWG-MA) led by CMAA.

Table 2: Knowledge Project/Activity

Knowledge Product/Activity	Deliverable	When and Who
Lessons Learned Reports	Programmatic Lessons Learned related to CfRIV implementation	Mid-term and final stages of CfRIV implementation / Programme Analyst
Briefing Papers	1) Planning and Prioritization Process 2) Baseline Preparations/Technical and Non-technical Survey Costs/Benefits 3) Quality Assurance and Monitoring 4) Post-Clearance Monitoring 5) Data Management in Mine Action 6) Mine Action Sector Coordination	One Briefing Paper prepared each year of Project implementation / International Project Coordination Specialist and National Mine Action Advisor
Video Series	4 videos prepared in 2020/2021. Interviews with communities and officials from a sample village from each phase of the Project. Demonstrate the value of mine action, villagers' views on mine action and how mine action contributes to human development and poverty reduction	4 videos / International Project Coordination Specialist with support of UNDP Communications Team
Sustainability of Mine Action Database and PMS	Develop a strategy, as part of Output 2, to ensure that the Mine Action Database and PMS are appropriately backed-up and transferred to a relevant institution for archival purposes from 2025	2024 (Year 5 of the Project) / International Project Coordination Specialist and National Mine Action Advisor

Sustainability and Scaling Up

The focus of this Project is to serve as the transition strategy for UNDPs work in the mine action sector and to move away from primarily humanitarian support to regularized long-term community development. As such, the emphasis of activities is on sustainability and linking target communities with development partners in order to leverage the results of CfR (mine clearance, 'mine-free' villages) for comprehensive community development leading to poverty reduction.

4.4 Risks and Assumptions

The following areas for potential risk have been identified and are elaborated in the Risk Log as Annex 3:

- **Change in Government policy:** The RGC is currently committed to a mine-free Cambodia by 2025 and has committed 10% parallel funding to CfRIV throughout the project's lifecycle, in addition to its regular budget allocated for mine action. A change in Government policy could reduce Government contributions and restrict

demining activities in some areas and this will impact the 2025 mine-free goal and the Cambodia's obligation under Article 5 of the APMBC.

- **Change in Government staff:** Frequent changes in Government staff (management and administrative levels) could interfere with Project implementation and the impact of capacity building as the rotation of staff interrupt the flow of work and new capacity gaps would need to be addressed.
- **Decrease of ODA:** As Cambodia is now a lower middle-income country, the share of ODA is gradually decreasing. If there is no other sources of funding beside ODA, the RGC 2025 target of mine-free Cambodia could not be achievable.
- **Environmental disaster:** Environmental disasters such as flooding could impact land release operations by slowing Project implementation by delaying clearance operations due to access issues or shifts in suspected hazardous area polygons through terrain change requiring resurvey of land.
- **COVID-19 Pandemic:** The re-surge of COVID-19 could disrupt land clearance and delay the deployment of survey or clearance teams.
- **Border Buffer Zone (7km from border):** As of 4 January 2022, an Executive Order #7 issued by the Office of the Council of Minister stated that clearance of minefields within seven kilometers from the borders with neighboring countries should be approved by the Royal Cambodian Army (RCA). CMAA and RCA are now working in partnership to systematically visit minefields within the border areas to identify those safe for civilian clearance operations and those requiring RCA demining platoons. Delay in resolving the access issue will hinder the project's capacity to deploy survey and clearance teams to CfRIV target villages on the border areas, most notably in Banteay Meanchey and Pailin, and will require identification and repurposing of resources to new villages elsewhere to ensure land release targets are maintained.
- **Accuracy of the national database:** Net change of minefields in database continues to increase rather than decrease, resulting in an unmanageable workload. A continued increase of minefields being added to the national minefield database will drastically delay the RGCs capacity to meet its APMBC Article 5 obligations. The Project is working with CMAA to clean historical data and ensure new minefields are checked for evidence prior to entry to the database.

4. Results Framework

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

UNDAF Outcome 2: By 2023, women and men in Cambodia, in particular, those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

UNDAF SUB-OUTCOME 2.3: Social norms, policies, laws and institutions promote economic inclusion, especially of women, people with disabilities, women and men living in remote areas and the extreme poor.

UNDAF Outcome Indicator 2.3.2: Economic Inclusion of poor, people living remote locations and other marginalized groups, (number participating in RGC targeted UN-supported poverty eradication/ economic inclusion programmes - including SP & mine action)

Baseline: 0

Target: 100,000 (UNDAF target)

UNDP Strategic Plan Outputs 2022-2025:

Signature Solution 1: Poverty and Inequality

SP output 1.3: Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

Indicators:

1.3.1 Number of people accessing basic services:

- Persons with disabilities
 - 2021 Baseline: 4,834 persons with disabilities¹¹
 - 2022 Target: 5,317 persons with disabilities¹²
 - 2023 Target: 7,985 persons with disabilities¹³
 - 2024 Target: 7,985 persons with disabilities
 - 2025 Target: 7,985 persons with disabilities

1.3.3 Number of people accessing non-financial assets:

¹¹ PWDF statistic on PRCs in 2021. This figure is only for Battambang PRC.

¹² Added 10% to the 2021 statistic after discussion with BPRC Manager who expects increased services in 2022 due to resumption of services despite covid

¹³ The 2023- 2025 figure is to be determined and is based on people accessing 6 PRCs: BPRC= 5,317 PwD; Prey Veng PRC = 633 PwD; Kratie PRC= 213 PwD; Kien Khleang PRC = 928 PwD; Siem Reap PRC= 194 PwD; and Takeo PRC= 700 PwD. In 2022, CfrIV currently only supports BPRC, however, a 2022 needs assessment anticipates service expansion to these other PRCs given their limited resources vs community demand.

- Female
- Male
- 2021 Baseline: 32,570 (51% women)¹⁴
- 2022 Target: 39,327 (50% women)
- 2023 Target: 21,277 (50% women)
- 2024 Target: 17,352 (50% women)
- 2025 Target: 14,470 (50% women)

SP output 3.3: Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels,

Indicator 3.3.3: Number of institutions with gender-responsive resilient recovery strategies or plans in crisis and post-crisis settings, including stabilization and mine action, informed by joint assessments:

- National governments
- 2021 Baseline: 4¹⁵
- 2022 Target: 4
- 2023 Target: 4
- 2024 Target: 4
- 2025 Target: 4

UNDP CPD Output 1.3 (Project Outcome 1): Left-behind and mine-affected communities have access to safe land for better livelihoods

UNDP CPD Output indicators (with baselines and targets):

1.3.1: a) Area of mine-affected land released (km²); (b) Number of people benefitting from UNDP assisted mine action programme

Baseline (2019):

(a) 244.19 km²;

(b) 1,019,258 (50% women);

Target (2025):

(a) 318.04 km²;

(b) 1,169,698 (50% women)

Project title and Atlas Project Number: 00096338 Clearing for Results Phase 4 (CfRIV): Mine Action for Human Development

¹⁴ Figures taken from 2021 results and targets in ProDoc

¹⁵ 0 = Not in place, 1 = Work started, 2 = Work in progress, 3 = Work almost complete, 4 = Endorsed

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
CPD: Output 1.3. Left-behind and mine-affected communities have access to safe land for better livelihoods.	Indicator: 1.3.1: Area of mine-affected land released (73.85 km ²) (Target increased)	CMAA / UNDP records	244.19 km ² (2019)	11.42km ² (255.61 km ²)	26km ² (281.61km ²) CDP 2023 Target of 281km ² Achieved	15.50 (297.11km ²)	8.39 (305.50km ²)	6.84 (312.34km ²)	5.70 (318.04km ²)	73.85 (318.04km ²)	Contract reports
Project Output 1: 73.85km² of suspected hazardous areas in targeted villages are released through survey	1.1: Percentage of annual minefield's size surveyed released through Non-Technical Survey as per LR-NTS contract (New)	CMAA / UNDP records	0% (2020)	0%	25%	20%	20%	20%	20%	21% of total minefields surveyed via LR-NTS throughout course of project	Contract reports 2021 target of 25% as reported in the CfrIV 2021 annual report. 2022-2025 target of 20% based on assessment of 2021 achievement.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
and clearance activities											6 year total is the average of the 5 years of the activity (105/5=21)
	1.2: Number of QA/QC Inspections completed annually by CMAA ¹⁶ (Target reduced)	CMAA / UNDP records	1,399 (2019)	1,500	1,500 (<5% critical issues identified)	1,425 (<5% critical issues identified)	1,425 (<5% critical issues identified)	1,425 (<5% critical issues identified)	1,425 (<5% critical issues identified)	1,425 (<5% critical issues identified)	8,700 (<5% critical issues identified)

¹⁶ In 2021, a reduction of Government budget from June resulted in a reduction of QMT from 8 to 5 teams. In May 2022, CMAA set a new target of 1,425 annual QA/QC inspections which has resulted in an overall decrease of annual and project life targets.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
											or the environment/infrastructure.
	1.3: Number of people benefitting from cleared and released land (disaggregated by gender) (Target reduced)	CMAA / UNDP records	1,019,258 people (50% women) (2019)	28,979 people (1,048,237) (50% women)	32,570 people (1,080,807) (50% women) CDP 2023 Target of 1,064,302 (50% women) Achieved	37,824 (1,118,631) (50% women)	20,463 (1,139,094) (50% women)	16,688 (1,155,782) (50% women)	13,916 (1,169,698) (50% women)	150,440 (1,169,698) ¹⁷ (50% women)	Contract reports
Project Output 2: Affected and vulnerable populations provided	2.1: Number of mine/ERW victims or family members benefiting from livelihood development opportunities through access to skill training	CMAA / UNDP / RP records	0	N/A	0	(a) 175 mine victim survivors or their family members enrolled in skills training	(a) 155 mine victim survivors or their family members enrolled in skills training	(a) 165 mine victim survivors or their family members enrolled in skills training	0	(a) 495 mine victim survivors or their family members enrolled in skills training	CDPO reports 20% women as per agreement with Cambodia Disabled People's Organisation

¹⁷ Original ProDoc target of 301,664 cumulative beneficiaries was projected based on historical data of an estimated average of 5,541 beneficiaries per km². New target of 1,169,698 cumulative beneficiaries is based on actual results from 2020 and 2021. Additional contributing factor is the historical clearance of highly populated areas, while current clearance is removing pockets of contamination on land largely used for agricultural purposes, which sees a reduction in persons per square meter.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
with expanded opportunities for decent livelihoods, inclusion, and wellbeing in accordance with national development priorities	(20% women, disaggregated by type of benefits – direct/indirect) (New)					(20% women)	(20% women)	(20% women)		(20% women)	
	2.2: Number of persons with phantom limb pain who received the training on mirror therapy techniques and treatment (5% women) (New)	CMAA / UNDP / RP records	0	0	200 (5% women)	300 (5% women)	0	0	0	500 (5% women)	TCF reports
	2.3: Number of students registered to study physiotherapy (PT) course at the University of Health Sciences and prosthetic and orthotic (PO) course at the	CMAA / UNDP / RP records	0	0	0	34 (4 PO, 30 PT) (30% women)	34 (4 PO, 30 PT) (30% women)	34 (4 PO, 30 PT) (30% women)	0	34 (4 PO, 30 PT) (30% women)	Exceed Worldwide reports

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
	Cambodian School of Prosthetics and Orthotics (disaggregated course and gender) (New)										
	2.4: Number of EORE Training of Trainer participants with increased understanding, demonstrated through pre- and post-testing (Disaggregated by gender and profession) (New)	CMAA / UNDP records	0	N/A	0	80 teachers (30% women) 80 police (10% women) <small>18</small>	80 teachers (30% women) 80 police (10% women)	80 teachers (30% women) 80 police (10% women)	80 teachers (30% women) 80 police (10% women)	320 teachers (30% women) 320 police (10% women)	CMAA Public Relations Department reports Pre and post training surveys will be used to measure participants understanding of the dangers of explosive ordnance and EORE

¹⁸ Lower gender target due to lower numbers of women employed as police, i.e. no women are working as police in the target area of Battambang

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS	
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years		
	2.5: Percentage of people in EORE campaign targeted villages who report an increased awareness of mine/ERW risks post EORE campaigns (50% women/girls) (New)	CMAA / UNDP records	0	0	0	80% (50% women/girls)	80% (50% women/girls)	80% (50% women/girls)	80% (50% women/girls)	80% (50% women/girls)	80% (50% women/girls)	Annual village volunteer surveys Pre and post campaign surveys will be used to measure attendees understanding of the dangers of explosive ordnance and EORE
	2.6: No. of communes where Performance Monitoring System data is collected (Revised)	CMAA / UNDP records	0	1	3	4	3	3	3	3	17	CMAA SEPD reports
	2.7: Extent to which the GMAP 2021-2025 annual	CMAA / UNDP records	0	0	1	2	2	3	3	3	3	CMAA Gender Team reports

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
	implementation achieved (scale [0] not implemented, [1] less extent ¹⁹ , [2] some extent ²⁰ , [3] great extent ²¹) (Revised)										
Project Output 3: Strengthened mine action sector management and national capacities that address	3.1: Percentage of agreed activities of the capacity development plan (CDP) by CMAA implemented based on UNDP added-value)	CDNA Recommendation Report	0	100%	100%	100%	100%	100%	100%	100%	CDNA Management Response update report Target measures based on the number of CDP recommendations CMAA agreed (1) and partially agreed (1) to

¹⁹ [1] Less extent is defined by: a) GMAP 2021-2025 developed, b) functional review of Gender Team, c) Gender Team ToRs developed, d) gender disaggregated data collected and reported, e) Gender Team capacity development as per GMAP 2021-2025 implementation plan.

²⁰ [2] Some extent is defined by: a) annual workplan developed and implemented, b) gender disaggregated data collected and reported, c) Institutional capacity development as per GMAP 2021-2025 implementation plan, d) gender is mainstreamed in NMAS mid-term review report in 2022, e) mid-term review completed on the GMAP implementation in 2023.

²¹ [3] Great extent is defined by: a) annual plan developed and implemented, b) gender disaggregated data collected and reported, c) gender related findings from NMAS mid-term review implemented, d) GMAP mid-term review findings implemented, e) final evaluation on GMAP in 2025.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE VALUE	TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
				Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)	Total 6 years	
residual threats											in its management response
	3.2: Residual threat management activities completed in line with NMAS 2018-2025 three-year implementation plan/s (Yes/No) (Revised)	NMAS 2018-2025	No	No	No	Yes	Yes	Yes	Yes	Yes	Residual threat strategy monitoring report
	3.3: Percentage of management responsive actions to the NMAS mid-term review recommendations implemented.	NMAS 2018-2025	No	N/A	N/A	25%	50%	75%	100%	100%	NMAS Mid-Term Review Management Response update report

5. Monitoring and Evaluation

In accordance with the UNDP Programme Operations Policies and Procedures (POPP), the Project will be monitored through the following monitoring and evaluation plan:

To the extent possible the Project will make use of both national and other systems to assess progress and attainment of the expected results, particularly during the mid-term and final evaluations. Systems that could potentially be used as a source of data for monitoring are:

- The TWG-MA Joint Monitoring Indicators submitted to the Prime Minister annually;
- The CMAA Information Management System for Mine Action (IMSMA);
- The United Nations Development Assistance Framework (UNDAF) Annual Monitoring Report;
- The UNDP Country Programme Document (CPD) Annual Monitoring Report;
- Any other Project specific/Development Partners Monitoring System as deemed suitable by the DBU.

The CMAA DBU will develop a monitoring system and tools, strengthen their use, and coach and mentor relevant CMAA staff to apply these tools.

An independent mid-term review of the progress of the Project will be conducted before the end of 2022, and if appropriate it will suggest adjustments to the Project. Terms of Reference for this review and selection of the consultant(s) will be made in close consultation with CMAA, donors and relevant stakeholders. The Project will also contribute to the UNDP Outcome Evaluation, scheduled according to the CPD cycle. A final independent evaluation will be conducted at the end of the Project in 2025.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly (except 4 th quarter), annually, and at the end of the Project (final report)	Slower than expected progress will be addressed by Project management.	CMAA PMS Staff MAPU staff	Costs of quarterly field visits
Project Review (Project Board)	The Project's governance mechanism (i.e. Project Board) will hold regular Project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project's final year, the Project Board shall hold an end-of-Project review to capture lessons learned and discuss opportunities for scaling up and to socialize Project results and lessons learned with relevant audiences.	At least annually	Performance data, risks, lessons, and quality will be discussed by the Project Board and used to make course corrections.	Board members	Administrative costs of Project Board Meetings
Project Quality Assurance	The quality of the Project will be assessed against UNDPs quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project.	One at the design stage, once every two years during the implementation, and one at the end of the Project	Areas of strength and weakness will be reviewed by Project management and used to inform decisions to improve Project performance.		Time of UNDP CO staff incorporated in the Project budget
Project Field Monitoring	Project field monitoring is a requirement for all projects managed and/or funded by UNDP Cambodia.	At least annually	To ascertain the contribution of mine clearance to the safety and livelihood of the	Board Members	Costs of field visit

			community living in mine affected areas and visit clearance operations to facilitate donor representatives' observation of the field activities (mine clearance) funded by the CfRIV project.		
Monitor and Manage Risks and Issues	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by Project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		Time of UNDP CO staff, audit costs incorporated in the Project budget
Learn	Knowledge, good practices, and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the Project.	Quarterly through progress reports and annually to the Board	Relevant lessons are captured by the Project team and used to inform management decisions.	CMAA ARMAC	Cost of any field visits for data collection, interviews, and for local company / consultants for knowledge productions, including videos
Mid-Term Review	A review of the Project at its midway point to assess the progress of the Project against its intended outputs, its continued relevance to the operating context, other DAC evaluation criteria: effectiveness, efficiency, sustainability, and to assess the adaptive management capacity of the Project. Lessons and	2022	Recommendations from the MTR are followed up with a Management Response and implemented by the Project		Cost for MTR Consultant(s)

	recommendations for Project management are also provided.				
Final Evaluation and Lessons Learned Report	A final evaluation of the Project to determine the efficiency, effectiveness, results, sustainability, and impact of the Project across all Outputs, and document lessons learned, success stories, and good practices in order to maximize the experiences gained	2025	In the context of this Project, findings from the evaluation and lessons gathered will be shared globally through the ARMAC and used for training and advocacy purposes.		Cost for Final Evaluation Consultant(s)

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output New Strategic Plan 2022-2025	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project mid-term review	CMAA	SP Output 1.3, and 3.3	Inclusive Growth	2022	Project donors, demining operators, provincial authorities, Project target groups.	USD 25,000 (Project fund)
Project Final Evaluation	CMAA	SP Output 1.1.3, and 3.3	Inclusive Growth	2025	Project donors, demining operators, provincial authorities, Project target groups.	USD 25,000 (Project fund)

6. Multi-Year Work Plan

Categories	Year 2020 Actual Expense		Year 2021 Actual Expense		Year 2022		Year 2023		Year 2024		Year 2025		TOTAL 2020 - 2025	
	GPF	Donor	GPF	Donor	GPF	Donor	GPF	Donor	GPF	Donor	GPF	Donor	GPF	Donor
I- Mine Action Clearance	-	1,551,510	-	2,367,538	-	3,487,157	-	1,922,951	-	1,252,623	-	1,025,972	-	11,607,751
Non Technical Survey	-	-	-	305,569	-	267,002	-	490,619	-	427,000	-	320,250	-	1,810,440
Mine Clearance Activities	-	1,551,510	-	2,061,969	-	3,220,155	-	1,432,332	-	825,623	-	705,722	-	9,797,311
II- Project Management Support	-	254,278	-	476,196	-	1,006,997	-	1,079,116	-	979,640	-	931,554	-	4,727,782
Consultancy cost (Gender Training Need Assessment, Impact Evaluation, Final Evaluation, ...)	-	7,389	-	-	-	95,000	-	-	-	-	-	75,000	-	177,389
Annual Audit and Spot Check	-	-	-	3,920	-	12,000	-	7,000	-	7,000	-	7,000	-	36,920
International Conference/Meeting	-	-	-	1,476	-	15,935	-	15,935	-	15,935	-	15,705	-	64,986
Local Travel/Mission (Project/Programme staff)	-	9,189	-	1,046	-	17,046	-	8,000	-	8,000	-	5,000	-	48,281
Online Training	-	80	-	-	-	500	-	500	-	500	-	500	-	2,080
Office Equipment	-	165	-	827	-	2,000	-	2,000	-	2,000	-	2,000	-	8,992
Remuneration (Project Coordinator, NMA advisor, Project and Finance Assistant, Driver)	-	133,469	-	293,780	-	331,424	-	382,129	-	382,129	-	380,863	-	1,903,794
Direct Project Cost (Assurance and Management Support Cost)	-	71,604	-	65,671	-	94,505	-	110,661	-	111,084	-	111,083	-	564,607
Office utilities, Communication and Advertisement Cost	-	6,917	-	7,127	-	17,640	-	18,722	-	18,722	-	14,472	-	83,599
DPC2 (ISS cost)	-	25,466	-	4,865	-	24,953	-	20,000	-	20,000	-	20,000	-	115,283
Remuneration (VA Project Coordinator)	-	-	-	20,231	-	20,000	-	20,000	-	20,000	-	19,769	-	100,000
Safe Ground related	-	-	-	21,849	-	-	-	-	-	-	-	-	-	21,849
VA related	-	-	-	130	-	11,227	-	16,086	-	11,227	-	11,227	-	49,896
TCF related	-	-	-	41,733	-	50,267	-	46,000	-	46,000	-	46,000	-	230,000
PWDF/BPRC related	-	-	-	9,725	-	194,938	-	294,417	-	207,109	-	206,709	-	912,897
RPA with Exceed	-	-	-	-	-	54,282	-	68,349	-	68,349	-	16,227	-	207,207
CDPO related	-	-	-	3,818	-	65,280	-	69,316	-	61,586	-	-	-	200,000
III- Support to CMAA Operations Cost:	242,931	62,264	250,357	127,665	428,996	256,365	361,914	256,173	357,900	222,654	357,902	209,956	2,000,000	1,135,077
Meeting/Workshop (TWG, MACC, relevant Dep't mtgs)	38,307	35,248	28,543	9,220	86,200	83,700	85,500	83,700	75,500	83,700	75,500	82,055	389,550	377,624
Consultancies (International & National)	-	-	-	-	-	25,000	-	25,000	-	-	-	-	-	50,000
Meeting/Workshop (VA related)	-	-	1,600	20,943	-	17,000	-	17,000	-	17,053	-	15,000	1,600	86,996
PMAC to develop a strategy to promote a sustainable,	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Support to gender mainstreaming activities	1,084	24,222	600	5,489	6,000	26,000	6,000	24,000	6,000	15,000	6,000	17,000	25,684	111,711
Audit Operator	-	-	-	-	-	16,800	-	-	-	-	-	18,000	-	34,800
PMS related activities	-	-	-	6,194	-	-	-	-	-	-	-	-	-	6,194
International Conferences	-	-	-	-	10,000	5,000	5,000	10,000	5,000	10,000	5,000	5,000	25,000	30,000
Travel costs/DSA of QMT teams in 4 provinces	38,400	-	18,388	8,170	46,080	10,000	46,080	10,000	46,080	10,000	46,080	-	241,108	38,170
Local Travel/Mission	40,132	2,323	62,942	23,272	69,040	33,115	59,513	35,772	62,770	25,000	62,772	25,000	357,169	144,482
Remuneration of QMT (4 teams)	30,556	-	6,000	3,600	34,272	7,500	19,600	29,230	19,600	29,230	19,600	29,230	129,628	98,790
Remuneration of DBU staff	25,200	-	30,000	-	40,000	-	46,150	-	46,150	-	46,150	-	233,650	-
Remuneration of Finance and Admin staff, TWG, Cabinet	18,120	-	18,120	4,550	19,056	-	25,100	-	25,100	-	25,100	-	130,596	4,550
Support ASEAN regional Mine Action Center	-	-	-	5,000	-	-	-	-	-	-	-	-	-	5,000
Mine action related equipment	-	-	-	-	-	6,000	-	-	-	8,000	-	-	-	14,000
Office utilities, Communication, and other related costs (Website, Design, Translation, Printing, Copy, Advertisement, Phone Card, others)	51,132	472	75,319	28,290	118,348	10,200	66,557	12,000	71,700	12,000	71,700	12,000	454,756	74,962
CMAA's equipment and materials	-	-	8,845	12,937	-	16,050	2,414	9,471	-	12,671	-	6,671	11,259	57,799
GMS		111,432		235,328		380,042		260,659		196,393		173,399	-	1,357,253
Grand Total	242,931	1,979,485	250,357	3,206,728	428,996	5,130,561	361,914	3,518,899	357,900	2,651,310	357,902	2,340,881	2,000,000	18,827,863

7. Governance and Management Arrangements

The Project will be implemented via UNDP National Implementation Modality (NIM) with CMAA as the Implementing Partner (IP). National implementation is used when there is adequate capacity in the national authorities to undertake the functions and activities of the programme or project. The execution of the Project requires that the national institution acting as IP, CMAA, has the technical and administrative capacity to assume the responsibility for mobilizing and applying effectively the required inputs to deliver the expected outputs.

The UNDP Country Office ascertains the national capacities during the Project formulation stage by undertaking an evaluation of capacity assessment and a Micro Assessment or Harmonized Approach to Cash Transfers (HACT), determining where the strengths and weaknesses are, the way UNDP can assist to build new capacities, and the exit strategy of the Project, ensuring that the intervention of UNDP will contribute to the development of new capacities. This solution has been identified in the past cycle, CfRIII, as the most cost-effective and capable way of assuring the best results not only in terms of cost efficiency but also of suitable linkages with higher policy outcomes including human development and poverty reduction.

Such an undertaking will imply that the CMAA will be responsible for the implementation, monitoring and reporting of all Project activities and budget with support from UNDP and within a framework. The UNDP Country Office will perform assurance function. UNDP will also place technical assistance (International Project Coordination Specialist – P3, Project Coordination Officer – IPSA8, National Mine Action Advisor – NPSA10, National Administration and Finance Officer – NPSA5, and a technical expert on victim assistance – NPSA10 (48%)) within CMAA to provide technical advice and project management support to CMAA following the required standards.

The Project is governed by a Project Board which has an overall advisory and oversight role of the Project implementation. The Project Board reviews progress and results of the Project on a regular basis. The composition of the Project Board is as follow:

- **The Executive:** CMAA 1st Vice-President is the Chair of the Project Board and is supported by the CMAA General Secretary who is the National Project Director and represents the Project ownership;
- **Senior Supplier:** Australian Embassy, KOICA, the Embassy of New Zealand, UNDP, and the Ministry of Economic and Finance (primary function is to provide guidance regarding the technical feasibility of the Project);
- **Senior Beneficiary:** Representatives of MAPUs in target provinces (primary function is to ensure the realization of Project results from the perspective of Project beneficiaries).

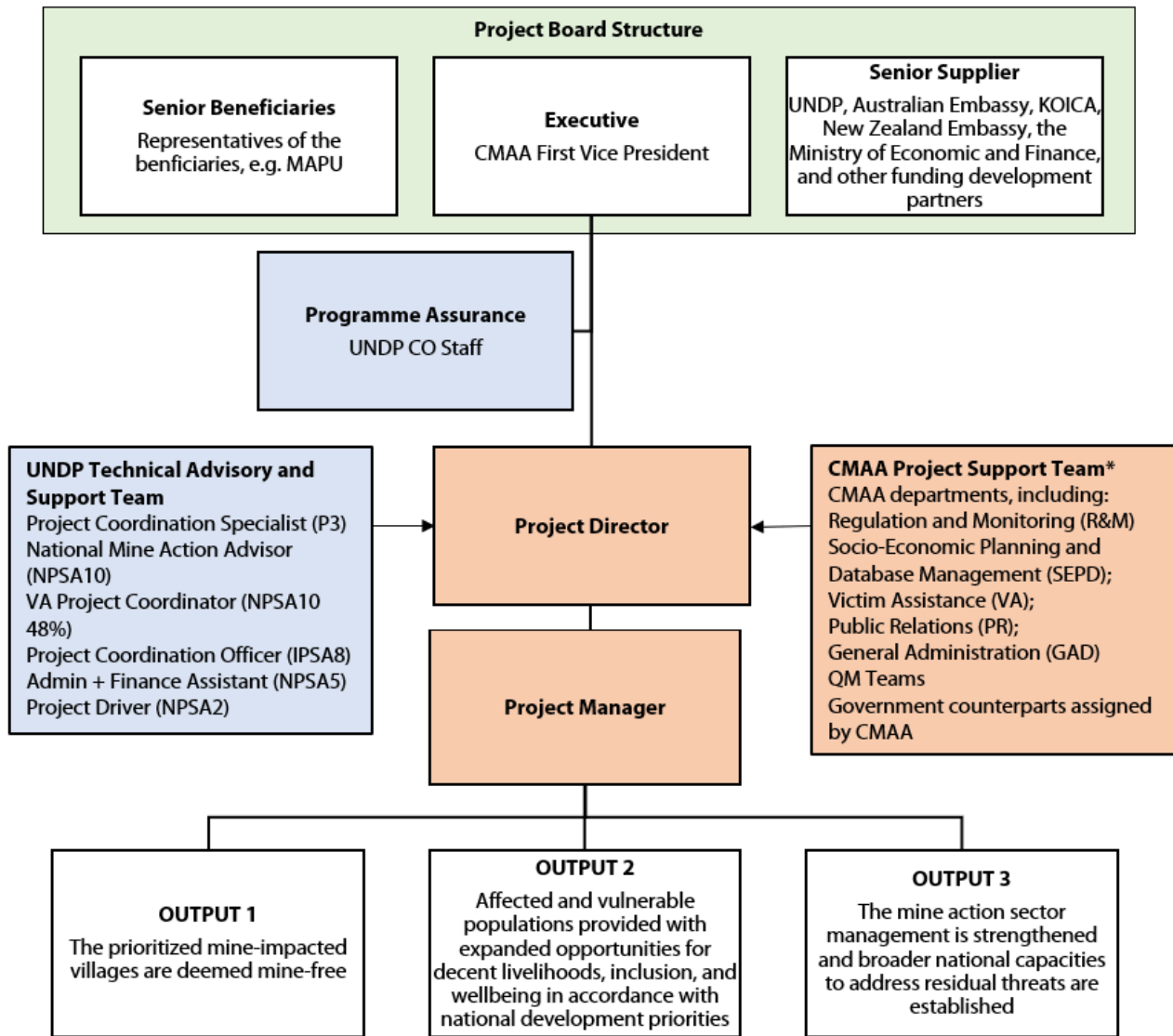
The Project Board is responsible for reaching consensus and making management decisions for the Project when guidance is required by the Project Team, including recommendations for approval of Project workplans, budgets, and revisions. Project Board decisions should be made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency, and effective competition (see Annex for detailed Term of Reference).

The CMAA will assume the role of IP, in charge of the day-to-day implementation of the Project as the Executive with conditions laid down by the Board. The Project should be implemented by CMAA staff who have a direct role in the delivery of Project activities. The CMAA Secretary General will assume the role of National Project Director (NPD) and will be responsible for the day-to-day oversight and management and will have the authority to run and make decisions regarding the Project. Their primary responsibility is to ensure that the Project produces the results (outputs) specified in the Project document to the required standard of quality and within the specific constraints of time and cost. The NPD will ensure that the Project team undertakes Project activities and the delivery of Project results as specified in the annual work plan.

The NPD will delegate their management role to a CMAA Deputy Secretary General, who will assume the role of National Project Manager (NPM) and who will be responsible for the day-to-day management and decision-making of the Project and report to the NPD who will maintain overall oversight and responsibility.

Internally, the CMAA might also form a Project Steering Committee or Project Management Board led by the NPD and inclusive of the CMAA staff members who have a primary role in the implementation of Project activities. This body should meet on a regular basis to discuss the implementation of the Project and make decisions. It will report to the CMAA Executive.

Figure 3: Project Organizational Structure



- CMAA staff, paid through Government funds contributing to the CfrIV project

8. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Cambodia and UNDP, signed on 19 December 1994. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This Project will be implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) (“Implementing Partner”) in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the

required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

9. Risk Management

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or

humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities) and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

6. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in

a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, responsible parties, subcontractors, and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption, and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
10. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
11. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
12. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
13. Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
14. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors, and sub-recipients.

15. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
16. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
17. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.
18. The ten percent (10%) contribution from the Government will be managed by the Implementing partner (IP) as suggested by the government. The government will directly transfer the annual budget under the government contribution directly to the IP. The implementing partner shall report the project progresses and financial expenditures in the project required reports. UNDP will not manage the disburse of the government financial contribution, however, UNDP will review the project progresses for those activities within the project under the government contribution. The scope of project audit may cover throughout annual work plan of the project, including the activities from the government budget (10%) and the donors’ contributions.

Annex 1. Project Quality Assurance Assessment: Design and Appraisal

PROJECT QA ASSESSMENT: DESIGN STAGE BASED ON REVISED PRODOC CFR-IV				
OVERALL PROJECT				
EXEMPLARY (5) ¥¥¥¥¥	HIGHLY SATISFACTORY (4) ¥¥¥¥i	SATISFACTORY (3) ¥¥¥ii	NEEDS IMPROVEMENT (2) ¥¥iii	INADEQUATE (1) ¥iiii
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. 	3	2		
	1			
	Evidence The project will contribute to the Country Programme Document (CPD) 2019-2023 Outcome 2 (cover page of Prodoc). The project has			

<ul style="list-style-type: none"> • 2: The project is clearly linked to the programme’s theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme’s theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	<p>clearly mentioned the three levels of outputs:</p> <ol style="list-style-type: none"> 1. The prioritized mine-impacted villages declared mine-free, 2. Affected and vulnerable populations provided with expanded opportunities for decent livelihoods, inclusion, and well being in accordance with national development priorities, and 3. Strengthened mine action sector management and national capacities that address residual threats (page 9 of Prodoc). 								
<p>2. Is the project aligned with the UNDP Strategic Plan?</p> <ul style="list-style-type: none"> • 3: The project responds to at least one of the development outcomes as specified in the Strategic Plan²² and adapts at least one Signature Solution²³. The project’s RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner’s identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>The Project contributes to UNDP Strategic Plan (2022-2025), notably the related to the development outcome, Resilience, and links to Output 3.3: Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels, indicator 3.3.3: Number of institutions with gender-responsive resilient recovery strategies or plans in crisis and post-crisis settings, including stabilization and mine action, informed by joint assessments:</p> </td> </tr> </table>	3	2	1		Evidence		<p>The Project contributes to UNDP Strategic Plan (2022-2025), notably the related to the development outcome, Resilience, and links to Output 3.3: Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels, indicator 3.3.3: Number of institutions with gender-responsive resilient recovery strategies or plans in crisis and post-crisis settings, including stabilization and mine action, informed by joint assessments:</p>	
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²² The three development outcomes in UNDP’s 2012-2025 Strategic Plan are: a) Structural transformation, particularly green, inclusive and digital transitions; b) Leaving no one behind, a rights-based approach centred on human agency and human Development, c) Building resilience to respond to system uncertainly and risk.

²³ The six Signature Solutions of UNDP’s 2012-2025 Strategic Plan are: 1) Poverty and inequality, 2) Governance, 3) Resilience, 4) Environment, 5) Energy, and 6) Gender equality.

	<ul style="list-style-type: none"> • Cross-border institutions • Regional institutions • National governments • Sub-national governments • Private sector • CSO/NGOs 	
<p>3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</p>	<p>Yes</p> <p>The project contributes to Strategic Plan (2022-2025) Output 3.3: Risk informed and gender-responsive recovery solutions, including stabilization efforts and mine action, implemented at regional, national and sub-national levels, (ref to RRT page 17 in the Prodoc).</p>	<p>No</p>
<p>RELEVANT</p>		
<p>4. Does the project target groups left furthest behind?</p> <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. • 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	<p>2</p>	<p>1</p>
	<p>Evidence</p> <p>The project target groups are mine-affected communities and persons with disabilities. The project contributes to the imperative of Leaving No One Behind by supporting life and limb saving humanitarian mine action and linking mine free villages with socio economic development activities for improved livelihoods.</p>	

	<p>The project clearly indicates targeted groups in the Integrated Results and Resource Framework. The planning and prioritization process applied in the mine action sector in Cambodia is a 'top-down and bottom-up approach' to ensure that clearance resources are directed to the most impacted communities and clearance itself addresses the needs/priorities of the affected communities. This is in line with the principle of 'needs-driven, people-centered'. Ref. to the planning and prioritization process developed and applied by the project the target (Local communities in the affected areas) was engaged in the selection processes on the mine field in in the post-clearance monitoring.</p>	
<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p style="text-align: center;">Evidence</p> <p>The project is developed based on the knowledge and lessons learnt from the previous project's implementation, the recommendation from the mid-term and final evaluation. The revision was based on lessons learned from the first two years of the CfR4, key challenges and new development in mine-action sector (e.g., case of mine clearance along the</p>	

	border), the different discussions, research and assessments conducted with different stakeholders on field data collection and others.	
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project’s intended results and a • communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (<i>all must be true</i>) • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners’ interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>CfR-IV identifies main partners, including government, donors and NGOs and an analysis was conducted to assess partners’ works and potential collaboration (page 14-15)</p> <p>Partnership strategy elaborates CMAA coordination role in the mine action sector and the TWG-MA and details the contribution from other public and civil society mine actors such as RCAF, CMAC, NPMEC, HALO Trust, MAG, CSHD. Knowledge management, communication and visibility and south-south and triangular cooperation are reflected in the ProDoc (page 15)</p>	
PRINCIPLED		
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project’s strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management 	3	2
	1	
	<p>Evidence</p> <p>The project design was guided by human rights principles. Mines and ERW have an enormous impact on the physical and psychological safety of local</p>	

<p>measures incorporated into project design and budget. <i>(all must be true)</i></p> <ul style="list-style-type: none"> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation, and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>communities and prevents them from fully enjoying their social and economic rights. The project is proposed to address this issue affecting the rights of local communities to safely by clearing mines and providing safe land for local communities. The design and the approach in implementation take into account views from local communities through planning and prioritization processes to ensure that no one is left behind. The Project Environment and Social Screening and Risk Analysis identified potential risks and a treatment plan is put in place (ref: to Atlas risk log).</p>								
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project’s development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center; background-color: yellow;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2"> <p>Some gender analysis was done during the project design. The project design was mainly informed by mine-action gender analysis and gender strategy 2018-2022. CMAA GMAP 2021-2025 was developed and updated to address gender issues across institutional, operational, and beneficiary levels. The project has also drafted Guideline on Gender Mainstreaming in Mine Action and CMAS on Gender chapter. The gender action plan was also prepared to guide the project implementation.</p> </td> </tr> </table>	3	2	1		Evidence		<p>Some gender analysis was done during the project design. The project design was mainly informed by mine-action gender analysis and gender strategy 2018-2022. CMAA GMAP 2021-2025 was developed and updated to address gender issues across institutional, operational, and beneficiary levels. The project has also drafted Guideline on Gender Mainstreaming in Mine Action and CMAS on Gender chapter. The gender action plan was also prepared to guide the project implementation.</p>	
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<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (<i>all must be true</i>). • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (<i>both must be true</i>) • 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
	1	
	<p>Evidence</p> <p>Safe community sustainable local development, and resilience of local communities were key in the updated design of the project. The project is aligned with the National Mine Action Strategy (2018 – 2025) with an ultimate aim of poverty reduction and economic development. In addition to the land mine clearance objective, the project interventions will contribute to sustaining livelihoods and improving lives of local communities and beneficiaries. This will further efforts to improve the economic and social condition of the local communities and will also be responsive to their cultural traditions.</p> <p>The project’s potential adverse impact has been analyzed through Social and Environmental Screening Procedure (SESP)/Annex 2 to the Project with mitigation measures identified.</p>	

MANAGEMENT & MONITORING

<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project’s selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project’s selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>Based on lessons as well as contextual, technical and other developments mid-way through the project, the theory of change as well as results framework has been updated in keeping with adaptive and flexible approaches to programming. The proposed indicators are measurable backed by baselines and targets (page 17-21). An independent review of the progress of the Project will be conducted at mid and end stages of the project.</p>	
<p>12. Is the project’s governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project’s governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project’s governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project’s governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>The project clearly identifies the governance structure, project board composition as well as the roles and responsibilities of the board members (Prodoc page 66-68). Staffing structures and oversight mechanisms are also mentioned and their responsibilities highlighted.</p>	

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?	3	2
<ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme’s theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	1	
<p style="text-align: center;">Evidence</p> <p>The Project Risks log has been identified (page 60-64) and are elaborated further in the SESP (Annex 2) and Risk Log (Annex 3). Mitigation measures are also identified for each risk. The project will also monitor and update the risk log on a quarterly basis in the reports and in Atlas.</p>		
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.	Yes (3)	No (1)
<p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	<p style="text-align: center;">Evidence</p> <p>The methodologies of land release (which is the major activity and costs the most in the project) have been tested and improved to ensure costs efficiency and to maximize the land areas to be released for productive use by the communities. This includes the use of non-technical survey methodology, which is also being adopted by other mine action operators. The project also collaborates with disabilities initiatives and shares coordinating cost with it to be more efficient and to improve synergy.</p>	
	3	2

<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project’s budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project’s budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project’s budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project has a multi-Year work plan (for the whole duration of the project) with estimated budget for each activity. The funding sources are identified based on donor’s commitment. The estimated budget was prepared against the targets. The estimation is based on the previous Cfr3 project. There is no funding gap. The estimated budget based on the signed agreements with the donors and the committed funds by RCG is around 20 million until the end of the project in 2025. The Project will have enough funds to cover the planned activities and achieve the project outputs.</p>	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	<p style="text-align: center;">3</p>	<p style="text-align: center;">2</p>
<p>EFFECTIVE</p>	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project budget covers all activities planned as well as management costs from the funds received from the Project donors and UNDP. CO support to the project is fully recovered through direct project cost.</p>	

<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • <u>3</u>: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • <u>2</u>: Some evidence that key targeted groups have been consulted in the design of the project. • <u>1</u>: No evidence of engagement with targeted groups during project design. 	3	2
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	<p>Yes (3) The project's design allows for flexibilities to adjust its approach, strategy, or activities in consultation with the Board if through the monitoring and other assessment, there are adjustments required. For</p>	<p>No (1)</p>

	instance, the project document revision was made based on the lesson learned from the project implementation and in consultation with the Board.					
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of “no”</p>	<table border="1"> <tr> <td data-bbox="1084 478 1292 527">Yes</td> <td data-bbox="1292 478 1377 527">No</td> </tr> </table>	Yes	No	<p>Evidence</p> <p>The project is marked as GEN2, and gender is mainstreamed across technical outputs. At the planning and prioritization stage of land clearance, the project ensures that data is collected from different community members and that gender perspectives are taken into consideration. The project put in the plan to improve capacity of CMAA’s gender team which requires continuous support due to their limited technical knowledge and time dedicated for the work.</p>		
Yes	No					
SUSTAINABILITY & NATIONAL OWNERSHIP						
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national/regional/global partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	<table border="1"> <tr> <td data-bbox="1084 1318 1292 1356">3</td> <td data-bbox="1292 1318 1377 1356" style="background-color: #ffff00;">2</td> </tr> <tr> <td colspan="2" data-bbox="1084 1356 1377 1394" style="text-align: center;">1</td> </tr> </table>	3	2	1		<p>The project concept was developed by UNDP personnel in consultation with the stakeholders. The Project document was developed and revised in consultation with CMAA as the main responsible partner. CMAA’s senior management was engaged from the development of the project concept note. Stakeholders were consulted</p>
3	2					
1						

	<p>in the design stage. The process was approved by a LPAC, and documented. The project document was revised in consultation within UNDP, CMAA and the project donors through the Project board meeting. There is no global and regional team that could support the design of the project. However, the concept and lessons learnt from the project was shared and discussed with other COs de-mining teams from Vietnam and Laos.</p>	
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. • 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • 1: Capacity assessments have not been carried out. 	<p>3</p>	<p>2</p>
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	<p>Yes</p> <p>The project is nationally implemented by CMAA, using the government system for procurement of mine clearance operators with some services provided by UNDP (e.g. Recruitment of</p>	<p>1</p> <p>Evidence</p> <p>CfR-III conducted the Capacity Needs Assessment in December 2019. CfR-IV planned and budgeted for capacity development. Capacity development is included as an indicator and project deliverable. The MTR planned at the end of 2022 will assess the change in capacity of the partner.</p> <p>No (1)</p>

	<p>key personnel staff and consultants). With UNDP's support in the past, CMAA is applying its system to procure land clearance services. CMAA is performing quality monitoring of clearance operations following its own procedure, UNDP system for M&E and Evaluation is used.</p>	
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</p>	<p>Yes</p>	<p>No (1)</p>
	<p>This project serves as final phase of the Clearing for Results Project and puts focus on supporting the transition of a humanitarian-driven mine action sector to one that utilizes the results of mine action to support targeted action for poverty reduction and human development in identified communities. The project will support CMAA to develop comprehensive residual threat management requirements and strengthen the national capacity to transition to residual threat as part of the regular government institutional set up (page 13).</p>	

Annex 2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Clearing for Results, Phase IV – Mine Action for Human Development
2. Project Number (i.e. Atlas project ID, PIMS+)	Atlas ID: 00096338
3. Location (Global/Region/Country)	Cambodia
4. Project stage (Design or Implementation)	Implementation
5. Date	2020 - 2025

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

Between the mid-1960s until the end of 1998, Cambodia faced a series of internal and regional conflicts which left a legacy of landmines and explosive remnants of war (ERW), including cluster munitions, across the country. Since 1979, mines and ERW have claimed nearly 20,000 lives and injured over 45,000 others, causing unprecedented suffering to individuals, their families and communities, and severely impeding rural livelihood development.

Mine clearance is a core enabler of development and poverty reduction, creating economic opportunities through agricultural production on released land and reducing health and safety costs. In Cambodia, rural poor located in the north-west are directly affected by casualties and deprived of the use of the land for farming and basic social services infrastructure such as schools, wells for drinking water and rural roads.

UNDP recognizes the centrality of human rights to sustainable development, poverty alleviation, sustaining peace and ensuring fair distribution of development opportunities and benefits and is committed to supporting "universal respect for, and observance of, human rights and fundamental freedoms for all."

As such, Clearing for Results IV: Mine Action for Human Development (CfRIV) is strategically designed around the humanitarian, development, peace nexus, with a focus on integrated land clearance and release activities, victim assistance, explosive ordnance risk education and gender mainstreaming in mine action efforts and broader national and international frameworks, while supporting enabling factors which will allow for development in villages declared mine free.

The main target groups for the project include 1) rural and remote mine-impacted communities for output 1 and 2, centering on creating 'mine-free villages' and 2) CMAA and targeted Mine

Action Planning Units (MAPU) for Output 2 and 3 in relation to their capacities to implement the National Mine Action Strategy (NMAS) 2018-2025 and manage residual threats after 2025.

Throughout implementation, the key guiding principles of the project are to ensure accountability of the duty-bearers to provide safe land for local communities through improving their institutional and individual capacity, to empower local communities living in mine affected areas and survivors through improved access to information, access to skill development and other assistances without discrimination, and to ensure the meaningful, effective and informed participation of stakeholders. Stakeholders include government institutions, civil society organizations, the private sector, local communities, indigenous peoples, women and persons with disabilities. This will be facilitated through the following activities.

- Developing and institutionalizing national and sub-national consultation and participation mechanisms.
- Organizing consultation and information sharing meetings with stakeholders to inform about and seek inputs for any proposed measures prior to official decisions.
- Planning and prioritization processes for the identification of minefields for clearance is founded in the principles of a needs driven and people centered approach, involving consultations starting at the village level to identify priority clearance areas, with full recognition of beneficiaries land and tenure rights. Pre- and Post-Clearance monitoring is also undertaken to monitor how released land is used and if it is in line with its intended purpose.
- Clearance and land release also contribute to savings lives and limbs, upholding the right to life, liberty and security of person and enhancing the right to freedom of movement and residence. It creates safe land which can be put to productive use for agricultural and infrastructure purposes, including the restoration of basic social services.
- Victim assistance activities which uphold the rights of mine/ERW victims to access required physical and psycho-social supports to support recovery and reintegration into social and economic life and promotes rights in accordance with the Convention on the Rights of Persons with Disabilities.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

Mines and ERW, including cluster munitions, pose a significant threat to the lives, well-being and economic development of individuals and communities in Cambodia. While mines/ERW do not discriminate, the specific threats and impacts vary according to gender, age, and other aspects of diversity. Beyond the immediate threat to people's lives, mines/ERW affects livelihoods and access to infrastructure, social services and natural resources required for socio-economic activity. Gender and diversity influence peoples' level of exposure and risk of becoming a victim, affecting

their ability to access education or skill development, medical and psychological services, and employment.

Gender mainstreaming is not just increasing the number of women engaged or the empowerment of women, but a commitment to identifying the differential impacts of mines/ERW on the lives of women, men, girls, and boys, and to proposing practical solutions to respond to the specific needs identified.

In adherence with UNDP's principle on gender equality and women's empowerment, the design and implementation of CfRIV was informed by a gender analysis which identified target villages under the 'mine-free village' strategy and prioritized villages with higher numbers of female-headed HH and HH consisting of the elderly and HH below the poverty line. To identify and integrate the different needs, constraints, contributions and priorities of women, men, girls and boys, the project developed village level consultation guidelines to provide guidance to Village Chiefs on the inclusion of women and marginalized populations in planning and prioritization of minefields for clearance.

Under Output 2, and in accordance with the Gender Mainstreaming in Mine Action Plan 2021-2025 and Gender Guidelines in Mine Action, the project strengthens interventions across the institutional (in national and sub-national project planning), operational (promotion of female deminers), and beneficiary (gender disaggregated indicators to target and track project activities, including access to victim assistance, livelihoods, EORE, etc.) levels.

Briefly describe in the space below how the project mainstreams sustainability and resilience

In a post conflict environment, mines/ERW continue to terrorize affected communities and prevent recovery efforts. Mine action is the first step in sustainable development, promoting resilience by addressing psycho-social trauma which is pervasive within affected communities as a result of the constant threat of injury and death. Mine/ERW clearance in itself is highly sustainable, as once a landmine is removed from the ground it is gone for good. Building on the safe land, affected communities can increase agricultural productivity and enhance access to infrastructure, which has a multiplier effect on the resilience of the community to future shocks or disasters by creating socio-economic safety nets which reduce vulnerabilities.

There is not only a humanitarian imperative to clear mines/ERW, but an environmental necessity given the negative impact unexploded ordnance can have on the natural environment. The project's clearance efforts are undertaken in accordance with the Cambodian Mine Action Standard – Environment chapter and supports the CMAA to implement the National Mine Action Strategy 2018-2025 (NMAAS) Goal 8, which is to ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environmental protection sensitive.

CfRIVs efficient and effective land release activities supports the mitigation of negative environmental impacts by ensuring that clearance assets are only used on contaminated land

while pre- and post-clearance monitoring also supports effective land use planning. Through UNDP and other development partners, CfRIV is also aligning mine free villages with development opportunities, including for example solar mini grids for unelectrified villages and solar water pumps for irrigation.

Briefly describe in the space below how the project strengthens accountability to stakeholders

As noted above, a key guiding principle of the project is to ensure the full and effective participation of all relevant stakeholders. The project supports needs driven, people centred planning and prioritization processes to enable active local community engagement and participation in decision-making, particularly those at risk of being left behind.

To ensure effective monitoring, the project implements quality assurance and quality control mechanisms through quality management teams who visit clearance sites and report on any minor²⁴, major²⁵ or critical²⁶ non-compliance with Cambodian Mine Action Standards, building assurance within affected communities and development partners alike that release land is indeed safe for its intended use.

Pre- and post-clearance monitoring is also undertaken to ensure that released land is used as planned and communities have a means to communicate their concerns and have access to rights-compatible complaints redress processes and mechanisms.

At a sectoral level, the project provides support to the CMAA to hold its sector coordination efforts across the Technical Working Group – Mine Action (TWG-MA), the Mine Action Coordination Committee (MACC), and the various Technical Reference Groups (TRGs), to ensure engagement and sector accountability across technical, operational and political spheres.

While under Output 3, the project also supports the CMAA in its international treaty obligations and efforts for evidence-based information management and reporting.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i></p>	<p>QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High</p>
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²⁴ Minor non-conformity includes, but is not limited to, isolated instances of not meeting non-critical requirements, incorrect or missing pieces of non-critical information, and problems where the consequences are limited to internal inefficiencies, but the people are not affected.

²⁵ Major nonconformity includes, but is not limited to a major element of the quality management system (QMS) (or other system subject to monitoring) is not being implemented, something that affects everything or everyone in the operating operator/element, significant problems may result if the non-conforming product (e.g., cleared land) is released to public use, and problems carrying a significant risk to an organization, its people, or other interested parties.

²⁶ Critical non-conformity is a major non-conformity that additionally implies an immediate and significant safety, environmental and/or serious risk to any worker, visitor, authority, member of the public, other stakeholders/interested party, or the environment/infrastructure.

<i>responding to Question 2.</i>				
Risk Description (broken down by event, cause, impact)	Impact and Likelihood (1-5)	Significance (Low, Moderate, Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
<p>Risk 1: There is a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project</p>	<p>I = 3 L = 3</p>	<p>Moderate</p>		<p>The Royal Government of Cambodia (RGC) have committed 10% Government Parallel Funding (GPF) to the project. Any change in government policy to its regular budget allocated for mine action, including 10% GPF would result in failure to reach project targets.</p> <p>CfRIV is maintaining an on-going dialogue and advocacy with CMAA and RGC for stable implementation of the GPF budget plans and allocations.</p> <p>Under output 3, the project focuses on developing institutional capacity and preparing sector efforts towards residual risk management. CfRIV is providing on-going information management and institution development support to CMAA. E.g. Performance Monitoring System support to the Socio-Economic Planning Department, standardizing reporting templates and procedures, and following-up on management responses to CfRIII, CDNA, and gender capacity assessment to ensure CMAA is equipped to fulfill its mandate.</p>
<p>Risk 2: There is risk that the project could</p>	<p>I = 4 L = 2</p>	<p>Moderate</p>		<p>The process of mine clearance has an adverse impact on habitats and</p>

<p>involve or lead to adverse impacts to habitats and/or ecosystems and ecosystem services; adverse impacts on soils; and significant agricultural production.</p>				<p>ecosystems including through vegetation removal and ground preparation, mechanical systems, worksites and waste, and explosive ordnance disposal.</p> <p>To minimize these factors, the project's clearance efforts are undertaken in accordance with the Cambodian Mine Action Standard – Environment chapter and supports the CMAA to implement the National Mine Action Strategy 2018-2025 (NMAAS) Goal 8, which is to ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environmental protection sensitive.</p> <p>The mine-fields selected for clearance by the project are mostly the fields being used by local communities. Therefore, the risk of vegetation removal is low. What is more, the Pre- and Post-Clearance monitoring is in place to ensure released lands are being used for its intended purpose, largely agriculture and infrastructure.</p> <p>The project clears mine/ERW contaminated land with the purpose of releasing safe land for productive use within affected communities. In 2022, it's anticipated that 76% of the land released through the project will be used for agriculture, 17% for risk reduction and 75 for other purposes, including infrastructure development.</p>
<p>Risk 3: There is risk that the project could involve or lead to construction and/or</p>	<p>I = 3 L = 3</p>	<p>Moderate</p>		<p>The project clears mine/ERW contaminated land with the purpose of releasing safe land for productive use within affected</p>

<p>infrastructure development (e.g. roads, buildings, dams); air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation; transport, storage, and use and/or disposal of hazardous or dangerous materials; adverse impacts on ecosystems and ecosystem services relevant to communities' health.; the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts; the generation of waste (both hazardous and non-hazardous); and the manufacture, trade, release, and/or use of hazardous materials and/or chemicals</p>			<p>communities. In 2022, it's anticipated that 76% of the land released through the project will be used for agriculture, 17% for risk reduction and 75 for other purposes, including infrastructure development.</p> <p>Toxic pollutants may be released into the environment when ordnance detonates. Along with the explosives are their breakdown products and other munition components such as heavy metals, each of which is a possible carcinogen. As ordnance degrades over time, casings corrode and hazardous chemicals can leak into the soil and groundwater, posing a threat to the health of humans, animals, and flora alike.</p> <p>Located mines and unexploded ordnance must also be disposed of. Open burning or open detonation (OBOD) remains a basic and widely used disposal method, but it releases explosive residues into the environment. TNT, a common explosive, when absorbed into soil, slowly leaches and degrades to form degradation products. Explosive ordnance is most often destroyed by "second order" demolition, which is when a donor charge is used to trigger a detonation in the main charge. The contamination risk is highest in bulk demolition sites, where repeated "second order" demolitions occur, which are in areas of substantial precipitation with sandy porous or loam soils, a shallow groundwater table and that are adjacent to marshes, swamps, or estuaries. OBOD may include transmission through air</p>
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				<p>(the pathway) to cause local air pollution and nuisance from black smoke generation (the source), as well as ground pollution from deposition of explosive, carbonized, and heavy metal residues (other sources).</p> <p>To minimize the unavoidable environmental impacts of mine clearance, the NMAS 2018-2025 Goal 8, Objective 4: Mainstream environmental protection in mine action called for the development of a Cambodia Mine Action Standards (CMAS) on environment in line with the International Mine Action Standard on environment.</p> <p>The project undertakes clearance activities in accordance with these standards, particularly in relation to the safety procedures necessary for detonation.</p>
<p>Risk 4: There is a likelihood that project could be undertaken in areas where indigenous peoples are present; on lands and territories claimed by indigenous peoples; and may have positive or negative impacts to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples</p>	<p>I = 3 L = 1</p>	<p>Low</p>		<p>The project targets the most vulnerable communities in remote, rural areas in Battambang, Banteay Meanchey and Pailin where the percentage of indigenous people is very low.</p> <p>The planning and prioritization process implemented by the MAPUs is based in the principles of a needs driven, people centred approach. This involves consultation with affected communities, with a specific guideline developed to support consultation with marginalized populations, including indigenous people, women and persons with disabilities.</p> <p>The CfR project has a long-standing practice, together with CMAA, in its quality assurance activities and monitoring of land</p>

				clearance operations. Mechanisms exist through the sub-national Provincial Mine Action Committee to resolve disputes on cleared land.
Risk 5: There is risk that the project could involve or lead to occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle	I = 5 L = 1	Moderate		<p>Globally, International Mine Action Standards are the standards in force for all mine action operations. Within Cambodia, these standards have been contextualized for the national operating environment into chapters of Cambodian Mine Action Standards. These standards set the requirements for operators working in Cambodia to develop Standard Operating Procedures (SOPs) to comply with and include topics such as Storage, Transportation and Handling of Explosive, Worksite Safety, Personal Protective Equipment, Mechanical Demining, Clearance Marking System, Baseline Survey, Land Release, Cluster Munitions Remnants Survey, Clearance Requirement Demining, Explosive Ordnance Disposal, Reporting and Investigation, Application of CMAS, etc.</p> <p>All project operations are undertaken in line with these standards to minimize the risks associated largely with clearance operations by deminers.</p>
QUESTION 4: What is the overall project risk categorization?				
		Low Risk	<input type="checkbox"/>	
		Moderate Risk	X	The social and environmental risks and impacts identified are well understood, and clearly circumscribed noting that the project has been in

		effect since 2006, with ongoing risk management and mitigation incorporated throughout M&E efforts and integration of lessons learned into each subsequent phase of project design, development and implementation. The project has strong institutional, sectoral and stakeholder partnerships in place which provide additional risk management strategies along with practice which aligns to national and international standards in mine action. The management measures identified in the above Section B, Question 6, have been incorporated into the project budget, risk log, and monitoring framework.
	Substantial Risk	<input type="checkbox"/>
	High Risk	<input type="checkbox"/>
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)		
Question only required for Moderate, Substantial and High Risk projects		
<u>Is assessment required? (check if "yes")</u>		Status ? (completed, planned)
<i>if yes, indicate overall type and status</i>	<input type="checkbox"/>	Targeted assessment(s)
	<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)

		<input type="checkbox"/>	SESA (Strategic Environment al and Social Assessment)	
Are management plans required? (check if "yes)	<input type="checkbox"/>			
<i>If yes, indicate overall type</i>		<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	
Based on identified risks, which Principles/Project-level Standards triggered?			Comments (not required)	
Overarching Principle: Leave No One Behind	<input type="checkbox"/>			

	Human Rights	<input type="checkbox"/>	
	Gender Equality and Women's Empowerment	<input type="checkbox"/>	
	Accountability	<input type="checkbox"/>	
	1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change and Disaster Risks	<input type="checkbox"/>	
	3. Community Health, Safety and Security	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Labour and Working Conditions	<input type="checkbox"/>	
	8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Annex 3. Risk Log

Project Title: Clearing for Results, Phase 4/Mine Action for Human Development					Award ID: 00090697		Date: July 2022	
#	Cause	Event	Impact(s)	Risk Category*	Impact and Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
1	At least, in the current project cycle which will end in 2025, there would be change in political priorities and economic situation could see the RGC de-prioritize the national budget for mine clearance	Change in government policy to its regular budget allocated for mine action, including 10% government parallel funding to CfRIV	10% reduction in CfRIV budget would result in failure to reach project targets (clearance and non-clearance).	Political	<p>P (Likelihood) = 3</p> <p>I (Impact)= 5</p> <p>Risk level = Substantial</p>	<p><i>Time plan for treatment:</i> On-going until 31/12/2025</p> <p><i>Activities for treatment:</i> Based on the multi-year Work Plan in the CfRIV project document, RGC has committed 10% GPF for project lifecycle. Due to the current global climate, there is a possibility that the funds could be diverted. CfRIV is maintaining an on-going dialogue and advocacy with CMAA and RGC for stable implementation of the GPF budget plans and allocations.</p> <p><i>Expect effect from treatments:</i> The current level of GPFs is maintained.</p> <p><i>Responsible for treatments:</i> CfRIV Project Director</p> <p><i>Status:</i> ongoing</p>	CMAA	<p>Risk valid from: 01/04/2020</p> <p>Risk valid to: 31/12/2025</p>
2	At least, in the current project cycle	The flow and continuation of work would be	CFRIV project delivery would be delayed due	Organisational	<p>P (Likelihood) = 2</p>	<p><i>Time plan for treatment:</i> On-going until 31/12/2025</p>	CMAA	<p>Risk valid from: 01/04/2020</p>

	<p>which will end in 2025, if CMAA is not equipped with the system to ensure the continuation of work when facing staff turnover issue both at management and administrative level, which regularly happens.</p>	<p>interrupted when there is change in staffs.</p>	<p>to the capacity gaps.</p>		<p>I (Impact)= 4</p> <p>Risk level = Moderate</p>	<p><i>Activities for treatment:</i> To strengthen the Authority's capacity to maintain their mandate irrelevant of staff turnover, CfRIV is providing on-going information management and institution development support to CMAA. E.g. PMS support to SEPD department, standardizing reporting templates and procedures, and following-up on management responses to CfRIII, CDNA, and gender capacity assessment.</p> <p><i>Expect effect from treatments:</i> CMAA are equipped to fulfill their mandate.</p> <p><i>Responsible for treatments:</i> CfRIV Project Director</p> <p><i>Status:</i> ongoing</p> <p><i>Comments:</i> CfRIV is undertaking the aforementioned treatments under Output 2 and 3; however, have limited direct control of the cause and event.</p>	<p>Risk valid to: 31/12/2025</p>
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3	At least, in the current project cycle which will end in 2025, with Cambodia status as middle-income country, the share of ODA is gradually decreasing in supporting Mine Action. If there are no other new sources of funding identified.	Cambodia would face the challenges to fill in the resources gap needed for Mine Action which as of June 2022 was USD 228.6 million.	Without other sources of funding beside ODA, the RGCs 2025 target of mine-free Cambodia would not be achievable.	Financial	<p>P (Likelihood) = 2</p> <p>I (Impact) = 5</p> <p>Risk level = Substantial</p>	<p><i>Time plan for treatment:</i> On-going until 31/12/2025</p> <p><i>Activities for treatment:</i> At the project level, on-going resource mobilization efforts and maintaining donor relations to promote timely release of funds as per agreement is ongoing. Treatment as per risk #1 regarding RGC's GPF.</p> <p>At a sector level, the project is supporting CMAA to pursue innovative resource mobilization, including through private sector, and enhance communication with current and potential development partners to mobilize new resources towards clearance and land release activities, including NTS and Mine Free Village activities.</p> <p><i>Expect effect from treatments:</i> Sufficient resources to implement project activities.</p> <p><i>Responsible for treatments:</i> CfRIV Project Director</p> <p><i>Status:</i> ongoing</p>	CMAA & UNDP	<p>Risk valid from: 01/04/2020</p> <p>Risk valid to: 31/12/2025</p>
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4	Environmental disasters such as flooding could happen in the areas identified for clearance operation.	This would pose challenges to clearance operation due to access issues and/or changing suspected hazardous area polygons through terrain change requiring re-survey of the targeted land area.	Delivery of the target cleared areas (Output 1) would be delayed or would not meet the target.	Environmental	P (Likelihood) = 2 I (Impact) = 4 Risk level = Moderate	<i>Time plan for treatment:</i> On-going until 31/12/2025 <i>Activities for treatment:</i> Operational planning around current weather patterns encouraged. Survey and re-clearance post significant flooding. <i>Expect effect from treatments:</i> Land clearance activities can be undertaken with limited disruption. <i>Responsible for treatments:</i> CfRIV Project Director <i>Status:</i> ongoing	CMAA & UNDP	Risk valid from: 01/04/2020 Risk valid to: 31/12/2025
5	If the Covid-19 pandemic would continue at large scale that triggers national or global level restriction measures, e.g., travel restriction at global level, lock down at country level.	There would be the delay in implementing the events planned by the project (workshops, trainings, and international conferences).	Delivery of the relevant project outputs would slow down or would not meet the target for the year.	Health	P (Likelihood) = 4 I (Impact) = 4 Risk level = Moderate	<i>Time plan for treatment:</i> Unknown/ on-going <i>Activities for treatment:</i> Operational and project management planning to include contingency plans. Where possible, activities are implemented virtually, and technology introduced to ensure the operations of the project continue as much as possible. Health preventive measures put in place to ensure safety of	CMAA & UNDP	Risk valid from: 01/04/2020 Risk valid to: 31/12/2025

						<p>personnel working for the project (including staff from CMAA, UNDP, mine clearance operators, and NGOs)</p> <p><i>Expect effect from treatments:</i> Potential for delayed activities minimized.</p> <p><i>Responsible for treatments:</i> CfRIV Project Director</p> <p><i>Status:</i> ongoing</p>		
6	<p>For the minefields located in the border areas (7km from boarder), approval from the Royal Cambodian Army (RCA) is required to undertake clearance operations, as per the Executive Order (Oder #7) issued by the Council of</p>	<p>CMAA would need to delay the clearance operation on the hazardous areas along the border.</p>	<p>There would be a delay in land clearance, hence delay in land release. That would hinder the progress against the commitment set under Article 5 of the APMBC for a mine free by 2025.</p>	<p>Political</p>	<p>P (Likelihood) = 4</p> <p>I (Impact)= 5</p> <p>Risk level = High</p>	<p><i>Time plan for treatment:</i> Unknown/ on-going</p> <p><i>Activities for treatment:</i> The project team brought to the attention of CMAA the implications of being unable to clear within the 7km. The issue was also raised at the 2020 end-year project board meeting held on 6 January 2021. CMAA and RCA are now working in partnership to systematically visit minefields within the border areas to identify those safe for civilian clearance</p>	<p>CMAA</p>	<p>Risk valid from: 08/2020</p> <p>Risk valid to: 31/12/2025</p>

	Minister. If there is a delay in the approval process RCA on the areas along the border that can be cleared.					<p>operations and those requiring RCA demining platoons.</p> <p>The project is requesting the joint team to visit minefields in target villages within this buffer zone.</p> <p>The project team is consistently monitoring the progresses on operational planning</p> <p><i>Expect effect from treatments:</i> CMAA and RCA will work together to resolve this issue.</p> <p><i>Responsible for treatments:</i> CfRIV Project Director</p> <p><i>Status:</i> ongoing</p>		
7	If polygons are added to the national database without the required evidence base.	There may be an intentional or unintentional inflation of minefields.	Which result in a net change of minefields in the database which continue to increase rather than decrease, resulting in an unmanageable workload. Donors may lose confidence and suspend their	Operational	<p>P (Likelihood) = 4</p> <p>I (Impact) = 5</p> <p>Risk level = High</p>	<p><i>Time plan for treatment:</i> On-going until 31/12/2025</p> <p><i>Activities for treatment:</i> CfRIV has scaled up LR-NTS activities to release land through cancellation in line with the Cambodian Mine Action Standards. CfRIV supports QA/QC process through the deployment of Quality Management Teams and is</p>	CMAA	<p>Risk valid from: 01/01/2021</p> <p>Risk valid to: 31/12/2025</p>

			support to the project/sector until the matter is addressed.			<p>working with CMAA Database Unit to improve information management processes.</p> <p><i>Expect effect from treatments:</i> Historical data cleaned and new minefields checked for credible evidence prior to entry to the database.</p> <p><i>Responsible for treatments:</i> CfRIV Project Director</p> <p><i>Status:</i> ongoing</p>		
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Note: Probability (P) on a scale from 1 (low) to 5 (high) & Impact (I) on a scale from 1 (low) to 5 (high)

Annex 4. Terms of References

4a. Project Board

UNDP Standard Terms of Reference (ToR) for the Project Board of Clearing for Results IV: Mine Action for Human Development Project ID: 00096338

I. Background

All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. For the purpose of this ToR and to ensure standardization, henceforth, as regards project documentation, such a body shall only be referred to by one of two names: 'Project Board' or 'Project Steering Committee.' The Project Board is the most senior, dedicated oversight body for a UNDP 'Development Project', which is defined in the PPM as an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

The Clearing for Results Phase IV: Mine Action for Human Development Project (CfRIV) is a six-year project (2020-2025) supporting the RGC to achieve its target of mine-free Cambodia by 2025 as committed in the National Mine Action Strategy 2018-2025 and as per the RGCs obligations under the Anti-Personnel Mine Ban Convention (APMBC).

This project builds on its success in land release activities from its first three phases. By the end of the six year project period, 73.85km² of mine-affected land will be mine-free and released for productive use. The project will also provide strategic and technical advisory support to CMAA and MAPUs on the implementation of the NMA 2018-2025.

Moreover, by instituting the 'mine-free village' strategy piloted in Phase 3, the project aims to create pathways for accelerated development in villages that have been declared mine free with national and international partners to address challenges in community development and reduce poverty amongst the most vulnerable households. The outcome of the project (CPD Output 1.3) is 'Left behind and mine affected communities have access to safe land for better livelihoods,' which also contributes to the Cambodian country-specific SDG (SDG 18) to 'End the negative impact of mines/ERW and promote victim assistance.' In particular, the project will achieve the following:

- 73.85km² of suspected hazardous areas in targeted villages are released through survey and clearance activities
- Affected and vulnerable populations provided with expanded opportunities for decent livelihoods, inclusion, and wellbeing in accordance with national development priorities
- Strengthened mine action sector management and national capacities that address residual threats

As part of the management arrangement to ensure the implementation of the project in accordance with the Project Document, a Project Board needs to be formulated to oversee the project performance and to provide strategic guidance to the project management. The Board consists of Executive, Senior Beneficiary, and Senior Supplier.

II. Duties and Responsibilities

The two prominent roles of the Project Board are as follows:

- 1) **High-level oversight of the project.** This is the primary function of the Project Board. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Project Board is the main body responsible for taking corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This function is performed by a UNDP programme or monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality.

The Project Board reviews updates to the project risk log.

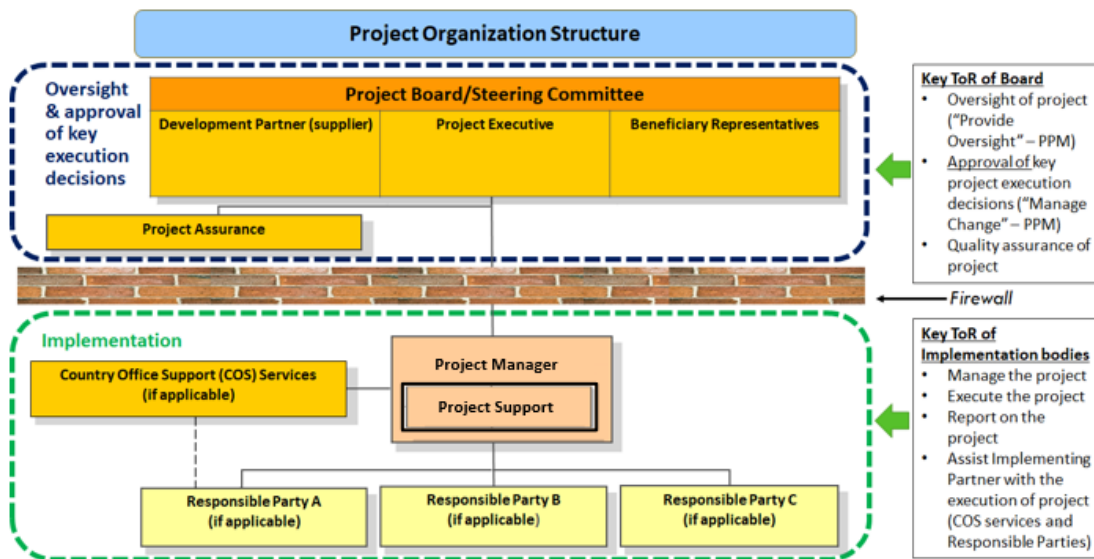
- 2) **Approval of key project execution decisions.** The Project Board has an equally important, secondary role in approving certain adjustments above provided tolerance levels, including substantive programmatic revisions (major/minor amendments), budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Within the overall governance and management arrangements of the project, the role of the Project Board as regards these two key functions (*'High-level oversight of the project' and 'Approval of key project execution decisions'*) is distinct from the roles of entities involved in the implementation of the project, namely the implementing partner (IP), responsibilities parties (if applicable), service providers and project staff.

The diagram below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

Diagram 1 – Standard Figure of Project Organization Structure vis-à-vis oversight & approval and implementation roles



In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with [the Quality Standards for Programming](#) that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;

- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project²⁷.
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Additional responsibilities of the Project Board can include, but are not limited to, the following:

- Ensure coordination between the various donors and government-funded projects and programmes;
- Track and monitor co-financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the Project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up.

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the project manager, including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to standards²⁸ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative or their designate.

Project reviews by the Project Board are made at designated decision points during the running of a project, or as necessary when raised by the project manager. The Board is consulted by the project manager for decisions when project tolerances have been exceeded²⁹.

²⁷ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

²⁸ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

²⁹ The Project Board has the responsibility to define for the Project Manager the specific project tolerances within which the Project Manager can operate without intervention from the Project Board. For example, if the Project Board sets a budget tolerance of 10%, the Project Manager can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Board. By default, the tolerance is 10%.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorises any major deviation from these agreed quarterly plans. The Board ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

The Project Board shall meet at least once per year (or as the project requires) to approve the work plan and budget as well as to review results and progress to date.

The secretariat of the Board is rested with CMAA which is responsible for the organization of the Project Board meetings with support from UNDP.

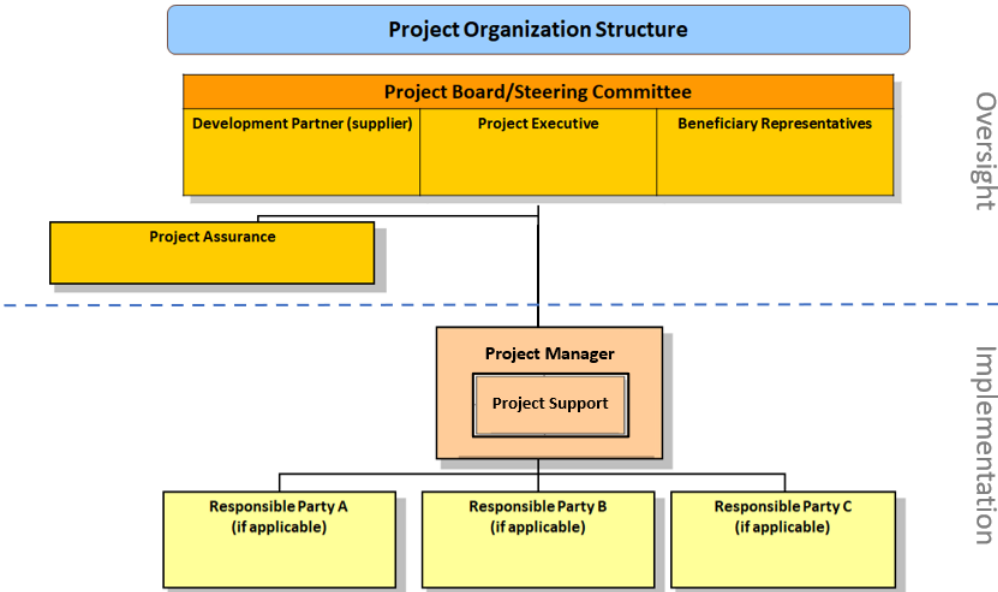
The **standard indicative agenda** could be organised in this order:

- Introduction by the Executive
- Presentation of the Project Progress Report (and any other evaluation or mid-term review) by the Project Manager = review of main progress, risks and implementation issues
- Remarks from the Senior Beneficiary = assessment of the main progress from the point of view of the beneficiaries and guidance on how to address risks
- Remarks from the Senior Supplier
- Discussion on risks and outstanding implementation issues
- Presentation of the work plan and the results or deliverables
- Approval of the work plan or any proposed project/budget revision

III. Composition of the Project Board

As noted in the diagram below, every Project Board in a UNDP project has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.

Diagram 2 – Standard Figure for a Project Organization Structure



The three categories of Project Board members are the following:

- 1) **Project Director/Executive(s):** This is an individual(s) who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive usually is the most senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the Project Board with a representative of another category, it typically does so with a development partner representative.

The Project Executive is the CMAA First Vice President who is supported by the CMAA Secretary General who is the National Project Director and represents the Project ownership.

- 2) **Beneficiary Representative(s):** This is an individual(s) representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, community groups or other government entities benefiting from the project can fulfil this role. If the project has a specific geographic focus, often representatives from the government entities in the targeted area/region will play this role. There can be multiple beneficiary representatives in a Project Board.

The Beneficiary Representative(s) is Representatives of the Mine Action Planning Units (MAPUs) in target provinces.

- 3) **Development Partner(s):** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project³⁰. There can be multiple development partners representatives in a Project Board.

The Development Partner representatives are the Australian Embassy, KOICA, the Embassy of New Zealand, UNDP, the Ministry of Economic and Finance (primary function is to provide guidance regarding the technical feasibility of the Project), and other funding development partners.

A **UNDP representative must always be represented in the Project Board** in either the project executive or development partner role.

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

³⁰With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Board Protocols

The Project Board must meet one time annually at a minimum. It is recommended that the timing of board meetings be agreed upon in advance and corresponds to key project reporting or work planning milestones. This Project Board will meet two times annually according to this provisional schedule:

Mid Year Project Board Meetings in June or July annually;

End Year Project Board Meetings in November or December annually.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for Board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings.

All Project Boards must have rules for quorum and documentation/minuting of Board decisions. All Board decisions and minutes should be kept by the project management unit and UNDP. Decisions taken in between Board meetings can be documented via email exchange, with endorsement by way of no-objection applying to a request from the project manager to the Project Board with a minimum of one week's turnaround.

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.³¹

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a Board member has a specific personal conflict of interest with a given matter before the Board, they must recuse oneself from their participation in a decision. No Board member can vote or deliberate on a question in which they have a direct personal or pecuniary interest not common to other members of the Board.

All Board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Standard Outputs of Project Board Meetings

In its oversight function, the Project Board will (at a minimum) review and assess the following project-related evidence at each meeting:

³¹ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations³²
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

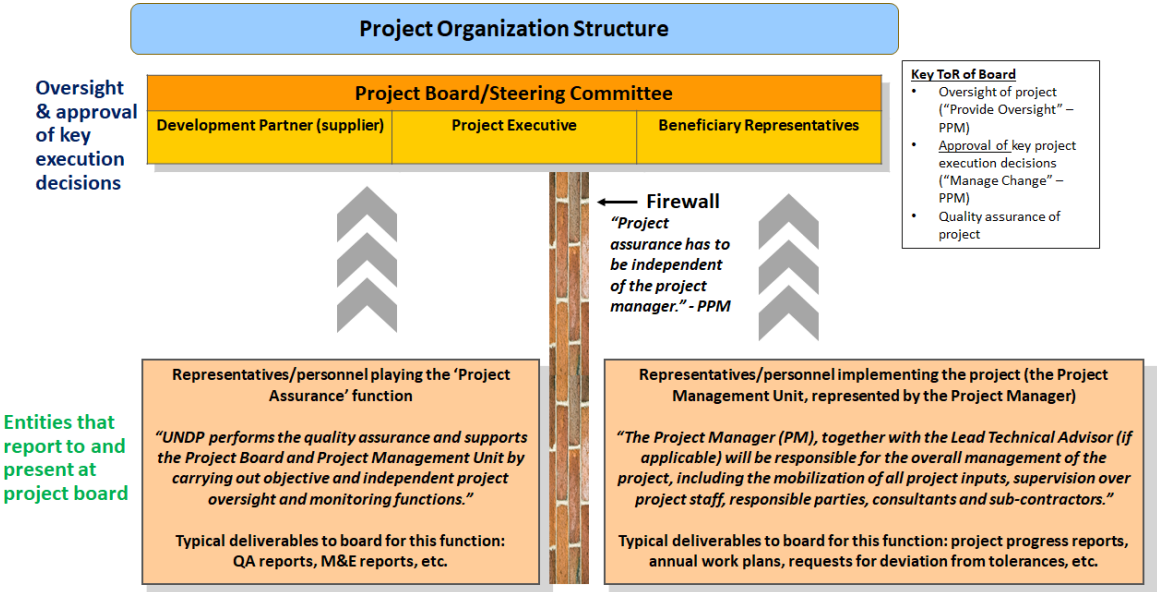
The output of every Project Board should be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions (if applicable). Each report should clearly document the members attending the meeting (as well as all participants in the meeting) and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). All records of Board meetings should be documented and kept by UNDP in their quality assurance function (see next section).

VI. Support Functions to the Project Board

There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support Board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 3 – Standard Figure of Project Organization Structure – Board Support Entities



³² Including audit reports and spot checks.

Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system (SES) to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is the UNDP Programme Analyst.

Project Support, this function is often covered by the Project Management Unit: The project manager is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all Board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is the CMAA National Project Manager.

4b. Terms of Reference Project Team

1. Project Coordination Specialist

Position Information
<p>Job Title: Project Coordination Specialist</p> <p>Grade Level: P3</p> <p>Reports to: Deputy Resident Representative</p>
Duties and Responsibilities
<p>Summary of Key Functions:</p> <p>The Project Coordination Specialist will perform under the overall guidance of UNDP Deputy Resident Representative and Assistant Resident Representative, in charge of Programme Unit. In close collaboration with UNDP Programme Analyst in charge of the project, the Project Coordination Specialist is expected to provide project coordination, management, monitoring, and knowledge management support and guidance to CfRIV Project Director and Manager, both of them are appointed by CMAA. Specifically, the Project Coordination Specialist will provide technical and management support and advice to the National Project Manager in the following areas:</p> <ul style="list-style-type: none"> ❑ Management of the CfRIV project, including planning and execution of the activities to ensure that the project delivers outputs in a timely and efficient manner; ❑ Monitoring and evaluation, and reporting; ❑ Stakeholders coordination, resource mobilization and partnership building and management with Government agencies, operators, CSOs, UN agencies, development partners, and private sector; ❑ Knowledge management, advocacy, and communication of results; <p>1. Management of the CfRIV project, including planning and execution of the activities to ensure that the project delivers outputs in a timely and efficient manner:</p> <ul style="list-style-type: none"> • Coordinate with the CMAA’s relevant departments and with UNDP Cambodia to develop detailed annual workplan (AWP) in line with Project Document, Board’s decision, and based on discussion with and inputs from relevant colleagues and to ensure that the workplan allocates sufficient budget for gender related activities identified by the team; • Coordinate with the CMAA’s relevant departments and with UNDP Cambodia to develop recruitment and procurement plan; • Facilitate the organization of Project Board meeting as per Project Document and Board’s decision; • Provide technical and management support and advice to CMAA to ensure that all activities are implemented in a coordinated and timely manner, and that results are

delivered as planned to fulfil the expected outputs and in accordance with rules and procedures applied to the project

- Ensure that activities are implemented following sound financial management and in accordance with rules and procedure;
- Provide technical support to CMAA to procure clearance services, to monitor and oversee the operators' activities, including their financial management of the fund received from the project;
- Keep abreast of relevant development dynamics especially in key related institutional frameworks and national policies, which will impact the delivery of the CFRIV.

2. Monitoring and evaluation, and reporting responsibilities:

- Provide technical expertise to and work with CMAA's relevant department to develop project M&E plan, including annual joint CMAA/UNDP/donors field visit and technical level field monitoring;
- Work with CMAA to develop detailed results framework (log-frame) in line with Project Document, including indicator, baseline, and targets where needed and with an emphasis on higher level of results, e.g. outcome and impact that the project has made over the past decades (from phase 1) to the development of Cambodia and safety of the people;
- Analyze gender related issues in mine action and mainstream gender in the workplan, M&E tools and in project results frameworks to ensure that the project not only addresses gender issues in mine action but contribute to gender equality and women's empowerment and that gender sensitive results can be captured and reported;
- Develop M&E guideline and tools and build capacity of CMAA and other relevant stakeholders at local level to use the tools, to collect and to analyze data;
- Coordinate with CMAA to collect data, to conduct field monitoring and to analyze data;
- Facilitate external review and evaluation of the project and mine action sector where relevant;
- Provide technical support to CMAA to improve the Performance Monitoring System (PMS) and mine sector monitoring and reporting;
- Produce timely reports - both internal and external - following relevant requirements and established procedures;
- Ensure the reports required are submitted on time in accordance with the required standards and format (internal report, report to donors, and other reports as required); specifically, work with CMAA to ensure that the report is gender sensitive and that results related to gender related activities are captured;
- Coordinate and quality check the preparation and submission of the Project Quarterly and Annual Reports, both narrative and financial;

3. Stakeholders coordination, resource mobilization and partnership building and management with Government agencies, operators, CSOs, UN agencies, development partners, and private sector

- Promote information sharing and coordinate programme activities with other UNDP initiatives as well as with other United Nations agencies and donors, to develop inter-agency synergies
- Build and maintain partnership through networking with stakeholders to generate their interest in the area related to the project and in contributing to the resource mobilization effort;
- Support the development and maintenance of a donor database for mine action in Cambodia, including strategies and priorities of various donors and private businesses both globally and in Cambodia;
- Contribute to the development and enhancement of a communications plan and resource mobilization strategy;
- Prepare necessary reports and documents in support of future resource mobilization efforts, if required.
- Raise visibility of the programme strategies through knowledge sharing and well-developed communication materials
- Support effective and timely resource mobilization in close collaboration with CMAA and UNDP country office, including providing advice and support to CMAA to mobilize resources from private sector;
- Oversee and coordinate the development of concept notes and full project proposals;
- Ensure that experiences and lessons learned from project implementation are adequately recorded and disseminated.

4. Knowledge management, advocacy, and communication of results:

- Lead and facilitate knowledge production, including identification and documentation of case studies, lessons learned;
- Develop and work with CMAA to implement the communication strategy for the project and for CMAA for mine action sector;
- Ensure that knowledge products are gender sensitive;
- Promote knowledge within and outside Cambodia through publication, workshop, exchange and experiences sharing, etc.
- Ensure that lessons learned, case studies etc. are captured in the reports that are made available to the public;

Recruitment Qualifications

Education:	Advanced university degree in Development Studies, Social Sciences, Management, or other relevant disciplines;
Experience:	<ul style="list-style-type: none"> • At least 5 years of progressive experience in project management, coordination and in monitoring, evaluation, and reporting in mine action sector; • Solid experiences in providing management and coordination advice to the government and other stakeholders in project implementation, design, coordination and monitoring and evaluation;

	<ul style="list-style-type: none"> • Proven track record of capacity building support to national counterpart; • Solid knowledge and experiences in advocacy, partnership building, resource mobilization, and M&E; • Experiences in and ability to coordinate at professional level with high level Government representative, donors, UN agencies, CSOs, and private sector; • Sound knowledge and experiences in gender mainstreaming, including in mine action sector; • Experience with UN organizations and other international development agencies; <p>Proven knowledge and experience of working in the context of mine action in Cambodia is a strong asset.</p>	
Language Requirements:	<ul style="list-style-type: none"> • Fluency in English (both spoken and written). • Fluency in Khmer will be considered an asset. 	
Signatures - Job Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Deputy Resident Representative	Signature	Date
Chief Division/Section		
Resident Representative	Signature	Date

2. National Mine Action Advisor

Position Information	
Job Title:	National Mine Action Advisor
Grade Level:	NPSA10
Report to:	Project Coordination Specialist
Functions / Key Results Expected	
The National Mine Action Advisor will:	
<ul style="list-style-type: none"> ❑ Provide technical and advisory support to the National Project Director and Project Manager to ensure effective, efficient and timely delivery of clearance outputs: <ul style="list-style-type: none"> - Advise on matters related to procurement of land clearance services, to ensure the best value for money, transparency, fairness and accountability of the process, 	

- Advise on formulating the statement of work (SoW) for every project undergoing contracting,
 - Participate as an observer in the evaluation of mine action bid proposals, providing technical advice throughout the process as required and issuing observer note after evaluation,
 - Monitor mine action contract performances regularly, provide advice to the project team and relevant CMAA team when required, and keep records of contract delivery results for reference,
 - Advise and contribute to the negotiation of contract and contract amendment processes,
- **Provide technical advice to CMAA on effective implementation of NMAS 2018-2025,**
- Provide technical support and contribute to the review of NMAS 2018-2025 implementation progress and the development of management responses to the review recommendations,
 - Provide technical and advisory support to CMAA for effective implementation of NMAS 2018-2025 and other related procedures and instructions,
 - Provide technical and advisory support to SEPD to ensure the planning and prioritization guideline is timely revised to align with the development of the mine action sector,
 - Provide technical and advisory support to the Secretariat of TWG-MA to conduct regular TWG-MA sessions and to develop and to monitor the progress of JMI. Technical support includes guidance to TWG-MA in preparing agendas, documents and presentations for meetings,
 - Provide applicable support to the efforts to develop the capacity of CMAA that fall under Output 3 of the project,
 - Provide technical and advisory support as applicable on the development of a residual threat strategy and the formation of a national capacity to address residual threats after 2025,
- **Provide technical and advisory support to CMAA on effective implementation of mine-free village strategy,**
- Continue to provide technical and advisory support to CMAA in the implementation of mine-free village strategy by developing required procedures/instructions for effective implementation of the strategy,
 - Advise CMAA in the monitoring of the mine-free village strategy implementation and provide other advice and support as applicable,
 - Provide technical and advisory support to SEPD to revise planning and prioritization guideline to align with the mine-free village strategy,

- **Provide technical advice to the National Project Director and Manager on effective implementation of the CfRIV project, on partnership building, and on capacity development of CMAA,**
 - Provide technical advice on planning, monitoring, and evaluation of mine action activities of the project for effective, efficient, and timely delivery of the outputs,
 - Identify emerging technical and programmatic issues and opportunities and advise on the development of relevant key strategic documents to address them,
 - Develop professional relationship with relevant national and international stakeholders to ensure synergy in mine action sector and to maximize the impact of the project,
 - Advise on the capacity development of CMAA and MAPU staff through training, coaching and identifying relevant training providers.

Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Master’s Degree in Business Administration, Public Administration, Political Sciences, Social Sciences or other related fields;
Experience:	<ul style="list-style-type: none"> • At least 7 years of professional experience at the national or international level in providing technical supports in mine action field; • Demonstrate ability to communicate and deal effectively with partners at senior and middle management and working level including government, academia, civil society, private sector, UN and other development partners to address relevant issue and to ensure the greater impact of the development project; • Solid experience in providing technical support and strategic coordination with government, development partners and NGO to address relevant mine action issue and to ensure the smooth coordination of the project; • Strong experience in managing technical advisory supports at supervisory level; management and in providing management advisory support and capacity building to national counterparts; • Experience of working within UN agencies, government entities, various development partner agencies in managing donor funds is an asset;
Language:	<ul style="list-style-type: none"> • Fluency in Khmer and English (both spoken and written).

VII. Signatures-Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Project Coordination Specialist	Signature	Date
Chief Division/Section:		
Assistant Resident Representative	Signature	Date

3. Project Coordination Officer

Position Information
Job Title: Project Coordination Officer Grade Level: IPSA8 Reports to: Project Coordination Specialist
Duties and Responsibilities
<p>Summary of Key Functions:</p> <p>The Project Coordination Officer is expected to provide efficient, timely, responsive, client-friendly and high-quality support rendered to the project and its beneficiaries in the accomplishment of their functions, including:</p> <ol style="list-style-type: none">1. Support monitoring, evaluation and reporting requirements<ul style="list-style-type: none">• Assist the Project Coordination Specialist to prepare periodic reports (quarterly and annual reports), donor updates, briefing notes, proposals, concept notes, budgets, and activity specific reports as required;• Ensure Sex, Age, Disability, and Diversity perspective is systematically applied, integrated and documented in all activities;• Support regular field monitoring of project activities and other monitoring and evaluation related works, including mid-term and final evaluations as well as other evaluations and assessments;• Recommend further improvement of the results framework, including developing monitoring and impact indicators for the project success;• Provide inputs to the Project Coordination Specialist on project strategies, activities, lessons learned and recommendations;• Provide inputs to the Project Coordination Specialist for improving the efficiency and effectiveness of the project by identifying bottlenecks in completing project activities and developing plans to minimize or eliminate such bottlenecks;• Collaborate and coordinate with other UN agencies, government agencies, donors and other organizations on monitoring and evaluation issues;• Keep abreast of developments related to mine action and local areas of development.2. Support gender and inclusion mainstreaming activities, victim assistance, mine risk education, and area based development approaches for improved livelihoods:<ul style="list-style-type: none">• Contribute to the design and implementation of victim assistance activities through implementing partners to enhance a continuum of care for mine/ERW victims and their families;• Enhance Explosive Ordnance Risk Education (EORE) in affected communities, including through inputs to improve trainings, targeted campaigns and innovative models suitable for marginalized populations;

- Support the project and CMAA to mainstream gender across institutional, operational and beneficiary levels (in work plan, budget, monitoring, and reporting) in line with the Gender Mainstreaming in Mine Action Plan 2021-2025;
- Support an area based development approach through collaboration and building partnership with other UNDP/United Nations activities, development partners and civil society;
- Regularly communicate and provide guidance to relevant partners responsible for implementing the above-mentioned activities.

3. Support resource mobilization and partnership building and maintain effective relations with all partners:

- Together with the Project Coordination Specialist and Programme Analyst, maintain close coordination with the relevant line ministry partners, secretariats, donor focal points, UN agencies and development partners on all aspects of the project implementation;
- Support the development of appropriate working relations with national stakeholders and work closely with national counterparts, in particular with the focal points of the CMAA to build strong relationships to support UNDP efforts in ensuring effective partnership;
- Assist in the preparation of funding submissions for donors and draft any required after-action reports.

4. Support communication and knowledge building and sharing:

- Collect and document data related to project's activities and impact and ensure regular information sharing;
- Support the communication and networking with project donors and other relevant NGOs and UN agencies to generate their interest project activities and to build synergy;
- In collaboration with UNDP Communications team and under supervision of the Project Coordination Specialist, support the production and dissemination of communication products to raise the profile of the project and awareness of mine action including the drafting of media messages, web and social media content, blogs, op-eds, case studies, factsheets, press releases and the production of videos, etc.;
- Contribute to the preparation of donor briefs, notes for senior management, and speeches;
- Coordinate with UNDP Communications team to design and implement communication plans pertaining to project events and major activities.

5. Support day to day project management and operations in a timely and efficient manner:

- Support the Project Manager and Project Coordination Specialist to ensure that the Project Board meets regularly as planned and that the Project Board's recommendations are implemented and reported;
- Contribute to the development of work plan and provide inputs to partners and grantees in planning process;

- Support the organization of meetings and field missions;
- Any other related tasks as may be required or assigned by the Project Coordination Specialist.

Recruitment Qualifications	
Education:	<ul style="list-style-type: none"> • Master's Degree in Conflict Studies, Political Science, International Relations, Development, Social Sciences, or other relevant disciplines.
Experience:	<ul style="list-style-type: none"> • At least 2 years of relevant experience. Experience in the mine action sector, preferably in Cambodia or South-East Asia, is an asset. • Working experience with governments and other stakeholders on related policy and implementation and formulation of relevant strategies and action plans; • Experience in project coordination; • Experience in providing technical support and capacity building to national counterparts; • Experience in advocacy, networking, innovation and/or problem-solving skills; • Excellent interpersonal skills; culturally and socially sensitive; ability to work inclusively and collaboratively with a range of partners and ability to work effectively in a multicultural team of international and national personnel.
Language Requirements:	<ul style="list-style-type: none"> • Very good spoken and written English skills are required. • Working knowledge of Khmer is an advantage.

Signatures - Job Description Certification		
Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Project Coordination Specialist	Signature	Date
Chief Division/Section:		
Assistant Resident Representative	Signature	Date

1. Project Admin and Finance Assistant

Position Information	
Job Title:	Project Admin and Finance Assistant
Grade:	NPSA5
Report to:	Project Coordination Specialist
Functions / Key Results Expected	
1. Effective support on the project administrative and financial management:	
<ul style="list-style-type: none">• Contribute to day-to-day support to the project implementation and ensure conformity to expected results, outputs, objectives and work-plans;• Liaise closely with the UNDP programme associate and analyst to ensure the effectiveness of administrative and financial management of the project in accordance with UNDP rules and regulations;• Provide support to the project to ensure that all project 1) administrative and financial management, 2) recruitment and procurement processes, and 3) disbursement and payment requests meet UNDP standards and are in compliance with UNDP's NIM (National Implementation) procedure/guidelines, UNDP rules, regulations, and procedure (including processes under UNDP web-based management system and ATLAS);• Ensure that payment supporting document contains accurate and sufficient information, i.e. invoice/receipt date, FACE, payee and vendor signature, and clear description on purpose of payment and that payment to suppliers or and cash advance are paid and cleared on time;• Foresee and identify potential risks both financial and operational risks, and inform relevant colleagues to ensure that they are addressed in a timely manner;• Contribute to the preparation of budget workplan (multi-year, annual and quarterly workplan, budget revision, and costing of specific activity such as workshops) and to the drafting of report, especially the financial report section;• Support CMAA to monitor financial delivery of the project budget (fund disbursed to CMAA through FACE);• Specifically, assist CMAA in preparing project quarterly and annual financial reports for submission to UNDP by using FACE (funding Authorization and Certificate of Expenditure) attached with quarterly work plan, progress report, bank statement and reconciliation and statement of cash position;• Support the project to develop and execute procurement plan;• Establish and maintain the electronic (including UNDP web-based management system and ATLAS) and physical filing system for project documentation and communication;• Prepare and update proper project relevant documentations and records and ensure that the documents are prepared and ready for audit and spot check;• Provide support to CMAA and UNDP in the implementation of audit and spot check recommendations;	

- Assist CMAA in ensuring project inventory of non-expendable and expendable equipment are well registered and maintained and ensuring that the equipment is safe and in proper working conditions;
- Assist CMAA in ensuring project asset safeguarding by conducting physical counting, recording, disposal and or write-offs if necessary.

2. Effective support to the project management and implementation:

- Provide administrative support to the communication between UNDP advisory team and Socio-Economic Planning Development, Database Unit, Victim Assistance, and Explosive Ordnance Risk Education team of CMAA to follow up the better livelihood and performance monitoring system work plan;
- Support the project to write administrative paper works, issue papers, and partnership with relevant partners;
- Prepare the minutes of meetings and distribute to participants and maintain the day-to-day records of project implementation;
- Liaise between the implementing partner and UNDP country office to ensure smooth administrative and financial management of the project;
- Provide logistic assistance the project to organize meetings including project board meetings, Technical Working Group, workshops, learning events, and other project meetings;
- Draft correspondence and memos for project communications with CMAA and the UNDP Country Office.

3. Support to knowledge building and knowledge sharing:

- Participate in the trainings open to UNDP project staff, in particular with regard to UNDP operations and management framework;
- Contribute to project monitoring, audit and documentation of lessons learned;
- Share knowledge to and coach the government counterpart staff on financial management and other best practices of project implementation;
- Provide guidance to the CMAA relevant staff in the preparation and review of FACE forms, financial reports, supporting documents;
- Provide information and guidance to the CMAA staff as required on NIM procedures related to finance, procurement, asset, and HR and advise on processes to follow.

Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Secondary Education. Bachelor’s Degree in Business Administration, Accounting, Finance, Management, Public Administration, or related fields.
Experience:	<ul style="list-style-type: none"> • Minimum 5 (five) years with Secondary Education or 3 (three) years with Bachelor’s degree of relevant finance and administrative management experiences with development projects; experience with UN, UN funded projects, or with international organization is an advantage; • Solid experiences in project financial management and in office management support including logistical supports;

	<ul style="list-style-type: none"> • Experience in providing capacity building support related to financial management to national counterparts; • Time-management and organisational skills; • Ability to work under minimum supervision in a complex environment; • Substantive knowledge of UNDP project implementation modalities such as National Implementation Modality (NIM) procedures would be an important asset and familiarity with financial and technical rules, regulations and procedures relevant to project implementation;
Language Requirements:	<ul style="list-style-type: none"> • Fluency in Khmer and English (both spoken and written).

VII. Signatures- Post Description Certification

Incumbent (if applicable)		
Name	Signature	Date
Supervisor		
Project Coordination Specialist	Signature	Date
Chief Division/Section:		
Assistant Resident Representative	Signature	Date



*Empowered lives.
Resilient nations.*

LETTER OF AGREEMENT
BETWEEN
UNITED NATIONS DEVELOPMENT PROGRAMME
AND
THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed *Clearing for Results, Phase IV (Project ID: 00096338 and Award ID: 00090697)*. UNDP and the government hereby agree that the UNDP country office may provide such support services at the request of the Cambodian Mine Action and Victim Assistance Authority (CMAA) which is designated as an implementing partner in project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (CMAA) is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the Implementing Partner, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project personnel, consultants etc.;
 - (b) Identification and facilitation of training activities and awarding contracts to selected agencies;
and
 - (c) Procurement of goods and services, and facilitating travel arrangement;
4. The procurement of goods and services and the recruitment of project and project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the project, the annex to project document will be revised with the mutual agreement of the UNDP resident representative and the implementing Partner.

5. The relevant provisions of the UNDP *Standard Basic Assistance Agreement with the Government* (the "SBAA"), dated on 14 December 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated CMAA. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be affected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed projects.

Yours sincerely,

For the Government of Cambodia
H.E. Ly Thuch
1st Vice President, CMAA
Date:.....

Signed on behalf of UNDP
Nick Beresford
Resident Representative
Date:.....

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Cambodian Mine Action and Victim Assistance Authority, the institution by the Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP Country office for the nationally managed project- 00096338- Clearing for Results Phase IV.
2. In accordance with the provisions of the letter of agreement and the project document, the UNDP country office shall provide support services of the Clearing for Results Phase IV as described below.
3. Support services to be provided:

Support Services	Scheduled for the provision of the support services	Cost of UNDP of providing such support services will be on actual basis	Amount and method of reimbursement of UNDP
1. Identification and/or recruitment of project personnel and consultants	January 2020- December 2025 or as per approved AWP	Actual Cost	AP, JV, or GL
2. Identification and facilitation of training activities and awarding contracts to selected agencies	January 2020- December 2025 or as per approved AWP	Actual Cost	AP, JV, or GL
3. Procurement of goods and services, and facilitating travel arrangement	January 2020- December 2025 or as per approved AWP	Actual Cost	AP, JV, or GL

4. Description functions and responsibilities of the parties involved:
 - 4.1 Project counterpart is responsible for the development of terms of reference for the recruitment of personnel and for the procurement of services; identification of goods needs for the project.
 - 4.2 UNDP Human Resources Unit is responsible for the process of recruitment of the project personnel.
 - 4.3 UNDP Procurement Unit is responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.

Annex 6. Capacity Assessment

Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)