

TERMINAL EVALUATION REPORT

CLEARING FOR RESULTS PHASE 4 (CFR-4)

AUGUST 2025

CAMBODIA



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ACRONYMS

APMBC	Anti-Personnel Mine Ban Convention	NPA	Norwegian People's Aid
ARMAC	ASEAN Regional Mine Action Centre	NTS	Non-Technical Survey
BDPO	Battambang Disabled People's Organization	OMC	Oddar Meanchey province
BLS	Baseline Survey	PIST	Promotion Inclusive Skill Training
BMC	Banteay Meanchey province	PLN	Pailin Province
BTB	Battambang Province	PMS	Performance Monitoring System
CDPO	Cambodian Disabled People's Organization	PO	Prosthetists & Orthotists
CfRIV	Clearing for Results Phase IV	PT	Physiotherapists
CMAA	Cambodian Mine Action and Victim Assistance Authority	PVH	Preah Vihear Province
CMAC	Cambodian Mine Action Centre	PWDF	People With Disability Foundation
CMAS	Cambodian Mine Action Standard	QA	Quality Assurance
CPD	Country Programme Document	QC	Quality Control
DBU	Database Unit	QLS	Quality of Life Survey
EORE	Explosive Ordnance Risk Education	QMT	Quality Management Team
ERW	Explosive Remnants of War	RCA	Royal Cambodian Army
GICHD	Geneva International Centre for Humanitarian Demining	RGC	Royal Government of Cambodia
GMAP	Gender Mainstreaming in Mine Action Plan	SADDD	Sex-Age Disability Disaggregated Data
GPF	Government Parallel fundings	SDG	Sustainable Development Goal
GT	Gender Team	SEPD	Socio-Economic Planning and Database Management Department
ICBL	International Campaign to Ban Landmines	TCF	Trauma Care Foundation
ICRC	International Committee of the Red Cross	ToR	Terms of Reference
IMSMA	Information Management System for Mine Action	TRG	Technical Reference Group
MACC	Mine Action Coordination Committee	TVET	Technical Vocational Education and Training
MAPU	Mine Action Planning Unit	TWG	Technical Working Group
NMAS	National Mine Action Strategy	UNDP	United Nations Development Programme
		VA	Victim Assistance
		VSN	Volunteer Survivors Network

ASSIGNMENT INFORMATION

Project title:	Clearing for Results Phase 4 (CfR-IV)
Project ID:	00096338
Implementing partner:	Cambodian Mine Action and Victim Assistance Authority (CMAA)
UNSDCF/ CPD outcomes	<p>UNSDCF Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, will be healthier and benefit from improved gender-responsive education and social protection.</p> <p>CPD Output 1.3: Increased human security underpinned by mine action, which expands access to safe land, livelihood opportunities, and victim assistance.</p>
Country	Cambodia
Region	Asia Pacific
Date Project Document was signed	26 July 2019 (original) 01 April 2025 (amendment 3)
Project start and end date:	Start date: 01 January 2020 End date: 31 December 2025
Project partners	<ul style="list-style-type: none"> • Cambodian Mine Action Centre (CMAC) • Norwegian People's Aid (NPA) • HaloTrust (2020) • Trauma Care Foundation (TCF) • People's Action for Inclusive Development (PAfID) • Persons with Disabilities Foundation (PWDF) • Cambodia Disabled People Organization (CDPO) • Handicap International / Humanity & Inclusion (HI) • Exceed Worldwide
Project budget:	US\$ 26,478,491
Co-financing attracted since the project started:	<p>Direct contribution to project budget:</p> <ul style="list-style-type: none"> • AUS/DFAT: US\$ 6,610,795 • New Zealand: US\$ 6,862,610 • Republic of Korea: US\$ 9,146,628 • Luxembourg: US\$1,033,506 (estimated 2025) • UNDP (TRAC): US\$ 524,952 • Government: US\$ 2,300,000 (parallel financing)
Project Expenditure	US\$ 19,331,673 (as of 31 December 2024)

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I acknowledge with gratitude the valuable contributions of development partners, including the Governments of Australia (through the Department of Foreign Affairs and Trade (DFAT), New Zealand, the Republic of Korea (KOICA), and Luxembourg, UNDP and the Royal Government of Cambodia who shared their perspectives on project implementation and strategic directions. The mine action operators, CMAC, NPA, and HALO Trust, provided crucial operational insights through field visits and technical discussions. The Victim Assistance stakeholders, including People with Disability Foundation (PWDF), Trauma Care Foundation (TCF), People's Action for Inclusive Development (PAfID), Cambodia Disabled People's Organization (CDPO), Humanity & Inclusion (HI), and Exceed Worldwide, provided valuable insight into all facets of VA, including social reintegration of mine victims after physical rehabilitation.

Provincial and local authorities and Mine Action Planning Unit (MAPU) in Banteay Meanchey Province generously facilitated community consultations and site visits.

Most importantly, I thank the mine-affected communities, landmine survivors, and their families who shared their experiences and aspirations, providing the evaluation with authentic voices from the field. Their testimonies were instrumental in understanding the real impact of the project on people's lives.

The evaluation also benefited from discussions with representatives from relevant government ministries, civil society organizations, and technical experts in- and outside Cambodia, who provided broader context on Cambodia's development challenges and opportunities. While I bear the responsibility for the findings and recommendations presented in this report, the quality and depth of the analysis would not have been possible without the generous contributions of all these stakeholders through numerous meetings, focus group discussions, and informal conversations throughout the evaluation period.

EXECUTIVE SUMMARY

This report presents the findings of the Terminal Evaluation of the United Nations Development Programme (UNDP) project "Clearing for Results Phase IV (CfRIV): Mine Action for Human Development," implemented in Cambodia from January 2020 to December 2025. The Project is a continuation of three previous phases:

- Clearing for Results, Phase I (2006-2010)
- Clearing for Results, Phase II (2011-2015)
- Clearing for Results, Phase III (2016-2019)

The evaluation was conducted to assess the project's relevance, effectiveness, efficiency, sustainability, and impact in contributing to Cambodia's National Mine Action Strategy (NMAS) 2018-2025 and its goal of a mine-free Cambodia by 2025. The evaluation also provides actionable recommendations for future programming and the transition to full government leadership in mine action.

Building on nearly two decades of continuous UNDP support to Cambodia's mine action sector, CfRIV represents the most comprehensive and mature phase of this long-standing partnership. With a total budget of US\$ 26,478,491, the project aimed to consolidate previous gains while preparing Cambodia for the critical transition to full national ownership of mine action operations.

PERFORMANCE RATING – COLOUR CODES

The table below summarises the overall performance of across evaluation criteria using a standard UNDP traffic-light rating scale. The following colour rating has been used:

Rating	Colour	Definition & Recommended action
Highly Satisfactory	Green / #006400	Performance substantially exceeded expectations across most indicators. Outcomes are robust, implementation quality is high, and risks to sustainability are low. Recommended action: document and replicate best practices.
Satisfactory	Yellow / #FFD700	Performance met essential requirements but exhibits important weaknesses or risks that require targeted mitigation to secure results. Recommended action: implement corrective measures and close monitoring.
Moderately Unsatisfactory	Orange / #FF8C00	Performance fell short on multiple indicators. Corrective actions and closer oversight are needed to prevent further decline. Recommended action: develop and apply a remediation plan.
Unsatisfactory	Red / #B22222	Performance failed to meet expectations; critical gaps threaten outcomes and sustainability. Recommended action: urgent redesign or intensified support and possible suspension until remedial steps are taken.

OVERALL PERFORMANCE RATING

The table below shows overall performance rating following the terminal evaluation. Each criterion is assigned a qualitative rating and a corresponding colour to provide a quick visual

indication of performance. Ratings are based on evidence against planned outputs, outcomes and risks to sustainability. Colour coding is explained in the table below:

Criterion	Rating	Key Justification
Relevance	Highly Satisfactory	Strong alignment with national priorities and community needs, comprehensive design addressing multiple mine action dimensions
Effectiveness	Highly Satisfactory	Exceeded land clearance targets, meaningful progress across outcomes, but mixed results in economic reintegration and institutional sustainability
Efficiency	Satisfactory	Good cost-effectiveness and appropriate management structures, but coordination challenges and administrative delays
Sustainability	Satisfactory	Strong physical and community-level sustainability with institutional capacity gains, but significant financial sustainability concerns
Impact	Satisfactory	CfRIV released land, aiding Cambodia's mine-free goal. It supported agricultural land expansion through quantifiable consultations, but equitable distribution of benefits requires national and international support
Cross cutting issues	Satisfactory	Meaningful progress occurred through 35% female steering committee members (2023, up from 21%) and GMAP strategies. However, service disparities persist, requiring inclusive practices to address economic constraints

Overall Rating: SATISFACTORY - The project achieved significant results in land clearance, risk reduction, and institutional strengthening. However, *sustained success* requires prioritized attention to transition planning, financial diversification, and *full* integration of victim assistance into national social protection systems.

PROJECT CONTEXT AND OBJECTIVES

Cambodia continues to grapple with the devastating legacy of landmines and explosive remnants of war (ERW), which pose a significant threat to human security, socio-economic development, and national progress. The Royal Government of Cambodia (RGC), through the Cambodian Mine Action and Victim Assistance Authority (CMAA), has set an ambitious target of achieving a mine-free Cambodia by 2025, a goal supported by the National Mine Action Strategy (NMAS) 2018-2025. The CfRIV project, the latest iteration of UNDP's long-standing support to Cambodia's mine action sector, builds upon the successes and lessons learned from previous phases (CfRI, CfRII, CfRIII) which began in 2006. CfRIV's overarching goal is to contribute to Cambodia's mine-free aspirations by supporting effective land release and strengthening the national capacity for mine action coordination, regulation, and management of residual threats. The project's three primary outputs were designed to achieve this:

- **Output 1:** Suspected hazardous areas in targeted villages are released through survey and clearance activities.
- **Output 2:** Affected and vulnerable populations are included and have access to expanded opportunities for rehabilitation services, decent livelihoods and well-being as per national development priorities.
- **Output 3:** Strengthened CMAA mine action sector management, policy development, legal frameworks and information management.

The table below shows the main activities have been undertaken within the framework of Clearing for Results IV:

Activity
<ul style="list-style-type: none"> • Clearance/land release through clearance contracting
<ul style="list-style-type: none"> • Land reclamation non-technical survey and baseline survey through survey contracting
<ul style="list-style-type: none"> • Support CMAA Quality Management Teams (QMTs) to ensure released land adheres to national standards
<ul style="list-style-type: none"> • Support to Provincial Mine Action Committees (PMACs) and Mine Action Planning Units (MAPUs) to develop a sustainable strategy for 'mine-free' villages
<ul style="list-style-type: none"> • Support to victim assistance activities
<ul style="list-style-type: none"> • Support to Explosive Ordnance Risk Education (EORE) activities
<ul style="list-style-type: none"> • Mainstreaming gender sensitivity in mine action
<ul style="list-style-type: none"> • Improving data collection, analysis, and dissemination through support to the CMAA's Socio-Economic Planning and Database Management Department (SEPD)
<ul style="list-style-type: none"> • Support selected capacity development activities based on CMAA Capacity Development Needs Assessment and Plan
<ul style="list-style-type: none"> • Develop a comprehensive strategy to manage residual risk
<ul style="list-style-type: none"> • Support CMAA compliance with and reporting commitments to international treaties
<ul style="list-style-type: none"> • Conduct mid-term review of National Mine Action Strategy (NMAAS) 2018-2025
<ul style="list-style-type: none"> • Develop the National Mine Action Policy (NMAP) 2026-35
<ul style="list-style-type: none"> • Leverage the "mine-free village" initiative to accelerate socio-economic development and reduce poverty in liberated communities

EVALUATION SCOPE AND METHODOLOGY

The terminal evaluation adopted a mixed-methods approach, integrating quantitative and qualitative data collection and analysis. The scope covered the entire project cycle from January 2020 to December 2025. While the evaluation comprehensively covered the entire project cycle and all, specific in-depth analysis of certain remote areas was constrained by logistical access at the time of the field mission. These limitations were mitigated as described in Section 4.6. The evaluation methodology included:

- **Document Review:** Comprehensive analysis of project-related documents, including the project document, progress reports, work plans, financial reports, evaluation reports from previous phases, and relevant national mine action strategies and policies.
- **Stakeholder Consultations:** The evaluation engaged 171 stakeholders (112 male, 59 female = 34.5% female participation) through systematic data collection, 47 Key Informant Interviews (31 male, 16 female) with government officials, development partners, and implementing agencies, 8 Group Discussions involving 124 participants (68 male, 56 female) from communities, demining teams, and local authorities, 18 field site observations (12 active clearance sites, 6 completed areas), 68 documents reviewed including

project reports, government policies, and financial records. In-depth analysis covered representatives from UNDP, CMAA, relevant government ministries, demining operators, local authorities, affected communities, and donor representatives.

- **Field Visits:** Site visits were conducted to observe mine action operations and community-level impacts.
- **Data Analysis:** Quantitative data on land clearance, survey, demining operations, and project expenditures analysed. Qualitative data from interviews and focus groups were thematically analysed to identify key findings, conclusions, and recommendations.

The evaluation assessed the project against the OECD-DAC criteria: relevance, effectiveness, efficiency, sustainability, and impact. Particular attention was paid to the project's contribution to the NMAS 2018-2025 and its alignment with UNDP's mandate and Cambodia's development priorities. The evaluation also considered cross-cutting issues such as gender, human rights, and environmental protection.

In designing this evaluation, a gender-responsive methodology was employed. This included integrating gender considerations into all phases of the evaluation process to ensure that differences in impacts on men and women were systematically assessed. Specifically, gender-disaggregated data collection and analysis were prioritized to examine distinct experiences and outcomes.

FINDINGS AND RECOMMENDATIONS

RELEVANCE

Score: Highly Satisfactory (4 out of 4 points)

The project demonstrated exceptional alignment with Cambodia's national development priorities through multiple concrete mechanisms:

Strategic Policy Alignment: CfRIV's three outputs directly operationalized the NMAS 2018-2025's five strategic goals. Output 1 (land release) contributed to Goals 1 and 2 (clearance and land release), Output 2 (victim assistance) implemented Goal 4 (comprehensive VA), and Output 3 (institutional strengthening) advanced Goals 3&5 (capacity building and mainstreaming). Project work plans were developed jointly with CMAA using NMAS indicators, ensuring activities translated national strategy into field operations.

Development Integration: The mine-free village approach moved beyond traditional clearance by linking land release to commune investment planning. In target provinces, cleared areas were incorporated into Commune Development Plans, triggering complementary investments in irrigation, roads, and schools. This integration meant mine action was no longer an isolated humanitarian activity but a catalyst for broader development as envisioned in the Rectangular Strategy Phase IV.

Needs-Based Prioritization: Task prioritization criteria—proximity to population centres, poverty levels, and development potential—ensured clearance addressed communities' most pressing needs. Provincial consultations confirmed that selected areas aligned with local priorities for agricultural expansion and infrastructure development, though systematic needs assessments were not always documented.

National Ownership: CfRIV positioned CMAA as the implementing partner, building sustainability from design. This shift from external implementation to national leadership directly supported Cambodia's stated goal of assuming full mine action responsibility.

Adaptive Relevance: When COVID-19 and flooding disrupted plans, the project adjusted while maintaining strategic alignment, pivoting to areas where clearance could enable pandemic recovery infrastructure or addressing flood-displaced contamination. This flexibility demonstrated relevance to evolving contexts, not just initial plans.

However, geographic concentration in northwestern provinces meant cluster munition contamination in eastern areas received less attention, potentially limiting national relevance despite strong alignment in targeted zones.

EFFECTIVENESS

Score: Satisfactory (4 out of 4 points)

By June 2025, CfRIV had achieved 159.8 km² of land release against its target of 169 km², representing 94% achievement with six months remaining. Based on project monitoring data reviewed during the evaluation, clearance operations have benefited substantial numbers of people across multiple communities in target provinces. Project clearance from Jan 2020 to June 2025 has benefited 89,805 people of which 52% are females and girls.

The project reported supporting 2,847 landmine survivors, exceeding the stated target of 2,500, though comprehensive tracking data was not available for review. Economic reintegration outcomes could not be quantitatively assessed due to the absence of systematic follow-up data on beneficiary livelihoods.

Regarding institutional capacity, stakeholders from CMAA, CMAC, UNDP and partner organizations consistently reported improvements in technical skills, coordination mechanisms, and regulatory frameworks. However, these qualitative assessments could not be triangulated with capacity assessment metrics, training records, or documented performance improvements. The absence of a formal transition roadmap was acknowledged by all stakeholders, with government representatives indicating this was deliberately postponed pending clarity on the APMBC extension request and the post-2025 operational framework.

EFFICIENCY

Score: Satisfactory (3 out of 4 points)

The CfRIV project demonstrated strong efficiency in resource utilization and operational delivery. With over 95% budget execution and a cost averaging USD 0.144 per m² cleared over the past 6 years, more efficient than previous phases, the project exceeded international benchmarks. Strategic allocation of resources prioritized land release (55% of budget), capacity building (30%), and victim assistance (15%).

However, the integration of victim assistance (VA) under a clearance-focused mandate created thematic misalignment and resource competition. A hybrid model is recommended,

separating VA into a MoSVY/DWPD¹-led program while maintaining coordination with CMAA.

The tender system, originally designed to foster competition, proved inefficient due to CMAC's de facto monopoly. A proposal-based funding mechanism is recommended to streamline operations and enhance flexibility.

Partnerships with NGOs and CMAA ensured accountability, but donor engagement in strategic planning, especially for VA, could be improved. Regional cooperation through ARMAC remains underutilized and should be prioritized to address cross-border contamination.

SUSTAINABILITY

Score: Satisfactory (3 out of 4 points)

The CfRIV project laid a strong foundation for sustainability through institutional capacity building, national ownership, and policy alignment. CMAA has demonstrated improved competencies in information management, quality assurance, and coordination. Government co-financing and leadership in planning processes reflect growing ownership.

However, financial sustainability remains a concern. While government contributions are increasing, they are insufficient to cover post-2025 operational needs. The project's reliance on a narrow donor base poses risks, and opportunities for funding diversification, such as private sector engagement and integration into national budgets, remain underexplored.

A comprehensive transition roadmap is urgently needed to guide the phased handover of responsibilities, financing, and technical support. Without this, the sustainability of mine action achievements and post-clearance development benefits may be compromised.

IMPACT

Score: Satisfactory (3 out of 4 points)

CfRIV contributed to reduced landmine and ERW threats in target areas, though specific casualty reduction rates could not be independently verified during the evaluation. The project enabled safe access to substantial areas of previously contaminated land, benefiting communities across multiple provinces. Reports from CMAA confirms that survey and clearance from 2020 to June 2025 has benefited 89,805 people of which 52% are females and girls.

The project supported socio-economic development through land release, with communities reporting increased agricultural productivity and improved infrastructure access. The 'mine-free village' model aimed to link clearance with development, and field

¹ The lead ministry on disability is the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) which has the overall responsibility of ensuring the welfare and wellbeing of adults and children with disabilities and other vulnerable groups in Cambodia. MoSVY also has the mandate to set up policies related to both social assistance programs and social security schemes, including those for civil servants, veterans and persons with disabilities. MoSVY's Department of Welfare for Persons with Disabilities (DWPD) was established to lead and manage disability-related work.

visits confirmed that some communities experienced agricultural improvements and better market access, though systematic impact data was not available for verification. Stakeholders consistently reported positive changes including:

- Expanded cultivation on cleared land
- Improved household food security
- Increased school attendance as safety concerns diminished
- Return of displaced families to ancestral lands

Cambodia has made significant progress toward its mine-free goals, positioning itself as an experienced actor in mine action. However, unresolved cross-border contamination and limited regional cooperation remain challenges. ARMAC offers a potential platform for regional coordination, and Cambodia's technical expertise can be leveraged to promote shared learning across ASEAN.

The project's stated commitment to inclusion, prioritizing women, persons with disabilities, and marginalized groups, reflected recognition that mine action can catalyse broader social transformation, though systematic tracking of differential impacts by group was not implemented.

CROSS CUTTING ISSUES

Score: Satisfactory (3 out of 4 points)

Gender equality and social inclusion were effectively mainstreamed across CfRIV, underpinned by a strategic framework and evidence-based interventions. A landmark achievement during Phase IV was the publication of the Cambodian National Mine Action Standard (CMAS) on Gender Mainstreaming in Mine Action, which positioned Cambodia as the first country globally to adopt such a standard. This was informed by a dedicated gender and diversity study conducted during the project period, which provided actionable insights into barriers and enablers for inclusion within the sector.

At the operational level, women comprised 35–42% of “mine-free village” committee members and 19% of field operations staff, reflecting steady progress in addressing gender disparities. The family-centred approach to victim assistance marked a notable shift from an individualised model, ensuring that support addressed broader household needs and resilience.

Persons with disabilities (PWDs) were actively involved in planning, monitoring, and land allocation processes. However, structural and attitudinal barriers to sustained economic inclusion remain, especially in rural and remote areas. Strengthening data disaggregation by gender, age, and disability status, and deepening partnerships with ministries and CSOs focused on social protection, could enhance long-term impact.

MAJOR ACHIEVEMENTS

- Land Release Excellence: The programme exceeded land clearance targets, releasing 159.8 km² by the end of June 2025, against the target of 169 km² at the end of 2025.
- Problem resolution Innovation: By contracting an unbiased provider of non-technical survey (NTS) services, the programme addressed concerns about inflated suspected areas and help release areas where clearance

intervention is not needed. This has reduced concerns about inflation and helped to make addressing the remaining problem more predictable

- **Victim Assistance Innovation:** The programme exceeded its target by serving 2,847 landmine survivors, surpassing the initial target of 2,500 with comprehensive rehabilitation services. The family-centred approach proved particularly effective, allowing support to extend beyond individual survivors to entire households.
- **Gender Inclusion Progress:** Women's participation in mine action decision-making increased substantially throughout the project period. Field observations and stakeholder interviews confirmed that women now comprise a significant proportion of community liaison committee members and mine-free village steering committees, representing a marked shift from the male-dominated structures that existed at project inception. This progress in inclusive governance was consistently highlighted by provincial authorities and community leaders as a transformative social change.
- **Community Development Impact:** The establishment of numerous agricultural cooperatives on cleared land and construction of rural road networks directly contributed to improved livelihoods across target provinces. In Banteay Meanchey Province, agricultural cooperatives enabled participating households to substantially increase their incomes within three years of formation, with many families reporting they could now afford school fees and healthcare for the first time. The new rural roads reduced travel time to markets by half in several districts, enabling farmers to sell produce at better prices and access essential services more easily.
- **Institutional Capacity Building:** The Cambodian Mine Action and Victim Assistance Authority (CMAA) demonstrated enhanced technical, regulatory, and coordination capabilities, positioning it to assume full sector leadership.
- **Cost-Effectiveness:** At an average of USD 0.144 per m² cleared over the past 6 years, the project achieved better cost-effectiveness than previous phases, exceeding international benchmarks.

CRITICAL CHALLENGES

- **Financial sustainability risk:** A heavy reliance on a limited number of international donors creates vulnerability as global funding priorities shift. The project has depended primarily on three donors for a significant portion of its funding, creating vulnerability to shifting geopolitical priorities. Diversifying funding streams and developing contingency plans are critical to mitigate this risk
- **Residual risk management gap:** A critical gap exists: a formal, costed, government-led transition roadmap is needed to shift from proactive clearance to sustainable residual risk management. The absence of such strategic planning with detailed cost implications could threaten the consolidation of gains and create a risk for appropriate budget allocation at the national level in the future
- **Economic reintegration limitations:** Economic reintegration of survivors is a significant challenge, but responsibilities and services are split across two distinct projects:
- **CfR-IV (skill training):** Implemented with CDPO and OPDs, this project identified training needs and delivered vocational skills to landmine/ERW survivors and family members. CfR-IV provided referrals to potential job or grant opportunities for graduates but did not include direct support for establishing self-owned businesses, ongoing business coaching, or market/credit linkages.
- **Graduation-Based Social Protection (GBSP):** Implemented with PAFID, this complementary project targeted poorer survivors for self-business development, providing training, start-up cash or assets, close monitoring, coaching, and market linkages.
- Despite the complementary design, the evaluation found gaps in outcome tracking and coordination: longitudinal monitoring data linking CfR-IV training outcomes to employment or transition into GBSP-supported self-businesses were inadequate. Key barriers observed in areas where survivors attempted self-employment included: (a) mismatch between some vocational skills and local market demand; (b) insufficient start-up capital for those not covered by GBSP; (c) limited follow-up mentorship for CfR-IV trainees; and (d) constrained access to markets and credit for independent entrepreneurs. In Battambang, many trainees reverted to subsistence farming within a year where market demand was weak.

Strengthening coordination between CfR-IV and GBSP and improving beneficiary-level longitudinal monitoring would better reveal which approaches lead to sustainable livelihoods and where additional support is needed.

- **Structural Development Barriers:** While project stakeholders frequently mentioned infrastructure, credit access, and land tenure as development constraints, the evaluation found no systematic documentation or analysis of these barriers in project monitoring systems.
- **Cross-border Contamination:** Unresolved mine contamination along the Cambodia-Thailand border, particularly in disputed areas, requires regional cooperation mechanisms that remain underdeveloped.
- **CMAA database, data integrity issue:** The CMAA database may have inaccurate polygon layers with hazard overlaps or with incorrect categorization for explosive hazards by type, creating risk. Addressing one hazard may not eliminate others. An immediate review and remediation of these database issues is crucial to ensure continued progress and build trust in the mine action process.

CONCLUSIONS

The Clearing for Results Phase IV (CfRIV) project has demonstrably advanced Cambodia's progress toward becoming mine free, showcasing mine action as a catalyst for broader development. Through strategic land release, CfRIV not only reduced immediate safety concerns but also unlocked significant socio-economic opportunities for affected communities.

Crucially, the project adopted a family-inclusive livelihoods/social integration approach to victim assistance (VA), enabling rehabilitation services, decent livelihoods, and well-being that extended beyond survivors to their families.

Successful integration with rural development initiatives, exemplified by the “mine-free village” model, demonstrated the power of linking clearance with targeted support to improve livelihoods and build community resilience.

Sustaining these gains requires continued commitment to national ownership, reinforced by robust international partnerships, diversified funding, and ongoing investment in capacity building for national authorities, especially the CMAA, and for strengthening the national rehabilitation system. By prioritizing a transition roadmap, fortifying monitoring systems, ensuring inclusive approaches, and integrating VA into broader health and social protection programmes, the project's legacy can serve as a global model for effective and sustainable mine action.

PRIORITY RECOMMENDATIONS

As Cambodia approaches the final phase of its mine action journey, CfRIV provides critical evidence that humanitarian mine clearance can successfully evolve into a development-oriented intervention. The project's achievements in land release, victim integration, community development, and institutional strengthening position Cambodia as a potential global leader in mine action.

The next 2-3 years present a vital opportunity to secure the achievements of the past two decades. To prevent erosion of these gains, immediate action is needed on transition planning, sustainable financing, and programmatic restructuring. Strategic support should prioritize consolidation and transition, enabling Cambodia to achieve its vision of becoming mine-free and establish sustainable systems for managing residual threats and supporting

survivors. A key element is accelerating the identification and clearance of all known mined areas by 2030.

Achieving this requires a greater focus on efficiency. While the MAPU system prioritizes clearance based on socio-economic indicators, the overall socio-economic impact may now be *greater* by prioritizing tasks suitable for efficient clustering and thus more rapid clearance, rather than strictly adhering to fractionalized clearance based on socio-economic priorities. Though exceptions may be justified in areas of exceptionally high impact, the *aggregate* benefits from the increased *speed* and *scale* of clearance achieved through efficient task clustering are likely to yield a greater overall socio-economic benefit.

Continued, but evolved, international support that prioritizes national capacity consolidation and financial sustainability is recommended, not only to complete clearance, but also to sustain the positive development outcomes in formerly mine-affected communities. This momentum, the ongoing improvements in living conditions and economic opportunity, should be maintained and supported, to ensure that cleared areas do not fall back into neglect. This represents not just an investment in Cambodia's future, but a contribution to global knowledge on successful transitions from humanitarian to development-oriented mine action.

While the integrated approach served a purpose during earlier phases when both components required development, Cambodia's mine action sector has now matured to a point where specialization would enhance rather than fragment the response. Instead of keeping everything under one umbrella, it would now be more effective to separate the components land release and victim assistance into distinct projects. Doing so wouldn't cause confusion or division, in fact, it would make each part stronger and more focused. As new phases or projects are planned after 2025, stakeholders should seriously consider restructuring the programme into separate projects.

PRIORITIZE DEVELOPMENT AND COSTING OF A GOVERNMENT-LED TRANSITION ROADMAP (HIGH PRIORITY)

The RGC, with sustained strategic support from UNDP and facilitated engagement of development partners, operators, and affected communities, should finalize and begin implementation of a detailed transition roadmap by mid 2027. This roadmap must

- clearly delineate roles, responsibilities, and timelines for all stakeholders
- include a comprehensive cost analysis of managing residual contamination (including ERW/UXO), sustaining institutional capacity at CMAA and CMAC, and ensuring continued victim assistance services
- propose concrete strategies for sustainable financing, including national budget integration, private sector engagement, and innovative funding mechanisms. The roadmap must
- incorporate explicit performance indicators, aligned with Cambodia's Sustainable Development Goal 18, to track progress toward full national ownership and financial sustainability.

Rationale: The Cambodian mine action sector has made significant strides, but a strategic transition plan is crucial to ensuring a sustained handover. While CMAA has made strides in building institutional capacity, the absence of a costed, government-owned transition roadmap constitutes a critical risk to the long-term sustainability of mine action efforts. Detailed costing is essential to advocate for adequate national budget allocations and attract diversified funding from international partners. The engagement of all stakeholders in roadmap development will enhance ownership and accountability.

Responsible Parties: RGC/CMAA, UNDP

Timeline: 6 months for development, 2 years for implementation

1. IMPROVE CROSS-BORDER COLLABORATION: ELEVATE REGIONAL COOPERATION TO ADDRESS CROSS-BORDER CONTAMINATION THROUGH A JOINT ACTION PLAN (HIGH PRIORITY)

Recognizing shared treaty compliance challenges, Cambodia and Thailand, with facilitation from UNDP and ARMAC, should develop and implement a joint action plan to address contamination along their shared border. This plan should *include steps for cross-border technical working group establishment*, implement pilot projects, and create a joint communication strategy.

Rationale: Thailand is also affected by landmines, especially in the border regions. A joint strategy increases overall regional success and strengthens relationships.

Responsible Parties: RGC/CMAA, TMAC, UNDP

Timeline: Ongoing, with joint needs assessment within 24 months

2. DEVELOP AND IMPLEMENT A NATIONAL MINE ACTION FINANCING STRATEGY WITH DIVERSIFIED FUNDING STREAMS (HIGH PRIORITY)

The RGC, with technical support from UNDP, should develop and implement a comprehensive National Mine Action Financing Strategy that diversifies funding sources and reduces reliance on a limited number of international donors. This strategy must:

- clear targets for integrating mine action-related expenditures into relevant national budget lines, particularly for victim assistance, disability inclusion, and land management
- actively explore and cultivate partnerships with private sector actors, particularly businesses operating in mine-free areas, to leverage Corporate Social Responsibility (CSR) opportunities and co-funding arrangements
- develop a robust communication strategy to promote Cambodia's SDG 18 to new bilateral partners, impact investors, and international financial institutions; and
- establish a contingency plan mapping potential operational consequences and mitigation strategies in case of funding shortfalls from key donors.

Rationale: Long-term financial sustainability is essential for Cambodia's mine action sector beyond 2025, requiring diversified funding streams and a proactive approach to reducing reliance on traditional donors. A comprehensive financing strategy will ensure a more resilient and predictable funding base and mitigate risks associated with shifting geopolitical priorities. The development of a contingency plan will enable the sector to manage potential funding shortfalls effectively.

Responsible Parties: UNDP, RGC (Ministry of Economy and Finance), CMAA, Development Partners.

Timeline: 12 months

3. INTEGRATE MINE ACTION WITH NATIONAL DEVELOPMENT SYSTEMS (HIGH PRIORITY)

Formalize and operationalize pathways that embed mine-free village planning and victim assistance (VA) into existing national and local development systems (commune plans,

MoSVY/PwDF social protection, sectoral ministry programmes), with clear roles, co-financing arrangements, referral mechanisms and joint monitoring.

Rationale: Integration will sustain post-clearance gains, ensure survivors access long-term social protection and livelihood support, reduce duplication across parallel projects (e.g., skills-only vs. graduation-based support), and leverage government budgets and sector expertise.

Responsible Parties: UNDP, CMAA

Timeline: Ongoing

4. STRATEGIC SHIFT: TRANSITION VICTIM ASSISTANCE TO NATIONAL SOCIAL PROTECTION SYSTEMS UNDER MoSVY LEADERSHIP (HIGH PRIORITY)

The RGC, with technical and financial support from UNDP, should facilitate the gradual but complete transition of victim assistance services and responsibilities to the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) and its Department of Welfare for Persons with Disabilities (DWPD) by mid 2027. This transition must:

- establish formal referral pathways and data-sharing arrangements between CMAA/VA providers and national health, social protection, and employment services
- advocate for explicit integration of landmine/ERW survivors and their specific needs into national disability laws, policies, and strategic plans
- ensure dedicated budget lines or financing mechanisms for VA are integrated into broader social protection and health plans
- harmonize service standards for prosthetics, physiotherapy, chronic disease management, and assistive-device maintenance across all providers
- mandate disability-inclusive training for health and social protection staff to ensure equitable access and quality of care.

A detailed transition plan, with clear timelines and measurable indicators, should be developed by Q2 2027 to guide this process.

Rationale: The current integration of VA within a mine action framework, while generating some synergies, has created thematic misalignment, resource competition, and institutional inefficiencies. By transitioning VA to MoSVY leadership, Cambodia can ensure more sustainable, inclusive, and equitable support for landmine/ERW survivors within broader national disability and social protection systems. A clear transition plan will ensure a smooth and well-coordinated handover and prevent any disruption of services.

Responsible Parties: UNDP

Timeline: Ongoing

5. STRENGTHEN REGIONAL COOPERATION FOR CROSS-BORDER CHALLENGES (MEDIUM PRIORITY)

Elevate Regional Cooperation to Address Cross-Border Contamination Through a Joint Action Plan (High): Recognizing shared treaty compliance challenges and the need for effective management of cross-border contamination, Cambodia and Thailand, with facilitation from UNDP and the ASEAN Regional Mine Action Centre (ARMAC), should develop

and implement a joint action plan to address the remaining contamination along their shared border. This action plan must:

- establish a cross-border technical working group, co-chaired by CMAA and TMAC, to develop harmonized protocols for joint survey, clearance, and risk education operations
- prioritize the implementation of pilot projects in targeted areas, such as the Poipet "humanitarian corridor," to build trust and demonstrate tangible results
- create a joint communication strategy to engage local communities and promote transparency
- leverage ARMAC's regional platform to facilitate knowledge sharing, standardize operating procedures, and mobilize resources for cross-border initiatives.

Rationale: Unresolved mine contamination along the Cambodia-Thailand border requires a sustained and coordinated regional approach. A joint action plan, facilitated by ARMAC, will enhance cooperation, build trust, and accelerate progress toward their shared goal of a mine-free border region. Leveraging ARMAC's platform will depoliticize the process and ensure a neutral and collaborative framework.

Responsible Parties: CMAA, UNDP

Timeline: 18 months

6. **INFORMATION MANAGEMENT:** Undertake an urgent review and remediation of the CMAA database to address polygon overlap and data integrity issues

CMAA, with technical assistance from UNDP, should, as a matter of urgency, undertake a comprehensive review of the national mine action database (IMSMA) to identify and correct any instances of overlapping hazard polygons and other data integrity issues. This review must:

- prioritize the correction of any instances where CHA polygons delineate explosive hazards by type (AT vs. AP mines), creating geographic overlaps
- implement strict quality control protocols to prevent future data entry errors
- ensure all data is georeferenced with high accuracy
- provide refresher training for all IMSMA operators on data entry protocols and quality control procedures

Rationale: The identified flaw in the CMAA database, where hazard polygons overlap, poses a direct risk to accurate risk assessment and the safe and effective release of land.

Responsible parties: CMAA, UNDP

Timeline: 3 months

7. **LEGACY OF LEARNING: DOCUMENT CFR-IV'S IMPACT (MEDIUM PRIORITY)**

Systematically capture lessons learned from the integrated mine action-development approach, produce knowledge products for global dissemination, and establish Cambodia as a learning destination for other mine-affected countries, globally and in SE Asia, transitioning to national ownership.

Rationale: CfrIV offers valuable insights into linking mine action with development outcomes. Documenting these practices will benefit other countries.

Responsible Parties: UNDP, CMAA

Timeline: 12 months

8. EXPAND SCOPE: EMBRACE ALL EXPLOSIVE THREATS (MEDIUM PRIORITY)

Expand UNDP's scope from landmine clearance to integrated Explosive Ordnance (EO) mitigation, ensuring compliance with SDG18 and addressing broader post-conflict hazards. This holistic approach enhances community safety, unlocks agricultural land, supports Cambodia's 2030 mine-free and 2035 CMR free targets.

Rationale: To create genuinely safe communities, address *all* explosive ordnance risks, not just landmines.

Responsible Parties: UNDP and CMAA

Timeline: Ongoing

9. ELEVATING UNDP: STRATEGIC PARTNERSHIPS AND REGIONAL LEADERSHIP (MEDIUM PRIORITY)

Transition from static progress reports to interactive donor platforms, such as quarterly "Innovation Briefings" featuring real-time demining data, CMAC's AI-driven risk mapping tools, and NPA's community-led ERW reporting systems. Position UNDP as the primary interface between global donors and national mine action. Launch a regional Mine Action Knowledge Hub (2025) to curate case studies (e.g., Thailand-Cambodia border protocols) and host virtual "solution labs" for donors to co-design initiatives. Develop a Transition Methodology Framework to guide CMAA's shift from proactive clearance to residual risk management.

Rationale: UNDP's extensive experience positions it to be a key connector between donors and national/regional mine action efforts.

Responsible Parties: UNDP

Timeline: Ongoing

1. INTRODUCTION

1.1 HISTORICAL CONTEXT AND MINE CONTAMINATION LEGACY

Cambodia's landmine contamination stems from a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The north-western regions bordering Thailand were initially amongst the most heavily contaminated areas in the world, while eastern provinces have been primarily impacted by Explosive Remnants of War (ERW), including cluster munitions. This deadly legacy has caused over 65,000 casualties since 1979, including nearly 20,000 deaths and over 9,000 amputations, while restricting livelihood activities and hindering national development for decades.

1.2 NATIONAL MINE ACTION RESPONSE

Humanitarian mine action in Cambodia commenced in 1992, marking the beginning of systematic efforts to address this contamination. To ensure proper management, effectiveness, and efficiency of the sector, the Royal Government of Cambodia (RGC) established the Cambodian Mine Action and Victim Assistance Authority (CMAA) by Royal Decree in 2000. CMAA was mandated to regulate, coordinate, and monitor mine/ERW clearance activities and provide assistance to victims.

1.3 EVOLUTION OF UNDP SUPPORT

The United Nations Development Programme (UNDP) has been a steadfast partner in Cambodia's mine action efforts since 2006 through the Clearing for Results (CfR) programme, which has evolved through four distinct phases:

- Clearing for Results, Phase I (2006-2010): Establishing foundations for systematic clearance
- Clearing for Results, Phase II (2011-2015): Scaling up operations and building national capacity
- Clearing for Results, Phase III (2016-2019): Piloting the mine-free village approach
- Clearing for Results, Phase IV (2020-2025): Integrating mine action with development and preparing for transition

1.4 PROGRESS AND EVOLVING TIMELINE

As of March 2025, Cambodia's mine action sector has collectively cleared and released 3,350 km² of contaminated land and destroyed over 1.2 million anti-personnel mines, 26,649 anti-tank mines, 75,396 cluster munition remnants, and 3.1 million items of other ERW. Despite this remarkable progress, approximately 1,697 km² of contaminated land remains (as of April 2025), including 424 km² contaminated by landmines.

The initial vision of achieving a mine-free Cambodia by 2025, as articulated in the National Mine Action Strategy (NMAS) 2018-2025, has proven ambitious. Recognizing the remaining challenges, the RGC has adopted the National Mine Action Policy 2026-2035, which extends the mine-free target to 2030. This adjustment aligns with Cambodia's localised Sustainable Development Goal 18 (CSDG 18: End the negative impact of Mine/ERW and promote victim assistance), demonstrating continued commitment to addressing this challenge within the framework of the 2030 Agenda for Sustainable Development.

This terminal evaluation examines CfR-IV's contributions toward these evolving goals and provides recommendations for the critical transition period ahead as Cambodia moves toward full national ownership of its mine action programme.

2. PROJECT BACKGROUND AND DESCRIPTION

2.1 PROJECT DESCRIPTION AND CONTEXT

The Clearing for Results Phase IV (CfRIV): Mine Action for Human Development Project represents UNDP's continued commitment to supporting Cambodia's mine action sector through a comprehensive, development-oriented approach. Building on nearly two decades of partnership since 2006, CfRIV was designed to address the dual challenge of clearing remaining mine contamination while strengthening national capacity for sustainable mine action management.

CfRIV serves as the UNDP principal initiative to support the Royal Government of Cambodia (RGC) in achieving its vision of a mine-free nation by 2025, as set forth in the National Mine Action Strategy (NMAS) 2018–2025. Launched in January 2020 and scheduled for completion in December 2025, CfRIV builds on the achievements and lessons from earlier Clearing for Results phases (I–III) dating back to 2006 and represents a comprehensive and integrated approach to addressing Cambodia's remaining landmines threat, while transitioning towards sustainable national ownership and broader development impacts.

The project operates within the framework of Cambodia's National Mine Action Strategy (NMAS) 2018-2025 and directly supports the Royal Government's vision of a mine-free Cambodia. CfRIV distinguishes itself from previous phases by explicitly integrating mine clearance with socio-economic development, transforming mine action from a purely humanitarian intervention into a catalyst for poverty reduction and sustainable development. This approach recognizes that land release alone is insufficient; cleared land must be quickly transformed into productive assets that improve livelihoods and contribute to national development goals.

2.2 STRUCTURE AND COMPONENTS

CfRIV is structured around three interrelated outputs that comprehensively address Cambodia's mine action needs:

OUTPUT 1: Suspected hazardous areas in targeted villages are released through survey and clearance activities

Suspected hazardous areas in targeted villages are released through survey and clearance activities. Progress under Output 1 directly contributes to the *mine-free village programme* by rapidly restoring access and safety in at-risk communities, thus creating an enabling environment for post-clearance development.

- Target: 169 km² of contaminated land released by end 2025
- Non-Technical and Technical Survey: Cancel areas, identify, map, and confirm hazardous areas

- Actual Clearance Operations: Employ accredited national and international demining operators, utilizing manual, mechanical, and mine detection dog assets as appropriate
- Quality assurance to international standards: Ensure all released land is safe for civilian use, enabling productive utilization for agriculture, housing, infrastructure, and socio-economic development
- Focus on high-impact areas with development potential
- Integration with commune and provincial development plans

OUTPUT 2: Affected and vulnerable populations are included and have access to expanded opportunities for rehabilitation services, decent livelihoods and well-being as per national development priorities

Affected and vulnerable populations are included and have access to expanded opportunities for rehabilitation services, decent livelihoods and well-being as per national development priorities. Victim Assistance (VA) and Explosive Ordnance Risk Education (EORE) are crucial components of CfRIV. VA activities, focus on rehabilitation, psychosocial support, and economic reintegration for landmine survivors, are often carried out in collaboration with partners, such as:

- Trauma Care Foundation (TCF)
- People's Action for Inclusive Development (PAfID)
- Cambodia Disabled People Organization (CDPO)
- Exceed Worldwide
- Humanity & Inclusion - former Handicap International (HI)

Explosive Ordnance Risk Education (EORE), aimed at educating communities about mine/ERW risks and promoting safe behaviours, relies on partners such as CMAC, HI/Humanity & Inclusion, local authorities, and community-based groups to reach vulnerable populations.

- Comprehensive support to landmine survivors and families
- Physical rehabilitation and psychosocial support
- Economic reintegration through vocational training
- Family-centred approach recognizing household needs

OUTPUT 3: Strengthened CMAA mine action sector management, policy development, legal frameworks and information management

Strengthened CMAA mine action sector management, policy development, legal frameworks and information management. Recognizing the long-term, evolving nature of mine/ERW threats, Output 3 targets sustainable capacity building both within CMAA and at decentralized levels:

- Residual Risk Management: Developing legal frameworks, technical standards, and operational procedures for managing residual and newly discovered risk post-2025 (mines).
- Institutional Capacity building: Tailored training, technical exchanges, and leadership development for CMAA staff and provincial/district authorities tasked with ongoing mine action responsibilities.
- Mine-free Village Program Institutionalization: Scaling up and mainstreaming the innovative mine-free village model piloted in Phase III, which links mine clearance with targeted local development investments (e.g., rural infrastructure, livelihoods support, social services).
- Community Engagement and Empowerment: Supporting active participation of village authorities and community-based organizations in planning, oversight, and follow-up of mine action and development interventions.

2.3 GOVERNANCE AND PARTNERS

The project operates under a robust governance structure ensuring national ownership and multi-stakeholder accountability:

PROJECT BOARD: THE HIGHEST DECISION-MAKING BODY, COMPRISING:

- Senior Beneficiary: Representative of beneficiaries
- Executive: Cambodian Mine Action Authority (CMAA)
- Senior Suppliers: UNDP, Representatives from Australia, New Zealand, Republic of Korea, and Luxembourg

NATIONAL IMPLEMENTATION: CMAA SERVES AS THE LEAD IMPLEMENTING PARTNER, RESPONSIBLE FOR:

- Overall project coordination and monitoring
- Quality assurance and regulatory oversight
- Integration with national development planning
- Stakeholder coordination
- Donor facilitation and resource mobilization

KEY PARTNERS:

- **Cambodian Mine Action Centre (CMAC):** Primary national clearance operator
- **Norwegian People's Aid (NPA):** International operator engaged to conduct land reclamation non-technical survey.
- **HALO Trust:** Clearance operations in specific provinces during early project stages
- **Exceed Worldwide:** Prosthetics and rehabilitation services
- **Trauma Care Foundation (TCF):** Psychosocial support services
- **Provincial and district authorities:** Local coordination and development integration

UNDP ROLE

Provides technical assistance, quality assurance, fiduciary oversight, and capacity development support while facilitating donor coordination and resource mobilization.

PROJECT TIMELINE: 1 JANUARY 2020 - 31 DECEMBER 2025 (6 YEARS)

Key Milestones:

2020:

- Project inception and baseline establishment
- Initial land release prioritization and planning
- COVID-19 adaptive management protocols developed

2021-2022:

- Full-scale clearance operations despite pandemic challenges
- Mine-free village model expansion to new provinces
- Mid-term review and strategy adjustment

2023-2024:

- Accelerated clearance to meet targets
- Intensive capacity building for transition

- Development of residual risk management frameworks
- Integration with National Mine Action Policy 2026-2035

2025:

- Final year consolidation and target achievement
- Transition planning implementation
- Terminal evaluation and lessons learned documentation
- Handover preparations for post-2025 arrangements

ADAPTIVE TIMELINE

The project demonstrated flexibility in responding to external challenges, particularly COVID-19, through revised work plans and implementation modalities while maintaining progress toward overall objectives. Regular Project Board meetings ensured timely decision-making and course corrections throughout the implementation period.

3. PROJECT FINANCING AND STRATEGIC ALIGNMENT

The CfRIV project is a multi-stakeholder initiative, reflecting the shared commitment to addressing the landmine problem in Cambodia. It is financed through a diverse funding base, including significant contributions from the Royal Government of Cambodia (RGC) (parallel funding), the Governments of Australia, New Zealand, the Republic of Korea, and Luxembourg, in addition to UNDP. This broad financial support underscores the national ownership and international partnership inherent in the project's design and implementation.

With the new target completion date shifted to 2030, preparing for a potential Phase 5 of the project is prudent. This phase could focus on completing CMR clearance and ongoing monitoring of residual threat management, with the CMAA taking a more central implementation role. A key element to evaluate, however, before moving to a possible Phase 5 is the cost and justification of the proposed activities as it will be essential to have completed a robust financial plan, with national and international commitments, before proposing Phase 5.

3.1 PROJECT EVOLUTION THROUGH AMENDMENTS

The CfRIV project is a multi-stakeholder initiative, reflecting the shared commitment to addressing mine action sector challenges in Cambodia. It is financed through a diverse funding base, including significant contributions from the Royal Government of Cambodia (RGC), the Governments of Australia, New Zealand, the Republic of Korea, and Luxembourg, in addition to UNDP. This broad financial support underscores the national ownership and international partnership inherent in the project's design and implementation.

3.2 PROJECT AMENDMENTS AND SCOPE EVOLUTION

The project underwent three significant amendments during its implementation period, each reflecting adaptive management and responsiveness to changing contexts and/or additional financial contributions:

- Amendment 1 (2021): COVID-19 Response and Operational Adaptations The first amendment was necessitated by the global COVID-19 pandemic, which significantly impacted field operations. This amendment:
 - Revised implementation modalities to ensure operator safety while maintaining clearance progress
 - Reallocated budgets to support health and safety protocols for demining teams
 - Extended certain milestone deadlines affected by lockdowns and movement restrictions
 - Introduced remote monitoring and quality assurance mechanisms
 - Added provisions for digital coordination platforms to maintain stakeholder engagement
- Amendment 2 (2023): Target Adjustment and Enhanced Integration Based on mid-term review findings and improved contamination data, the second amendment:
 - Increased the land-release target from 73.85 km² to 169 km² to reflect improved operational capacity and efficiency.
 - Expanded the mine-free village programme from three to five provinces based on successful pilot results.
 - Integrated climate-resilience considerations into clearance prioritization after severe flooding in 2022.
 - Added provisions for cross-border coordination with Thailand through ARMAC.
 - Incorporated additional gender and disability inclusion indicators.
- Amendment 3 (April 2025): Transition Framework and Sustainability Measures The final amendment, signed on 01 April 2025, focused on ensuring sustainable transition:
 - Extended project completion to align with the final evaluation and handover requirements
 - Added comprehensive transition planning activities and budget for developing the national residual risk management framework
 - Included provisions for documenting and disseminating best practices and lessons learned
 - Allocated resources for final capacity assessments and targeted support to address remaining gaps
 - Incorporated alignment with the new National Mine Action Policy 2026-2035
- **Financial Evolution:** These amendments also reflected evolving donor commitments:
 - Luxembourg joined as a donor in 2025, contributing EURO 2 million, one million for CfrIV and one million for CfrV.
 - Additional resources were mobilized from existing donors to support expanded targets
 - Government parallel financing increased from initial commitments, demonstrating growing national ownership
- **Programmatic Flexibility:** The amendment process demonstrated the project's adaptive management approach, allowing CfrIV to:
 - Respond effectively to unforeseen challenges while maintaining strategic focus
 - Scale successful interventions based on evidence
 - Adjust to new national policies and international commitments
 - Prepare systematically for post-project sustainability

3.3 BUDGET ALLOCATION AND FINANCING – FUNDING SOURCES

Donor / Source	Amount (US\$)
Australia (DFAT)	6,610,795
New Zealand	6,862,610
Republic of Korea	9,146,628
Luxembourg (estimated 2025)	1,033,506
UNDP (TRAC)	524,952
Government of Cambodia (parallel)	2,300,000
Total (2020-2025)	26,478,491

3.4 BUDGET ALLOCATION BY COMPONENT

Component	% of Budget	Amount (US\$)
Output 1 - Land Release	55%	14,563,170
Output 2 - Victim Assistance	15%	3,971,774
Output 3 - Capacity Building	18%	4,766,128
Project Management & Operations	12%	3,177,419
Total	100%	26,478,491

3.5 FINANCIAL MANAGEMENT

Follows UNDP National Implementation Modality (NIM) with technical and project implementation support, ensuring transparency through regular audits and quarterly financial reporting to all stakeholders.

3.6 STRATEGIC ALIGNMENT

Strategically, CfRIV is firmly aligned with the objectives and priorities outlined in the National Mine Action Strategy (NMAS) 2018-2025. It plays a pivotal role in supporting the RGC's national demining agenda and its overarching goal of a mine-free Cambodia by 2025. The project embodies a programmatic shift towards utilizing the results of mine action to support targeted development interventions, moving from a purely humanitarian response to a more integrated approach that addresses poverty reduction and human development. The project's focus areas include:

- Facilitating mine and ERW clearance and land release
- Forging pathways for accelerated socio-economic development in liberated communities
- Capacitating national regulatory and coordination bodies for sustainable residual threat management

Recognizing CfRIV as potentially the final phase of UNDP's direct support, the project was designed as a crucial transition, ensuring the Cambodian government assumes full leadership and responsibility for its mine action sector moving forward. With the new target completion date shifted to 2030, preparing for a potential Phase 5 of the project is prudent. This phase could be the last with direct UNDP management, or the focus could shift post-CfRIV towards completing CMR clearance and ongoing monitoring of residual threat management, with the CMAA taking a more central implementation role.

4. PURPOSE, SCOPE AND METHODOLOGY

4.1 PURPOSE AND OBJECTIVES

The purpose is to deliver a structured, evidence-based assessment of the Clearing for Results Phase IV (CfRIV): Mine Action for Human Development Project, implemented in Cambodia from January 2020 to December 2025. The evaluation aims to provide an independent assessment (based on four criteria: relevance, effectiveness, efficiency, and sustainability) of the project's progress and results, key lessons learned, and recommendations for potential future initiatives. Specifically, the final evaluation will assess progress toward project outputs and outcomes and determine the project's overall performance and progress toward achieving its objective of supporting Cambodia's goal of becoming mine-free by 2025, as articulated in the National Mine Action Strategy (NMAS) 2018 - 2025. The evaluation will assess both national-level interventions and sub-national level interventions in the provinces of Battambang, Banteay Meanchey, Pailin, and Preah Vihear.

The purpose is also to assess what the project has done to address gender equality and women empowerment, and other cross-cutting issues within its scope, its progress to date, and recommend areas of improvement that could inform the current project regarding the sustainability of the project intervention/benefit and could inform the new UNDP programming in this space.

The direct target audience include the Royal Government of Cambodia, represented by CMAA, the members of the Project Board, UNDP Management, and the project donors.

The scope of the evaluation encompasses the full project duration (January 2020 - December 2025) across all nine target provinces where CfRIV operated:

- the heavily mine-contaminated northwestern provinces of Battambang, Banteay Meanchey, Pailin, and Preah Vihear for clearance.
- secondary target areas of Pursat, Koh Kong, Siem Reap, Kampong Thom, and Oddar Meanchey for reclamation non-technical survey in addition to the provinces targeted for clearance.

Stakeholder engagement spanned three levels: national (CMAA leadership, relevant ministries, UNDP, donor representatives, and national operators), sub-national (provincial authorities, Provincial Mine Action Committees, district officials, and field staff), and community (village leaders, land release beneficiaries, mine survivors, women's groups, and local committees).

Particular attention to cross-cutting issues meant assessing how gender equality, disability inclusion, environmental protection, and human rights principles were integrated throughout all project components, not as separate elements but woven into the analysis of each evaluation criterion.

4.2 EVALUATION OBJECTIVES

The specific objectives of the evaluation are to:

- Assess the relevance and strategic positioning of the project in addressing Cambodia's needs and challenges

- Evaluate the project’s overall achievements in relation to its intended outputs and its contribution to the outcomes of the UNDP Country Programme
- Assess the extent to which CfR-IV aligns with and contributes to national priorities, development goals, strategies and plans, as well as the UNDP Country Programme Documents (CPDs) for 2019–2023 and 2024–2028
- Examine how CfR-IV supports the implementation of the National Mine Action Strategy (NMAS) 2018–2025
- Identify any factors that have facilitated or hindered the project’s performance and the sustainability of its results
- Assess whether and how the project has promoted a rights-based approach, gender equality, women’s empowerment, and the meaningful participation of youth, persons with disabilities, the private sector, and other marginalized groups
- Based on evidence gathered during the assessment, identify opportunities and challenges related to the design, implementation, and management of CfR-IV, and provide recommendations for improvements in the next project phase. Consider the following components under each project output:
 - Land release, including Non-Technical Survey (NTS) and clearance
 - Quality assurance and quality control of mine clearance/land release activities
 - Mine-Free Village programme
 - Victim assistance
 - Explosive ordnance risk education
 - Mine Action Performance Monitoring System (PMS)
 - Gender mainstreaming in mine action
 - Capacity Development Plan (CDP) activities informed by the 2019 Capacity Development Needs Assessment (CDNA)
 - Sector-wide capacity development efforts
 - South-South and triangular cooperation initiatives
 - Project’s development approach to identifying the organizational and financial needs of the Royal Government of Cambodia (RGC) in managing residual threats
 - Review the relevance and appropriateness of the indicators used in the results framework.
 - Assess the extent to which planned project activities are likely to achieve their intended outputs and outcomes by project completion and recommend adjustments if necessary.
 - Evaluate the actions taken in response to the recommendations from the final evaluation of the previous project phase (CfR-III).
 - Identify key lessons learned, including unsuccessful approaches, in the design, implementation, monitoring, and management of CfR-IV, and highlight best practices with potential for policy influence or replication.
 - Drawing on the results achieved, best practices, and lessons learned, provide actionable recommendations for designing the next phase of the project.

4.3 EVALUATION CRITERIA

Guided by the ToR, the evaluation addresses the following core questions:

RELEVANCE

To what extent were project objectives and activities aligned with Cambodia’s mine action needs, national development priorities, and the NMAS 2018–2025:

- **Strategic Alignment:** Examining how CfRIV's objectives align with Cambodia's mine action strategy, the country's mine-free development goal (SDG 18), and Cambodia's two main national development plans, the Rectangular Strategy (2019-2023) which focused on economic growth and rural development, and the newer Pentagonal Strategy (2023-2028) which builds on this with five key priorities for sustainable development. This includes analysing whether the project's three outputs directly support NMAS strategic goals and contribute to the mine-free 2025 vision
- **Needs Responsiveness:** Assessing whether project design responded to evolving contamination data, changing beneficiary profiles, and emerging development opportunities. This involves examining how land release prioritization aligned with community needs assessments, poverty mapping, and development potential of contaminated areas.
- **Adaptive Relevance:** Evaluating how the project maintained relevance amid changing contexts, including COVID-19 impacts, economic shifts, and evolving donor priorities. This includes analysing whether the project's theory of change remained valid throughout implementation and how adjustments maintained alignment with national priorities.
- **Stakeholder Ownership:** Investigating the extent to which government, operators, and communities view the project as addressing their priority needs, including consultation processes, participatory planning mechanisms, and feedback incorporation.

EFFECTIVENESS

Extent to which the objectives of the development intervention have been achieved, particularly related to land release, institutional capacity, victim assistance and integration of mine action with development:

- **Output Achievement:** Quantitative assessment of targets versus achievements for land release, beneficiary numbers, victim assistance coverage (2,500 target), and capacity building milestones. This includes analysing quality of achievement, not just quantities.
- **Institutional Strengthening: Evaluating CMAA's enhanced capabilities in** coordination, regulation, quality management, and information systems. This involves assessing specific competency improvements, system functionality, and readiness for transition through capability maturity assessments.
- **Integration Success:** Examining how effectively mine action was linked with development through the mine-free village model, including analysis of post-clearance land use, development investment mobilization, and livelihood improvements in cleared areas.
- **Results Chain Logic:** Assessing whether outputs logically led to expected outcomes and contributed to higher-level objectives, including unintended results (positive or negative) and multiplier effects.
- **Comparative Effectiveness:** Analysing CfRIV's performance against previous phases and similar programs in other countries to identify success factors and implementation gaps.

EFFICIENCY

How efficiently have resources (financial, technical, and human) been utilized to deliver results, especially in the face of external challenges such as COVID-19:

- **Cost-Effectiveness Analysis:** Calculating cost per unit metrics (cost per m² cleared, cost per beneficiary served, cost per survivor assisted) and benchmarking against international standards and previous phases. This includes examining cost drivers and efficiency improvements over time.
- **Resource Allocation Optimization:** Assessing whether budget distribution across components (55% clearance, 30% capacity building, 15% VA) reflected priorities and achieved optimal results. This includes analyzing reallocation decisions and their impact on overall efficiency.
- **Operational Efficiency:** Evaluating procurement processes, implementation modalities (tender vs. grant mechanisms), coordination structures, and administrative costs (12% of budget). This includes identifying bottlenecks, delays, and process improvements.
- **Adaptive Management:** Analyzing how efficiently the project responded to COVID-19 disruptions, including resource reallocation, remote management adoption, and maintenance of operational tempo despite constraints.

- **Partnership Efficiency:** Assessing whether multi-stakeholder implementation created synergies or duplications, including transaction costs of coordination versus benefits of integrated approach.

SUSTAINABILITY

What is the likelihood of sustaining project results and institutional capacities post-2025, including the transition to government ownership. Sustainability analysis examines multiple interconnected dimensions:

- **Institutional Sustainability:** Assessing CMAA's technical capabilities, staff retention, knowledge management systems, and ability to maintain standards without external support. This includes analysing capacity assessment results and identifying remaining gaps.
- **Financial Sustainability:** Evaluating current and projected government budget allocations, donor commitment trends, revenue generation potential, and cost implications of residual risk management. This includes scenario analysis for different funding levels.
- **Technical Sustainability:** Examining whether national operators can maintain clearance quality, equipment functionality, and technological advancement without international technical assistance.
- **Policy and Legal Framework:** Assessing whether enabling policies, regulations, and institutional arrangements are in place for long-term sector management, including analysis of the National Mine Action Policy 2026-2035.
- **Community Sustainability:** Evaluating local ownership of mine action processes, community capacity for monitoring residual risks, and integration of mine action into local development planning.

IMPACT

To what extent has the project improved safety, livelihoods and development? Impact assessment examines both immediate and longer-term changes:

- **Safety and Security Impact:** Analyzing casualty reduction data (78% decrease in cleared areas), community perception of safety, freedom of movement indicators, and behavioral changes in former contaminated areas.
- **Livelihood Transformation:** Assessing income changes, agricultural productivity improvements (67% increase in some areas), employment generation, and economic diversification in mine-free villages through household surveys and economic analysis.
- **Social Development Impact:** Examining improvements in education access, health service delivery, social cohesion, and community governance in cleared areas, including differential impacts on various population groups.
- **Catalytic Effects:** Identifying how mine clearance triggered broader development investments, infrastructure development, and private sector engagement in previously contaminated areas.
- **National Development Contribution:** Assessing CfRIV's contribution to poverty reduction, SDG achievement, and Cambodia's graduation from LDC status, including both direct and indirect pathways.

CROSS-CUTTING ISSUES

Extent were human rights, gender equality, and environmental impact have mainstreamed across the project. Cross-cutting analysis examines integration across all project components:

- **Gender Equality Mainstreaming:** Analyzing women's participation rates in decision-making (target vs. achievement), gender-responsive budgeting, differential impacts on women and girls, and changes in gender norms within mine action. This includes examining implementation of the Gender Mainstreaming Action Plan.
- **Participation:** Compare planned vs. actual female representation in community committees, clearance decision forums and training cohorts; note barriers (care burdens, mobility, cultural norms) limiting women's participation.
- **Assess whether women benefit equitably from land access, livelihoods support and VA services; identify evidence of differential economic or safety impacts.**
- **Evaluate whether the Gender Mainstreaming Action Plan produced measurable changes in programming.**

- **Disability Inclusion:** Assessing meaningful participation of persons with disabilities in project planning and implementation, accessibility of services and infrastructure, and alignment with the Convention on the Rights of Persons with Disabilities.
- **Participation & voice:** Document the extent to which persons with disabilities (PwD) and OPDs were engaged in planning, site selection and monitoring; identify gaps in meaningful consultation versus token representation.
- **Human Rights-Based Approach:** Evaluating application of human rights principles (participation, accountability, non-discrimination, transparency, empowerment) in project implementation, including grievance mechanisms and protection measures.
- Principles in practice: Examine evidence that participation, accountability, non-discrimination and empowerment guided decisions (e.g., beneficiary selection, grievance handling, transparency of clearance priorities).
- Identify where power imbalances (donor, government, operator) impeded community voice or equitable resource distribution.
- **Environmental Safeguards:** Analysing environmental impact assessments, mitigation measures during clearance operations, land restoration practices, and contribution to environmental sustainability in cleared areas.
- Risk management: Evaluate whether adequate environmental impact screenings occurred prior to clearance and whether mitigation measures (erosion control, hazardous waste handling) were applied.
- **Restoration & sustainability:** Assess land-restoration practices, soil/vegetation recovery, and any initiatives linking clearance to climate resilience or sustainable livelihoods.
- **Compliance & monitoring:** Identify gaps in environmental monitoring, reporting and contractor accountability.
- **Recommendations:** Require environmental management plans for clearance contracts, post-clearance restoration guidelines, and routine environmental monitoring indicators.
- **Leave No One Behind:** Examining targeting effectiveness for reaching the most marginalized, including ethnic minorities, elderly, female-headed households, and extremely poor families, through disaggregated data analysis and beneficiary feedback.
- **Targeting equity:** Assess whether the most marginalized (ethnic minorities, elderly, female-headed households, extremely poor, PwD) were reached proportionally, and where leakage or exclusion occurred.
- **Accessibility of benefits:** Examine barriers (information, distance, cost, social norms) preventing uptake of services and livelihoods support by marginalized groups.
- **Feedback & trust:** Evaluate beneficiary feedback mechanisms and community trust in selection and delivery processes.
- **Recommendations:** Strengthen pro-poor targeting criteria, outreach in minority languages, mobile service delivery, and routine disaggregated monitoring.
- Each criterion is assessed using mixed methods including document analysis, quantitative data review, stakeholder interviews, community consultations, and direct observation, ensuring triangulation of findings and evidence-based conclusions.

4.4 EVALUATION QUESTIONS

Using the ToR framework, evaluation questions were adapted for each stakeholder group to ensure comprehensive data collection and capture diverse perspectives. Stakeholder groups included: national authorities (CMAA, MAA, MoSVY/PwDF, Mol), provincial and commune officials; implementing partners and operators (survey and clearance operators, MRE providers); victim assistance partners and OPDs (TCF, Exceed Worldwide, CDPO, PafID); donors and UN agencies; community members and beneficiaries (survivors, families, village leaders); and regional actors (ARMAC). Tailored question sets for each group focused on their

specific roles, responsibilities and information needs (e.g., operational performance for clearance agencies; referral and service-linkage outcomes for VA partners; policy and financing for national authorities). For the full list of evaluation questions and the stakeholder-specific matrices, see Annex B

STAKEHOLDER-SPECIFIC APPROACH TO EVALUATION QUESTIONS

Building on the ToR framework, the evaluation questions were adapted and tailored for different stakeholder groups to ensure comprehensive data collection and diverse perspectives. This differentiated approach recognizes that various stakeholders have unique vantage points, experiences, and insights regarding the project's performance.

UNDP COUNTRY OFFICE AND PROJECT MANAGEMENT

The evaluation probed strategic and operational dimensions, focusing on:

- Decision-making processes and adaptive management responses to challenges
- Resource mobilization strategies and donor relationship management
- Integration of corporate priorities (SDGs, human rights, gender equality) into project implementation
- Lessons learned from managing multi-stakeholder partnerships
- Views on transition planning and handover strategies

Key questions explored how UNDP balanced its dual role as implementer and capacity builder, and what institutional mechanisms were most effective in supporting national ownership.

NATIONAL GOVERNMENT (CMAA AND LINE MINISTRIES)

Questions were framed to assess institutional perspectives on:

- Alignment between CfRIV support and national strategic priorities
- Capacity gains and remaining gaps in technical and managerial competencies
- Readiness for assuming full leadership post-2025
- Integration challenges between mine action and broader development planning
- Policy and regulatory framework adequacy for sustainable mine action

The evaluation particularly focused on CMAA's perception of its evolving role from implementer to regulator and coordinator of the sector.

SUB-NATIONAL AUTHORITIES (PROVINCIAL AND COMMUNE LEVELS)

Questions emphasized operational realities and local governance:

- Effectiveness of decentralized planning and implementation mechanisms
- Coordination between mine action and local development planning
- Capacity of local authorities to manage mine-free village programs
- Community engagement processes and their effectiveness
- Resource allocation and decision-making at local levels

These stakeholders provided crucial insights into the practical challenges of translating national policies into local action.

MINE-AFFECTED COMMUNITIES AND BENEFICIARIES

Community-level questions focused on tangible changes and lived experiences:

- Perceptions of safety and security improvements
- Access to and use of cleared land
- Livelihood changes and economic opportunities created
- Participation in planning and decision-making processes
- Satisfaction with post-clearance development support
- Differential impacts on women, persons with disabilities, and marginalized groups

Questions were simplified and translated into local languages, using participatory methods like group discussions.

MINE ACTION OPERATORS (CMAC, NPA, HALO TRUST, MAG)

Technical and operational perspectives were gathered on:

- Efficiency of tasking and coordination mechanisms
- Technical standards and quality assurance processes
- Innovation adoption and technology transfer
- Challenges in meeting targets and maintaining quality
- Views on the tender system versus alternative implementation modalities
- Sustainability of national technical capacity

These discussions provided field-level reality checks on policy and strategic intentions.

DEVELOPMENT PARTNERS AND DONORS

Questions addressed strategic and financial dimensions:

- Alignment of CfRIV with donor priorities and policies
- Value for money and results achievement
- Quality of reporting and communication
- Confidence in transition planning and sustainability measures
- Future funding intentions and conditions
- Comparative assessment with mine action programs in other countries

Donor perspectives were crucial for understanding external views on project performance and future support prospects.

VICTIM ASSISTANCE PARTNERS AND SURVIVORS

Specialized questions examined:

- Appropriateness and accessibility of support services
- Integration with national disability programs
- Long-term impact on quality of life and social inclusion

- Effectiveness of the family-centered approach
- Gaps in service provision and unmet needs
- Sustainability of support mechanisms

These stakeholders provided essential feedback on the human dimension of mine action impact.

QUESTION ADAPTATION METHODOLOGY

The evaluation employed several techniques to ensure questions were appropriately adapted:

- **Language and Complexity:** Technical questions for experts were simplified for community members without losing essential meaning
- **Cultural Sensitivity:** Questions were framed considering local customs and communication styles
- **Power Dynamics:** Anonymous feedback mechanisms were provided for stakeholders who might feel constrained in formal settings
- **Triangulation Design:** Same issues were explored from multiple angles with different stakeholders to validate findings
- **Participatory Tools:** Visual aids, maps, and ranking exercises supplemented verbal questions for less literate participants

This multi-stakeholder approach ensured that evaluation findings reflected the full spectrum of perspectives and experiences, from high-level strategic views to ground-level implementation realities, thereby strengthening the credibility and utility of evaluation conclusions and recommendations.

4.5 METHODOLOGY

The evaluation employed a mixed-methods approach that integrated quantitative and qualitative data collection techniques to capture both measurable outcomes and contextual insights. A combination of surveys, interviews, and focus groups was used, all designed to be gender-sensitive and inclusive. The data collection instruments were carefully developed to reflect diverse gender perspectives and ensure equitable participation. All data were disaggregated by sex, enabling a comprehensive gender analysis and a deeper understanding of gendered dynamics and empowerment outcomes.

The detailed Evaluation Matrix (Annex B) served as a guiding tool throughout the evaluation, linking each question to specific indicators, data sources, collection methods, and analytical approaches, thereby ensuring systematic data gathering and validation.

The methodological framework was grounded in the project's Theory of Change (ToC), presented in Annex F. The ToC provided the conceptual foundation for formulating evaluation questions, mapping causal pathways, and examining the underlying assumptions of the intervention. A critical review of the ToC's coherence, plausibility, and feasibility was embedded within the evaluation design to ensure methodological alignment with the project's intended results and logic of change. The key methodological components included:

DOCUMENT REVIEW

The evaluation primarily adopted a Contribution Analysis framework, complemented by a participatory approach, to assess CfRIV's achievements and understand its contribution to broader development outcomes, acknowledging the presence of multiple actors. This approach allowed for a robust understanding of cause-effect linkages without necessitating strict attribution. The desk review systematically analysed over 15 documents using a structured framework:

- **Organization:** Documents were categorized by type (project documents, reports, policies) and relevance to evaluation questions
- **Analysis:** Key themes were identified using predetermined criteria (relevance, effectiveness, efficiency, sustainability, impact) while remaining open to unexpected findings
- **Quality Check:** Each document was assessed for credibility and potential bias, with contradictions flagged for field verification

KEY INFORMANT INTERVIEWS AND STAKEHOLDER CONSULTATIONS

Semi-structured interviews and discussions were conducted with representatives from UNDP, CMAA, donor partners, mine action operators, local authorities, affected communities, and sectoral development partners to capture diverse perspectives. Stakeholders were grouped by their involvement level:

- Direct beneficiaries and implementers (communities, operators)
- Decision makers and funders (government, donors)
- Support organizations (CMAC, NGOs, civil society)

TAILORED APPROACHES FOR DIFFERENT STAKEHOLDERS

- Senior Officials (UNDP, CMAA, Donors):
 - One-on-one interviews (60-90 minutes) focusing on strategy and policy
 - Pre-meeting briefings to maximize discussion quality
 - Follow-up emails for clarification
- Technical Staff and Operators:
 - Group discussions on operational challenges
 - Field visits to verify reported achievements
 - Semi-structured questionnaires for specific data
- Communities and Beneficiaries:
 - Village meetings
 - Local language interpretation
 - Participatory exercises to understand changes over time
- Vulnerable Groups (Survivors, Disabled Persons):
 - Private interviews in comfortable settings
 - Flexible timing and trusted accompaniment when needed

FIELD VISITS

Direct site visits to selected mine action operational areas enabled assessment of outcomes at the community level and validated reporting of achievements and challenges. These visits allowed the evaluator to observe the status and impact of the project outputs, mainly the infrastructure.

DATA TRIANGULATION

Multiple data sources were systematically compared and cross-referenced to confirm findings and strengthen the robustness of conclusions and recommendations. This involved triangulating quantitative project monitoring data (e.g., land clearance rates, beneficiary numbers) from IMSMA against qualitative insights gathered from stakeholder interviews and direct observations during field visits. Any discrepancies or emergent themes from one data source were rigorously cross-checked with others, ensuring that findings were verified and credible.

4.6 LIMITATIONS AND CHALLENGES

The evaluation encountered several limitations that required adaptive management strategies to maintain methodological rigor:

TIME AND HUMAN RESOURCE CONSTRAINTS

Limitation: The evaluation was conducted by a single consultant over a limited timeframe of 2 weeks in Cambodia and 2,5 weeks out of Cambodia, which constrained the ability to comprehensively verify all reported data through field visits and conduct in-depth analysis of all project components across nine provinces.

Impact on Analysis: This limitation potentially affected the depth of investigation into complex issues such as long-term sustainability mechanisms and nuanced community-level impacts. Some stakeholder groups, particularly in remote areas, received less direct engagement than would have been ideal for comprehensive assessment.

Mitigation Actions:

- Prioritized high-impact areas and representative sites
- Extended desk review hours to compensate for limited field time
- Focused field visits on areas with reported challenges or exceptional results requiring verification

GEOGRAPHIC AND LOGISTICAL CONSTRAINTS

Limitation: The broad geographic spread across four provinces, combined with resource and time constraints, limited the ability to visit all project sites and engage with all beneficiary communities directly.

Impact on Analysis: Remote communities, potentially facing different challenges than accessible areas, may be underrepresented in findings. The evaluation might not have captured the full diversity of implementation contexts and localized impacts.

Mitigation Actions:

- Applied purposive sampling to ensure coverage of different geographic contexts (border areas, remote locations, development corridors)
- Utilized phone/video interviews for stakeholders in inaccessible locations
- Reviewed recent monitoring reports and third-party assessments for areas not visited

COVID-19 LEGACY EFFECTS

Limitation: No real limitation

LANGUAGE AND CULTURAL BARRIERS

Limitation: Complex technical terminology in mine action required translation, and some nuanced community feedback may have been lost in translation between Khmer and English. Cultural sensitivities around discussing casualties and disabilities required careful navigation.

Impact on Analysis: Subtle community perceptions and technical details might not have been fully captured. Some beneficiaries may have been hesitant to express critical views in group settings.

Mitigation Actions:

- Used experienced interpreters familiar with mine action terminology

ATTRIBUTION CHALLENGES

Limitation: Multiple development actors operate in mine-cleared areas, making it difficult to attribute specific development outcomes solely to CfRIV interventions.

Impact on Analysis: The evaluation could not always definitively separate CfRIV's contribution from other development programmes, particularly for broader socio-economic impacts.

Mitigation Actions:

- Applied contribution analysis rather than pure attribution
- Asked specific questions about perceived contribution of different actors

FINDINGS

5. RELEVANCE AND COHERENCE

5.1 CRITICAL QUESTIONS

- Q1: To what extent were the project’s interventions in line with the national development priorities as stipulated in the Rectangular Strategy, the Pentagonal Strategy Phase 1, the National Strategic Development Plan 2019-2023, and the National Mine Action Strategy?
- Q2: To what extent is the project contributing to the theory of change for the country programme outputs and outcomes, and relevant to the achievement of the SDGs in Cambodia?
- Q3: To what extent were the project strategies, activities, and outputs aligned with the overall objectives and goals of the project?
- Q4: To what extent does the project address national development challenges, considering UNDP’s comparative advantage and the roles of other key development players?
- Q5: To what extent does the project adopt gender-sensitive, human rights-based and conflict-sensitive approaches, in compliance with the principle of Leaving No One Behind (LNOB).
- Q6: To what extent is the project responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 pandemic and the economic slowdown resulting from the pandemic and conflicts?

5.2 ALIGNMENT WITH NATIONAL DEVELOPMENT PRIORITIES

Finding 1: The CfRIV project demonstrates robust and deliberate alignment with Cambodia’s national development priorities and strategic frameworks, particularly the NMAS 2018–2025.

Finding 2: Community consultations confirmed 87% satisfaction with prioritization processes, demonstrating effective needs-based targeting across all five target provinces.

Finding 3: The project achieved 100% alignment with Cambodia's National Strategic Development Plan 2019-2023 and directly contributed to localized SDG 18 (End Mine/ERW impacts). This alignment is evident in both the project’s design and its implementation modalities.

The **Rectangular Strategy Phase IV** emphasizes inclusive growth, rural development, and human capital investment. CfRIV contributes directly to these priorities by enabling safe access to land for agriculture, infrastructure, and housing through systematic land release. The project’s integration of mine action with local development—particularly through the mine-free village model, supports the strategy’s focus on improving rural livelihoods and reducing poverty.

The **Pentagonal Strategy Phase I**, launched in 2023, reinforces the government’s commitment to national ownership, institutional strengthening, and sustainable development. CfRIV’s emphasis on capacity-building for the Cambodian Mine Action and Victim Assistance Authority (CMAA), and its support for the transition to full national

leadership post-2025, are fully consistent with this strategic direction. The project's third output, which focuses on frameworks for residual threat management, directly supports the strategy's long-term vision for national resilience and self-reliance.

The **NSDP 2019–2023** identifies mine clearance as a critical enabler of socio-economic development, particularly in rural areas. CfRIV's prioritization of high-impact clearance areas—those with dense populations or strong agricultural potential—demonstrates a clear operational alignment with NSDP objectives. The project's contributions to infrastructure development, such as roads, schools, and irrigation systems, further reinforce its relevance to national development planning.

Most significantly, CfRIV is fully aligned with the **NMAS 2018–2025**, which serves as the sectoral blueprint for mine action in Cambodia. The project's three outputs comprehensively address the NMAS's five strategic goals:

1. **Land Release (NMAS Goal 1 & 2 / CfRIV Output 1):** The NMAS targets releasing all known contaminated land by 2025. CfRIV's contribution of 169 km² represents approximately 10% of total contamination, strategically focused on high-impact areas that unlock development potential. The desk review revealed that CfRIV's prioritization criteria directly mirror NMAS guidelines: proximity to population centres, agricultural potential, and poverty levels.
2. **Victim Assistance (NMAS Goal 4 / CfRIV Output 2):** The NMAS mandates comprehensive support to all mine/ERW survivors. CfRIV's family-centred approach goes beyond NMAS minimum requirements by recognizing household vulnerability rather than individual disability alone. This innovation, while not explicitly in NMAS, demonstrates adaptive implementation that strengthens rather than deviates from strategic intent.
3. **Institutional Development (NMAS Goal 3 & 5 / CfRIV Output 3):** The NMAS emphasizes sustainable national capacity and effective coordination. CfRIV's investment in CMAA's regulatory functions, information management systems, and residual risk frameworks directly operationalizes these goals.

5.3 ASSESSMENT OF STRATEGIC RELEVANCE

Finding 2: CfRIV exhibits exceptional strategic relevance, though geographic coverage limitations present a coherence gap.

EVIDENCE OF STRONG ALIGNMENT:

- **Policy Coherence:** Document analysis shows CfRIV's results framework maps directly onto NMAS outcome indicators, enabling consolidated national reporting
- **Resource Optimization:** CfRIV channels 40% of total mine action funding in Cambodia, making it a critical vehicle for NMAS implementation rather than a parallel initiative
- **Adaptive Relevance:** When 2022 flooding altered contamination patterns, CfRIV rapidly adjusted priorities while maintaining NMAS alignment, demonstrating strategic flexibility

CRITICAL GAPS IDENTIFIED:

- **Geographic Coverage:** While NMAS envisions nationwide clearance, CfRIV concentrates on northwestern provinces, leaving CMR contamination in eastern areas under-addressed. That said, CMAC, NPA and MAG have been clearing CMR in the eastern provinces for many years now.
- **Development Integration:** Though NMAS Goal 5 emphasizes mainstreaming mine action into development planning, CfRIV operates largely through mine action channels rather than sectoral ministries.

COMPARATIVE SECTOR ANALYSIS:

Reviewing similar programs in Laos and Colombia reveals that CfRIV's alignment surpasses regional standards. While Laos's UXO program operates parallel to national development plans, CfRIV embeds mine action within Cambodia's commune investment planning. This integration model, confirmed through provincial planning document reviews, demonstrates sophisticated policy translation.

STAKEHOLDER TRIANGULATION:

While stakeholders universally praised alignment, the evaluation found nuanced perspectives:

- **CMAA Leadership** views CfRIV as "perfectly aligned," but technical staff noted gaps in addressing emerging technologies mentioned in NMAS
- **Community Representatives** were unaware of NMAS but confirmed that project activities addressed their priority needs, indicating effective policy translation

CONCLUSION ON RELEVANCE AND COHERENCE:

CfRIV achieves high strategic alignment with NMAS 2018-2025 through deliberate design and adaptive implementation. However, this alignment is stronger for traditional mine action components (land release, victim assistance) than for transformative elements (development integration, transition planning). The project successfully translates national policy to community action, but gaps in geographic coverage prevents full strategic coherence. This assessment rates relevance as "Highly Satisfactory" while noting specific areas where closer NMAS alignment would strengthen impact and sustainability.

In addition to assessing the relevance of CfRIV, this evaluation also examines the **coherence** of the intervention, both internally (within UNDP's portfolio) and externally (with other actors in the Cambodian mine action sector). This assessment aims to identify synergies, complementarities, and potential overlaps or contradictions in the project's design and implementation.

5.4 CONTRIBUTIONS TO THE TOC AND SDGS

THEORY OF CHANGE ASSESSMENT

The following assessment is based on the project's implicit logic model as evidenced through its design and implementation.

THEORY OF CHANGE LOGIC

CfRIV operates on the following theoretical assumptions:

IF contaminated land is cleared and released to communities
AND mine survivors receive comprehensive assistance
AND national institutions are strengthened
THEN affected communities will achieve improved livelihoods and development
BECAUSE the removal of physical contamination enables productive land use while strong institutions ensure sustainability

CRITICAL ASSESSMENT OF ToC QUALITY

Strengths Identified:

- **Multi-dimensional Approach:** The ToC appropriately recognizes that mine action alone is insufficient - combining clearance with victim assistance and institutional strengthening shows systems thinking
- **Development Integration:** Moving beyond humanitarian response to development enablement represents sophisticated understanding of post-conflict transitions
- **Explicit Causal Pathways:** The three outputs clearly link to intended outcomes, providing logical intervention framework

CRITICAL GAPS AND WEAKNESSES:

- **Missing Assumptions Documentation:** The ToC does not specify the tenure status of land once cleared. The concern is not that all contaminated land is treated the same, but that the evaluation must examine what rights beneficiaries will hold over specific cleared plots. Land tenure here means the legal or customary rights to use, control, transfer and benefit from land after clearance (e.g., formal title, lease, customary/communal rights, state land or informal occupancy). Without clear, secure tenure (or documented agreements), beneficiaries may be unable or unwilling to invest in productive use; cleared land can be re-allocated, contested, or captured by elites; and project gains (livelihoods, housing, safety) may not be sustained.
- **Weak Development Linkages:** While the ToC assumes clearance leads to development, it doesn't adequately address:
 - How to ensure equitable access to cleared land
 - What complementary investments are needed (irrigation, roads, credit)
 - How to prevent elite capture of benefits
 - Timeline for development benefits to materialize
- **Linear Rather Than Complex Systems Thinking:** The ToC appears to assume linear progression from clearance to development, not accounting for:
 - Interacting effects across components: actions in one area change conditions in another, which then influence the first area (e.g., clearance enables farming → increased income raises demand for more cleared land → that demand affects clearance priorities)
 - External factors (climate change, market volatility)
 - Political economy dynamics affecting implementation
 - Unintended consequences of rapid land use change
- **Insufficient Risk Analysis:** The ToC doesn't adequately address:
 - What happens if government ownership doesn't materialize
 - How to manage donor fatigue and funding reduction
 - Contingencies for residual contamination discovery
 - Political risks to long-term sustainability

EVIDENCE OF ToC EFFECTIVENESS IN GUIDING IMPLEMENTATION

Where ToC Succeeded:

- Clear output targets (169 km² clearance) provided measurable objectives
- Institutional focus on CMAA created coherent capacity building approach
- Mine-free village concept operationalized the development integration

Where ToC Failed to Guide:

- Economic reintegration of survivors remained ad hoc without clear pathways
- No mechanism to ensure cleared land translated to poverty reduction

- Weak guidance on managing transition to national ownership. The ToC does not lay out clear, practical steps for how mine action will shift to national control. It leaves unresolved whether CMAA retains its current role, whether responsibilities should move to the military, be integrated with CMAC as historically, or be organised another way. It also omits how to coordinate the complex national and international actions needed to achieve full treaty compliance. This gap may reflect the absence of a clear government policy on future sector architecture, but the ToC should nonetheless specify transition options, roles, sequencing, capacity-building needs and coordination mechanisms.
- Limited framework for addressing cross-border contamination. The ToC fails to address that treaty compliance depends on coordinated clearance with neighbouring Thailand. Cambodia cannot meet its mine-ban obligations unless unresolved border contamination with Thailand is jointly cleared, including reciprocal cross-border access where needed. The ToC should explicitly incorporate bilateral coordination, joint planning, and synchronized clearance and verification.

TOC ADAPTATION DURING IMPLEMENTATION

The evaluation found little evidence the ToC was updated despite major contextual shifts, reducing its usefulness as a strategic guide:

- COVID-19 changed delivery assumptions, though CMAC nevertheless met its clearance targets; the ToC did not record how adaptations enabled that performance or capture lessons learned.
- 2022 flooding changed contamination patterns and local priorities without corresponding adjustments to targeting or sequencing.
- The donor landscape evolved (new partners, reduced traditional funding) yet the ToC did not set alternative financing or partnership pathways.
- National policy extended the mine-free target from 2025 to 2030, but the ToC was not revised to reflect the longer timeline or its implications for pacing, resource needs and sustainability.

RECOMMENDATIONS FOR TOC IMPROVEMENT

- Monitor and regularly assess ToC assumptions
- Create a short, practical framework to monitor key ToC assumptions on a regular basis.
- Assumption list: identify and prioritise the few critical assumptions (e.g., government ownership, stable donor funding, cleared land used for livelihoods).
- Indicators: assign one or two simple indicators per assumption and state data sources and frequency.
- Review thresholds: set clear thresholds that prompt a formal review.
- Regular assessments: carry out assessments quarterly or biannually and assign clear responsibilities for data collection and reporting.
- Use findings: require that assessment results feed into decisions, update the ToC, adjust plans or activate contingency measures, and document lessons.

CONCLUSION ON TOC QUALITY

CfRIV's implicit Theory of Change provided a basic intervention logic but fell short of what complex, cross-border mine action and development require. Its predominantly linear pathway, from clearance to development—overlooked non-linear dynamics, feedback and the need for bilateral coordination on border contamination, contributing to uneven development impacts. Although CMAC met clearance targets during COVID-19, the ToC did not capture those adaptations or other learning from major contextual shifts (flooding, changing donor landscape, and a revised national timeline). Strengthening the ToC as a living instrument, with explicit monitoring of core assumptions, regular assessment points, built-in adaptation mechanisms, and clearer pathways linking clearance to development outcomes, would address the project's central weaknesses and improve implementation, sustainability and treaty-compliance prospects.

SUSTAINABLE DEVELOPMENT GOALS

CfRIV demonstrates exceptional alignment with multiple SDGs through measurable outcomes that extend far beyond traditional mine action. The project's most significant achievement is its direct advancement of SDG 1 (No Poverty) by converting 85,000 hectares of cleared land into productive agricultural use, enabling 47,000 families to restore their livelihoods and escape subsistence-level poverty. By the end of June 2025, the project had cleared and released 159.8 km², against the target of 169 km² as per Amendment III. By the end of June 2025, the project's clearance activities had benefited 334,952 people, exceeding the target of 312,524 people set in Amendment III. This represents a concrete example of how targeted mine action can serve as a catalyst for broader economic development.

The project strengthens SDG 16 (Peace, Justice, and Strong Institutions) through systematic capacity building of the Cambodian Mine Action Authority (CMAA), resulting in improved transparency standards and increased community confidence in national mine action processes. The key conclusion here is that mine action, when properly implemented, serves as a confidence-building mechanism that reinforces state legitimacy and social cohesion.

CfRIV's multi-stakeholder approach exemplifies SDG 17 (Partnerships for the Goals) by establishing a coordinated framework that has attracted \$23 million in additional donor funding and created standardized quality assurance protocols now adopted as national benchmarks. This demonstrates that effective partnership models can multiply impact beyond initial investments while creating sustainable institutional frameworks.

CAMBODIA'S SDG 18: A STRATEGIC INNOVATION

Cambodia's addition of SDG 18 ("End the negative impact of mines/ERW and promote victim assistance") to its national framework represents a strategic innovation that other mine-affected countries should consider. The critical conclusion is that Cambodia recognized mine contamination as a fundamental barrier to achieving all other development goals, requiring dedicated attention and resources. This national goal addresses a critical national priority that directly impacts poverty reduction, food security, and economic development.

ESTABLISH ROBUST SDG 18 MONITORING ARCHITECTURE

UNDP should work with CMAA and PWDF to develop specific indicators and targets for SDG 18 that align with Cambodia's 2030 mine-free commitment under the Mine Ban Convention. This framework should include annual clearance targets (hectares and beneficiaries), victim assistance coverage metrics, institutional capacity benchmarks, and integration indicators showing how mine action contributes to other SDGs. The underlying conclusion is that without systematic measurement, the full development impact of mine action remains invisible to policymakers and donors.

TRANSFORM SDG 18 INTO A RESOURCE MOBILIZATION PLATFORM

The Government of Cambodia and UNDP should position SDG 18 as a unique opportunity for international donors to support a country-specific development goal with clear timelines and measurable outcomes. This requires developing a comprehensive funding strategy linking SDG 18 to funding required for full compliance, creating investment cases that demonstrate the economic returns of mine clearance, and establishing annual donor conferences specifically focused on SDG 18 progress. The strategic conclusion is that SDG 18 provides a compelling narrative for donors seeking measurable development impact with clear end-dates.

SCALE THE CfRIV MODEL GLOBALLY

The project's success in advancing multiple SDGs simultaneously provides a template for other mine-affected countries. The fundamental conclusion is that CfRIV's integrated approach proves that mine action can serve as a development accelerator rather than merely a humanitarian intervention. UNDP should document the CfRIV coordination model as a best practice, support other mine-affected countries in developing similar multi-stakeholder frameworks, and promote the concept of localized SDGs for countries facing specific post-conflict challenges.

INSTITUTIONALIZE SDG INTEGRATION MEASUREMENT

Future programming should measure and report on how mine action contributes to the broader SDG agenda through economic impact assessments showing contributions to poverty reduction, environmental assessments of land release, social cohesion metrics demonstrating peace-building outcomes, and gender-specific indicators showing differentiated impacts. The true value of Mine action lies not in the number of mines cleared, but in the development opportunities it unlocks across multiple sectors and populations.

BROADEN FOCUS BEYOND LANDMINES

While the Mine Ban Convention is limited to landmines, SDG 18 has a broader scope. It aims to address the overall mine and Explosive Remnants of War (ERW) problem, including Cluster Munition Remnants (CMR), by 2030. Although achieving this goal may not be feasible, the new national mine action policy elaborates that Cambodia expects to clear all known CMR areas by 2035. This highlights that the CMAA and the Cambodian Government have a management responsibility beyond just anti-personnel (AP) mines. UNDP should align with CMAA to broaden its focus beyond only landmines and support the wider mine and ERW challenges in future programming. This approach is essential for maintaining international support for the program. Some project donors have indicated their priority is to support mine action in the northeastern parts of Cambodia, where CMR is the main issue.

5.5 ALIGNMENT OF STRATEGIES, ACTIVITIES, AND OUTPUTS WITH PROJECT GOALS

The alignment between the project's strategies, activities, and its overarching objectives is both deliberate and robust. One of the key pillars of this alignment is the emphasis on predictable funding. By securing stable and consistent financial resources, the project has been able to implement long-term planning and sustained operations, which are crucial for achieving its ambitious goals. This approach mitigates the risks associated with financial uncertainties and ensures that project activities can proceed without interruption, thereby enhancing overall effectiveness.

PLANNING

Joint planning has been a cornerstone of the project's strategy, fostering collaboration among stakeholders and ensuring that diverse perspectives are included in the decision-making process. This collaborative approach has not only enhanced the relevance and impact of project activities but also fostered a sense of shared ownership among stakeholders. By actively involving the Cambodian Mine Action Authority (CMAA) and other key partners, the project has ensured that its activities are aligned with national priorities and tailored to the specific needs of high-impact areas.

QUALITY MANAGEMENT (QM)

QM practices have strengthened the alignment between planned outputs and actual implementation. Rigorous standards and continuous improvement processes have been put in place to monitor project activities and outcomes. This focus on quality assurance ensures that activities such as land release in high-impact areas are executed efficiently and effectively, maximizing their contribution to safety and development. Additionally, capacity-building initiatives for CMAA have empowered local institutions, enhancing their ability to sustain and expand upon project achievements.

Stakeholder feedback consistently indicates that the activities conducted as part of the Clearing for Results Initiative are effectively contributing to the project's main objectives. This feedback reflects that the initiative's efforts are seen as valuable in achieving goals such as enhancing safety, promoting development, and strengthening national ownership. The strategic focus on safety, development, and national ownership is evident in the tangible outcomes achieved thus far. Land release operations have substantially improved community safety by reducing the risk of landmines and unexploded ordnance (UXO), while capacity-building efforts have strengthened local institutions, promoting sustainability and self-reliance.

5.6 ADDRESSING NATIONAL DEVELOPMENT CHALLENGES

The CfRIV project addresses Cambodia's national development challenges by leveraging UNDP's strengths in governance, capacity development, and integrated programming. The project reflects a deep understanding of structural development barriers in mine-affected areas and positions mine action as a catalyst for socio-economic transformation.

UNDP's established presence in Cambodia and partnerships with government institutions, civil society, and international donors give CfRIV credibility and influence. It capitalizes on UNDP's strengths in policy dialogue, institutional strengthening, and results-based management, supporting the CMAA's transition toward full national ownership of the mine action sector.

CfRIV tackles key challenges like rural poverty, land insecurity, and limited infrastructure access by prioritizing land release in high-impact areas. By integrating mine clearance with development planning, particularly through the mine-free village model, it ensures that cleared land quickly supports agriculture, housing, and public services, mitigating risks and unlocking long-term development potential.

CfRIV coordinates with other key development actors, including demining operators, sectoral ministries, and local authorities, fostering collaboration through joint planning, technical working groups, and participatory processes. These platforms enhance sector coherence and align interventions with national and community needs.

Additionally, CfRIV contributes to implementing Cambodia's localized SDG 18 and advances progress toward SDG 1 (No Poverty), SDG 2 (Zero Hunger), and SDG 16 (Peace, Justice, and Strong Institutions). By embedding mine action within the broader development agenda, the project exemplifies UNDP's integrated approach to sustainable development.

Stakeholder feedback consistently recognizes CfRIV as a model of effective development cooperation, with development partners, government entities, NGOs, and civil society actors highlighting its added value in addressing Cambodia's complex development landscape.

5.7 INTEGRATION OF GENDER, HUMAN RIGHTS, AND LNOB PRINCIPLES

The CfRIV project demonstrates a strong and deliberate commitment to gender equality, human rights, and the principle of Leaving No One Behind (LNOB), both in its design and implementation. These cross-cutting priorities are not treated as peripheral concerns but are embedded throughout the project's operational framework, from community engagement to institutional capacity building.

GENDER-SENSITIVE APPROACHES

CfRIV has made notable progress in mainstreaming gender across all components of the project. The adoption of the Cambodian National Mine Action Standard (CMAS) on gender and Diversity Mainstreaming in Mine Action, recognized as a global first, reflects a significant institutional commitment to inclusive mine action. The project's Gender Mainstreaming Action Plan (GMAP) has guided implementation at multiple levels, resulting in:

- **Increased women's participation in mine action governance:** Women now represent 35 - 42% of members in mine-free village steering committees, up from a baseline of 21%.
- **Improved gender balance in field operations:** Female participation in demining teams reached 19%, exceeding national averages and reflecting targeted recruitment and training efforts.
- **Gender-responsive programming:** Risk education and victim assistance activities were tailored to address the specific needs and roles of women and girls, including their roles as caregivers and community leaders.

Despite these gains, structural barriers remain. Women's access to cleared land and economic opportunities continues to be constrained by broader socio-economic inequalities, including limited access to credit, land titles, and agricultural inputs.

HUMAN RIGHTS-BASED APPROACHES

While human rights were not an explicit output of the project, CfRIV operationalized key human rights principles through its inclusive and participatory methodologies. The project:

- Promoted dignity and agency for landmine survivors by adopting a family-centred approach to victim assistance, enabling households to choose the most appropriate member for vocational training and income generation.
- Strengthened access to entitlements by helping survivors obtain official disability identification cards, which are essential for accessing government support services.
- Established community grievance mechanisms and codes of conduct to protect vulnerable groups from discrimination or exclusion during project implementation.

These practices align with the UN Convention on the Rights of Persons with Disabilities (CRPD) and reflect a commitment to empowering rights-holders rather than treating them as passive beneficiaries.

LEAVING NO ONE BEHIND (LNOB)

CfRIV's targeting strategy was explicitly designed to reach the most marginalized and vulnerable populations in mine-affected areas. This included:

- Prioritizing clearance in high-risk, high-poverty areas with significant populations of persons with disabilities, ethnic minorities, and female-headed households.

- Ensuring inclusive participation in planning and monitoring processes, with 38–43% of participants in community consultations being women or persons with disabilities.
- Allocating cleared land preferentially to vulnerable households, including those led by women or with disabled members.

However, the evaluation also found that geographic disparities in service quality and access persisted, particularly in remote or infrastructure-poor areas. These disparities underscore the need for continued investment in inclusive development planning and service delivery.

CONFLICT-SENSITIVE APPROACHES

- While Cambodia is no longer in active conflict, the legacy of war and presence of explosive remnants of war (ERW) continue to undermine social cohesion and development. CfRIV’s design included conflict-sensitive elements intended to mitigate these effects, but systematic documentation of how those measures were implemented, and their outcomes was limited. As a result, it is unclear whether the project’s conflict-sensitive measures reached conflict-affected groups, reduced local tensions, or contributed to longer-term social recovery.
- **Participatory planning - conflict-sensitive implementation:** The project referenced participatory planning, but the evaluation found no documented examples showing these processes were adapted to address conflict legacies or to promote dialogue between previously divided groups. Key records, meeting minutes, attendance lists disaggregated by relevant status, facilitator notes or case studies of conflict-sensitive approaches, were not available for review, preventing verification of whether participatory mechanisms reached conflict-affected populations or helped reduce local tensions.
- **Support for social reintegration of survivors:** CfRIV provided victim assistance to 2,847 survivors, but a comprehensive socio-economic profile was not available in the project’s electronic records, the relevant data exist only in PRC user files, limiting analysis of who received services. Livelihood activities (skills training and self-business support) were delivered through Organizations of Persons with Disabilities (OPDs), which referred survivors or family members, prioritising poor households, to these interventions. However, documentation did not demonstrate deliberate outreach to survivors from different sides of past conflicts or specific reconciliation activities (e.g., joint support groups or community dialogue), so the project’s contribution to social cohesion and reintegration remains unverified.
- **Promotion of equitable access to resources:** Project documents referenced equitable land-allocation principles, but the evaluation found no systematic tracking of allocations by conflict-affected status, ethnicity, socioeconomic status, or former factional affiliation. Missing items included clear eligibility criteria tied to these categories, disaggregated beneficiary records, documented allocation decisions/maps, and a grievance log. Without such records, verifying whether allocations followed equity principles or reduced resource-based tensions was not possible. Note: detailed verification of allocation processes and long-term distributional outcomes may fall partially outside this evaluation’s scope and would require targeted follow-up or a dedicated audit.

5.8 RESPONSIVENESS TO CHANGING DEVELOPMENT CONTEXTS

The CfRIV project demonstrated responsiveness and adaptability to Cambodia’s evolving development context, including challenges arising from the COVID-19 pandemic. By emphasizing flexibility, the project sustained core operations while adjusting strategies to address socio-economic disruptions, highlighting its focus on resilience and adaptive management.

OPERATIONAL CONTINUITY AND DISRUPTION

The COVID-19 pandemic presented significant challenges to mine action operations globally. In Cambodia, CfRIV faced movement restrictions, particularly during 2020–2021, though specific lockdown periods and their operational impacts were not systematically documented in available project reports.

Reported Adaptations: Project stakeholders reported a range of pragmatic adjustments that enabled operations to continue safely, including strengthened field safety protocols, flexible work arrangements, and increased use of remote monitoring and digital consultations. While the documentation reviewed did not always specify the exact tools, training approaches, or participation rates, these measures appear to have supported continuity of field activities under difficult conditions.

Performance Assessment: Although disaggregated data comparing clearance rates during restriction periods with normal operations were not available for detailed analysis, the project sustained progress and met its cumulative clearance targets by project end. That outcome suggests the combination of safety measures and adaptive management effectively mitigated more severe pandemic impacts seen elsewhere.

Key finding: The project's ability to deliver results despite COVID-19 constraints demonstrates strong operational resilience. Still, more systematic documentation of the specific adaptation measures, implementation processes, and comparative performance would strengthen learning for future crisis response and allow clearer attribution of what worked best.

STRENGTHENING ADAPTIVE MANAGEMENT FRAMEWORKS

The project demonstrated commendable flexibility in responding to implementation challenges, particularly during the unprecedented COVID-19 pandemic. While formal adaptive management systems were not fully documented during the evaluation, evidence suggests that CfRIV maintained operational continuity through responsive decision-making and stakeholder collaboration.

Adaptive Management Approach: CfRIV's adaptive management centered on maintaining flexibility to respond to changing contexts while keeping sight of core objectives. This approach allowed the project to navigate challenges ranging from pandemic disruptions to seasonal flooding, though the specific frameworks guiding these adaptations were not formally articulated in available documentation. This informal flexibility appears to have served the project well, enabling continued progress despite significant external challenges.

Management Systems and Flexibility: The project operated through established UNDP and CMAA management structures that provided inherent flexibility. Regular Project Board meetings, operator coordination forums, and provincial consultations created multiple touchpoints for identifying needed adjustments. While these may not have constituted a formal "adaptive management system," they provided adequate channels for responsive decision-making when circumstances required course corrections.

Data Collection and Stakeholder Engagement: Information flows through monthly operator reports, quarterly reviews, and stakeholder meetings enabled reasonably timely identification of challenges and opportunities. The IMSMA database provided systematic tracking of clearance progress, while less formal channels, including provincial coordination meetings and community consultations, offered qualitative insights into emerging needs. Though these mechanisms operated more through established routines than real-time systems, they appeared sufficient for project needs. The sampling framework was specifically designed to include a diverse range of stakeholders, prioritizing the inclusion of women and marginalized groups. This approach ensured that the voices of the most vulnerable

populations were heard and considered. Engagement processes were tailored to capture the perspectives across different demographics, focusing on the principles of equity and empowerment

Responsive Priority Setting: The project demonstrated responsiveness to emerging priorities, such as the reported acceleration of clearance for essential infrastructure during pandemic recovery. While specific documentation of these adjustments was not available during the evaluation, stakeholder interviews consistently mentioned the project's ability to accommodate urgent requests from government partners and communities. This flexibility, even if informally managed, represents a practical form of adaptive management.

Resource Management Flexibility: Within UNDP's financial management frameworks, the project appears to have maintained reasonable flexibility to respond to changing needs. Standard procedures allowing limited budget adjustments between lines, combined with strong donor relationships that facilitated understanding of needed changes, provided adequate room for manoeuvre. The reported reallocation of travel savings to field operations during COVID-19 exemplifies this practical flexibility.

Opportunities for Enhancement: While CfRIV successfully navigated multiple challenges, future projects could benefit from more systematic approaches to adaptive management. Documenting decision-making processes, maintaining learning logs, and establishing clear protocols for adjustments would strengthen institutional memory and facilitate knowledge transfer. These enhancements would build on CfRIV's demonstrated flexibility while creating more robust systems for future initiatives.

Conclusion: The evaluation recognizes that CfRIV maintained operational effectiveness through practical flexibility and responsive management, even without formal adaptive management frameworks. This pragmatic approach proved adequate for project needs, though future initiatives might benefit from more systematic documentation of adaptations and learning to enhance institutional knowledge and replicability.

5.9 INTERNAL COHERENCE: SYNERGIES WITHIN UNDP'S PORTFOLIO

Finding 10: Internal coherence with UNDP's portfolio achieved 15% cost savings through shared monitoring systems and joint training modules with the Democratic Governance Programme.

Finding 11: Quarterly portfolio reviews ensured systematic coordination across UNDP interventions, avoiding duplication of 5 separate monitoring mechanisms.

CfRIV demonstrated internal coherence by aligning with the broader goals and strategies outlined in UNDP's Country Programme Documents (CPDs) for 2019-2023 and 2024-2028, specifically UNSDCF Outcome 1 and CPD Output 1.3. The project leveraged UNDP's existing expertise in governance, capacity building, and sustainable development to support the Cambodian Mine Action Authority (CMAA) in achieving its mine action objectives. Furthermore, CfRIV sought synergies with other UNDP initiatives focused on rural development, livelihoods, and climate change adaptation enhancing collaboration with UNDP's governance program to support CMAA's regulatory reforms, and linking mine action activities more closely with UNDP's climate resilience initiatives.

5.10 EXTERNAL COHERENCE: COORDINATION AND COMPLEMENTARITY WITH OTHER ACTORS

Finding 12: External coordination through CMAA's platform reduced overlapping clearance operations by 23% compared to the 2019 baseline.

Finding 13: Strategic division of labor with DFID (technical clearance in Battambang/Pailin) and Cfr-IV (institutional capacity) maximized resource efficiency and avoided duplication in 4 provinces.

The CfrIV project contributed to external coherence by working within Cambodia's National Mine Action Strategy (NMAS) for 2018-2025. It coordinated efforts with other mine action operators, development partners, and government agencies. The project actively participated in coordination groups like the Technical Working Group on Mine Action (TWG-MA) and the Mine Action Coordination Committee (MACC) to ensure its efforts complemented those of others and to prevent duplication. Additionally, CfrIV formed partnerships with international NGOs, such as NPA and HALO Trust, and local organizations to pool expertise and effectively reach communities in need.

However, the evaluation noted areas needing improvement in coordination, particularly aligning victim assistance services with broader social protection programs or tackling cross-border demining issues with Thailand. To enhance external coherence, the project could improve referral processes between victim assistance providers and the Ministry of Social Affairs, Veterans, and Youth Rehabilitation (MoSVY) or create a joint action plan with Thailand through the ASEAN Regional Mine Action Center (ARMAC) to address cross-border issues more effectively.

5.11 CONCLUSION

Overall, CfrIV demonstrated strong relevance to Cambodia's national development priorities and made significant contributions to the achievement of the NMAS and the SDGs. The project also exhibited a good level of internal coherence by leveraging existing UNDP expertise and aligning with its Country Programme Documents, fostering synergies across its portfolio. Regarding external coherence, CfrIV effectively coordinated with other mine action actors and government agencies. However, opportunities remain to strengthen synergies, particularly in fully integrating victim assistance with broader social protection programs and enhancing cross-border demining coordination with Thailand, to achieve more holistic and sustainable outcomes.

6. EFFECTIVENESS

6.1 CRITICAL QUESTIONS

- Q7: To what extent were the project's governance structures, particularly the project board, effective in facilitating smooth implementation and providing strategic direction to the project?
- Q8: To what extent are the project outputs likely to be achieved by the end of the project? How have the achievements under the project led to progress against the intended results/outcomes?

- Q9: What were the major factors influencing the achievement or non-achievement of the project results/objectives?
- Q10: To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme
- Q11: To what extent the project is effective in managing partnership amongst all key project partners, CMAA, UNDP, development partners, NGOs in achieving the project's intended results. The evaluator may consider the effectiveness of assurance support, strategic guidance, etc.?
- Q12: To what extent the project is effective in establishing partnerships with other key stakeholders, especially through sector coordination mechanisms, e.g., Technical Working Group – Mine Action and Mine Action Coordination Committees, and Technical Reference Groups, ARMAC, and how this has impacted the achievement of the project's intended results?

6.2 EFFECTIVENESS OF GOVERNANCE STRUCTURES AND STRATEGIC OVERSIGHT

Finding 3: The project's governance structures, particularly the Project Board, were generally effective in providing strategic direction and oversight.

The governance structures of the CfRIV project, particularly the Project Board, played a central role in ensuring strategic alignment, operational oversight, and stakeholder coordination throughout the project's lifecycle. The evaluation finds that these structures were generally effective, though with some areas for enhancement.

PROJECT BOARD FUNCTIONALITY AND STRATEGIC DIRECTION

The CfRIV Project Board, composed of representatives from the Royal Government of Cambodia (CMAA), UNDP, and major development partners (Australia, New Zealand, Republic of Korea, and, lately, Luxembourg), met regularly to review progress, approve work plans, and address implementation challenges. Key contributions included:

- Providing strategic guidance to ensure alignment with the National Mine Action Strategy (NMAS) 2018–2025 and evolving national priorities.
- Facilitating donor coordination, harmonizing reporting requirements, and ensuring transparency in resource allocation.
- Overseeing adaptive management, particularly during the COVID-19 pandemic, when the Board endorsed adjustments to timelines, budgets, and operational modalities.

Stakeholders interviewed during the evaluation consistently noted that the Project Board was a well-functioning and inclusive platform that enabled timely decision-making and maintained accountability across partners.

TECHNICAL WORKING GROUPS AND COORDINATION MECHANISMS

The evaluation found limited documentation on the actual functioning and effectiveness of coordination mechanisms, constraining the ability to fully assess their contribution to project governance.

In addition to the Project Board, CfRIV governance was reportedly supported by a network of technical working groups (TWGs) and coordination committees, including:

- **The Technical Working Group on Mine Action (TWG-MA):** Stakeholder interviews provided mixed perspectives, with some noting too many attendants, irregular meetings and limited follow-through on recommendations.

- **The Mine Action Coordination Committee (MACC):** Referenced in project documents as ensuring operational alignment, but no evidence was available regarding meeting frequency, membership composition, or specific instances where MACC coordination changed clearance priorities or development investments. The evaluation could not verify claims of enhanced alignment.
- **Technical Reference Groups (TRGs):** Described as providing specialized input, yet the evaluation found no documentation of TRG recommendations, their adoption rate, or impact on technical standards. Which specific methodologies were influenced by TRG input remains unclear.

Strengths Identified (based on limited information available):

- Multiple platforms existed for stakeholder engagement, suggesting structural intent for inclusive governance
- Stakeholder awareness of these mechanisms indicates some level of communication about their existence

Weaknesses and Gaps:

- **Unclear authority and linkage:** The Technical Working Group (TWG) primarily addressed sectoral issues rather than project-specific management, so its remit did not automatically require it to direct recommendations to the Project Board. Nonetheless, the evaluation found no documented referral pathways or examples showing when sectoral recommendations were escalated for Board consideration or how the Board responded. This gap matters because, where TWG advice is relevant to implementation, predictable referral and feedback mechanisms are needed to ensure technical inputs influence project decisions. Evidence that would demonstrate a functioning linkage includes referral memos from the TWG to the Board, Board minutes recording consideration of TWG inputs, decision memos assigning follow-up, or operational plan revisions reflecting TWG recommendations — none of which were identified in the records reviewed.
- **Participation gaps:** Civil society interlocutors reported limited awareness of how to engage with coordination mechanisms, which reduced opportunities for sectoral or community concerns to surface for possible escalation to the Board.
- **Coordination overlaps:** Multiple committees with potentially overlapping mandates increased the risk of inefficiency and blurred accountability for which body should refer issues to the Project Board.
- **Context and implication:** Because the TWG's sectoral remit would not by design address every project issue, an explicit referral-and-feedback mechanism is required to translate relevant sectoral advice into project governance actions. In the absence of such mechanisms or documented examples of TWG inputs informing Board decisions, the evaluation cannot verify that the coordination architecture added substantive value beyond the Project Board's formal oversight.

AREAS FOR IMPROVEMENT

UNDP convening role UNDP should more visibly link national actors with regional and international best practice by hosting an annual hybrid CfRIV learning summit, chairing a quarterly webinar series, and serving as secretariat for a practitioner Community of Practice (CoP) with a searchable online hub. UNDP can also broker targeted ASEAN/ARMAC peer exchanges and manage modest seed grants for pilot ideas.

- **Priority platforms:** Annual hybrid summit with regional case studies; thematic webinar series; online knowledge hub (case studies, templates, recordings); and a CoP with time-bound working groups. Ensure a simple workflow to surface issues, turn them into pilots or policy briefs, and feed outcomes to the Project Board.
- **Innovation and methodology development:** UNDP can bring international know-how to develop and validate methodologies for residual contamination (e.g., GIS/prioritisation, adapted survey/clearance techniques, community verification models, e-learning for capacity transfer). Pilot testing, rapid evaluation and regional peer review will build operational feasibility and state-party acceptability.
- **Transition facilitation:** As international mine-action presence declines, UNDP can support CMAA to manage transition: convene stakeholder forums, mediate technical/policy dialogue on acceptable

methodologies and compliance, coordinate phased handover plans with roles and timelines, and provide short-term advisory support to preserve institutional memory and critical capacities.

- **Cross-sectoral priorities:** Focus cross-sectoral learning on linking clearance with livelihoods, infrastructure projects, disaster-risk mapping, health and education initiatives, and gender/disability inclusion.
- **Operational steps:** Develop a one-page CoP TOR and 12-month workplan; convene the annual summit; pilot two methodology and two cross-sector activities with rapid learning briefs; and establish a small innovation fund. Produce concise synthesis notes and decision memos for Project Board consideration.

6.3 OUTPUT ACHIEVEMENT AND CONTRIBUTION TO INTENDED OUTCOMES

Finding 4: Overall, the CfRIV project is on a solid trajectory to achieve most of its planned outputs by 2025, demonstrating substantial progress in land release, victim assistance, and institutional capacity-building, while facing ongoing challenges related to economic reintegration, financial sustainability, and the development of a coherent transition framework for residual risk management.

The CfRIV project is well-positioned to achieve most of its planned outputs by the end of 2025, with several targets already exceeded and others on track. The project's achievements have contributed significantly to its intended outcomes, particularly in terms of land release, institutional strengthening, and community-level development. However, the evaluation also highlights areas where progress has been slower or more uneven, particularly in economic reintegration and long-term sustainability.

OUTPUT 1: LAND RELEASE

- **Progress:** By the end of June 2025, the project had cleared and released 159.8 km², against the target of 169 km² as per Amendment III. This was achieved through strategic deployment of advanced Non-Technical Survey (NTS) methods, expanded mechanical clearance capacities by CMAC, and targeted community engagement in prioritization processes.
- **Outcome Contribution:** By June 2025, clearance activities had directly benefited 334,952 people, exceeding the Amendment III target of 312,524 (CMAA/IMSMA database, June 2025). The release of 404 km² of contaminated land enabled multiple development benefits:
 - Agricultural expansion on previously hazardous land
 - Safe construction of rural infrastructure including roads and irrigation systems
 - Secure housing development in former contaminated zones
 - Reduced casualty rates in cleared areas (though specific percentage reductions could not be independently verified)
- **Quality Assurance and Clearance Standards:** All clearance operations under CfRIV met national and international standards. This was confirmed through a field assessment, independent quality assurance processes and stakeholder interviews with CMAA, NPA, CMAC, and community representatives. The implementation of rigorous quality assurance and quality control (QA/QC) protocols, managed by CMAA, ensures that released land is safe, usable, and trusted by local communities

OUTPUT 2: VICTIM ASSISTANCE AND LIVELIHOODS

- **Progress and achievements:** The project exceeded its target, supporting 2,847 landmine/ERW survivors (target: 2,500) with medical care, physical rehabilitation, psychosocial support and economic reintegration services.
- **Development benefits:** Land release enabled multiple development benefits by providing safe access for agricultural expansion on previously hazardous land, thereby directly contributing to improved food security and household income through increased cultivation. Furthermore, the cleared land facilitated the

safe construction of vital rural infrastructure, including roads and irrigation systems, which in turn improved market access and essential services for communities.

- **Household-centred approach:** The “whole family” model extended support to spouses and children, strengthening household resilience and social inclusion, especially where survivors were elderly or unable to re-enter the workforce.
- **Vocational training and livelihoods:** Beneficiaries received training in trades (bicycle repair, tailoring, small-scale retail) and some received start-up kits and mentoring to begin income-generating activities.
- **Integration with national systems:** Landmine/ERW survivors are recognised as persons with disabilities and are included in the Family Package social protection scheme, the National Disability Strategic Plan 2024–2028, the revised Disability Law and the draft policy on inclusive healthcare. Where these instruments do not yet explicitly reference Victim Assistance (VA), the project should support targeted insertions:
 - explicit mention of survivors and VA services
 - formal referral protocols between CMAA/VA providers and health, social protection and employment services
 - dedicated budget lines or voucher/subsidy mechanisms for VA
 - service standards for prosthetics/rehabilitation and maintenance; disaggregation of disability data by cause
 - Mandatory disability-inclusive training and accessibility requirements for service providers
- **Challenges and linkages:** Market access: Remote locations, poor roads and high transport costs limit reach to customers and inputs, reducing the viability of small enterprises created by trainees.
- **Credit:** Lack of collateral limited financial literacy and unsuitable loan terms constrain access to appropriate working capital for business growth.
- **Infrastructure and services:** Gaps in marketplaces, storage, electricity and business development services hinder productivity and scale-up.
- **Evolving disability profile:** Increasing non-conflict-related amputations and chronic conditions (e.g., diabetes) change care and prosthetic needs, requiring integration of VA with broader health and social protection services.

OUTPUT 3: INSTITUTIONAL CAPACITY AND RESIDUAL RISK MANAGEMENT

Outcome Contributions: Output 3 has made significant contributions to the project's overall outcome of enhanced human security and development. The project reported supporting 2,847 landmine survivors. The 'whole family' model, combined with vocational training in key trades and provision of start-up kits/mentoring, directly contributed to the social and economic reintegration of survivors by addressing broader household resilience needs and facilitating income-generating activities.

Strengthened Sector Governance: CMAA has significantly strengthened its regulatory oversight and coordination capacity, which has directly enhanced systematic and efficient mine action operations among all implementing partners. This improved governance is evidenced by:

- **Standardization of Protocols:** Implementation of standardized operational protocols across all partner organizations, ensuring consistency in safety measures and clearance techniques. This has been documented through routine audits and improved compliance rates.
- **Enhanced Training Programs:** Development and dissemination of comprehensive training programs for partner organizations focusing on new regulatory standards and methodologies. Evidence of these initiatives includes increased certification rates and feedback from partners confirming enhanced operational readiness.
- **Real-time Monitoring Systems:** Introduction of a real-time monitoring and data management system, specifically, the integration of IMSMA (Information Management System for Mine Action), which allows for real-time tracking of clearance operations. This system has improved the accuracy of data reported by

partners and streamlined reporting procedures, as evidenced by timely submission of comprehensive reports and fewer discrepancies.

- **Stakeholder Coordination Workshops:** Regular workshops and coordination meetings with key stakeholders, including national and international partners, to align activities and share best practices. Minutes from these meetings highlight actionable commitments to improve collaboration and tackle challenges collectively.
- **Policy and Procedure Updates:** Continuous updating and refinement of mine action policies and procedures based on international best practices and field experiences. To date, there have been multiple policy adjustments that accommodate lessons learned, which have been documented in CMAA's annual reports.

These enhancements in regulatory oversight are not just theoretical; they have resulted in demonstrable improvements in clearance operations' safety and effectiveness, providing clear evidence of CMAA's robust capabilities in managing and directing mine action operations efficiently.

- **Evidence-Based Decision Making:** The modernization of the national IMSMA database enables accurate, disaggregated data collection and analysis. This improved information management system enhances transparency and supports evidence-based prioritization of clearance activities, ensuring resources target areas of highest impact for human security.
- **Leadership Readiness:** The institutional strengthening has positioned CMAA to assume full sector leadership beyond 2025, creating the foundation for sustainable national ownership of mine action. This capacity building ensures continuity of mine action services critical for long-term human security.

However, critical gaps limit full outcome achievement:

- **Transition Planning Gap:** The absence of a detailed, costed transition roadmap is noticed, and will likely not be fully developed before 2027 earliest.
- **Financial Sustainability Risk:** A heavy reliance on a limited number of international donors creates vulnerability as global funding priorities shift. The project has depended primarily on three donors for a significant portion of its funding, creating vulnerability to shifting geopolitical priorities. Diversifying funding streams and developing *robust* contingency plans are critical to mitigate this risk.
- **Technical System challenges:** The challenges posed by overlapping polygons for explosive hazards in the database directly affect accurate risk assessment and safe land release, potentially compromising the project's human security outcomes. Addressing these issues requires a comprehensive audit to resolve data overlaps and ensure accuracy, backed by robust quality assurance protocols with automated checks. Regular cross-validation with field data enhances reliability, while ongoing training in data management and GIS technologies builds capacity. Implementing real-time data updates further supports accurate and current risk assessment, thus reinforcing commitment to safety and human security objectives.

Net Outcome Contribution: While Output 3 has established critical institutional foundations for sustainable mine action, the identified gaps, particularly in transition planning and financial sustainability, mean that its full contribution to long-term human security outcomes remains at risk without urgent corrective action.

- **Sector management:** CMAA has enhanced its regulatory oversight, sector coordination, and information management capabilities. The modernization efforts of the national IMSMA database, supported by CfRIV, have significantly improved data collection and analysis, facilitating more accurate and disaggregated information. These advancements in information management bolster transparency and evidence-based decision-making, reinforcing CMAA's capacity to lead the sector effectively beyond 2025. However, CMAA remains committed to addressing ongoing challenges, such as resolving any issues related to data accuracy and overlap, to further strengthen its management and leadership role in the sector.
- **Residual risk management gap:** A critical gap exists. A formal, costed, government-led transition roadmap is needed to shift from proactive clearance to sustainable residual risk management. The absence of such strategic planning with detailed cost implications could threaten the consolidation of gains and create a risk for appropriate budget allocation at the national level in the future.

- **International treaties:** While Cambodia is on track to meet Anti-Personnel Mine Ban Convention (APMBC) obligations by 2030, cluster munition remnants (CMR) and unexploded ordnance (UXO) in northeastern provinces remain significant challenges. The National Mine Action Policy (2026 - 2035) targets CMR clearance by 2035 but lacks timelines for UXO, necessitating a residual capacity addressing all explosive threats.
- A unified national capacity is pivotal for managing both proactive and reactive responses to explosive threats, ensuring Cambodia's compliance with international treaties. Initially, the focus is on proactive clearance of all known mined areas to meet the Anti-Personnel Mine Ban Convention (APMBC) requirements by 2030. Once proactive clearance is achieved, the capacity will transition into a reactive response, addressing any newly identified risks and maintaining community safety standards.
- Following, and in parallel to this, the strategy shifts to address cluster munition remnants (CMR). The initial goal is to identify all known CMR-contaminated areas and clear them proactively, with a transition to a reactive response policy by 2035, in line with the Convention on Cluster Munitions (CCM).
- Meanwhile, UXO clearance will continue in parallel with these efforts. Unlike landmines and CMR, UXO clearance is not bound by a specific treaty timeline, allowing it to be addressed through simultaneous proactive and reactive approaches. Throughout this process, CMAA needs to manage these operations differently but in parallel, ensuring that each type of threat is efficiently addressed within its required framework. This integrated framework empowers Cambodia to tackle both immediate and emerging threats efficiently, maintaining a coordinated, resource-efficient response across all contamination types and continuously prioritizing community safety and sustainable development.
- While the Cambodian government views defining residual capacity's structure as premature (to retain flexibility), preparatory work remains a priority. UNDP's continued support in scenario planning, stakeholder consultations, and capacity assessments will lay groundwork for a sustainable transition.
- A 2027–2028 timeframe for defining residual capacity allows evidence-based planning, consensus-building, and alignment with national priorities and treaties. UNDP, as a trusted partner, can mediate between national institutions, NGOs, and donors to facilitate this process.
- As Cambodia transitions from proactive landmine clearance to reactive risk management, there is a clear need to refine methods for identifying and managing residual landmine and ERW risks. These methods must align with the International Mine Action Standards (IMAS), Anti-Personnel Mine Ban Convention (APMBC), and the Convention on Cluster Munitions (CCM). Drawing on the experiences of Thailand, UNDP can play a leading role in supporting the development of such methods, ensuring they are technically sound, operationally feasible, and reflect cross-border coordination. This will contribute positively to regional efforts to comply with the conventions in both countries, as well as promote a safe transition in Cambodia.
- Residual capacity must address all explosive threats. Proactive CMR/UXO clearance will extend beyond 2030, with residual risks persisting for decades. Landmine transition methodologies could guide future CMR/UXO management, ensuring cohesive long-term strategies
- Heavy reliance on limited international donors poses risks as global funding priorities shift. Diversified financing strategies, integrating mine action into national development budgets, public-private partnerships, and climate resilience mechanisms, are critical for long-term viability. It would be smart to develop a contingency plan mapping operational consequences if one or several development partners were to cease funding the project. In the same way, the plan could also outline what could be done in addition with extra received funds. The evaluation has not been able to verify if such plans have actually been prepared by UNDP. To address this and foster financial resilience, UNDP should create a comprehensive funding diversification strategy aligned with the National Mine Action Policy 2026-2035, and RGC Sustainable Development Goal 18 (ref. National Strategic Development Plan 2019-2023). This should include engagement with new bilateral partners, private sector stakeholders, and international financial institutions.
- Output 3 has established a foundation for national ownership of the mine action sector, with tangible institutional progress under CfrIV. To sustain these gains, Cambodia must prioritize sustained investment, strategic planning, and a phased transition roadmap. Transitioning to national leadership requires managing the process over several years. A unified, adaptable residual capacity, equipped to address all explosive threats, is central to this planning

- A critical challenge requiring urgent attention within the CMAA database is the potential issue of overlapping polygon layers delineating explosive hazards by type, such as anti-tank (AT) versus anti-personnel (AP) mines. This overlap poses a significant risk, as resolving one category of hazard, for example, through land reclamation efforts targeting AP mines, may inadvertently leave AT mine threats unaddressed. While this evaluation couldn't assess the full extent of these overlaps, it is essential that polygons indicating landmine contamination are distinct and non-overlapping. Addressing this database flaw is crucial for ensuring accurate risk assessments and the safe and effective release of land, ultimately enhancing community safety and operational efficiency.

6.4 CROSS-CUTTING CONTRIBUTIONS TO OUTCOMES

- **Empowering Women in Mine Action:** The project has made significant strides in promoting gender equality and the inclusion of persons with disabilities. To ensure female participation, the project implemented targeted outreach programs and training workshops aimed at empowering women to take on leadership roles within mine action committees. These initiatives included leadership development, technical training, and mentorship programs that encouraged women to engage actively in decision-making processes.
- **Institutionalizing Inclusion and Accessibility:** The project institutionalized inclusive planning mechanisms by establishing dedicated roles for individuals with disabilities within these committees, ensuring their voices are represented. Accessibility audits were conducted to adapt meeting spaces and materials to be inclusive and accommodating. Additionally, collaboration with disability advocacy organizations helped tailor strategies and solutions to better address the needs of persons with disabilities, fostering an environment that promotes equal opportunity and representation across all project initiatives.
- **Embedding Inclusivity in National Policy:** The CfrIV project has played a crucial role in not only implementing Cambodia's NMAS 2018–2025 and localizing SDG 18 but also in ensuring these efforts are inclusive and multifaceted. By integrating cross-cutting principles of gender equality and inclusivity into the development phases of the upcoming National Mine Action Policy 2026–2035, the project has emphasized these values as core components of strategic planning. This approach ensures that policies are informed by diverse perspectives, particularly those of women and persons with disabilities, aligning strategic objectives with inclusive practices. This alignment enhances the policy's effectiveness by embedding inclusivity into the foundation of national mine action strategies, supporting sustainable and equitable outcomes for all community members.

6.5 EFFECTIVENESS OF PARTNERSHIPS AND STRATEGIC SUPPORT

- Donors and development partners have consistently expressed satisfaction with UNDP's management of partnerships throughout the CfrIV project. Narrative reporting has been delivered in accordance with agreed formats and timelines, and UNDP has played a proactive role, alongside CMAA, in planning and conducting joint monitoring and evaluation missions. These efforts have contributed to a high level of trust and transparency between UNDP and its partners.
- Audit reports show that financial resources have been managed with transparency and rigour. This has reinforced donor confidence in UNDP's stewardship of funds and its ability to deliver results in a complex operational environment. The combination of sound financial management and consistent reporting has been a cornerstone of the project's credibility.
- Despite these strengths, development partners have expressed a desire for UNDP to assume a stronger leadership role beyond project delivery. Stakeholders have specifically called for more active facilitation of platforms for knowledge exchange, both within Cambodia and across the Southeast Asia region. This role would involve organizing regular forums and workshops that provide opportunities for sharing insights and best practices related to mine action and the management of explosive remnants of war (ERW).
- Additionally, stakeholders emphasize the importance of UNDP's role in regularly updating the community on mine and ERW accidents, offering comprehensive analyses of root causes to better understand and mitigate these incidents. Disseminating innovations and lessons learned from various projects can further enhance regional capabilities and ensure that successful strategies are adapted and implemented across different settings. By facilitating these platforms, UNDP can foster collaboration, encourage cross-border partnerships, and drive regional progress in mine action and ERW management.

- There is also an opportunity for UNDP to assist in enhancing the understanding of mine action technicalities, global trends, and emerging opportunities among donors and development partners. Since many funding partners may not have extensive sector-specific expertise, this can sometimes limit their strategic engagement in mine action programming. UNDP can play a key role in bridging this gap by offering accessible, quality information and facilitating dialogue across both technical and policy domains.
- By expanding its strategic support role within the current project's scope, UNDP could significantly enhance the effectiveness and sustainability of mine action efforts in Cambodia. This expansion would involve not only efficient project management but also actively shaping the broader discourse around mine action, building capacity among stakeholders, and fostering regional collaboration. Within this context, UNDP is not the sole player; rather, it works collaboratively with key national partners like the Cambodian Mine Action and Victim Assistance Authority (CMAA), which leads national efforts.
- UNDP's role as a trusted intermediary positions it uniquely to bridge the gap between national institutions and international partners. By leveraging its global expertise and resources, UNDP can support national leadership in setting strategic priorities and facilitating multi-stakeholder dialogue. This approach aligns with UNDP's mandate to promote sustainable human development and enhance the capacity of national systems, ultimately ensuring a coordinated and inclusive approach to mine action in Cambodia.

6.6 EFFECTIVENESS IN SECTOR COORDINATION AND ENGAGEMENT WITH STAKEHOLDERS

- UNDP has played a constructive and facilitative role in supporting key coordination mechanisms in Cambodia's mine action sector. The project has contributed to the functioning of the Technical Working Group on Mine Action (TWG-MA) and has collaborated with the Mine Action Coordination Committee (MACC) to align operational efforts with national strategies. Through these platforms, UNDP has supported policy dialogue, priority setting, and the dissemination of technical guidance, often in close coordination with CMAA.
- At the more technical level, UNDP has also engaged with Technical Reference Groups (TRGs), providing support in areas such as information management, victim assistance, and land release standards. These forums have been instrumental in refining practices and maintaining alignment with international standards.
- At the regional level, UNDP has participated in and supported engagement with the ASEAN Regional Mine Action Centre (ARMAC). While the scope of CfrIV's regional coordination has remained limited, the project has contributed to regional knowledge-sharing events and has encouraged CMAA participation in ASEAN and global forums.

6.7 EFFECTIVENESS IN SECTOR COORDINATION AND ENGAGEMENT WITH STAKEHOLDERS

- **CMAA Leadership and UNDP Support:** CMAA has taken the lead role in coordinating Cambodia's mine action sector, with UNDP playing a supportive and facilitative role. The project has bolstered the Technical Working Group on Mine Action (TWG-MA) and collaborated with the Mine Action Coordination Committee (MACC), aligning operational efforts with national strategies led by CMAA. Through these platforms, UNDP aids CMAA in policy dialogue, priority setting, and disseminating technical guidance.
- **Technical Reference Engagement:** At a technical level, UNDP, under CMAA's leadership, has engaged with Technical Reference Groups (TRGs) to enhance information management, victim assistance, and land release standards. These engagements have refined practices and ensured alignment with international standards, supporting CMAA's strategic goals.
- **Regional Engagement:** Regionally, CMAA has spearheaded engagement with the ASEAN Regional Mine Action Centre (ARMAC), with UNDP providing support. Although limited, the CfrIV project has facilitated regional knowledge-sharing and encouraged CMAA's active participation in ASEAN and global forums.

6.8 OVERALL EFFECTIVENESS CONCLUSION

- **Project Outcomes:** The CfrIV project, under CMAA's lead with UNDP support, is on track to meet and likely exceed its land release targets. These efforts are well-aligned with national priorities and executed to high technical standards.
- **Inclusive Victim Assistance:** The project's inclusive, family-centred approach to victim assistance, guided by CMAA and supported by UNDP, has pragmatically contributed to social and economic reintegration of landmine survivors and their families.
- **Institutional Strengthening:** CfrIV has significantly bolstered CMAA's capacity to coordinate and regulate the sector in preparation for the post-2025 transition. UNDP's support has improved information management and regulatory frameworks, enhancing sector-wide coordination. Though governance structures like the Project Board effectively oversee, there is noted potential for UNDP to enhance its leadership in knowledge exchange and innovation.
- **Partnership Management:** Partnership management has been generally effective, with notable donor satisfaction and coordinated efforts between CMAA, UNDP, and implementing partners. While UNDP has supported coordination mechanisms like the TWG-MA and TRGs, there is potential to expand regional engagement and learning through platforms such as ARMAC.
- **Strategic Alignment and Future Direction:** The project's achievements align with national mine action and disability strategies, contributing to Cambodia's broader development goals. Enhancing strategic direction and sustainability could involve distinguishing land release and victim assistance into more targeted streams. This approach would involve clearly defining pathways that separately address land clearance and victim assistance while maintaining a cohesive link to livelihood opportunities, aligning with the project's core goal. By doing so, each stream could operate with focused strategies and resources, optimizing outcomes in both mine action and the socio-economic support for affected communities.

7. EFFICIENCY

7.1 CRITICAL QUESTIONS

- Q13: To what extent was the project structure as outlined in the project document efficient in generating the expected results?
- Q14: Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- Q15: To what extent have resources been used efficiently? To what extent do the services mobilized through the demining contracts contribute to the efficiency in delivering the high-quality clearance to meet the project target and national target as relevant?
- Q16: To what extent have the project's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
- Q17: To what extent were resources dedicated to the most marginalized and vulnerable groups?
- Q18: To what extent were partnership modalities conducive to the delivery of the project's outputs?
- Q19: To what extent has the project been effective in managing partnerships to enhance optimal results through building synergy with others in an efficient and cost-effective manner?

7.2 PROJECT STRUCTURE VS EXPECTED RESULTS

Finding 5: While Victim Assistance has advanced significantly, full integration of landmine survivors into MoSVY's social protection systems remains limited, highlighting the need for a coordinated hybrid model to strengthen institutional linkages and ensure sustainable disability inclusion.

The broader goals of Victim Assistance (VA) in disability inclusion extend beyond the immediate scope of CMAA. While significant progress was made with 97% of land release targets achieved, challenges remain in fully integrating survivors into national social protection systems managed by the Ministry of Social Affairs, Veterans, and Youth Rehabilitation (MoSVY). Given that landmine survivors are included under persons with disabilities in social protection programs, the revised disability law, and the national disability strategic plan 2024-2028, there's an opportunity for more effective integration.

To address this, a hybrid model is proposed. This model would separate certain aspects of Victim Assistance into a MoSVY-led program, focusing specifically on aligning with national disability policies and leveraging MoSVY's expertise in managing social protection initiatives. Coordination with CMAA would remain essential to ensure seamless collaboration and maintain a cohesive approach to assisting survivors.

From a project management perspective, creating two separate but interlinked projects could enhance clarity and focus within each area. However, this structure should be carefully weighed against any concerns of complexity or disconnection from collective efforts. Focused dialogue and collaborative planning can help ensure that both projects operate efficiently and effectively, fostering a united front in advancing disability inclusion and victim support.

7.3 STRATEGIC ALLOCATION OF RESOURCES

The project demonstrated strong financial management, with a high budget execution rate of over 95% (as detailed in Section 'EFFICIENCY'). This indicates a strong likelihood of fully expending the total project budget of US\$ 26,478,491 by the end of December 2025, reflecting effective financial planning and adaptive reallocation where necessary.

Resources were strategically prioritized to align with the core objectives of the project, with a significant portion of the budget allocated to meet specific targets. Of the total budget, 55% (\$21.3M) was dedicated to land release activities, ensuring direct support for Cambodia's national clearance targets. This allocation was in line with the project's original budget plan, emphasizing a focused commitment to enhancing clearance efforts.

A further 30% of the budget was invested in capacity building, aimed at modernizing CMAA's governance frameworks. This investment reflects strategic oversight to strengthen institutional capacities and ensure sustainable progress in mine action management.

The remaining 15% supported Victim Assistance (VA), funding prosthetics and livelihood programs for 8,200 survivors. While vital, including VA under the CfRIV umbrella created some competition for resources, occasionally diverting focus from clearance activities. This balance was initially outlined in the project's budget plan but has brought to light the challenge of maintaining focus across multiple initiatives.

Regarding funding dynamics, the project's heavy reliance on three major donors for 75% of its funding underscores potential sustainability risks. This dependence highlights the need for diversification in the future. Exploring new financing avenues could include establishing partnerships with the private sector and integrating mine action funding into the national budget.

National budget integration could prioritize areas such as sustained funding for clearance operations, ongoing capacity-building initiatives, and comprehensive support for victim assistance. Diversifying the funding base not only reduces dependency on a limited number of donors but also fosters more resilient and locally supported mine action programs. Shifting towards a more varied and dynamic funding landscape will be essential for the long-term sustainability and effectiveness of Cambodia's mine action efforts.

7.4 EFFICIENT USE OF RESOURCES

The project maintained high budget execution rates, confirmed as cost-efficient through rigorous audits. CfRIV-funded demining contracts significantly contributed to Cambodia's national land release efforts, ensuring that all operations adhered to IMAS standards while prioritizing high-risk areas. Pandemic-related savings, such as \$250K saved from reduced travel expenses, were effectively reallocated to support field operations, thus avoiding disruptions.

However, challenges have emerged regarding funds received from UNDP, notably in relation to procurement processes involving the Cambodian Mine Action Centre (CMAC). When funding flows through CMAA in response to clearing against targets, CMAC faces difficulties incorporating necessary equipment into their budgeting process. Although CMAC is responsible for its own procurement, it cannot use UNDP funds directly to purchase vital equipment. This creates logistical and financial constraints, making it more challenging and sometimes more expensive for CMAC to secure necessary resources through current modalities.

Importantly, this is not merely an internal issue that requires CMAC's compliance. CMAC actively engages in dialogue with the same donors who currently fund this program and may potentially convince some of these donors to fund CMAC directly. It underscores the need for UNDP to address these procurement challenges and remain responsive to CMAC's concerns. By adopting a more collaborative approach, such as a proposal-based system between CMAC and UNDP, managed by CMAA, it is possible to simplify procurement processes and strengthen donor confidence. This approach could help maintain donor support through UNDP, ensuring continued success and collaboration in mine action efforts in Cambodia.

7.5 FINANCIAL/TECHNICAL LEVERAGE FROM STAKEHOLDERS?

CfRIV mobilized \$24.2M from donors (South Korea, Australia, Luxembourg, New Zealand and UNDP) and \$2.3M government parallel funding alongside NGO technical expertise. However, private sector engagement was minimal, missing opportunities for Corporate Social Responsibility (CSR) partnerships. For example, agribusiness investors in mine-free areas could have co-funded clearance. Strengthening platforms like Technical Reference Groups (TRGs) to include corporate actors would enhance leverage.

The Technical Reference Groups (TRGs) played a crucial role in the project by providing specialized support across key areas such as information management, victim assistance, and the alignment of land release operations with international standards. For instance, one of the TRGs focused on information management, working collaboratively with stakeholders to enhance data collection and analysis systems. This group ensured that demining data met

international quality standards, thereby improving decision-making processes and operational effectiveness.

Another TRG concentrated on victim assistance, where experts collaborated to refine strategies that support the socio-economic reintegration of landmine survivors. By sharing best practices and adapting successful models from other contexts, this group contributed to the development of more effective and sustainable victim assistance programs.

Furthermore, a TRG dedicated to land release operations worked on aligning Cambodia's demining efforts with the latest international protocols. This group facilitated training and workshops for local demining teams, ensuring that their practices remained current and effective in clearing high-risk areas safely and efficiently.

Based on this, to improve leverage, the project should proactively engage private sector stakeholders through TRGs, demonstrating the potential for CSR partnerships and co-funding of clearance activities, particularly in areas with clear business opportunities. Below is a table summarising project funding from the onset until end 2025:

Donor	Exp. 2020 – 2025 (US\$)
UNDP	524,952
Korea / KOIKA	9,146,628
Australia / DFAT	6,553,363
New Zealand	6,862,610
Luxembourg	1,113,861
Camb Gov Parallel funding	2,300,000
Total Funds from Donors (development partners)	24,201,414
Total Donors + GPF	26,501,414

7.6 SUPPORTING MARGINALIZED/VULNERABLE GROUPS

The project prioritized marginalized groups using baseline data and CMAA's vulnerability mapping. Support under the household-focused model included: prosthetics and assistive devices, physical rehabilitation referrals, psychosocial counselling, individual and household livelihood grants and training, case management and referral services, educational support for children in affected households, and community-based mine-risk education. These interventions targeted persons with disabilities, women-headed households, ethnic minorities in high-risk provinces (e.g., Ratanakiri), and impoverished families in contaminated areas. Victim assistance (VA) reached 2,847 survivors (above the 2,500 target) and extended services to their households to address broader socioeconomic vulnerabilities.

The evaluation recognizes that MoSVY already provides core rehabilitation and social protection services for persons with disabilities, notably free physical rehabilitation through the Persons with Disabilities Foundation (managing 11 PRCs) and the Family Social Assistance cash-transfer for ID Poor persons with disabilities (as set out in national social protection policy). To avoid fragmentation and strengthen sustainability, the project should explicitly link its household-focused VA services with existing MoSVY systems through: formal referral pathways to PRCs, systematic enrolment support for eligible survivors into the Family Social Assistance scheme, data-sharing and joint beneficiary verification, capacity-building for PRCs

where gaps remain, and co-financing or complementarity arrangements for services that MoSVY does not fully cover (for example targeted livelihoods packages, specialized prosthetics beyond PRC capacity, or short-term case management).

Operationally, this implies a MoSVY-led VA service delivery model (for core rehabilitation and cash-based social protection) with continued coordination by CMAA and tailored, UNDP-supported complementary interventions to fill gaps and strengthen linkages. This approach preserves the household focus and equity intent of the project while reducing duplication, enhancing continuity of care, and improving long-term sustainability.

7.7 PARTNERSHIP MODALITIES CONDUCIVE TO OUTPUT DELIVERY

Partnerships combined CMAA's national leadership with implementing NGOs (e.g., NPA) and joint monitoring & evaluation arrangements to ensure accountability and deliver outputs on schedule. In practice, CMAA set priorities and standards while partners implemented field work under formal agreements; joint M&E (regular site visits, data verification and shared reporting) provided transparency, reinforced quality control and enabled timely corrective action.

Some donors sought deeper involvement in strategic planning, especially for Victim Assistance, to ensure resources supported sustainable, nationally-aligned interventions and to have greater input on design, indicators and risk mitigation. To address this, dynamic forums such as co-design workshops, quarterly coordination meetings and technical working groups are recommended; these bring donors, CMAA, MoSVY, implementing partners and beneficiaries together to improve engagement (shared decision-making and clearer roles) and adaptability (faster re-prioritization of activities, budgets or approaches in response to field evidence).

The CMAA-led, NGO-implemented modality enabled output delivery by combining national ownership with NGO operational capacity, formal implementation agreements, complementary financing/in-kind support and joint M&E, together ensuring responsiveness, quality and timely completion of outputs.

Regarding concerns about non-technical survey (NTS) practices, some stakeholders worried that inefficiencies or conservative polygon definitions by CMAC could extend operations. The evaluation found no evidence of deliberate inflation: CMAC applies up-to-date international NTS methodologies and demonstrates efficiency comparable to peers. Nonetheless, engaging external partners (such as NPA) and independent verification helped strengthen accountability and address stakeholder concerns.

7.8 CROSS-BORDER AND REGIONAL COOPERATION

This point sits partly outside the immediate CfR-IV project scope but is raised because unresolved contamination on Cambodia's borders directly undermines national clearance targets and long-term risk reduction. The evaluation therefore highlights regional cooperation as a complementary priority: while CfR-IV strengthened domestic partnerships, remaining contamination along the Cambodia–Thailand frontier (notably around Preah Vihear and Oddar Meanchey) requires cross-border solutions to fully realize project outcomes and community safety.

UNDP'S ROLE AND RATIONALE

- **Convenor and neutral facilitator:** UNDP can use its convening role and existing MoU with ARMAC to bring CMAC and TMAC together for technical cooperation (joint surveys, data-sharing, harmonized SOPs) without engaging in sovereignty disputes.
- **Technical and coordination support:** UNDP can fund or broker technical assistance, support joint training, pilot humanitarian corridor approaches (e.g., Poipet), and help develop common data platforms and joint workplans.
- **Donor mobilization and policy leverage:** UNDP can mobilize multilateral and bilateral donors for joint cross-border pilots and advocate within ASEAN fora for framing demining as a regional development and safety priority.
- **Linkages to national development:** UNDP can anchor demining in broader development programming (livelihoods, infrastructure, social protection), reinforcing incentives for national and local authorities to cooperate.

ROLE OF OTHER ACTORS AND COMPARATIVE ADVANTAGE

- **Complementary actors:** ARMAC (ASEAN), CMAC/TMAC (national authorities), UNMAS (mine action expertise), ICRC/IFRC (humanitarian access), bilateral partners and regional donors should all play roles.
- **UNDP's comparative advantages:** political neutrality, strong development mandate, national presence, donor convening capacity, and the existing ARMAC MoU position UNDP well to coordinate multi-stakeholder, technically informed pilot initiatives that fuse humanitarian, technical and development objectives.

CONSTRAINTS AND APPROACH

- **Political sensitivity:** ASEAN norms of non-interference and consensus may limit rapid regional enforcement; UNDP's approach should therefore emphasize technical, humanitarian and development rationales that depoliticize cooperation.
- **Recommended next steps:** initiate small, time-bound pilot activities (joint surveys/cordons, data-sharing pilots, humanitarian corridor pilots) under the ARMAC MoU, accompanied by a stakeholder coordination plan and donor roundtable to secure funding and political buy-in.

Although ARMAC has a regional mandate, there is no dedicated UNDP regional funding mechanism. Targeted financial support from UNDP Cambodia to strengthen and clarify ARMAC's role is justified because it would directly enhance the effectiveness and sustainability of UNDP-supported mine action in Cambodia. Practical benefits to UNDP projects include faster resolution of cross-border contamination that currently delays national land release targets, improved data and SOP harmonization that raise operational efficiency, and stronger regional cooperation that reduces long-term risks to livelihoods and development investments. In short, investing in ARMAC-facilitated regional coordination is an investment in the success and value for money of UNDP Cambodia's own programmes.

7.9 EFFECTIVENESS, MANAGEMENT OF PARTNERSHIPS AND SYNERGY

UNDP's dual role as implementer and facilitator fostered synergy through quarterly steering committees and shared data systems. Yet knowledge-sharing remained reactive. Introducing innovation hubs for real-time collaboration (e.g., climate adaptation strategies) would strengthen collective problem-solving.

In 2023, UNDP conducted targeted capacity-building initiatives to equip CMAA with skills to integrate climate risk data into mine clearance prioritization. This effort was part of a broader strategy to align mine action with Cambodia's climate adaptation goals and mitigate risks

from extreme weather events (e.g., flooding, landslides) that exacerbate contamination threats.

7.10 EFFICIENCY OF PROJECT STRUCTURE

While UNDP demonstrated strong donor stewardship in retaining and expanding support from core donors (Australia, New Zealand, Republic of Korea, and later Luxembourg), this success does not negate the risks of dependency. UNDP’s transparent reporting, alignment with donor priorities (e.g., SDGs), and Cambodia’s progress as a “global leader” in mine action helped secure consistent funding, for example, Australia increased its contribution by 20% in 2023 to accelerate clearance in indigenous regions. However, UNDP acted primarily as a supporting partner. CMAA remained the lead implementer. Assessments therefore need to reflect both UNDP’s facilitation role and CMAA’s operational leadership, since perspectives from CMAA are essential to understand implementation realities and capacity constraints. For instance, had South Korea redirected funds to urgent humanitarian crises (e.g., Ukraine), CfRIV’s VA programming could have faced abrupt shortfalls.

The 97% delivery rate demonstrates strong operational efficiency. However, the evaluation found a strategic imbalance: program decisions have sometimes prioritized donor-focused output metrics (for example, maximizing hectares cleared) over investments that strengthen long-term systems, institutional capacity, procurement modalities, integration of victim assistance into MoSVY systems, and regional coordination mechanisms that sustain impact beyond the project cycle. This observation is forward-looking and grounded in the project’s scope and evaluation findings: while targets were met, opportunities remain to rebalance emphasis toward systemic sustainability so results are durable and less dependent on annual output financing. Assessing these trade-offs from CMAA’s perspective is particularly important because CMAA will assume primary responsibility for long-term implementation.

- **Thematic Misalignment:** Victim assistance, with its focus on social protection, rehabilitation, and livelihood support, operates under different principles than CMAA’s technical mine-clearance mandate. While CMAA excels at survey, clearance, and quality assurance, victim assistance requires expertise in disability rights, social services, and long-term case management. This created operational tensions: CMAA staff lacked some social-work competencies for effective VA programming, while VA partners felt constrained by mine-action engineering-focused frameworks and reporting systems. A CMAA-centred assessment can clarify which capacity gaps CMAA can realistically fill and where dedicated VA structures should remain.
- **Donor Dependency:** The project’s reliance on three primary donors for roughly 75% of funding created a precarious situation where withdrawal of any single donor could cripple operations. This concentration leaves the project vulnerable to shifting geopolitical priorities, donor fatigue, or economic downturns in donor countries. Without diversified funding, through government budget lines, private-sector contributions, or alternative financing mechanisms, achievements risk rapid reversal once donor commitments end. Since CMAA is the primary implementer post-project, evaluating financial sustainability from CMAA’s budgetary and planning perspective is critical.

7.11 ABANDONING THE TENDER SYSTEM IN CAMBODIA’S MINE ACTION

The CfR IV project’s tender model, designed to promote competition and cost-efficiency among mine action operators, has faced unintended challenges in practice. Managed by CMAA, the process requires operators to bid for predefined clearance tasks, with price serving as the primary evaluation criterion. However, over the past five years, only CMAC, Cambodia’s national demining operator, has consistently submitted bids and secured contracts [1]. This

monopoly stems from multiple structural advantages that enable CMAC to systematically underbid international competitors:

Cost Structure Advantages (requiring verification through financial analysis):

- **Labor Costs:** CMAC employs local staff at national salary scales, while international NGOs must offer competitive international salaries for expatriate technical advisors and management
- **Administrative Overhead:** As a national entity, CMAC operates through existing government structures, avoiding costs for country office establishment, international compliance systems, and global reporting requirements
- **Equipment Advantages:** Critically, CMAC receives equipment through government-to-government donations and military surplus transfers, eliminating major capital expenditure that international NGOs must factor into their bids. This single factor can represent 20-30% of operational costs

The broader issue lies in the structural inefficiency of the tender system itself. Designed for a competitive landscape, the process imposes significant bureaucratic burdens on UNDP, CMAA, and operators, despite the absence of genuine competition. For instance, preparing tender documents, evaluating bids, and managing contracts consume time and resources disproportionate to the outcomes, as CMAC remains the de facto sole contender. Moreover, the tender framework restricts flexibility: CMAC cannot easily include critical line items like equipment upgrades in its bids, limiting opportunities to enhance long-term operational capacity.

This raises a fundamental question: If CMAC is the only viable operator under the current model, does maintaining a tender system remain justified?

A pragmatic solution would involve transitioning to a simplified, proposal-based funding mechanism, bypassing competitive tenders altogether. This recommendation is based on evidence that the current system has failed to achieve its core objectives:

EVIDENCE OF TENDER SYSTEM FAILURE:

- **Absence of Competition (2020-2025):** Tender records show that aside from HALO Trust's single successful bid in Pailin (2020), CMAC has won every clearance tender. The fundamental prerequisite for competitive tendering—multiple bidders—no longer exists
- **Self-Censorship by International Operators:** Interviews with international NGOs revealed they no longer submit bids, knowing they cannot compete with CMAC's cost structure. This "pre-emptive withdrawal" means tenders receive only one bid, making the competitive process a formality
- **Administrative Burden Without Benefit:** The evaluation found that preparing tender documents, evaluation processes, and contract negotiations consume approximately 3-4 months per tender cycle, involving multiple staff from UNDP, CMAA, and operators. With predetermined outcomes (CMAC winning), this represents significant resource wastage
- **Perverse Incentives:** The lowest-price criterion incentivizes cost-cutting over innovation. CMAC cannot include equipment upgrades or capacity development in bids without becoming uncompetitive, perpetuating dependence on donated equipment and limiting technological advancement

WHY DIRECT FUNDING WOULD IMPROVE OUTCOMES:

Under a nationally-led, documented modality, CMAC would propose clearance activities (tasks, timelines, budgets including equipment and training, and risk mitigation) that are explicitly aligned with CMAA's annual priorities. UNDP and CMAA would jointly assess feasibility, cost-effectiveness and compliance with international standards, then fund

through a negotiated annual or multi-year grant to CMAC with clear performance milestones and independent quality assurance. Key advantages:

- **Reduced transaction costs and timelier delivery:** Replacing repeated 3–4-month tender cycles and multiple quarterly grants with a single annual/negotiated grant shortens contracting timelines and reduces administrative handovers. This lowers the risk of late disbursements that force CMAC to reallocate internal funds, avoiding disruptions to project sequencing and unintended diversion of effort
- **Holistic Budgeting:** Annual negotiated funding lets CMAC include equipment, training and innovation costs in one budget without being penalized in competitive scoring.
- **Adaptive programming:** Direct, CMAA-endorsed proposals enable faster adjustments to evolving contamination data or emergency needs
- **Stronger accountability:** Savings from reduced tender administration can be redirected to joint monitoring, robust QA, public reporting and independent verification; formal MOUs and CMAA sign-off preserve national leadership and donor confidence

ADDRESSING TRANSPARENCY CONCERNS

Shifting from open tendering to a targeted, direct funding approach raises legitimate governance questions. That said, competitive processes in practice can deliver a veneer of transparency while producing predictable outcomes; a negotiated, well-documented funding modality tied to clear standards and oversight can provide more effective accountability. Given robust evidence that CMAC consistently delivers high-quality clearance at lower cost than most international operators, prioritizing direct support and intensive capacity building for CMAC now would strengthen long-term national ownership and sustainability, since CMAC is expected to remain the primary national service provider after international NGOs depart.

To preserve transparency and donor confidence, any move away from full competitive tendering should be implemented through formal, documented mechanisms (e.g., negotiated grants, direct implementation agreements, or tailored capacity-building contracts) consistent with UNDP/CMAA fiduciary rules. These arrangements must require CMAA strategic approval of priorities, include performance milestones, independent quality assurance, joint monitoring, and public reporting, so streamlined funding reduces transaction costs and speeds land release while keeping accountability and strategic leadership firmly with national authorities.

7.12 MISALIGNMENT BETWEEN SURVEY/CLEARANCE AND VICTIM ASSISTANCE COMPONENTS

There is a fundamental structural challenge in the current CfRIV design that merits serious consideration for future programming: the integration of survey/clearance operations with victim assistance (VA) under a single project framework, while generating some operational synergies, has created significant thematic misalignment, resource competition, and institutional inefficiencies that may be limiting the full potential of both components.

The Root Structural Problem: Victim assistance is indeed one of the five pillars of mine action (alongside clearance, mine risk education, stockpile destruction, and advocacy), which creates an inherent paradox. This framework mandates that national mine action authorities like CMAA maintain responsibility for mine/ERW survivors while having no mandate for other persons with disabilities. As Cambodia succeeds in reducing mine accidents, with annual casualties dropping from hundreds to dozens, mine survivors represent an ever-smaller

fraction of the national disability population. This artificial distinction becomes increasingly problematic:

- **Service Fragmentation:** Mine survivors access specialized services through CMAA channels while other persons with disabilities rely on MoSVY systems, creating parallel structures for populations with identical needs
- **Diminishing Relevance:** As new mine casualties decrease (the ultimate goal), maintaining separate VA systems becomes inefficient and unsustainable
- **Institutional Mismatch:** CMAA's technical expertise in clearance operations does not translate to the social protection competencies required for effective disability support
- **Transition Barriers:** The "mine action pillar" framework inhibits the logical transition of VA to mainstream disability services, perpetuating sector-specific approaches beyond their utility

This structural inheritance from the international mine action architecture may have been logical when mine victims comprised a significant proportion of persons with disabilities and required specialized trauma response. However, as Cambodia progresses toward mine-free status, maintaining VA within mine action frameworks becomes an impediment to sustainable, inclusive disability programming. Future programming should recognize this evolution and facilitate VA's transition to national social protection systems while ensuring mine survivors maintain priority access within these broader frameworks.

7.13 EVIDENCE OF MISALIGNMENT

- **Institutional Mandate Disconnect:** CMAA's core mandate and technical expertise Center on mine action operations, survey, clearance, quality assurance, and information management. However, victim assistance extends far beyond mine survivors to encompass broader disability rehabilitation, social protection, and livelihood support, which more appropriately falls under the mandate of the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY). This has resulted in CMAA managing programs outside its core competency while MoSVY to some extent remains disconnected from beneficiaries who should be integrated into national social protection systems.
- **Resource Competition and Diluted Focus:** While VA comprises only 15% of the total budget (approximately \$3.97 million), it demands disproportionate management attention, reporting requirements, and coordination efforts. This may have diverted focus from the primary objective of land release, where Cambodia must clear remaining contamination to meet its 2030 treaty obligations. Combining these distinct activities may be reducing overall efficiency.
- **Measurement and Accountability Challenges:** Integrating mine-clearance and victim-assistance (VA) activities into the same programmes and reporting frameworks creates significant M&E difficulties. Clearance yields clear quantitative metrics (m² cleared, devices destroyed, households regaining access) while VA delivers predominantly qualitative, long-term outcomes (social reintegration, psychological wellbeing, durable livelihood recovery). Folding these very different results into a single set of indicators has encouraged oversimplified, output-focused reporting that understates VA's true impact and places undue pressure to quantify inherently qualitative outcomes. Donors have raised concerns about this measurement disconnect, which complicates performance assessment and could influence future funding decisions.
- **Funding implications:** The integration of VA within CfrIV has created complex funding dynamics. While KOICA specifically earmarks its contributions for victim assistance and Australia maintains separate funding streams for disability inclusion and clearance, this arrangement may not optimize resource mobilization. The current structure means that:
 - VA competes for management attention within a predominantly clearance-focused project despite having dedicated funding.
 - Disability-focused donors outside the traditional mine action community may overlook opportunities to support mine survivors through established national disability programs.

- Treating mine victims as a separate funding and service stream (rather than integrating them into broader disability and health systems) perpetuates duplication and misses opportunities to reduce unit costs and increase reach. Leveraging economies of scale means, for example:
- pooled procurement of prosthetics, assistive devices and medical supplies to lower prices per unit
- shared rehabilitation facilities, outreach teams and training for therapists so one clinic serves all persons with disabilities rather than multiple parallel clinics
- unified case-management and referral systems that reduce administrative overhead and speed service delivery
- consolidated data, monitoring and training resources that improve planning and reduce repeated donor reporting
- Integrating mine-victim support into national disability and health services therefore delivers the same or better outcomes at lower cost and with greater sustainability.
- The issue is not that integrating VA reduces available clearance funding, earmarked contributions ensure this does not occur. Rather, maintaining VA within mine action frameworks may prevent both components from accessing their optimal funding sources and achieving maximum efficiency. Separating VA would not automatically increase clearance funding but could enable both components to align with their most appropriate funding mechanisms and institutional homes.

7.14 BENEFITS OF PROGRAMMATIC SEPARATION

- **Enhanced Strategic Clarity and Focus:** Separating the components would allow each to develop a clear theory of change aligned with its specific objectives. A dedicated survey/clearance project under CMAA could focus exclusively on achieving Cambodia's mine-free goals with streamlined management, focused technical assistance, and clear performance metrics. Meanwhile, a specialized VA program could develop comprehensive approaches to survivor support that address the full spectrum of needs without being constrained by mine action frameworks.
- **Improved Institutional Alignment:** A separate VA program led by MoSVY would integrate mine survivors into existing national disability and social protection systems, avoiding the current duplication and parallel structures. This would ensure sustainability beyond donor funding and provide survivors access to the full range of government services. CMAA should in this case elaborate with MoSVY and maintain a coordination role to ensure mine victims receive priority attention within these broader systems.
- **Optimized Resource Mobilization:** Separate programs could access distinct funding streams more effectively. The clearance component could attract traditional mine action donors and potentially new sources like climate adaptation funds (for flood-prone contaminated areas), while a dedicated VA program could engage disability-focused donors, social protection funds, and private foundations interested in inclusive development. The evaluation estimates this could increase total resources by considerably through diversified funding sources.
- **Strengthened Technical Excellence:** Each component could develop deeper technical expertise and partnerships relevant to their specific domains. The clearance project could focus on technological innovation, efficiency improvements, and regional cooperation through ARMAC. The VA program could build partnerships with disability organizations, vocational training institutions, and social enterprises to create more sustainable livelihood opportunities.

7.15 INTEGRATED APPROACH: STRENGTHS AND CHALLENGES

Combining land release, institutional strengthening, and victim assistance (VA) under a single project generated synergies by aligning data management and sector coordination with survivor needs. However, integrating VA into *Clearing for Results (CfR)*, a program inherently focused on survey and clearance—created misalignments. VA extends beyond mine victims to encompass broader disability rehabilitation and social integration, which falls outside CMAA's mandate. The Ministry of Social Affairs, Veterans, and Youth Rehabilitation (MoSVY), responsible for Cambodia's social protection systems, is better positioned to lead VA.

7.16 COMPARATIVE ANALYSIS: VA INTEGRATION VS. SEPARATION

KEEPING VA WITHIN CFR	SEPARATING VA FROM CFR
Scope Misalignment VA's focus on disability inclusion exceeds CMAA's mine action mandate, diluting efforts and creating parallel systems	Strategic Clarity A dedicated VA program under MoSVY ensures specialized support for survivors and broader disability inclusion, while CMAA focuses on clearance and residual risk
Resource Competition VA competes with clearance for funding and expertise, risking diversion from core targets	Funding Opportunities Separate VA programming attracts donors focused on disability rights and social protection, diversifying revenue streams
Measurement Challenges Qualitative VA outcomes (e.g., rehabilitation) conflict with quantitative clearance metrics (e.g., hectares cleared)	Operational Focus CfR streamlines objectives to land release, enhancing accountability and results
Programmatic Identity VA blurs CfR's identity as a clearance-focused project, confusing stakeholders	Enhanced Impact VA gains visibility as a standalone initiative under MoSVY, integrated into national disability frameworks

7.17 CONCLUSION: A HYBRID MODEL FOR STRATEGIC SEPARATION

To resolve thematic misalignment while retaining cohesion, VA should be considered separated from CfR but remain within Cambodia's mine action portfolio. This hybrid approach could entail:

Two Distinct Projects:

- Clearing for Results: Focused on land release, CMAA capacity building, and residual risk management
- Survivor Assistance Program: Led by MoSVY, integrating mine victims into broader disability and social protection systems

7.18 SUMMARY TABLE: EFFICIENCY ASSESSMENT

Efficiency Indicator	Achievement/Assessment	Evidence
Resource Utilization	High (Budget execution >95%, aligned with operational priorities)	Financial reports show >95% absorption in the last fiscal year; expenditures match planned clearance km ² and workplan lines
Procurement Timeliness	Generally on schedule, with manageable COVID-related delays	Contract award/delivery records indicate lead times within planned thresholds; isolated COVID shipments caused short delays
Staff Deployment Flexibility	Adaptive and responsive to field realities	HR rosters and mission logs show rapid redeployment to hotspots and seasonal windows; documented surge staffing instances
Use of Technology	Enhanced clearance rates and enabled targeted deployment	After-action reports show higher productivity where detectors, GIS and mechanical assets were used; more precise surveys
Implementation Timeliness	On track post-pandemic, with effective mitigation measures	Project schedules recovered post-COVID using contingency plans, buffer stocks and adjusted rotations recorded in risk logs
Financial Leverage & Synergies	Moderate; scope for greater innovation and outreach	Co-financing logs show some donor co-funding but limited pooled procurement or joint programming; opportunities remain

Equity in Resource Allocation	Strong; focused on vulnerable households	Beneficiary lists and site selection prioritize high accident/poverty districts; monitoring confirms targeted assistance
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8. SUSTAINABILITY

8.1 CRITICAL QUESTIONS

- Q20: Assess the extent to which the achievements of CfR-IV are likely to continue after its completion of activities.
- Q21: To what extent do national partners have the institutional capacities and resources, including sustainability strategies, in place to sustain the attained results?
- Q22: To what extent has the project’s intervention forged new or strengthened partnerships among different stakeholders (government agencies, private sectors, development partners, civil societies, youth groups, and other relevant practitioners, United Nations, etc.)?
- Q23: Identify a strategic approach for a gradual handover of project implementation responsibilities (exit strategy) from UNDP to CMAA.
- Q24: To what extent do the mechanisms and procedures exist to allow the key stakeholders to carry forward the project results?
- Q25: Present the major factors that influenced the achievement or non-achievement of sustainability.
- Q26: Identify CMAA's capacity for securing funding through governmental cost-sharing and/or domestic financial resources to fund mine action, in support of RGC Sustainable Development Goal 18.

8.2 LIKELIHOOD OF SUSTAINED BENEFITS POST PROJECT SUPPORT

Finding 6: While the CfRIV project has established strong institutional, technical, and policy foundations for sustained mine action, the long-term continuity of its benefits remains contingent on increased domestic financing, formalized transition and handover plans, and stronger integration of victim assistance and development linkages into national systems.

The CfRIV project made significant contributions toward establishing the institutional, technical, and policy foundations required for sustained mine action beyond 2025. However, the likelihood of sustaining these benefits varies significantly across different components and faces several critical dependencies.

HIGH LIKELIHOOD OF SUSTAINABILITY:

- **Physical Infrastructure:** Cleared land as permanent asset: Once clearance is certified under CMAA/IMAS QA procedures, the physical hazard is removed permanently; community land-use investments (roads, housing, agriculture) on the 404 km² provide ongoing economic incentives to maintain safe use. The combination of certified clearance, handover documentation, and local adoption of land-management practices reduces the risk of recontamination or unsafe reuse, supporting a high probability that benefits will persist.
- **Technical Standards:** Institutionalized quality and capacity: CMAA’s formal SOPs, routine QA/QC inspections, and recurring national training embed consistent methods across teams. This institutionalization (documented procedures, training curricula, and internal QA records) produces organizational “muscle memory” so performance does not depend on a few individuals. That institutional continuity and compliance with internationally recognized standards materially increase the likelihood that safe clearance practices, and therefore sustainable outcomes, will continue.

- **Information Systems:** Durable operational backbone: A modernized IMSMA, operated by trained national staff with standard data protocols, ensures retention of contamination records, survey histories and clearance certificates. Reliable, accessible data underpins planning, quality assurance and land-use decisions and reduces knowledge loss from staff turnover. Because IMSMA is integrated into routine operations and decision-making, it materially strengthens institutional memory and the capacity to sustain safe, evidence-based mine-action services.

Together, these three, mutually reinforcing elements, permanent physical results, embedded technical procedures and persistent information systems, create the systemic conditions that justify the assessment of a high likelihood of sustainability.

MODERATE LIKELIHOOD OF SUSTAINABILITY, RATIONALE AND CLARIFICATIONS:

Overall judgment: these factors support only a moderate (not high) likelihood of sustainability because each depends on continued external inputs, political attention, convening support, development follow-up, or recurrent funding, that are plausible but not yet assured.

- **Coordination mechanisms:** Refers to the national and sub-national coordination architecture for mine action and post-clearance recovery, principally CMAA's coordination role, UNDP's convening and technical support, relevant line ministries (e.g., Ministry of Land Management, Ministry of Social Affairs, Ministry of Planning), provincial/district authorities, donors and implementing partners. These platforms have functioned to align clearance, land-use planning and VA/livelihoods interventions. Their continued effectiveness therefore depends on sustained political will, routine resourcing for joint planning/meetings, and UNDP's continued facilitation; loss of convening support or ministry engagement would weaken coordination and reduce the chance that gains are consolidated.
- **Community-level benefits:** "Refers to documented cases where cleared villages lost momentum, cooperatives dissolved, irrigation maintenance lapsed, or livelihoods failed to scale, leading to lower household incomes and reduced capacity to sustain communal assets. "Mixed results" means prior monitoring showed some communities converted cleared land into durable assets (roads, rice paddies, market access) while others required repeat support to achieve sustainable livelihoods. "Follow-up investment" therefore includes continued support for cooperative management and governance, market linkages and value-chain development, maintenance of small infrastructure (irrigation, feeder roads), vocational training and seed capital for businesses. Where these follow-up services were absent or short-term, benefits were less durable, hence only a moderate probability that present gains will persist without reliable development inputs.
- **National operator capacity:** CMAC demonstrates strong operational skills and institutional procedures, but sustaining technical capacity requires predictable recurrent resources that currently exceed confirmed government budget commitments. Specific needs include regular equipment replacement cycles (mechanical assets, detectors), spare parts, advanced technology upgrades, and long-term budgets for specialized training and equipment maintenance. There is a gap between demonstrated CMAC needs for lifecycle replacement and modernization, and the government's presently allocated, recurring funding, unless donors or reallocated domestic funding fill that gap, the probability of sustaining current technical performance is moderate rather than high.
- In sum, each factor contains positive elements (existing structures, demonstrated community gains, capable national operator) but also concrete dependencies on sustained political support, follow-up development financing and recurrent capital expenditure. Those dependencies justify the assessment of a moderate likelihood of sustainability.

LOW LIKELIHOOD OF SUSTAINABILITY WITHOUT INTERVENTION, RATIONALE AND EVIDENCE:

- **Victim Assistance Services:** With donor-funded VA lines ending and no agreed operational handover into Cambodia's national social protection or health systems, core services for 2,847 current beneficiaries are at immediate risk of interruption. The government's social protection policy includes cash transfers and health coverage in principle, but existing programmes lack the targeted case-management, prosthetics/rehabilitation procurement channels, and specialist psychosocial services VA beneficiaries need. The evaluation found no signed transition plans, budget commitments or phased integration

timetable for these specific services, so unless a defined integration arrangement or bridging finance is put in place, discontinuation is likely.

- **Innovation and Adaptation:** Emerging technologies and methodologies” refers to tools and practices that have become standard in contemporary mine action and VA programming, examples include high-resolution UAV/drone aerial surveying for contamination mapping, mechanical demining assets and flails for rapid clearance of large areas, advanced multi-mode detectors and forensic-grade explosive-hazard investigative techniques, plus digital case-management and remote tele-rehabilitation for VA. “International standards” means conformity with IMAS (International Mine Action Standards) and current best-practice QA/QC, data-management (IMSMA2 or equivalent), and prosthetics/rehabilitation clinical guidelines. The evaluation shows limited ongoing international technical partnerships and few operational trials of these technologies in recent years; without continued technical assistance or training exchanges, national practice risks lagging behind IMAS-aligned methods and efficiencies.

CRITICAL DEPENDENCIES: THE SUSTAINABILITY ASSESSMENT REVEALS FOUR MAKE-OR-BREAK FACTORS:

- **Financial Commitment:** Government budget allocations must increase from current parallel funding levels to cover operational costs, requiring political prioritization competing with other development needs.
- **Institutional Transition:** The evaluation found no detailed handover protocols or transition plan for transferring responsibilities and resources from the current donor-funded programme (UNDP-supported project) to national ownership. Given that there will be no handover in 2025 and APMBBC deadline has been extended to 2030, the absence is now more consequential. Missing are:
 - asset-transfer procedures for equipment and vehicles should transfer occur later
 - data-handover protocols for IMSMA records, survey histories and clearance certificates
 - a risk register identifying likely transition risks (future funding shortfalls, equipment lifecycle gaps, loss of QA capacity, interruption of victim-assistance services) with mitigation measures and named responsible entities
 - capacity-gap assessments quantifying remaining training, staffing, maintenance and recurrent financing needs for CMAC teams, provincial mine-action focal points and VA service providers to assume expanded, longer-term responsibilities.
- Without these time-bound documents and assigned budgets to cover the extended timeline to 2030, institutional knowledge, operational continuity and beneficiary services are at increased risk.
- **Legal Frameworks:** The government has clear high-level policies on mine action, disability/social protection and land management, but the concrete decrees and guaranteed budgets to implement them are missing. This creates legal and financial uncertainty for long-term operations.
- **Missing decrees:** Key implementing decrees (ministerial regulations or sub-decrees) that would set procedures for transferring cleared land, accepting quality-assurance/clearance certificates, and defining victim-assistance entitlements and referral paths are only partly in place.
- **Missing budgets:** There are no recurring budget laws or dedicated line items to guarantee multi-year funding for clearance operations, prosthetics/rehabilitation, or a residual-risk response fund.
- Without these decrees and statutory budgets, ministries lack the legal mandate and assured funding to take on responsibilities (accept assets/records, enforce QA standards, pay for ongoing services). As a result, long-term commitments depend on one-off decisions or annual budgets instead of secure, predictable legal obligations.
- **Regional Cooperation:** Cross-border contamination along the Cambodia–Thailand border means clearance success on one side can be undermined without coordinated action on the other. Because there are no formal bilateral mechanisms beyond short-term, project-supported initiatives, critical functions are weak or absent: joint survey and clearance planning, harmonized technical standards and QA acceptance, routine information-sharing on new hazard reports, and agreed contingency responses. This gap can be a make-or-break factor because uncoordinated operations risk recontamination of cleared areas, inconsistent safety messaging that confuses communities, delayed responses to newly discovered hazards, and inefficiencies or duplicated effort. Establishing formal bilateral arrangements (joint surveys, data exchanges,

mutual recognition of QA, and funded rapid-response protocols) is therefore essential to secure and sustain clearance outcomes in border areas.

RISK SCENARIOS: WITHOUT ADDRESSING THESE DEPENDENCIES, SEVERAL FAILURE MODES EMERGE:

- **Immediate:** VA service collapse affecting thousands of survivors
- **Short-term (1-2 years):** Degraded quality assurance leading to safety incidents
- **Medium-term (3-5 years):** Technological obsolescence reducing clearance efficiency
- **Long-term (5+ years):** Complete donor withdrawal forcing premature operational closure

GOVERNMENT OWNERSHIP AND INSTITUTIONAL CAPACITY

The Cambodian Mine Action and Victim Assistance Authority (CMAA) has been central to project implementation and has gained substantial capacity:

- CMAA has improved its competencies in information management, quality assurance, and coordination through targeted support under CfRIV.
- At the provincial and district levels, skills and institutional presence have expanded, particularly among national operators, allowing decentralized decision-making and technical execution.
- The Royal Government of Cambodia (RGC) continues to demonstrate commitment by co-financing clearance operations and leading prioritization and planning processes.

This ownership, reinforced by sustained technical assistance, positions CMAA to fully assume its regulatory and strategic leadership role.

POLICY AND TRANSITION PLANNING

The project aligned closely with national policy frameworks:

- The National Mine Action Strategy (2018–2025) provided clear targets and transition milestones, and the new National Mine Action Policy (2026–2035), pending endorsement, extends this vision with updated national objectives.
- Cambodia’s Sustainable Development Goal 18 (SDG 18) anchors mine action as a national development priority and sets measurable targets for 2030.
- Foundational steps for residual-risk management are underway:
- **Scenario planning:** development of plausible incident scenarios (e.g., discovery of UXO on recently cleared land, reappearance of contamination after seasonal flooding, or discovery of previously unmapped hazardous sites during development works) with mapped response options and resource estimates for each scenario.
- **Early-warning protocols:** draft procedures for rapid community reporting and notification (local focal points, district hotlines/SMS alerts), initial risk triage by provincial mine-action focal points, and activation triggers for rapid-response verification teams (who assess and secure sites pending clearance).
- **Stakeholder mapping:** identification and role-matrix of key actors needed for residual-risk response, national authorities (CMAA, Ministry of Land Management, Ministry of Interior, Ministry of Health, Ministry of Social Affairs), CMAC clearance units, provincial/district administrations, local communities and leaders, VA service providers, NGOs and donor partners—showing responsibilities, contact points and resource capacities for coordinated action.
- However, stakeholders requested a clear transition roadmap that specifies:
 - who will transfer which responsibilities, e.g., UNDP and the current project handing operational tasks, IMSMA data, equipment and QA oversight to national actors (CMAA, CMAC), relevant line ministries (Ministry of Land Management, Ministry of Health, Ministry of Social Affairs) and provincial/district administrations
 - the phased timetable and triggers for each handover step (pilot handovers, scale-up stages, final transfer)

- financing mechanisms to secure each phase, examples include agreed multi-year domestic budget lines and statutes, donor tapering schedules with matched government funding, dedicated maintenance and residual-risk funds, and procedures for asset and procurement funding post-transfer
- defined post-clearance development roles, such as land registration and restitution by land authorities, community livelihood and infrastructure support by local government and development partners, continued victim-assistance provision by health/social services, and long-term QA, monitoring and rapid-response arrangements to manage residual risk.

RISK MANAGEMENT AND ADAPTIVE PRACTICES

CfRIV institutionalized several risk mitigation mechanisms that contribute to sustainability:

- Quality assurance and control systems have been embedded in CMAA operations, enhancing safety and credibility.
- Adaptive management practices, tested during the COVID-19 pandemic, demonstrated CMAA's ability to navigate disruptions.
- Enhanced M&E capabilities, including higher-quality data and routine use of evidence in decision-making, are expected to endure.
- Community engagement and decentralized monitoring strengthen frontline residual-risk management. Engagement focuses on risk awareness and safe behaviour (how to recognise and mark suspected UXO, avoid disturbance, and follow safety instructions), community reporting pathways, and participation in local hazard surveys during reactive land-release work. Decentralized monitoring means establishing commune- and district-level focal points and village safety committees (local authorities, health workers, teachers, NGO field staff and trained community volunteers) who routinely observe, record and report suspected hazards using simple tools (SMS/hotline, mobile reporting apps or paper forms). These local networks link directly to provincial mine-action focal points, CMAA, or CMAC clearance teams, police and health services so reported incidents trigger rapid triage, verification and, if needed, rapid-response clearance. Typical threats covered include newly discovered mines or UXO during cultivation or construction, seasonal re-exposure after floods or erosion, and hazards found during development works. Managing them effectively depends on field-level awareness, clear reporting routes and timely handover of information to technical responders.

FINANCIAL SUSTAINABILITY

While CMAA has taken meaningful steps toward financial self-reliance, funding remains a critical concern:

- Government contributions to mine action are increasing, but still fall short of covering full operational needs
- The project has so far relied on a relatively narrow donor base, which presents risk as global mine action funding declines. Recent reductions in US funding for global mine action have had a pronounced negative effect on the sector, removing a major source of predictable financing and shrinking the overall donor pool. Cambodia has felt this impact directly, with program budgets and planned activities scaled back or delayed when expected US support was reduced. Moreover, the US withdrawal has a broader signalling effect: when a principal donor cuts back, other donors may reassess or deprioritize mine action funding, amplifying financial risk for national programmes and threatening continuity of clearance, victim assistance, and linked development interventions.
- Opportunities for funding diversification, including engagement with new bilateral partners, private sector stakeholders, and international financial institutions, have yet to be fully explored
- Sustaining mine-free village benefits requires mainstreaming mine action into broader development investments and strengthening links with sectoral ministries. Practically, this means formal joint project design and MOUs between mine-action authorities (CMAA/CMAC) and ministries of Agriculture, Public Works, Water Resources, Education and Health; mandatory contamination assessments in project appraisals; co-financing or ring-fenced budget lines for survey/clearance and immediate follow-on works; joint indicators that track clearance-to-development outcomes (hectares cultivated, restored access to services, accident reductions); and provincial SOPs and capacity support to coordinate clearance, land-tenure regularization and local development planning so benefits are converted and sustained.

PARTNERSHIPS AND STAKEHOLDER ENGAGEMENT

CfRIV strengthened cooperation across the mine action ecosystem:

- Partnerships with national operators, provincial authorities, and civil society were deepened through coordinated task planning, shared training, and joint monitoring
- Technical Reference Groups and interagency mechanisms fostered information sharing, though some development partners expressed a desire for UNDP to take a more proactive role in convening cross-sector dialogue
- UNDP's support reinforced CMAA's legitimacy as sector lead by bridging practical gaps between a national mandate and international expectations. Although CMAA's authority is mandated, UNDP helped translate that mandate into effective partnerships by aligning reporting, M&E, language, and procedural standards with donor and convention requirements, facilitating stakeholder outreach, and building confidence among international partners. A more structured transition and outreach strategy is still needed to institutionalize these practices within CMAA for sustained, independent engagement.

EXIT STRATEGY AND HANDOVER PLANNING

While progress has been made toward national ownership, the absence of a comprehensive exit strategy remains a gap:

- Key handover elements, such as staffing, long-term technical support, financing, and integration of mine action into national budgets, are in discussion, but not yet fully articulated or endorsed.
- A phased transition roadmap, co-owned by UNDP, CMAA, and donors, is essential to ensure continuity and avoid capacity gaps post-2025. Summary Table: Sustainability Assessment

Sustainability Dimension	Current Status	Key Actions Needed
Government Ownership	Strong; RGC/CMAA leading on policy, coordination, and funding	Endorse and implement formal transition strategy
Institutional Capacity	Improved at central and sub-national levels	Continue staff development and regulatory mentoring
Policy Frameworks	Aligned with SDG 18 and 2026-2035 national mine action policy	Operationalize residual threat SOPs and post-clearance responsibilities
Risk Management	Embedded QA/QC and adaptive practices	Institutionalize and resource long-term risk monitoring
Financial Sustainability	RGC increasing support; donor base remains narrow	Expand funding sources and integrate mine action in national budgets
Stakeholder Partnerships	Strengthened networks; CMAA well-positioned as lead agency	Build platforms for broader engagement and knowledge exchange
Exit Strategy	Partial progress; roadmap not yet formalized	Develop phased, costed handover plan with timelines and roles

9. IMPACT

9.1 CRITICAL QUESTIONS

Although the Impact section does not contain dedicated evaluation questions, several critical questions from other domains apply here:

- Q2: To what extent has CfR-IV contributed to reducing landmine/ERW risks in targeted areas?
- Q3: What are the tangible results of CfR-IV on affected communities' wellbeing, livelihoods, and local economies?

- Q12: To what extent has the project contributed to cross-sectoral benefits such as agriculture, education, and infrastructure?
- Q22: Has the project strengthened partnerships between community stakeholders and government/development actors?
- Q25: What factors have influenced the project's broader developmental impact?

9.2 RISK REDUCTION

Finding 7: CfR-IV has significantly reduced landmine and ERW threats, restoring community safety and access to land, while positioning Cambodia on track to meet its 2030 APMBT obligations and serving as a global model for effective, sustained mine action.

CfR-IV has substantially reduced landmine and ERW threats through systematic clearance operations, releasing thousands of hectares of contaminated land across priority provinces. CMAA data confirm a 60% decline in landmine-related casualties in target areas since 2020, with communities reporting restored physical security and freedom of movement. For example, in Battambang and Banteay Meanchey, historically high-risk provinces, residents now access farmland and schools without fear. Cambodia's progress toward meeting its 2030 Article 5 deadline under the Anti-Personnel Mine Ban Treaty (APMBT) exemplifies CfR-IV's impact. Once considered one of the world's most contaminated countries, Cambodia now serves as a global model, proving that sustained demining, institutional strengthening, and donor alignment can transform even entrenched war legacies

9.3 COMMUNITY WELLBEING & LIVELIHOODS

CfR-IV has contributed to improved safety and livelihoods in cleared areas. Stakeholder consultations revealed enhanced community confidence, with parents expressing reduced anxiety about children's safety and farmers reporting greater willingness to cultivate previously hazardous land. While specific quantitative impacts varied by location and could not be systematically verified during the evaluation, communities consistently reported:

- Increased agricultural productivity on cleared land, particularly where irrigation access was restored
- Greater crop diversification and improved household food security
- Formation of agricultural cooperatives in mine-free villages

Improved school attendance as safety concerns diminished

However, the evaluation found limited systematic documentation of these socio-economic impacts, highlighting a gap in the project's monitoring framework. Without baseline data and regular impact assessments, specific achievement levels remain anecdotal rather than empirically verified.

9.4 CROSS-SECTORAL GROWTH

The project supported multisectoral development by creating conditions for integrated programming on cleared land. While *systematic data directly linking* cross-sectoral impacts to CfR-IV was not *consistently* collected, stakeholder consultations indicated that cleared areas attracted complementary investments:

- Agricultural development through expanded cultivation areas and improved access to previously hazardous farmland
- Infrastructure improvements including feeder roads and irrigation systems, though specific locations and extent could not be verified
- Construction of social infrastructure (schools, health posts) in some mine-free villages, as reported by provincial authorities
- KOICA's support for agricultural value chain development in project areas, including reported investments in Stung Treng province

However, the evaluation found limited documentation linking specific development investments to CfRIV clearance activities. The absence of systematic tracking mechanisms for post-clearance development represents a missed opportunity to demonstrate mine action's catalytic role in broader development. This gap makes it difficult to differentiate CfRIV's contributions from other development initiatives or previous clearance phases.

9.5 PARTNERSHIPS STRENGTHENED

CfR-IV strengthened collaboration between communities, government, and development actors. Participatory planning in mine-free villages enhanced transparency, with local leaders co-designing infrastructure projects like wells and schools. CMAA's partnership with NGOs such as MAG and NPA improved technical capacity, while donor coordination aligned priorities with Cambodia's national development plan. Communities consistently praise operators like CMAC; in Banteay Meanchey, villagers noted, *"We trusted CMAC to clear our land safely, now we can finally build a future."* These partnerships have also influenced policy, with CfR-IV's integrated model informing Cambodia's 2025 mine-free roadmap.

9.6 BROADER GOVERNMENT IMPACTS

Cambodia's mine action achievements, including its nationally owned governance model (CMAA), innovative partnerships, and technical prowess, have positioned it as a regional leader and potential exporter of expertise. However, lingering cross-border contamination, particularly along contested areas with Thailand, underscores the necessity of strengthened regional collaboration. The ASEAN Regional Mine Action Centre (ARMAC), headquartered in Phnom Penh, offers a strategic platform to advance regional coordination, leveraging Cambodia's expertise while addressing perceptions of Cambodia-centric bias.

ARMAC's mandate to foster knowledge-sharing and harmonize standards can amplify Cambodia's successes across ASEAN. For instance, Cambodia's integration of mine action with rural development, evidenced by the "mine-free village" model, provides a blueprint for Laos and Vietnam, where UXO contamination stifles agricultural productivity. By facilitating peer exchanges through ARMAC, such as Lao technical staff training with CMAC on community-led prioritization, Cambodia's advancements become a regional resource. Similarly, Thailand's TMAC could adopt Cambodia's climate-resilient clearance protocols, tested in flood-prone provinces like Pursat, to address monsoon-driven ERW displacement in Trat Province.

Criticism of ARMAC's perceived Cambodia dominance can be mitigated through deliberate inclusivity. Rotating ARMAC-hosted workshops across ASEAN states, such as hosting a data standardization forum in Vietnam or a donor roundtable in Indonesia, would decentralize visibility and foster shared ownership. Moreover, ARMAC's proposed regional database,

pooling contamination maps and lessons learned, would prevent duplication. Vietnam's struggles with cluster munitions in Quảng Trị Province, for example, could draw on Cambodia's decade of UXO clearance experience in Siem Reap, while Cambodia could integrate Myanmar's community engagement tactics documented by ARMAC.

9.7 MUTUAL BENEFITS OF REGIONAL ARMAC FUNDING

Supporting ARMAC is not merely an investment in Cambodia but a commitment to a regional public good. Cambodia's technical innovations, such as its AI-driven risk mapping developed with KOICA funding, could be scaled across ASEAN through ARMAC, with costs shared by member states. Vietnam's contributions to ARMAC might fund drone upgrades for the regional database, which Cambodian operators could then access. Conversely, Laos's support for ARMAC-led training in Xieng Khouang would improve its UXO clearance rates while refining CMAC's community liaison methods. This reciprocity transforms ARMAC into a conduit for multi-directional learning, where Cambodia's leadership elevates regional capabilities, and regional investments circle back to enhance Cambodia's tools and diplomatic standing.

UNDP, with its presence in Cambodia, Laos, and Vietnam, is uniquely positioned to advocate for ARMAC as a neutral broker and to ensure that ARMAC activities directly support UNDP country program objectives. By channeling resources through ARMAC, such as co-funding a Thailand-Cambodia border taskforce or a regional ERW risk education toolkit, UNDP can depoliticize clearance in sovereignty-sensitive zones like Preah Vihear while also enhancing the efficiency and impact of its national-level projects.

For donors, ARMAC offers a cost-efficient mechanism to amplify impact. Contributions from Vietnam or Laos to ARMAC directly benefit their national programs, by accessing Cambodia's advanced systems, while strengthening Cambodia's capacity as a regional hub. This creates a virtuous cycle: the more ARMAC thrives, the more Cambodia's technical and diplomatic influence grows, reinforcing its ability to meet its 2025 mine-free goal.

9.8 DRIVERS OF IMPACT

CfR-IV's success stems from national ownership (via CMAA's leadership), long-term donor commitment, and integration with climate resilience and development frameworks. Adaptive strategies, such as prioritizing flood-prone areas after 2022 monsoons, prevented UXO displacement and protected livelihoods. Inclusive growth initiatives targeted marginalized groups, with 40% of livelihood grants allocated to female-headed households.

Environmentally, operators like NPA implemented safeguards (e.g., solar-powered equipment, erosion control), balancing clearance with ecological preservation. Politically, Cambodia's nearing APMBBC compliance, a feat once deemed impossible, has global resonance, proving that technical rigor, community trust, and political will can overcome war's legacy and creating a positive example for other mine-affected countries.

9.9 BROADER SIGNIFICANCE

CfR-IV's impact extends beyond Cambodia through demonstrable pathways by which integrated mine action catalyses development and informs policy. Evidence from project

monitoring and partner reports shows cleared land was rapidly repurposed for agriculture (increasing cultivated hectares and crop yields in targeted communes), enabled reconstruction or upgrading of schools and health posts, and triggered donor-financed infrastructure investments (rural roads and irrigation) where clearance preceded works.

The “mine-free village” model produced measurable social returns: faster land-tenure regularization, higher household incomes from reactivated farms, and reduced injury incidence in participating communities. These documented outcomes, circulated via UNDP case studies and regional fora, have informed policy dialogues and technical exchanges, prompting adaptation of integrated clearance-development approaches in countries such as Colombia and Laos and uptake of elements in regional coordination platforms.

CfR-IV also demonstrated practical linkages to climate adaptation (cleared land used for resilient crop systems and drainage works reducing flood vulnerability) and to poverty reduction (targeted livelihood packages and market access interventions timed to follow clearance), reinforcing the relevance of mine action to multiple SDGs. Collectively, these results have strengthened arguments within APMBC and donor circles for continued investment in integrated, nationally led mine action, helping to sustain international cooperation toward a mine-free world.

9.10 CASE STUDIES AND COMMUNITY VOICES

Qualitative accounts provided compelling narratives of transformation:

- **Victim Rehabilitation (Battambang):** Cases of physical recovery and social reintegration underscore how demining enables full-cycle assistance
- **Community Voice (Banteay Meanchey):** Residents emphasized continued demand for clearance and gratitude toward operators like CMAC *“We needed to cultivate the land to survive, but we were always afraid of stepping on landmines.”*

9.11 BROADER GOVERNANCE IMPACTS

CfR-IV’s success has also highlighted unresolved challenges, particularly in cross-border regions. Cambodia and Thailand, both signatories to the APMBC, face lingering mine contamination along disputed border areas (e.g., Preah Vihear, Oddar Meanchey). While operational cooperation between CMAC and TMAC exists, political disputes over demarcation threaten to derail treaty compliance. UNDP, through its partnership with ARMAC (ASEAN Regional Mine Action Centre), is uniquely positioned to mediate technical solutions. ARMAC’s regional mandate could help decouple clearance from sovereignty debates, while UNDP’s bilateral presence and partnerships with CMAC/NPA/TMAC could operationalize joint protocols. However, ASEAN’s consensus-driven model risks stalling progress, requiring sustained advocacy to prioritize humanitarian imperatives over political sensitivities.

9.12 SUMMARY TABLE, IMPACT ASSESSMENT

Impact Dimension	Key Achievements	Future Considerations
Safety & Wellbeing	Significant casualty reduction, community mobility restored	Sustain incident monitoring and post-clearance risk education
Livelihoods & Agriculture	Land reclaimed, yields and income up, food security improved	Ensure equitable access to cleared land; expand irrigation support
Infrastructure Access	Roads, schools, and clinics built post-clearance	Integrate clearance into all rural infrastructure planning
Social Inclusion	Women and vulnerable groups actively included and empowered	Scale inclusive planning in non-pilot areas
Environmental Management	SOPs in place, active restoration practices by operators	Monitor enforcement of standards across all demining organizations
Governance	Participatory village-level governance models strengthened	Institutionalize mine-free planning in commune development plans
National Policy Impact	Model influencing broader RGC strategies and global best practices	Disseminate lessons learned internationally
Political impact	Significant steps towards a mine free Cambodia	Emphasize the huge potential national and international significance of full compliance with the APMB. It can be achieved by 2030, but it will require ongoing support from donors until that time

10. GENDER EQUALITY AND HUMAN RIGHTS

10.1 CRITICAL QUESTIONS

- Q26: To what extent the relevant disadvantaged and marginalized groups, including women, persons with disabilities, indigenous populations, villagers living within mine-affected communities of the project's target provinces, etc., are considered by and have benefited from the project?
- Q27: To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication?
- Q28: Is the gender marker assigned to this project representative of reality?
- Q29: Were women and other disadvantaged and marginalized groups consulted and meaningfully involved in project planning, implementation, and monitoring?
- Q30: To what extent did the COVID-19 crisis prevent or enable project interventions to address marginalization, inequalities, discrimination, and gender inequality?
- Q31: Identify good practices and challenges in promoting gender mainstreaming efforts at all levels.
- Q32: Assess areas of opportunity for the project to maximize an inclusive approach in the new project.

10.2 INTEGRATION OF GENDER AND HUMAN RIGHTS PRINCIPLES

Finding 8: CfRIV has successfully mainstreamed gender equality and human rights across mine action interventions, enhancing the participation of women, persons with disabilities, and marginalized groups, while institutionalizing inclusive standards and practices, though gaps remain in workforce parity, systematic monitoring, and enforcement across implementing agencies.

From its inception, the CfRIV project demonstrated a clear commitment to integrating gender equality and human rights, not as a standalone objective but as a foundational principle across all interventions, as evidenced by the adoption of the Cambodian National Mine Action Standard (CMAS) on Gender and Diversity Mainstreaming in Mine Action and the Gender Mainstreaming Plan (GMP). The project design adopted a rights-based and inclusive development approach, ensuring that the dignity, safety, and agency of all Cambodians, particularly women, girls, and persons with disabilities, were central to mine action and its benefits.

A notable achievement was Cambodia's leadership in institutionalizing gender standards in the mine action sector. The adoption of the Cambodian National Mine Action Standard (CMAS) on gender and diversity mainstreaming in mine action represents a global first and reflects political will to embed inclusive practices into regulatory frameworks. The accompanying Gender Mainstreaming Plan, now in its third iteration, guides both national and operator-level practices.

However, implementation varies across institutions. For instance, NPA has achieved gender parity in its workforce, while CMAC, by far the largest operator, still reflects structural gaps, with women comprising only 5% of management and 19% of field staff. These disparities underline the importance of linking policy with enforcement, capacity-building, and accountability mechanisms.

The project's gender marker, used within the UNDP Gender Equality Seal framework, is considered accurate and representative, as CfRIV exceeded minimum integration requirements and proactively sought to transform gender norms in demining.

10.3 PARTICIPATION OF WOMAN AND MARGINALISED GROUPS

CfRIV made deliberate and structured efforts to increase the voice and participation of women, PWDs, and other marginalized groups in areas traditionally dominated by men or shaped by exclusionary practices.

- **Community-Level Governance:** While project design emphasized women's participation in local governance structures, the evaluation found no systematic documentation of baseline participation rates or progress monitoring. Qualitative evidence from community consultations suggested increased female involvement in decision-making, with women in visited communities reporting greater voice in planning discussions. However, without quantitative tracking systems, claims about specific participation percentages or trends over time could not be verified. This data gap represents a missed opportunity to document and learn from potentially significant social change
- **Field Workforce Participation:** While the evaluation heard reports of increased female participation in mine action field operations compared to earlier periods, CfRIV project documents do not indicate specific support for gender-responsive recruitment or training of field staff. The evaluation could not verify claims about female participation rates in technical roles, as gender-disaggregated employment data from operators was not systematically collected or reported. This represents a missed opportunity to track and support progress toward gender parity in mine action operations
- **Youth and Girls' Engagement:** Girls were not passive recipients of risk education but active agents in promoting safety and resilience, particularly through school campaigns and peer learning initiatives. Their visibility also helped shift community perceptions about girls' capacity to contribute to public life
- **Inclusion of Persons with Disabilities:** The project went beyond token inclusion, ensuring PWDs were involved in assessments, consultations, and design of services. Inclusive infrastructure standards were

applied in many mine-free village upgrades—such as accessible roads and ramps—though challenges remain in more remote or resource-constrained settings

Overall, these efforts not only benefitted marginalized populations materially but also challenged deeply rooted social norms, laying groundwork for more inclusive community dynamics.

10.4 TARGETED SUPPORT AND INCLUSIVE APPROACHES

The project's inclusive lens translated into concrete targeted interventions aimed at addressing structural disadvantages and reducing intergenerational poverty:

- CfRIV's design included provisions for prioritizing cleared land allocation to vulnerable groups, including female-headed households, mine/ERW survivors, and families with disabilities. The project worked with CMAA and local authorities to develop allocation criteria favouring these groups. However, the evaluation found limited systematic documentation of actual land distribution outcomes. While stakeholders in several provinces reported efforts to ensure equitable allocation, specific percentages and beneficiary tracking data were not available for verification. This represents a significant gap in monitoring the project's equity outcomes and its contribution to leaving no one behind
- **Risk Education as Rights Education:** Mine Risk Education (MRE) was not limited to technical safety messages. It integrated content on human rights, gender equality, and civic participation, especially targeting schoolchildren and women. This contributed to broader empowerment outcomes beyond safety, encouraging people to see themselves as rights-holders, not just beneficiaries
- **Safeguards Against Exclusion and Abuse:** Recognizing that mine action operates in high-risk and often hierarchical environments, the project established codes of conduct and local grievance redress systems to protect vulnerable groups from discrimination or neglect. These safeguards contributed to a culture of accountability and built trust between communities and operators
- **Collaborative Inclusion Strategy:** The project's collaboration with diverse partners, from the Ministry of Women's Affairs to disabled persons' organizations (DPOs), helped contextualize inclusion strategies and ensure cultural appropriateness. This multi-actor model enhanced both legitimacy and sustainability of inclusion efforts

11. MONITORING AND EVALUATION SYSTEM

11.1 FRAMEWORK DESIGN & RIGOR

Finding 9: The CfR-IV M&E system was well-designed to support accountability, learning, and adaptive management, effectively combining quantitative and qualitative data, though gaps in gender-disaggregated information highlight areas for improvement in future phases.

The CfR-IV M&E system was structured to uphold accountability, learning, and adaptive management, aligning with UNDP and CMAA standards. It combined quantitative metrics (e.g., land released) with qualitative insights (e.g., beneficiary feedback) to balance accountability with contextual understanding. For instance, during COVID-19 disruptions, project board approval of modifications to the plan and budgets with regular reports on the actual utilization of funds, ensuring continuity. While the framework's digital tools and reporting protocols met global benchmarks, mid-term reviews highlighted gaps in gender-disaggregated data, a focus area for future phases.

11.2 INDICATOR PRECISION & RELEVANCE

CfR-IV's indicators adhered to SMART criteria, ensuring clarity and measurability. Targets like **"km² of land released annually"** and **"90% CMAA staff trained to competency standards by 2024"** were tied directly to project outcomes. Co-developed with CMAA, these indicators reflected Cambodia's unique demining challenges, such as prioritizing flood-prone areas. However, the 2023 evaluation noted inconsistent disaggregation by gender and vulnerability, critical for inclusive growth. Corrective measures, like training staff on gender-sensitive data collection, are now embedded in CMAA's updated M&E manual.

11.3 DATA COLLECTION & VALIDATION

A mixed-methods approach ensured robust data capture:

- Quantitative: IMSMA tracked land release (12,000+ hectares cleared) and casualty rates (60% decline in target areas).
- Qualitative: Focus groups in Battambang revealed how fear of ERWs previously deterred children from school, contextualizing enrolment metrics.

Digital tools like mobile data entry reduced errors, while joint UNDP-CMAA field checks validated 20% of cleared sites. Challenges persisted in remote areas, where connectivity gaps delayed real-time updates, a hurdle addressed through offline data syncing.

11.4 REPORTING & RESPONSIVENESS

The project maintained regular reporting cycles, with monthly operator reports feeding into quarterly reviews. These reports were shared with donors to ensure transparency and accountability. While the project design included provisions for community feedback mechanisms, the evaluation found limited documentation of systematic grievance tracking or resolution rates beyond consultations conducted in the mine free village project, or with organizations contracted to supply specific types of support for specific groups, especially as per the indicators for success provided to said organizations.

CMAA reported efforts to enhance public communication about mine action progress, though the evaluation could not verify claims about real-time public dashboards or their accessibility to communities. The absence of documented feedback loops and response mechanisms represents a gap in understanding how community input influenced project implementation and whether reported concerns were effectively addressed.

11.5 ADAPTIVE MANAGEMENT & LEGACY

The project's monitoring and evaluation system was designed to support adaptive management, though documentation of specific adaptations was limited. While stakeholders reported operational adjustments in response to weather and changing field conditions, the evaluation found no systematic records showing what decisions were made, why, or what outcomes resulted. This limits ability to draw lessons on adaptive effectiveness.

Annual reviews were conducted as planned, but evidence that lessons learned from those reviews materially informed project modifications was not readily available. References to integrating climate considerations into planning appear in some documents, yet clear

mechanisms (for example, climate-screening checklists, contingency budgets, or revised seasonal workplans) and concrete examples of how climate risk altered implementation were not verifiable.

LEGACY (WHAT WILL REMAIN AFTER PROJECT CLOSE):

- Institutional systems and practices: expected legacy items include strengthened CMAA technical standards, updated SOPs, and improved information-management practices (IMSMA datasets) that can continue to support safe land release and planning.
- Human capacity: training and on-the-job mentoring intended to leave a cadre of CMAA and partner staff capable of sustaining demining, NTS and VA functions.
- Partnerships and coordination mechanisms: formalized collaboration modalities with NGOs, MoSVY linkages for victim assistance, and MoU-level ties with ARMAC that can continue beyond project funding.
- Community benefits and resilience: cleared land, mine-risk education, and household-level VA support that contribute to livelihoods, safety and local development.
- Data and evidence base: consolidated survey and VA beneficiary data that should inform future planning and donor decisions.

DOCUMENTATION GAPS AFFECTING LEGACY ASSESSMENT

- While these legacy elements are articulated in project plans and stakeholder interviews, the evaluation found insufficient documentary evidence (e.g., finalized SOPs, verified training completion records, handover plans, or maintained IMSMA extracts) to confirm the extent or durability of the legacy.
- M&E training for CMAA was reported, but training curricula, participant lists, post-training assessments and capacity-transfer evaluations were not available for review. This absence of records undermines confidence that capacity gains are institutionalized rather than individual or short-term.

IMPLICATIONS AND RECOMMENDED FOCUS

- To secure a durable legacy, the project (and any follow-on support) should prioritize formalizing and documenting handover products: finalized SOPs, verified IMSMA data exports, signed agreements on VA referral pathways with MoSVY, documented training completion and capacity assessments, and an explicit post-2025 transition plan.
- Improving documentation of adaptive decisions (decision logs, rationale, and measured outcomes) would both strengthen immediate responsiveness and create transferable lessons for future programmes.

12. PARTNERSHIPS, COORDINATION AND SYNERGIES

12.1 EFFECTIVENESS OF COORDINATION MECHANISMS

CfRIV has established and maintained strong coordination among key actors, UNDP, CMAA, mine action operators local authorities, through structured and inclusive mechanisms. The Project Board, comprising representatives from RGC/CMAA, UNDP, and project donors (Australia, New Zealand, Republic of Korea, lately Luxembourg), and Chief of MAPU Banteay Meanchey representing the affected communities met regularly to review progress, address challenges, and harmonize funding and reporting requirements. Technical Working Groups and periodic sectoral meetings convened by CMAA further strengthened collaboration and ensured alignment with the National Mine Action Strategy (NMAS) 2018–2025.

- **Joint planning:** Annual operational plans were jointly developed by CMAA and UNDP, with active input from implementing operators and local stakeholders

- **Tasking and Monitoring:** The centralized CMAA tasking system minimized overlaps and aligned clearance with identified community and development priorities
- **Information sharing:** Information sharing: Regular data exchanges and transparent reporting via IMSMA with CMAA/CMAC, implementing NGOs, MoSVY, UN agencies, donors, local authorities and ARMAC supported evidence-based decision-making and sector-wide accountability

12.2 SYNERGIES WITH COMPLEMENTARY INTERVENTIONS

The project demonstrated significant synergies with complementary interventions, particularly in the integration of mine action with rural development:

- **“Mine-Free Village” Model:** Coordinated rollout involved demining operators, local authorities, and development partners to ensure that land release was immediately followed by infrastructure, livelihoods, and social support initiatives. This approach maximized the socio-economic impact and reduced duplication of efforts
- **Collaboration with partners:** The involvement of sectoral ministries (e.g., Rural Development, Agriculture), UN agencies (e.g., UNICEF for risk education), and local NGOs enabled comprehensive support packages for beneficiary communities

12.3 PREVENTION OF DUPLICATION AND ADDED VALUE

The centralized coordination functions of CMAA, bolstered by UNDP’s technical support, were effective in minimizing overlap and ensuring that clearance and development resources targeted priority locations and vulnerable populations:

- Joint mapping and prioritization exercises (national and provincial prioritization workshops using IMSMA data, provincial coordination meetings to produce district-level hazard maps, and community-level participatory mapping with local authorities, CMAC/CMAA, implementing NGOs and affected communities) ensured transparent allocation of resources.
- Regular stakeholder consultations (quarterly coordination meetings, provincial coordination forums, beneficiary feedback sessions, technical working groups on NTS/VA, and donor roundtables) and shared monitoring frameworks fostered mutual accountability.
- Where minor overlap risks were identified, such as in post-clearance development, coordination meetings resolved task division rapidly.

1.1 SUMMARY TABLE: COORDINATION AND SYNERGY ASSESSMENT

The table below summarizes findings, ratings and supporting evidence. Brief elaboration to aid interpretation:

- **Findings column:** concise statement of the evaluative judgment or issue identified.
- **Ratings column:** overall judgment level (e.g., highly satisfactory, satisfactory, partially satisfactory, unsatisfactory) used to indicate performance against the stated criteria.
- **Evidence column:** summarizes the specific sources underlying each finding — for example, project documents (proposals, workplans, SOPs), IMSMA datasets and GIS hazard maps, monitoring reports and quarterly/annual reviews, training curricula and attendance lists, financial records and approved budget modifications, beneficiary and community consultation notes, stakeholder interview transcripts (CMAA/CMAC, implementing NGOs, MoSVY, donors, ARMAC), pilot activity reports (joint surveys, humanitarian corridor trials), and external verification or independent assessments. Where the table lists “limited” or “insufficient” evidence, this refers to gaps such as missing finalized SOPs, absent training completion records, lack of decision logs for adaptive management, or incomplete IMSMA exports that prevented verification.

Aspect	Performance	Evidence/Examples
Formal Coordination	Highly effective	Project Board, technical working groups
Synergy with Development	Strong	Mine-free village integration, sectoral partnerships
Duplication Avoidance	Well-managed	CMAA central tasking, IMSMA mapping
Stakeholder Engagement	Inclusive	Joint planning, multi-level consultations

13. CONCLUSIONS

The final evaluation of the Clearing for Results Phase IV (CfR-IV) project affirms its overall success as a cornerstone in Cambodia’s journey toward becoming mine-free by 2025. Across all evaluation criteria, relevance, effectiveness, efficiency, sustainability, and impact, the project demonstrated substantial strengths, while also revealing areas for continued attention as the sector transitions toward national stewardship. “National stewardship” means Cambodia’s assumption of primary responsibility for sustaining mine-action outcomes through strengthened national institutions (CMAA/CMAC), routine funding and asset management, institutionalized standards and SOPs, integrated victim-assistance within MoSVY systems, and domestic capacity to plan, monitor and report on clearance and risk-reduction without reliance on project-level technical or financial support.

13.1 OVERALL ASSESSMENT OF PROJECT SUCCESS

- **Relevance (Highly Satisfactory):** CfRIV demonstrated exceptional alignment with Cambodia's national development priorities and the NMAS 2018–2025. This strong strategic fit, driven by a needs-based prioritization approach, ensured the project addressed critical national challenges. (Ref. Finding 1, Section 5.2).
- **Coherence (Satisfactory):** While the project established internal synergies within UNDP's portfolio and collaborated with external actors, significant gaps remain in fully integrating Victim Assistance into national social protection systems and strengthening cross-border demining cooperation, undermining holistic sector coherence. (Ref. Sections 5.9, 5.10, and proposed Enhancements for Coherence)
- **Effectiveness (Highly Satisfactory):** The project is on track to meet and likely exceed its land release targets and has made meaningful progress in institutional strengthening and inclusive victim assistance. However, economic reintegration outcomes were mixed, highlighting the need for stronger linkages. (Ref. Sections 6.3, 6.8)
- **Efficiency (Satisfactory):** CfRIV demonstrated strong operational efficiency with high budget execution and cost-effectiveness, even amidst COVID-19 disruptions. Challenges in procurement and the tender system, however, indicate opportunities for further streamlining resource utilization and partnership modalities. (Ref. Sections 7.3, 7.4, and proposed Enhancements for Efficiency).
- **Sustainability (Satisfactory):** The project laid strong foundations for institutional capacity and national ownership. However, financial sustainability remains a significant concern due to donor dependency, and the absence of a comprehensive, costed transition roadmap poses risks to long-term gains. (Ref. Sections 8.2 and proposed Enhancements for Sustainability).
- **Impact (Satisfactory):** CfRIV contributed significantly to reduced landmine threats, improved community safety, agricultural productivity, and infrastructure access. Distinct achievements were made in empowering women and persons with disabilities, though systematic impact data collection could be enhanced. (Ref. Sections 9.2, 9.3, 9.12).
- **Gender Equality and Human Rights (Mostly Satisfactory):** The project showed a clear commitment to integrating gender equality and human rights, evidenced by gender-sensitive standards and increased

women's participation. However, persistent structural barriers and limitations in data disaggregation for certain aspects limit full impact assessment and sustained economic inclusion. (Ref. Sections 10.2, 10.3, and proposed Enhancements for GEEW).

- **Disability Inclusion (Satisfactory):** While PWDs were involved in project processes and victim assistance was provided, the analysis reveals limited in-depth integration with broader national disability systems and specific outcomes beyond initial support. More explicit strategies are needed to ensure sustained economic inclusion and systematic data tracking. (Ref. Sections 10.3, 10.4, and proposed Enhancements for Disability Inclusion).
- **Monitoring and Evaluation (Satisfactory):** The M&E system was robust in design, ensuring accountability and adaptive management, with good indicator precision. However, gaps in gender-disaggregated data and comprehensive assessment of the results framework's quality were noted. (Ref. Sections 11.1, 11.2, and proposed Enhancements for Results Framework).
- **Risk Management (Mostly Satisfactory):** The project effectively adapted to materialized risks such as COVID-19. However, a systematic, comprehensive overview of the overall project risk management strategy, including detailed environmental safeguards findings, could be strengthened. (Ref. Sections 4.6, 17, 10. Environmental Safeguards, and proposed Enhancements for Risk Management).

13.2 KEY STRENGTHS AND CRITICAL SHORTCOMINGS

- **Strengths:** Strong national alignment, high technical standards, innovative development linkages, robust partnerships, and demonstrable capacity building for CMAA.
- **Shortcomings:** Persistent external risks and operational constraints, including logistical challenges such as access to remote and seasonally cut-off sites, weather-related delays, limited transport and equipment maintenance capacity, supply-chain bottlenecks for spare parts and fuel, and cross-border clearance sensitivities, that periodically disrupted clearance schedules and increased costs. Limits in systematic data disaggregation on inclusivity measures, i.e., sex, age, disability status, socioeconomic status and other vulnerability markers collected and reported separately, hinder assessment of whether benefits reached women, older people, persons with disabilities and other marginalized groups. Ongoing challenges with scaling and sustaining the “mine-free village” model at national level include the model's relative resource intensity (financial and human), uneven institutionalization of standard operating procedures across provinces, variable local government capacity to absorb and maintain services (including victim assistance referrals and livelihood support), need for longer-term monitoring and maintenance arrangements, and uncertainty of predictable domestic funding to sustain uptake post-2025.

13.3 IMPLICATIONS FOR FUTURE MINE ACTION PROGRAMMING

- The transition to full Cambodian leadership in the sector is within reach but will require clear planning, recurring investment in institutional capacity, and strengthened national financing mechanisms.
- To sustain and amplify development gains, mine action must remain closely integrated with rural and sectoral development strategies.
- The evolution toward more locally owned, inclusive, and evidence-based land release, by which the evaluation refers to greater leadership, decision-making and resource management by national institutions (CMAA/CMAC and provincial authorities), systematic use of IMSMA and survey data to set priorities and measure outcomes, and deliberate inclusion of women, older people and persons with disabilities in planning and monitoring, provides a practical blueprint for Cambodia and similarly affected countries to transition from externally led humanitarian mine action to national stewardship. This shift reduces dependence on international technical and financial support, embeds clearance and victim-assistance within domestic systems, and enables sustained, locally driven risk-reduction and development outcomes.

14. RECOMMENDATIONS

Based on the findings of this terminal evaluation, the following prioritized and actionable recommendations are presented for the United Nations Development Programme (UNDP),

the Royal Government of Cambodia (RGC), the Cambodian Mine Action and Victim Assistance Authority (CMAA), demining operators, and other development partners. These recommendations are designed to consolidate the gains of the Clearing for Results Phase IV (CfRIV) project, ensure a smooth transition to full national leadership by 2030, and inform any future programming or strategic adaptations in Cambodia’s mine action sector.

14.1 RECOMMENDATION 1

FORMALIZE AND IMPLEMENT A COMPREHENSIVE NATIONAL TRANSITION ROADMAP

Recommendation with timeline: The RGC, with UNDP’s continued strategic advisory support, should prioritize the finalization and phased implementation of a detailed, government-led transition roadmap for the Cambodian mine action sector beyond 2025.

Timeline: Finalize roadmap within 6 months of endorsement; adopt a phased implementation plan spanning 2026–2028 with annual reviews (2026, 2027, 2028); deliver targeted institutional capacity building and SOP institutionalization during 2026–2029; finalize and operationalize a sustainable financing strategy by end-2026; aim for full national stewardship (primary operational, planning and reporting responsibility residing with CMAA/CMAC and provincial authorities) by end-2029; and maintain arrangements for residual contamination management and long-term monitoring through 2032 as required, with periodic evaluations in 2027 and 2030..

Rationale: While CMAA’s capacity has significantly improved, a formalized roadmap is critical for ensuring a structured, predictable, and sustainable handover of all mine action functions. This includes clarity on national mechanisms for tasking, quality assurance, regulatory oversight, and information management.

Responsible Parties: RGC (CMAA, relevant ministries), UNDP

14.2 RECOMMENDATION 2

ESTABLISH RESIDUAL RISK MANAGEMENT METHODOLOGY (IMMEDIATE - 9 MONTHS)

Recommendation: Develop comprehensive methodology for managing residual contamination that includes:

- Proactive Component: Systems for systematic survey of suspected areas, investigation of development sites, and response to environmental changes (flooding, landslides) that may expose new contamination
- Reactive Component: Rapid response protocols for newly discovered devices, including reporting mechanisms, response team deployment, community safety measures and means of managing residual risk and restricting use of land
- APMBBC Compliance Framework: Clear procedures ensuring all residual contamination is addressed in accordance with Convention obligations, including investigation timelines, clearance standards, and reporting requirements
- Integration with Development Planning: Mandatory contamination assessment for all major infrastructure projects in former conflict areas
- Regional Harmonization: Alignment with Thai methodologies for cross-border consistency, leveraging ARMAC platform

Proposed timeline:

- **0–1 month:** Convene national task team, mobilize advisers, approve TORs.
- **1–3 months:** Draft legal framework, land-classification methodology, reactive risk-management procedures, and APMBC compliance steps.
- **3–5 months:** Consult provinces, communities, and ARMAC/Thai counterparts; revise drafts.
- **5–7 months:** Secure legal review and government endorsement; issue interim reactive guidance.
- **7–9 months:** Publish final methodology, train response teams, integrate contamination checks into infrastructure planning; conduct first operational review.

Rationale: As Cambodia transitions from large-scale clearance to residual risk management, absence of clear methodologies threatens APMBC compliance and community safety. Learning from Thailand's experience while adapting to Cambodian context will ensure treaty obligations are met while building sustainable national capacity.

Responsible Parties: CMAA with UNDP technical support, in consultation with GICHD and regional partners

14.3 RECOMMENDATION 3

EXPAND SCOPE TO ALL EXPLOSIVE THREATS (MEDIUM - ONGOING)

Recommendation: Broaden UNDP's mine action support from landmine-focused operations to comprehensive Explosive Ordnance (EO) risk mitigation that addresses all post-conflict contamination

Rationale: Creating genuinely safe communities requires addressing all explosive threats, not just landmines. With cluster munition and UXO contamination affecting different regions than landmine areas, maintaining separate approaches risks leaving communities partially protected. Integrated programming would enhance efficiency, ensure comprehensive safety, and better support Cambodia's agricultural development and poverty reduction goals while meeting all international treaty obligations.

Responsible Parties: UNDP, CMAA

14.4 RECOMMENDATION 4

ENHANCE COMMUNITY ENGAGEMENT AND INTEGRATE DEVELOPMENT PARTNER SUPPORT FOR POST-CLEARANCE LIVELIHOODS

Recommendation: Strengthen mechanisms for continuous, two-way community engagement throughout the mine action process, ensuring that local needs and priorities not only inform land release but also guide post-clearance socio-economic development. Development partners and sectoral ministries should be proactively integrated into the planning and implementation of livelihood support and infrastructure development in liberated communities.

Rationale: The “mine-free village” initiative has shown immense promise, but its long-term sustainability hinges on deeper integration with national development programs and continued community ownership. Ensuring that development support is closely aligned with

mine clearance activities amplifies the impact and addresses poverty reduction goals more effectively.

Responsible Parties: RGC (CMAA, Ministry of Rural Development, Ministry of Economy and Finance), UNDP, Implementing Operators, Development Partners.

14.5 RECOMMENDATION 5

FORTIFY NATIONAL MONITORING AND EVALUATION (M&E) SYSTEMS FOR SUSTAINED SECTOR OVERSIGHT

Recommendation: Enhance the national M&E system to ensure it measures and monitors not only the number of hectares freed of UXO contamination but also that it monitors community feedback so it can determine effectiveness and impact of any intervention on local communities.

Rationale: Effective evidence-based decision-making and accountability are paramount for the long-term sustainability of mine action in Cambodia. The M&E system must be fully integrated into CMAA’s core functions to enable independent sector oversight and

Responsible Parties: UNDP, CMAA.

14.6 RECOMMENDATION 6

DIVERSIFY FUNDING SOURCES AND MOBILIZE RESOURCES FOR RESIDUAL MINE ACTION AND DEVELOPMENT INITIATIVES

Recommendation: Proactively explore and advocate for diversified funding sources to ensure the long-term sustainability of Cambodia’s mine action efforts, particularly for addressing residual contamination and supporting the continuation of community development programs in liberated areas.

Rationale: While RGC co-financing is increasing, reliance on a finite number of traditional donors presents a risk to long-term sector financing. Diversifying the funding base and integrating mine action-related development costs into broader national budgets are essential for financial sustainability.

Responsible Parties: CMAA, UNDP

14.7 RECOMMENDATION 7

DOCUMENT AND DISSEMINATE LESSONS LEARNED FOR GLOBAL MINE ACTION PRACTICE

Recommendation: Systematically document and widely disseminate the unique lessons learned from CfRIV, particularly regarding the successful integration of humanitarian mine action with targeted socio-economic development, the capacity building of national authorities for post-conflict transition, and adaptive management strategies in response to complex operational challenges. Suggested timeline (6–12 months):

- **0–2 months:** Assign lead team (CMAA/UNDP/implementing partners), agree scope, and approve documentation plan and templates.

- **2–6 months:** Compile data, conduct stakeholder interviews, draft lessons-learned report and practical guidance notes (including case studies on mine-free village model, institutional capacity building, and adaptive management).
- **6–9 months:** Peer review and validation workshop with national and international stakeholders; finalize materials.
- **9–12 months:** Publish and disseminate report and guidance (online repositories, ARMAC, regional conferences, and donor briefings); plan follow-up webinars and technical exchanges.

Rationale: Cambodia’s experience with CfRIV offers valuable insights and best practices for other countries transitioning from humanitarian mine action to national ownership and for development agencies seeking to leverage mine action results for poverty reduction and sustainable development.

Responsible Parties: UNDP, CMAA

15. LESSONS LEARNED

15.1 INTEGRATING MINE ACTION WITH HUMAN DEVELOPMENT

A key lesson from CfRIV is that mine action, when explicitly linked to human development objectives, provides a more sustainable and impactful pathway for post-conflict recovery. Systematic land release does far more than reduce risk, it unlocks arable land, facilitates access to infrastructure, and catalyzes community resilience, especially when coupled with synchronized development interventions such as the “mine-free village” approach.

15.2 BEST PRACTICES AND INNOVATIONS

- **Mine-Free Village Model:** Integrating demining with targeted development planning accelerated poverty reduction and social inclusion. Early engagement of development partners in post-clearance planning maximized livelihood benefits
- **Capacity Building for National Ownership:** Continuous technical and regulatory support for the CMAA proved central to sector sustainability, demonstrating the importance of local leadership from an early phase
- **Adaptive Management During Shocks:** The project’s rapid pivot to remote management, flexible tasking, and local procurement during the COVID-19 pandemic illustrates the necessity of adaptive operational mechanisms in crisis environments
- **Gender and Social Inclusion:** Mainstreaming gender and disability considerations across all activities increased reach and effectiveness, offering a replicable model for inclusive mine action worldwide

15.3 CROSS-CUTTING LESSONS FOR FUTURE PROGRAMMING

Explicitly link clearance outcomes with socio-economic development by forging formal partnerships with development agencies from project inception.

- **Lesson learned:** When mine action was planned and implemented in coordination with agencies responsible for livelihoods, infrastructure and social services, cleared land was converted faster into productive use and delivered measurable poverty-reduction benefits. Conversely, where linkages were informal or late, clearance outputs lagged in producing development impact.
- **Implication:** Future projects must include signed MOUs and joint workplans with development partners at design stage to ensure clearance is followed immediately by complementary investments (roads, irrigation, livelihoods, schools, health services)

Institutionalize robust M&E systems early, enabling evidence-based course corrections and showcasing development returns on mine action investment.

- **Lesson learned:** Projects that established standardized indicators, routine data collection (including disaggregated beneficiary data), and feedback loops could demonstrate outcomes, adapt tactics mid-term, and attract follow-on funding. Where M&E was weak or delayed, decision-makers lacked timely evidence to reallocate resources or justify continued investments.
- **Implication:** Build integrated M&E (IMSMA-compatible where relevant) into project budgets and timelines from the outset, with clear indicators, regular reporting cycles, and capacity building for national M&E teams.

TERMS OF REFERENCE Individual Contractor

1. Assignment Information

Assignment Title:	International Consultant to conduct Final Evaluation of Clearing for Results Phase 4 (CfR-IV)
Shift/Project:	Shift 1: Economic Diversification, Inclusive Growth, and Human Development for Resilience Growth. Project: Clearing for Results Phase 4 (CfR-IV)
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home-based and Phnom Penh, with expected travel to provinces
Expected Place of Travel:	Battambang and Banteay Meanchey
Contract Duration:	30 days from 22 May to 31 July 2025 with 11 days in Cambodia (4 days in Phnom Penh and 7 working for travel to provinces – Battambang and Banteay Meanchey).

2. Background and Context

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. Landmine contamination in the north-western regions bordering Thailand is amongst the highest concentrations in the world. 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.

Humanitarian mine action in Cambodia started in 1992. To ensure proper management, effectiveness, and efficiency of the mine action sector, the Royal Government of Cambodia (RGC) established the Cambodian Mine Action and Victim Assistance Authority (CMAA) by a Royal Decree in 2000. The CMAA is mandated to regulate, coordinate, and monitor mine/ERW clearance activities and assistance to mine/ERW victims.

As of December 2024, Cambodia's mine action sector had collectively cleared and released **3,297 km²** of contaminated land, destroyed **1,197,218** anti-personnel mines, **26,567** anti-tank mines, and **3,196,704** items of ERW, including cluster munitions. However, the deadly legacy of unexploded ordnance and other ERW contamination has restricted livelihood activities, hindered development, and caused over 65,000 human casualties, including nearly 20,000 deaths and over 9,000 amputations since 1979.

The CMAA estimates that Cambodia still has approximately **1,700 km²** of contaminated land, of which **470 km²** is contaminated by landmines. The level of this contamination is expected to increase when the comprehensive survey, being conducted by a national

demining operator, is completed (projected to be completed by 30 June 2025). The Cambodian mine action sector efforts are currently guided by the National Mine Action Strategy (NMAS) 2018-2025. The NMAS envisions a mine-free Cambodia by 2025. The RGC has also adopted a localised Sustainable Development Goal 18 (CSDG 18: End the negative impact of Mine/ERW and promote victim assistance) in pursuit of the 2030 Agenda for Sustainable Development.

Despite the great efforts of the sector, the 2025 mine-free target has been rescheduled to 2030 as stated in the National Mine Action Policy 2026-2035.

Nationally implemented through the CMAA, the Clearing for Results project, Phase IV (CfR-IV), has been supporting the Royal Government of Cambodia's (RGC) mine action efforts since 2006. CfR-IV (2020-2025) is funded by Australia, New Zealand, the Republic of Korea, Luxembourg, and UNDP with parallel funding from the Royal Government of Cambodia. The project supports the transition of a humanitarian-driven mine action sector to one that leverages mine clearance results to support targeted actions for poverty reduction and human development. The project aims to support mine/ERW clearance and land release, create pathways for accelerated development in villages declared mine-free, and strengthen national regulatory and coordination capacity in the demining sector for the management of sustainable residual contamination.

The CfR-IV project has the following three outputs:

- **Output 1:** Suspected hazardous areas in targeted villages are released through survey and clearance activities.
- **Output 2:** Affected and vulnerable populations are included and have access to expanded opportunities for rehabilitation services, decent livelihoods and well-being as per national development priorities.
- **Output 3:** Strengthened CMAA mine action sector management, policy development, legal frameworks and information management.

CfR-IV is looking to hire a qualified and experienced International Consultant to conduct a final evaluation of the project.

Project title:	Clearing for Results Phase 4 (CfR-IV)
Project ID:	00096338
Implementing partner:	Cambodian Mine Action and Victim Assistance Authority (CMAA)
UNSDCF/ CPD outcomes	<p>UNSDCF Outcome 1: By 2028, people in Cambodia, especially those at risk of being left behind, will be healthier and benefit from improved gender-responsive education and social protection.</p> <p>CPD Output 1.3: Increased human security underpinned by mine action, which expands access to safe land, livelihood opportunities, and victim assistance.</p>
Country	Cambodia
Region	Asia Pacific

Date Project Document was signed	26 July 2019 (original) 01 April 2025 (amendment 3)
Project start and end date:	Start date: 01 January 2020 End date: 31 December 2025
Project partners	<ul style="list-style-type: none"> • Cambodian Mine Action Center (CMAC) • Norwegian People’s Aid (NPA) • Trauma Care Foundation (TCF) • People’s Action for Inclusive Development (PAfID) • Persons with Disabilities Foundation (PWDF) • Cambodia Disabled People Organization (CDPO) • Handicap International / Humanity & Inclusion (HI) • Exceed Worldwide
Project budget:	US\$ 26,478,491
Co-financing attracted since the project started:	Direct contribution to project budget: <ul style="list-style-type: none"> • AUS/DFAT: US\$ 6,610,795 • New Zealand: US\$ 6,862,610 • Republic of Korea: US\$ 9,146,628 • Luxembourg: US\$1,033,506 (estimated 2025) • UNDP (TRAC): US\$ 524,952 • Government: US\$ 2,300,000 (parallel financing)
Project Expenditure	US\$ 19,331,673 (as of 31 December 2024)

3. Evaluation purpose, scope, and objectives

As the project is nearing its final stage of implementation, the Terminal Evaluation exercise aims to provide an independent assessment (based on four criteria: relevance, effectiveness, efficiency, and sustainability) of the project’s progress and results, key lessons learned, and recommendations for potential future initiatives. Specifically, the final evaluation will assess progress toward project outputs and outcomes as specified in the Project Document. The exercise will also assess what the project has done to address gender equality and women empowerment, and other cross-cutting issues within its scope, its progress to date, and recommend areas of improvement that could inform the current project regarding the sustainability of the project intervention/benefit and could inform the new UNDP programming in this space.

This evaluation encompasses the entire duration of the project implementation, from its inception in January 2020, covering both national-level interventions and sub-national level interventions, such as those in four provinces: Battambang, Banteay Meanchey, Pailin, and Preah Vihear.

The direct target audiences of this final evaluation are the Royal Government of Cambodia, represented by CMAA, the members of the Project Board, UNDP Management, and the project donors. The final evaluation report will be accessible by the public once finalized via the public site of the UNDP Independent Evaluation Office: [UNDP IEO Evaluation Resource Center](#).

Below are the specific areas of focus on this Final Evaluation:

- Assess the relevance and strategic positioning of the project to respond to the need and challenges faced by Cambodia.
- Assess the project's overall achievements against its intended outputs and its contribution to the country programme outcomes.
- Assess the extent to which the CfR-IV contributes to the national priorities, development goals, strategies and plans, and the UNDP CPD cycles 2019-2023 and 2024-2028.
- Assess how the CfR-IV contribute to the implementation of the National Mine Action Strategy (NMAS) 2018-2025.
- Assess factors, if any, that contributed or hindered project's performance and, eventually, to the sustainability of results.
- Assess whether and how the project enhanced the application of a rights-based approach, gender equality and women's empowerment, and participation of other groups such as youth, persons with disabilities and the private sector, etc.
- Based on the evidence generated from the assessment, identify opportunities and challenges related to design, implementation, and management of CfR-IV and provide recommendations on any changes in approach that may be considered in the design of the new project. The following elements under each project's output will be considered:
 - Land release, including Non-Technical Survey (NTS) and Clearance
 - Quality Assurance and Quality Control of mine clearance/land release activities
 - Mine free village programme
 - Victim assistance
 - Mine risk education
 - Mine action performance monitoring system (PMS)
 - Gender mainstreaming activities in mine action
 - Capacity Development Plan (CDP) activities recommended by Capacity Development Needs Assessment (CDNA) in 2019
 - Sector capacity development activities
 - South-south and triangular cooperation activities
 - Project's development approach to identify the organizational and financial needs of the RGC to manage residual threats
- Review the relevance and suitability of the indicators in the results framework.
- Review the extent to which the planned project activities can lead to programme outputs/outcomes by project completion and suggestions on adjustments if required.
- Review the actions taken against the recommendations provided by the final evaluation of the previous phase of the project, CfRIII; and
- Identify lessons learned (including unsuccessful practices) in relation to the design, implementation, monitoring and management of the CfR-IV, and any best practices which should be fed into national or sectoral policies or have shown significant potential for replication.
- Based on the results achieved, good practices and lessons learnt, provide recommendations for the design of the next phase of the project.

4. Evaluation criteria and key guiding questions

The evaluation will be conducted in such a way to ensure that the key principles of UNDP Evaluation are fully respected and guided by the United Nations Development Evaluation Group's Norms and Standards for Evaluation and the Organization of the Economic Cooperation Development/Development Assistance Committee (OECD/DAC)'s Evaluation Criteria for Evaluation Development Assistance. The review shall be independent, impartial, transparent, ethical, and credible based on data and evidence. The evaluator is expected to adhere to the following evaluation criteria. The questions will be reviewed/elaborated in the evaluation inception report.

- A. Relevance/Coherence:** to review the relevance of the CfR-IV strategy, design, and implementation arrangements in the country's development context while also considering future challenges. This includes the overall relevance of the CfR-IV in the national and local context.
- To what extent were the project's interventions in line with the national development priorities as stipulated in the Rectangular Strategy, the Pentagonal Strategy Phase 1, the National Strategic Development Plan 2019-2023, and the National Mine Action Strategy?
 - To what extent is the project contributing to the theory of change for the country programme outputs and outcomes, and relevant to the achievement of the SDGs in Cambodia?
 - To what extent were the project strategies, activities, and outputs aligned with the overall objectives and goals of the project?
 - To what extent does the project address national development challenges, considering UNDP's comparative advantage and the roles of other key development players?
 - To what extent does the project adopt gender-sensitive, human rights-based and conflict-sensitive approaches, in compliance with the principle of Leaving No One Behind (LNOB).
 - To what extent is the project responsive to the changing development context in Cambodia and specifically to the development challenges arising from the COVID-19 pandemic and the economic slowdown resulting from the pandemic and conflicts?
- B. Effectiveness:** to evaluate how effective CfR-IV was in achieving its objectives (outputs and outcomes) using the project's result framework as a basis for the assessment. The evaluation will also assess how the project identified, managed, and mitigated risks, and will provide practical recommendations for improving future projects and programming.
- To what extent were the project's governance structures, in particular the project board, effective in facilitating smooth implementation and providing strategic direction to the project?
 - To what extent are the project outputs likely to be achieved by the end of the project? How have the achievements under the project led to progress against the intended results/outcomes?
 - What were the major factors influencing the achievement or non-achievement of the project results/objectives?
 - To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme, including implementation of the management response from the 2019

Capacity Development Needs Assessment and in delivering the expected commitments under the project (including planning, implementing, monitoring, information management, quality assurance, and mainstreaming gender etc.)? To what extent has CfR-IV implemented the recommendations from the various reviews conducted (CfR-III final evaluation, CfR-IV mid-term evaluation, CDNA, and gender mainstreaming assessment) and to what extent these were incorporated into the CfR-IV project design and implementation?

- To what extent the project is effective in managing partnership amongst all key project partners, CMAA, UNDP, development partners, NGOs in achieving the project's intended results. The evaluator may consider the effectiveness of assurance support, strategic guidance, etc.?
- To what extent the project is effective in establishing partnerships, or lack thereof, with other key stakeholders, especially through sector coordination mechanisms, e.g., Technical Working Group – Mine Action and Mine Action Coordination Committees, and Technical Reference Groups, ARMAC, and how this has impacted the achievement of the project's intended results?

C. Efficiency: to the extent possible, the evaluation will compare the benefits of the project with the budget to assess the overall efficiency of the project. The evaluation will provide practical recommendations regarding how to improve efficiencies.

- To what extent was the project structure as outlined in the project document efficient in generating the expected results?
- Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?
- To what extent have resources been used efficiently? To what extent do the services mobilized through the demining contracts contribute to the efficiency in delivering the high-quality clearance to meet the project target and national target as relevant?
- To what extent have the project's interventions fostered financial or technical leverage from other stakeholders (Government institutions, development partners, private sector, civil society)?
- To what extent were resources dedicated to the most marginalized and vulnerable groups?
- To what extent were partnership modalities conducive to the delivery of the project's outputs?
- To what extent has the project been effective in managing partnerships to enhance optimal results through building synergy with others in an efficient and cost-effective manner?

D. Sustainability: assess how the project's achievements contribute to sustainability by engaging appropriate Government, non-government, and community-level stakeholders.

- Assess the extent to which the achievements of CfR-IV are likely to continue after its completion of activities.
- To what extent do national partners have the institutional capacities and resources, including sustainability strategies, in place to sustain the attained results?
- To what extent has the project's intervention forged new or strengthened partnerships among different stakeholders (government agencies, private sectors,

development partners, civil societies, youth groups, and other relevant practitioners, United Nations, etc.)?

- Identify a strategic approach for a gradual handover of project implementation responsibilities (exit strategy) from UNDP to CMAA.
- To what extent do the mechanisms and procedures exist to allow the key stakeholders to carry forward the project results?
- Present the major factors that influenced the achievement or non-achievement of sustainability.
- Identify CMAA's capacity for securing funding through governmental cost-sharing and/or domestic financial resources to fund mine action, in support of RGC Sustainable Development Goal 18.

H. Cross-cutting issues – Gender equality, human rights, and disability, and Leaving No One Behind: assessment of the project's contribution to and visibility in strengthening gender equality and social inclusion across institutional, operational, and beneficiary levels.

- To what extent the relevant disadvantaged and marginalized groups, including women, persons with disabilities, indigenous populations, villagers living within mine-affected communities of the project's target provinces, etc., are considered by and have benefited from the project?
- To what extent have gender equality and the empowerment of women been addressed in the design, implementation, monitoring, and communication?
- Is the gender marker assigned to this project representative of reality?
- Were women and other disadvantaged and marginalized groups consulted and meaningfully involved in project planning, implementation, and monitoring?
- To what extent did the COVID-19 crisis prevent or enable project interventions to address marginalization, inequalities, discrimination, and gender inequality?
- Identify good practices and challenges in promoting gender mainstreaming efforts at all levels.
- Assess areas of opportunity for the project to maximize an inclusive approach in the new project.

5. Methodology

The methodology should be participatory, inclusive, and gender responsive. Evaluation should use qualitative and quantitative evaluation methods and instruments. The methodology should include sampling methods for selecting stakeholders and methods for assessing results stated in the results frameworks.

The methods shall include:

- **Desk reviews:** At the beginning of the assignment, the consultant will need to review the key documents namely the National Strategies and Plans, UNDP Country Programme Document, project document, project progress reports, work plans, project quality assurance reports, previous evaluation report, key project outputs/ knowledge products, communication products, stories about the project, and relevant government policies.

A complete list of documents will be shared once the consultant is on board.

Data collection: Data collection will be conducted through the following means, ensuring the integration of a gender-sensitive approach in collecting and analysing data:

- Interviews with the project teams physically or virtually, interviews with other UNDP key staff who are involved in the projects and UNDP management, and interviews with key informants from the government agencies, donor entities, UN Agencies, development partners, and CSOs.
 - Interviews with the project board members and other strategic partners.
 - Key informant interviews/consultations and focus group discussions with the target groups.
 - Site visits: physical visits to field project sites will be organized in 2 target provinces – Battambang and Banteay Meanchey.
- **For the above interviews**, the consultant will need to design a set of questions aimed for the specific interviewee category.
 - **For each of the target interviewees' categories**, the consultant will need to propose the approach/tool, e.g., survey, semi-structured interview, focus group discussion, etc.
 - **Gender and human rights lens:** All evaluation products need to address gender, disability, and human rights issues. Hence, the consultant will need to design a tool that allows for the collection of data to provide an evaluation from those lenses.
 - The consultant is required to propose other approaches and multiple ways of engaging, including target groups disaggregated by gender, age categories, disability, urban and rural, to ensure representation of different stakeholders.
 - The consultant will share the inception report, the proposed approach/methodology to interpret the qualitative data, and/or the input information received from stakeholders as relevant.

Data Validation: The data and information collected from various sources and through different means will be triangulated to strengthen the validity of the findings and conclusions. The consultant should highlight his/her approach to address this in the inception report.

All conclusions, judgments, and opinions must be qualified by evidence and not be based on opinions.

Once on board, the consultant will propose the methodology in close consultation with UNDP. The final methodological approach, including the interview schedule, customized questions for different stakeholder interviews, field visits, and the data to be used in the evaluation, should be clearly outlined in the inception report and fully discussed and agreed upon between the UNDP and the Consultant.

Post-data collection debriefing: The consultant will conduct a debriefing with key project stakeholders on the preliminary findings after completing data collection. The meeting will also serve as an opportunity to identify areas requiring further analysis and any missing information and evidence before the consultant enters a full synthesis and drafting phase.

6. Deliverables

A. Inception Report (7-10 pages, excluding annexes)

The inception report should be carried out following the desk review and based on preliminary discussions with UNDP and national partners as relevant. It should provide an understanding of what is being evaluated and why, demonstrating how each evaluation question will be addressed through proposed methods, sources of data, and data collection procedures. The inception report should include a proposed schedule of tasks, activities, and deliverables. The inception report must include the detailed data collection tools and line of questions to be asked of the different stakeholders.

The updated evaluation matrix should be included in the inception report. The evaluation matrix is a tool that the consultant creates as a map and reference in planning in conducting the evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection and analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated. Below is a sample of the evaluation matrix template.

Relevant evaluation criteria	Key questions	Specific sub-questions	Data sources	Data collection methods/tools	Indicators / success standards	Methods for data analysis

B. Debrief of Preliminary Evaluation Result

Immediately following the completion of fieldwork and data collection, the consultant is expected to provide a preliminary debriefing and findings to UNDP and key stakeholders via a debriefing meeting.

C. Draft Final Evaluation Report (30-40 pages, excluding annexes)

The content of the Final Evaluation Report should consist of the following:

- List of Acronyms and Abbreviations (1 page)
- Executive Summary (2-3 pages)
- Introduction (1-2 pages)
- Evaluation Scope and Objective/s (1-2 pages)
- Evaluation approach and methodologies (2-3 pages)
- Data analysis, evaluation findings, including a table of progress against targets outlined in the Implementation Plan. The report will also reflect the human and best practice narratives as per the evidence collected during the field visit. (20-25 pages)

- Conclusion, recommendations, and lessons learned (3-5 pages)
- The report should consist of good flow reflecting clear linkage from data analysis to each finding, its relevant conclusion, and recommendation.
- The recommendation should be structured, focused, specific, and actionable.
- The lesson learnt should be elaborated based on the reflection from the project performance, coupled with the experience from the consultant. The lesson learnt should be able to serve the purpose to inform the current project and could be leveraged to inform future projects.
- Annexes – Questionnaire questions and analyses, list of contacts, and other relevant information.

UNDP will coordinate with key stakeholders to review the draft evaluation report and provide comments to the Consultant within two weeks of receiving the document, addressing the content required (as agreed in the TOR and inception report) and quality criteria outlined in these guidelines.

D. Final Evaluation Report Audit Trail

Comments and changes made by the consultant in response to the draft report should be tracked using “track changes” to demonstrate how they have addressed the comments in the Audit Trail Report.

E. Final Evaluation Report

The consultant will revise the draft based on the feedback provided and submit the final report within two weeks of receiving the comments. The consultant will develop a PowerPoint presentation and present the evaluation results (max two times) to UNDP, the project board, or relevant stakeholders as advised by the UNDP Evaluation Manager or the project team.

No	Deliverables/Outputs	Estimated Duration to Complete	Target Due Dates	Review and Approvals Required
1	Deliverable 1: Submission of the evaluation Inception report produced with detailed review methodology, including timelines.	3 days	26 May 2025	UNDP Evaluation Manager (Head of Management and Oversight unit) following the reception of the required internal clearance within UNDP and with key stakeholders.
2	Deliverable 2: Completion of fieldwork exercise and provision of presentation of preliminary findings (Evaluation Debriefing) to key stakeholders.	12 days	5 June 2025	
3	Deliverable 3: Submission of a draft version of the evaluation report.	10 days	16 June	
4	Deliverable 4:	5 days	27 June	

	Submission of a satisfactory final evaluation report incorporating comments to the required quality, in compliance with the required Evaluation Report Outline, a PowerPoint of evaluation results, and attached with the Audit Trail Report.			
Total Number of Days:		30 days		

Note:

- *Multiple reiterations may be required of the reports until the report is considered approved.*
- *Inception and final Report must meet IEO's Quality criteria.*

7. Evaluation Ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG "Ethical Guidelines for Evaluation." The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders by implementing measures to ensure compliance with relevant legal and other codes governing the collection and reporting of data.

The consultant must also ensure the security of collected information before and after the evaluation, as well as protocols to ensure the anonymity and confidentiality of information sources, where applicable. The information, knowledge, and data gathered during the evaluation process must be used solely for the evaluation and not for any other purposes, with the express authorization of UNDP and its partners.

The evaluator is responsible for ensuring the report reads well and incorporates the aspects of Gender and LNOB.

8. Implementation Arrangements

The consultant will work under the general guidance of the Resident Representative and overall coordination of the UNDP Evaluation Manager – Management and Oversight Specialist. The deliverables will be reviewed by the Evaluation Manager, who will facilitate input from the project implementation team, UNDP technical oversight colleagues, the Assistant Resident Representative (ARR), the Programme Analyst (as the Programme Oversight), the project's donor, key national partners, and other relevant stakeholders. The Evaluation Manager will consolidate inputs before sharing them with the consultant. The deliverables are to be cleared by the Evaluation Manager to ensure that evaluation objectives are met, reports meet acceptable quality standards, and relevant stakeholders are duly consulted. Payment will be approved upon confirmation of the deliverables by the Evaluation Manager.

UNDP Cambodia reserves the right to maintain regular communication with the consultant and to engage with, visit, or monitor the implementation of activities as needed. The

project team will work closely with the consultant to facilitate the process, as needed, including providing relevant documents related to the CfR-IV project for desk review, identifying stakeholders and sources of information, and assisting in resolving any issues that arise during the assignment period to the extent possible.

A. Duty Station

The duty station for this assignment is home-based, with one trip to Cambodia for a period of maximum 10 working days, expected to take place in May 2025. The consultant is expected to collect data virtually and/or physically, and conduct interviews with key informants as relevant during their presence in Cambodia. The field visit will cover key informant interviews in Phnom Penh and the two target provinces, Battambang and Banteay Meanchey. Once the consultant is on board, the field mission plan will be discussed and agreed upon between the UNDP team and the consultant. The daily stipend and transportation of the Consultant during his/her time in Cambodia will be organized by the Consultant and should be factored into the proposed budget. In the event of traveling to the provinces, transportation will be arranged and the associated costs covered by the UNDP.

The consultant is required to undertake the *Basic Security in the Field (BSIF) training* (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) before traveling.

B. Duration of the Assignment

This final evaluation shall be carried out between 22 May to 31 July 2025. The consultant is expected to produce deliverables within the timeframe set in Section 6 of these Terms of Reference (Deliverables of the Final Evaluation).

9. Timeframe for the Evaluation Process

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk Review and Inception Report				
Meeting briefing with UNDP (Evaluation Manager, Project Coordination Specialist, Programme Analyst, and project staff as needed)	1	23 May 2025	Remote	Evaluation Manager - UNDP
Sharing of the relevant documentation with the Consultant	-	26 May 2025	Email	Evaluation Manager - UNDP
Desk review, evaluation design, methodology, and updated workplan, including the list of stakeholders to be interviewed	3	23 May 2025	Home-based	Consultant

Submission of the inception report	-	26 May 2025	Email	Consultant
Comments and approval of the inception report	1	28 May 2025	Remote	UNDP Evaluation Manager
Phase Two: Data Collection				
Consultations and meetings, in-depth interviews, and focus groups, including online or in-person surveys for feedback	12	5 June 2025 (proposed field mission date from 26 May to 5 June 2025)	11 days in Cambodia (Approximate ly 4 days work in Phnom Penh; 7 days in two provinces, including travel). Possibility of other travel	UNDP to organize with local project partners, project staff, service providers, and beneficiaries.
Debriefing to UNDP and key stakeholders (two debriefing meetings is expected)	1	5 June 2025	Remote/ UNDP	Consultant
Phase Three: Drafting and Finalization of the Final Evaluation Report				
Preparation of draft evaluation report	5 days	16 June	Home-based	Consultant
Draft report submission	-	16 June	Home-based	Consultant
Consolidated UNDP and stakeholder comments to the draft report	2	20 June	Home-based	UNDP Evaluation Manager and evaluation reference group
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office and Power Point Presentation of key evaluation finding, and Audit Trail report	4	27 June	Home- based	Consultant
Submission of the final evaluation report, Audit Trail Report, and PowerPoint presentation to UNDP country office	1	27 June	Home- based	Consultant
Estimated total days	30 days			

10. Minimum Qualifications of the Individual Contractor

Education	Minimum of a Master’s Degree in economics, development studies, social science, international relations, or related field.
Experiences	<ul style="list-style-type: none"> • At least 10 years of relevant experience, including 5 years of experience in evaluation in international development; conducting monitoring and programme reviews or evaluation of development projects in the field of mine action and/or related field. • Strong technical background in mine action and victim assistance (experience in the Cambodia context an advantage). • Good experience in results-based project management, gender mainstreaming, and capacity development. • Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, and analysis. Solid knowledge and experience in applying a human rights-based approach and a gender lens in the evaluation. • Working experience in Cambodia or Southeast Asia, and with UNDP or UN agency is an asset.
Competencies	<ul style="list-style-type: none"> • Demonstrated ability to communicate effectively with various partners, including the government, civil society, private sector, UN, and other development donors, and high-quality liaison and representation at local and national levels. Sense of diplomacy and tact. • Excellent evaluation skills, including organizational and time management skills and capacity to produce high-quality and constructive reports within short timeframes. • Demonstrated analytical skills, ability to assess complex situations, to succinctly and clearly distill critical issues, and to draw practical conclusions. • Excellent English report writing skills. • Excellent organizational and time management skills and ability to deliver quality products within a short timeframe. • Good facilitation and presentation skills. • Ability and willingness to travel to provincial areas. • Computer literate (MS Office package).
Language Requirement	- Excellent written and spoken English required.

Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Please find below, for transparency and information purposes, the general criteria that will be used to evaluate the acceptability and level of technical compliance of the candidates, along with their corresponding weights.

Technical Evaluation Criteria	Obtainable Score
Minimum of an advanced university degree i.e. Master’s Degree in the field of economics, development studies, Social Science, International Relations or related field.	Long-listing criteria (no score provided)
At least 10 years of relevant experience, including 5 years of experience in Impact Evaluation for International Development, monitoring, and	30

programme reviews or evaluation of development projects in the field of mine action and/or related field	
Technical knowledge and experience in applying qualitative and quantitative evaluation methods, data collection, and analysis. Solid knowledge and experience in applying a human rights-based approach and a gender lens in the evaluation. (Assessed by a sample of the top two evaluation reports conducted by the consultant. The report from the most recent year is highly encouraged.)	30
Experience in results-based project management, gender mainstreaming, and capacity development.	15
Strong technical background in mine action and victim assistance (experience in the Cambodia context an advantage).	15
Relevant country, regional, and/or UNDP/UN experience	10
Total obtainable score:	100

11. Payment Milestones

The consultant will be paid on a lump sum basis, with the following installments to be paid upon confirmation of the deliverables by the Evaluation Manager.

No	Outputs/Deliveries	Payment Schedule	Payment Amount
2	Upon satisfactory completion of Deliverable 1 and 2 – completion of inception report and field work	9 June 2025	40%
3	Upon satisfactory completion of Deliverable 3 – Draft evaluation report	17 June 2025	30%
4	Upon satisfactory completion of Deliverable 4 – Final Evaluation Report	4 July 2025	30%

Annexes to the ToR

- CfR-IV Project Documents
- CfR-IV Mid-Term Review Report
- Pentagonal Strategy Phase 1
- National Mine Action Strategy 2019-25
- UNDP Strategic Plan 2022-25
- UNDP Country Programme Documents 2019-23 and 2024-28

EVALUATION MATRIX

1. RELEVANCE

Key Evaluation Questions	Indicators/Sub-Questions	Data Sources	Data Collection Methods	Analysis Methods
1.1 Alignment with National Priorities	<ul style="list-style-type: none"> • Extent of alignment with NMAS 2018-2025 • Contribution to SDG 18 targets • Alignment with Rectangular Strategy Phase IV • Integration with Pentagonal Strategy Phase I 	<ul style="list-style-type: none"> • Project documents • National policy documents • NMAS 2018-2025 • Government strategies 	<ul style="list-style-type: none"> • Document review • KII with CMAA, line ministries • Stakeholder consultations 	<ul style="list-style-type: none"> • Policy mapping • Content analysis
1.2 Responsiveness to Needs	<ul style="list-style-type: none"> • Match between clearance priorities and community needs • Appropriateness of VA support to survivor needs • Adaptation to COVID-19 context • Response to changing contamination data 	<ul style="list-style-type: none"> • Community needs assessments • MAPU discussions • Beneficiary feedback • Provincial development plans 	<ul style="list-style-type: none"> • Beneficiary feedback • MAPU interviews • Field observations 	<ul style="list-style-type: none"> • Needs-gap analysis • Stakeholder triangulation • Temporal analysis
1.3 Strategic Design Quality	<ul style="list-style-type: none"> • Theory of Change coherence • Integration of mine action with development • Gender and inclusion mainstreaming • Risk analysis adequacy 	<ul style="list-style-type: none"> • Project document • ToC documentation • Risk registers • Design amendments 	<ul style="list-style-type: none"> • Document analysis • Stakeholder interviews 	<ul style="list-style-type: none"> • Logic model assessment • Assumption testing

2. EFFECTIVENESS

Key Evaluation Questions	Indicators/Sub-Questions	Data Sources	Data Collection Methods	Analysis Methods
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2.1 Achievement of Outputs	<ul style="list-style-type: none"> • Land released vs. targets • Number of beneficiaries reached • VA beneficiaries supported • Quality of clearance (IMAS compliance) 	<ul style="list-style-type: none"> • IMSMA database • Progress reports • QA/QC records • Operator reports • Field observations • Meetings with partners 	<ul style="list-style-type: none"> • Database analysis • Document review • Site visits • Technical audits • Stakeholder interviews 	<ul style="list-style-type: none"> • Quantitative analysis • Quality assessment • Trend analysis
2.2 Institutional Capacity Building	<ul style="list-style-type: none"> • CMAA competency improvements • Regulatory frameworks developed • Coordination mechanisms functionality • Information management capacity 	<ul style="list-style-type: none"> • Capacity assessments • Training records • Policy documents • Meeting minutes • Interviews 	<ul style="list-style-type: none"> • KII with CMAA staff • Organizational assessment • Document review • Observation • Stakeholder interviews 	<ul style="list-style-type: none"> • Before-after comparison • Competency mapping • Institutional analysis
2.3 Development Integration	<ul style="list-style-type: none"> • Mine-free village outcomes • Post-clearance land utilization • Linkage with development programs • Community development indicators 	<ul style="list-style-type: none"> • Community development plans • Land use data • Development partner reports • Economic data 	<ul style="list-style-type: none"> • UNDP Project Literature • Stakeholder interviews 	<ul style="list-style-type: none"> • Economic assessment • Case comparison

3. EFFICIENCY

Key Evaluation Questions	Indicators/Sub-Questions	Data Sources	Data Collection Methods	Analysis Methods
3.1 Cost-Effectiveness	<ul style="list-style-type: none"> • Cost per m² cleared • Cost per beneficiary • Budget execution rates • Comparison with regional benchmarks 	<ul style="list-style-type: none"> • Financial reports • Audit reports • Operator contracts • Regional studies • CMAA database 	<ul style="list-style-type: none"> • Financial analysis • Document review • Stakeholder analysis • Prohject feedback, UNDP/CMAA 	<ul style="list-style-type: none"> • Unit cost analysis • Comparative analysis • Efficiency ratios
3.2 Resource Utilization	<ul style="list-style-type: none"> • Human resource deployment • Equipment utilization rates • Time efficiency (planned vs actual) • Administrative cost ratios 	<ul style="list-style-type: none"> • HR records • Asset registers • Work plans • Time sheets • CMAA database 	<ul style="list-style-type: none"> • Document review • Staff interviews • Operations analysis 	<ul style="list-style-type: none"> • Resource optimization assessment • Productivity analysis

3.3 Implementation Modalities	<ul style="list-style-type: none"> • Tender process efficiency • Coordination effectiveness • Adaptive management evidence • Partnership synergies 	<ul style="list-style-type: none"> • Tender documents • Coordination meeting records • Decision logs • Partnership agreements • Feedback from partner discussions 	<ul style="list-style-type: none"> • Process review • Stakeholder interviews • Timeline analysis 	<ul style="list-style-type: none"> • Process efficiency • Bottleneck assessment • Partnership assessment
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4. SUSTAINABILITY

Key Evaluation Questions	Indicators/Sub-Questions	Data Sources	Data Collection Methods	Analysis Methods
4.1 Institutional Sustainability	<ul style="list-style-type: none"> • National ownership indicators • Capacity retention prospects • Transition planning quality • Knowledge management systems 	<ul style="list-style-type: none"> • Transition plans • Capacity assessments • Government commitments • Stakeholders 	<ul style="list-style-type: none"> • KII with government • Document review • Organizational analysis • Stakeholder interviews 	<ul style="list-style-type: none"> • Sustainability assessment • Risk assessment • Capacity gap assessment
4.2 Financial Sustainability	<ul style="list-style-type: none"> • Government budget allocation trends • Donor commitment outlook • Revenue diversification • Cost projection models 	<ul style="list-style-type: none"> • Budget documents • Donor strategies • Financial projections • Funding agreements • Donors 	<ul style="list-style-type: none"> • Financial analysis • Donor interviews • Trend analysis 	<ul style="list-style-type: none"> • Financial assessment • Scenario assessment
4.3 Technical Sustainability	<ul style="list-style-type: none"> • Equipment replacement plans • Technology transfer evidence • Standard operating procedures • Quality maintenance capacity 	<ul style="list-style-type: none"> • Asset management plans • Technical assessments • SOPs • Training materials • Field visits 	<ul style="list-style-type: none"> • Technical audits • Expert assessment • Document review • Observation of field activities 	<ul style="list-style-type: none"> • Technical gap assessment • Capability assessment

5. IMPACT

Key Evaluation Questions	Indicators/Sub-Questions	Data Sources	Data Collection Methods	Analysis Methods
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5.1 Safety and Security	<ul style="list-style-type: none"> • Casualty reduction rates • Community perception of safety • Accident trends in cleared areas • Behavioral changes 	<ul style="list-style-type: none"> • CMAA databases • CMAA staff • UNDP staff • MAPU staff • CMAC staff • NPA 	<ul style="list-style-type: none"> • Statistical analysis • Perception surveys • Stakeholder analysis 	<ul style="list-style-type: none"> • Impact attribution • Qualitative assessment
5.2 Socio-Economic Development	<ul style="list-style-type: none"> • Agricultural productivity changes • Household income levels • Market access improvements • Infrastructure development 	<ul style="list-style-type: none"> • Project documentation • Mid-term review report • Household surveys • Market assessments • Stakeholders 	<ul style="list-style-type: none"> • Impact evaluation • Case studies • Stakeholder interviews 	<ul style="list-style-type: none"> • Stakeholder interviews •
5.3 Social Transformation	<ul style="list-style-type: none"> • Women's empowerment indicators • Social inclusion measures • Community cohesion • Governance improvements 	<ul style="list-style-type: none"> • Gender assessments • Social surveys • Governance indicators • Participation data 	<ul style="list-style-type: none"> • Gender analysis • Governance assessment 	<ul style="list-style-type: none"> • Social impact assessment • Participation analysis

6. CROSS-CUTTING ISSUES

Key Evaluation Questions	Indicators/Sub-Questions	Data Sources	Data Collection Methods	Analysis Methods
6.1 Gender Equality	<ul style="list-style-type: none"> • Women's participation rates • Gender-responsive budgeting • Differential impacts by gender • Women in leadership roles 	<ul style="list-style-type: none"> • SADDD • Budget analysis • Meeting records • HR data 	<ul style="list-style-type: none"> • Gender audits • Sex-disaggregated surveys • Literature review 	<ul style="list-style-type: none"> • Gender analysis framework • Intersectional analysis
6.2 Disability Inclusion	<ul style="list-style-type: none"> • PWD participation levels • Accessibility measures • Service adequacy for PWD • Rights-based approach evidence 	<ul style="list-style-type: none"> • Beneficiary data • Accessibility audits • Project partners • Service records • Rights assessments 	<ul style="list-style-type: none"> • WD interviews • Accessibility checks • Literature review • Interview with implementing partners 	<ul style="list-style-type: none"> • Rights-based analysis • Barrier assessment
6.3 Environmental Safeguards	<ul style="list-style-type: none"> • Environmental impact measures • Land restoration practices • Climate resilience integration • Biodiversity protection 	<ul style="list-style-type: none"> • Environmental assessments • Land use changes 	<ul style="list-style-type: none"> • Field observations • Expert consultation 	<ul style="list-style-type: none"> • Environmental impact assessment • Climate risk analysis • Ecosystem assessment

DATA QUALITY ASSURANCE

Quality Dimension	Verification Methods
Reliability	<ul style="list-style-type: none"> • Source triangulation • Multiple respondent verification • Document cross-checking
Validity	<ul style="list-style-type: none"> • Method triangulation • Expert validation • Stakeholder feedback
Completeness	<ul style="list-style-type: none"> • Data gap analysis • Systematic coverage checks • Missing data protocols
Timeliness	<ul style="list-style-type: none"> • Data currency assessment • Temporal consistency • Update verification
Accuracy	<ul style="list-style-type: none"> • Fact-checking protocols • Database verification • Field validation

ANALYTICAL FRAMEWORK

Analysis Level	Methods	Output
Descriptive	<ul style="list-style-type: none"> • Frequency analysis • Trend identification • Pattern mapping 	Summary statistics, trends, patterns
Explanatory	<ul style="list-style-type: none"> • Causal analysis • Factor identification • Barrier analysis 	Causal chains, contributing factors
Evaluative	<ul style="list-style-type: none"> • Criteria-based assessment • Performance rating • Gap analysis 	Ratings, judgments, recommendations
Prospective	<ul style="list-style-type: none"> • Scenario planning • Risk assessment • Sustainability analysis 	Future scenarios, risk matrices

ANNEX C – SUMMARY OF FINDINGS

Summary of findings

RELEVANCE AND COHERENCE

Score: Highly Satisfactory (4 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
Does CfR-IV meet the needs of local mine-affected communities?	<ul style="list-style-type: none"> Community satisfaction rates Alignment of clearance priorities with community needs Community participation in planning processes 	<ul style="list-style-type: none"> Community consultations Group discussions Project planning documents 	<ul style="list-style-type: none"> Discussions with participants Key informant interviews Document review 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> Community consultations confirmed programme priorities aligned well with local needs. In Battambang province, communities consistently identified agricultural land expansion as highest priority, corresponding directly with programme emphasis on clearing land for rice cultivation. Finding 1: The CfRIV project demonstrates robust and deliberate alignment with national priorities and community needs Finding 2: Community consultations confirmed 87% satisfaction with prioritization processes.
Does the intervention align with national priorities and NMAS 2018-2025?	<ul style="list-style-type: none"> Consistency with NMAS objectives Integration with national development frameworks Government policy alignment 	<ul style="list-style-type: none"> NMAS 2018-2025 National Strategic Development Plan CPD documents Government stakeholder interviews 	<ul style="list-style-type: none"> Document analysis Stakeholder interviews with government officials 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> Strong alignment with national development frameworks, including Rectangular Strategy and NMAS 2018-2025. Programme design addressed critical gap in transition from humanitarian to development-oriented mine action. Alignment with Cambodia's National Strategic Development Plan 2019-2023

Annex C – Summary of findings

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
				<ul style="list-style-type: none"> Direct contribution to localized SDG 18.
Are activities and outputs consistent with project objectives?	<ul style="list-style-type: none"> Output achievement rates Activity completion status Logical framework coherence 	<ul style="list-style-type: none"> Project monitoring reports Annual and quarterly progress reports Output verification data 	<ul style="list-style-type: none"> Performance data analysis Output verification Progress tracking 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> Activities demonstrated strong consistency with objectives. Land clearance exceeded targets by 15% (8,456 ha vs 7,385 ha target). Some gaps noted in economic reintegration components.
Is project timeframe reasonable for achieving outputs and outcomes?	<ul style="list-style-type: none"> Timeline adherence Output delivery schedules Implementation pace analysis 	<ul style="list-style-type: none"> Implementation schedule Progress reports Contractor performance data 	<ul style="list-style-type: none"> Timeline analysis Implementation review Stakeholder feedback 	<p>PARTIALLY ACHIEVED:</p> <ul style="list-style-type: none"> Overall timeframe proved adequate for core clearance activities. Some delays experienced due to government counterpart funding delays and COVID-19 impacts.
How does CfR-IV align with other UNDP interventions?	<ul style="list-style-type: none"> Joint programming initiatives Shared resources and systems Cost efficiencies achieved 	<ul style="list-style-type: none"> UNDP portfolio reports Joint work plans Budget analysis 	<ul style="list-style-type: none"> Portfolio review meetings UNDP staff KIIs Financial analysis 	<ul style="list-style-type: none"> Excellent internal coherence achieved. Joint activities with governance and inclusive growth portfolios. 15% cost savings through shared monitoring systems. Quarterly portfolio reviews ensured systematic coordination across UNDP interventions.
Does CfR-IV complement other donor interventions?	<ul style="list-style-type: none"> Coordination mechanisms effectiveness Duplication avoided Complementarity achieved 	<ul style="list-style-type: none"> UN Mine Action Team minutes Partner reports CMAA coordination records 	<ul style="list-style-type: none"> Partner interviews Meeting observations Document review 	<ul style="list-style-type: none"> Strong external coherence through CMAA coordination platform. 23% reduction in overlapping operations compared to 2019 baseline. Effective division of labour with DFID (technical clearance), HALO, MAG, and other operators. Zero duplication incidents reported in 2024.

EFFECTIVENESS

Score: Satisfactory (4 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
To what extent have outputs been achieved?	<ul style="list-style-type: none"> • Clearance targets • Beneficiary numbers • Capacity building metrics 	<ul style="list-style-type: none"> • IMSMA database • Progress reports • Training records 	<ul style="list-style-type: none"> • Quantitative data analysis • Site verification visits • Beneficiary surveys 	<p>LARGELY ACHIEVED:</p> <ul style="list-style-type: none"> • Land clearance exceeded targets. • Victim assistance reached target. • Economic reintegration not fully achieved.
What factors contributed to achievement/non-achievement?	<ul style="list-style-type: none"> • Enabling factors • Barriers identified • Adaptive measures taken 	<ul style="list-style-type: none"> • Project reports • Stakeholder feedback • Risk logs 	<ul style="list-style-type: none"> • Quantitative analysis • Output verification • Field validation 	<p>MIXED:</p> <ul style="list-style-type: none"> • Enabling factors: Strong government ownership, effective coordination. • Barriers: COVID-19 disruptions, procurement delays (average 3.5 months), funding gaps.
How effective was stakeholder coordination?	<ul style="list-style-type: none"> • Coordination meeting frequency • Stakeholder satisfaction • Decision implementation rate 	<ul style="list-style-type: none"> • NTS completion reports • Land release statistics • Cost-per-output calculations 	<ul style="list-style-type: none"> • Technical performance analysis • Efficiency calculations • Comparative analysis 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> • Project Board met quarterly with 90% attendance. • MAPU coordination meetings held monthly. • Stakeholder satisfaction with coordination: 85%.

EFFICIENCY

Score: Satisfactory (3 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
Were project annual outputs achieved on time?	<ul style="list-style-type: none"> Output delivery schedules Timeline adherence rates Milestone achievement 	<ul style="list-style-type: none"> Annual work plans Progress reports Implementation schedules 	<ul style="list-style-type: none"> Timeline analysis Schedule comparison Performance tracking 	<p>LARGELY ACHIEVED:</p> <ul style="list-style-type: none"> Most outputs achieved within planned timeframes. Some delays experienced due to external factors (government funding, COVID-19) but overall delivery remained on track.
How does demining contract service contribute to efficiency in high-quality clearance delivery?	<ul style="list-style-type: none"> Cost per km² cleared Quality assurance results Clearance productivity rates 	<ul style="list-style-type: none"> Financial reports Quality Control data Contractor performance records 	<ul style="list-style-type: none"> Cost-effectiveness analysis Quality verification Productivity measurements 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> Cost per km² comparing favourably with international benchmarks. Quality assurance confirmed cleared land met international safety standards.
Is clearance by CMAC of high quality, safe and efficient?	<ul style="list-style-type: none"> Quality control pass rates Safety incident records Technical standard compliance 	<ul style="list-style-type: none"> QC inspection reports Safety records Technical assessments 	<ul style="list-style-type: none"> Independent quality verification Safety performance analysis Standard compliance checks 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> Independent quality assurance confirmed cleared land safe for intended use. CMAC operations met international standards with strong safety record and technical compliance.

Annex C – Summary of findings

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
Have survey and clearance activities demonstrated high quality?	<ul style="list-style-type: none"> • Technical standard compliance • Independent verification results • Stakeholder satisfaction 	<ul style="list-style-type: none"> • Technical assessments • Verification reports • Stakeholder feedback 	<ul style="list-style-type: none"> • Technical evaluation • Third-party verification • Stakeholder surveys 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> • All observed survey and clearance operations met international standards. • Independent verification confirmed quality compliance. • Advanced clearance technologies enhanced both efficiency and effectiveness.

SUSTAINABILITY

Score: Satisfactory (3 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
Financial sustainability prospects?	<ul style="list-style-type: none"> Government budget allocation Donor commitment Revenue generation 	<ul style="list-style-type: none"> National budget Donor pledges Financial projections 	<ul style="list-style-type: none"> Financial analysis Stakeholder interviews Trend analysis 	<p>WEAK: Finding 6:</p> <ul style="list-style-type: none"> Strong foundations established but financial sustainability challenging Government funding: Only 22% of sector needs High donor dependency: 78% external funding No clear resource mobilization strategy.
Institutional sustainability?	<ul style="list-style-type: none"> Capacity retention Systems institutionalized Policy integration 	<ul style="list-style-type: none"> Capacity assessments Institutional analysis Policy documents 	<ul style="list-style-type: none"> Institutional review Staff surveys System assessment 	<p>STRONG:</p> <ul style="list-style-type: none"> Staff retention: 85. 15 CMAS standards aligned internationally. CMAA capacity strengthened significantly Institutional review Staff surveys System assessment
Community ownership?	<ul style="list-style-type: none"> Community management Local maintenance Continued benefits 	<ul style="list-style-type: none"> Community surveys Field observations Benefit tracking 	<ul style="list-style-type: none"> Community FGDs Site visits Sustainability assessment 	<p>STRONG:</p> <ul style="list-style-type: none"> 92% of villages maintaining cleared land without external support. Strong community ownership demonstrated. Continued agricultural productivity

IMPACT

Score: Satisfactory (3,5 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
What changes in lives and livelihoods?	<ul style="list-style-type: none"> Income changes Safety improvements Development indicators 	<ul style="list-style-type: none"> Household surveys Economic data Safety statistics 	<ul style="list-style-type: none"> Impact surveys Economic analysis Safety assessment 	<p>ACHIEVED: Finding 7:</p> <ul style="list-style-type: none"> Significantly reduced landmine/ERW threats. Agricultural productivity: +23% in cleared areas Household income: +35% average increase 1,250 households with improved livelihoods
Contribution to mine-free Cambodia?	<ul style="list-style-type: none"> Area cleared Casualty reduction Progress to 2025 goal 	<ul style="list-style-type: none"> IMSMA database Casualty reports Progress tracking 	<ul style="list-style-type: none"> Quantitative analysis Trend assessment Goal tracking 	<p>SIGNIFICANT:</p> <ul style="list-style-type: none"> 8,456 hectares cleared Zero casualties in cleared areas Contributing to 2030 revised target.
Unintended impacts?	<ul style="list-style-type: none"> Positive externalities Negative effects Spillover benefits 	<ul style="list-style-type: none"> Field observations Community feedback Impact assessments 	<ul style="list-style-type: none"> Field visits Community discussions Impact analysis 	<p>POSITIVE:</p> <ul style="list-style-type: none"> Private sector investment: USD 2.3 million in cleared areas. Improved market access. Enhanced social cohesion.

CROSS CUTTING ISSUES

Score: Satisfactory (3 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
Gender equality mainstreaming?	<ul style="list-style-type: none"> Female participation rates Gender-responsive planning Women's empowerment indicators 	<ul style="list-style-type: none"> Gender disaggregated data GMAP reports Training records 	<ul style="list-style-type: none"> Gender analysis Women-only FGDs Participation tracking 	<p>ACHIEVED: Finding 8:</p> <ul style="list-style-type: none"> Successfully mainstreamed gender equality Female technical training: 29% (exceeded 20% target, Women in committees: 35% (2024) vs 21% (2020). Women-headed households: 28% of land beneficiaries
Disability inclusion?	<ul style="list-style-type: none"> Participation of persons with disabilities Accessibility measures Inclusive programming 	<ul style="list-style-type: none"> Disability data Accessibility assessments Inclusion tracking 	<ul style="list-style-type: none"> Disability consultations Accessibility audit Inclusion analysis 	<p>PARTIALLY ACHIEVED:</p> <ul style="list-style-type: none"> Only 18% consultations included persons with disabilities. Only 3/8 MAPU offices wheelchair accessible. 234 households with disabled members benefited. 12 persons with disabilities gained employment.
Environmental safeguards?	<ul style="list-style-type: none"> Environmental assessments Mitigation measures Restoration practices 	<ul style="list-style-type: none"> Environmental reports Monitoring data Compliance records 	<ul style="list-style-type: none"> Environmental review Site assessments Compliance check 	<p>ACHIEVED:</p> <ul style="list-style-type: none"> Standard environmental procedures followed. No significant negative impacts reported. Land restoration practices implemented
Leave No One Behind?	<ul style="list-style-type: none"> Vulnerable group targeting. Inclusion measures Equity in benefits 	<ul style="list-style-type: none"> Beneficiary data Targeting analysis 	<ul style="list-style-type: none"> Vulnerability analysis Beneficiary tracking Equity review 	<p>PARTIALLY ACHIEVED:</p> <ul style="list-style-type: none"> Elderly and female-headed households prioritized.

Annex C – Summary of findings

		<ul style="list-style-type: none"> Equity assessments 		<ul style="list-style-type: none"> Some gaps in reaching most remote communities
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MONITORING AND EVALUATION

Score: Satisfactory 3,5 out of 4 points)

Evaluation Questions	Indicators/Success Measures	Data Sources	Data Collection Methods	Findings from Report
M&E system effectiveness?	<ul style="list-style-type: none"> Data quality Reporting timeliness System utilization 	<ul style="list-style-type: none"> M&E reports Data quality assessments System logs 	<ul style="list-style-type: none"> System review Quality assessment Utilization analysis 	<p>ACHIEVED: Finding 9:</p> <ul style="list-style-type: none"> M&E system well-designed and functional. Quarterly reporting on track: 95%. Data quality improved significantly. Real-time IMSMA data available
Adaptive management?	<ul style="list-style-type: none"> Response to challenges Course corrections Learning integration 	<ul style="list-style-type: none"> Risk logs Decision records Adaptation tracking 	<ul style="list-style-type: none"> Management review Decision analysis Learning assessment 	<p>STRONG:</p> <ul style="list-style-type: none"> COVID-19 adaptations successful. 84% activity completion despite disruptions. Flexible resource reallocation demonstrated

LIST OF DOCUMENTS REVIEWED

PROJECT DOCUMENTS

- Clearing for Results Phase IV Project Document (Original), UNDP Cambodia, January 2020
- CfRIV Project Document Amendment 1 - COVID-19 Adaptations, April 2021
- CfRIV Project Document Amendment 2 - Target Adjustments, March 2023
- CfRIV Project Document Amendment 3 - Transition Framework, April 2025
- CfRIV Theory of Change, UNDP Cambodia, 2019
- CfRIV Results Framework and Monitoring Plan, 2020-2025

NATIONAL STRATEGIES AND POLICIES

- National Mine Action Strategy (NMAS) 2018-2025, CMAA, November 2017
- National Mine Action Policy 2026-2035 (Draft), CMAA, 2024
- Cambodia Sustainable Development Goals - Localized SDG 18, RGC, 2019
- Rectangular Strategy Phase IV 2019-2023, RGC, September 2018
- Pentagonal Strategy Phase I 2023-2028, RGC, 2023
- National Strategic Development Plan 2019-2023, Ministry of Planning, 2019

PROGRESS AND MONITORING REPORTS

- CfRIV Annual Progress Reports 2020-2024 (5 documents)
- CfRIV Quarterly Progress Reports Q1 2020 - Q2 2025 (22 documents)
- CMAA Annual Reports 2020-2024 (5 documents)
- Mine Action Monitoring Reports, CMAA Database Unit, 2020-2025
- Project Board Meeting Minutes 2020-2025 (20 documents)

FINANCIAL DOCUMENTS

- CfRIV Annual Financial Reports 2020-2024 (5 documents)
- External Audit Reports 2020-2024,
- Budget Revisions and Approvals 2020-2025
- Donor Financial Reports - Australia, New Zealand, Republic of Korea, Luxembourg

TECHNICAL DOCUMENTS

- Cambodian Mine Action Standards (CMAS) - Complete Set, CMAA
- CMAS 22 - Gender and Diversity Mainstreaming in Mine Action, CMAA, 2024
- Quality Assurance/Quality Control Reports 2020-2025
- Land Release Methodology and Procedures, CMAA, 2019
- IMSMA Database Reports and Analytics 2020-2025
- Multiple International Mine Action Standards (IMAS)

EVALUATIONS AND REVIEWS

- Clearing for Results Phase III Terminal Evaluation, UNDP, 2019
- CfRIV Mid-Term Review (Draft), Independent Consultant, 2023
- Victim Assistance Program Review, 2024
- Gender Mainstreaming Assessment in Mine Action, CMAA/UNDP, 2023

IMPLEMENTING PARTNER DOCUMENTS

- CMAC Annual Reports 2020-2024
- CMAC Tender Submissions and Awards 2020-2025
- Operator Progress Reports - NPA, CMAC
- Victim Assistance Partner Reports - TCF, Exceed Worldwide, CDPO

COORDINATION AND PLANNING DOCUMENTS

- Provincial Mine Action Committee Meeting Records (Selected)
- Technical Working Group on Mine Action (TWG-MA) Minutes (Selected)
- Technical Reference Group (TRG) Meeting Notes
- Annual Work Plans and Budgets 2020-2025

SURVEYS AND ASSESSMENTS

- Baseline Survey Report - CfRIV Target Areas, 2020
- Community Needs Assessments (Selected provinces)
- Post-Clearance Impact Assessments (Available samples)
- Quality of Life Survey - Mine Survivors, 2023

INTERNATIONAL FRAMEWORKS

- Anti-Personnel Mine Ban Convention - Cambodia National Reports 2020-2024
- Convention on Cluster Munitions - Cambodia Progress Reports
- ASEAN Regional Mine Action Center (ARMAC) Strategic Plan
- International Mine Action Standards (IMAS) - Relevant sections

GOVERNMENT DOCUMENTS

- Ministry of Economy and Finance Budget Allocations for Mine Action 2020-2025
- Commune Investment Programs - Selected Mine-Free Villages

COMMUNICATION MATERIALS

- CMAA Public Communications and Press Releases
- Project Visibility Materials and Success Stories
- Donor Reports
- Community Information Materials

MISCELLANEOUS

- Environmental and Social Safeguards Documentation
- Training Materials and Capacity Building Reports
- Stakeholder Contact Lists and Interview Notes

- Field Visit Reports and Observations

DOCUMENTS NOT AVAILABLE

- Comprehensive Gender-Disaggregated Employment Data from Operators
- Systematic Community Feedback/Grievance Documentation
- Detailed COVID-19 Adaptation Records and Cost Implications
- Complete Victim Assistance Beneficiary Tracking Database
- Technical Working Group Decision Logs and Action Trackers
- Comprehensive Transition Planning Documentation
- Post-Clearance Development Impact Studies
- Cost-Benefit Analysis of Mine-Free Village Model

CfR Phase IV – Final Evaluation - Consultant Programme

Time	Description	Location	Status	Participants	Responsible to arrange
Wed, 28 May 2025					
08:30-09:30	Transfer consultant from Airport to Hotel	Airport	Confirmed	Havard	Ponnara
14:00-14:40	Meeting with CfR team	UNDP- Angkor meeting room	Confirmed	CfR team, Havard	Marie
15:00-16:00	Briefing with UNDP management	UNDP, RR office	Confirmed	CfR team, UNDP, Havard	Ratana
16:00-17:00	Desk Review	UNDP			
Thu, 29 May 2025					
09:00-10:30	Briefing with CMAA	CMAA	Confirmed	Havard, CMAA	Chanty
11:00-12:00	Meeting with Korean/KOICA	KOICA office	Confirmed	Havard, Seyoung Park	Marie
14:00-15:00	Meeting with Australia/DFAT	DFAT	Confirmed	Havard, Sandra Martinovic	Marie
15:30-16:30	Meeting with Ratana	UNDP Office	Confirmed	Havard	Marie / Ratana
Fri, 30 May 2025					
09:00-10:00	Meeting with PwDF	PWDF	Confirmed	Havard + translator	Chanty
11:00-12:00	Meeting with ARMAC	ARMAC	Confirmed	Havard	Chanty
14:00-15:00	Meeting with CMAC	CMAC	Confirmed	Havard	Chanty

Time	Description	Location	Status	Participants	Responsible to arrange
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Annex E – Consultant programme

Mon, 2 Jun to Wed, 4 Jun 2025 - Field Visit (Havard, Try, Sit, Marie, Translator, Ponnara, driver #2)					
07:00-12:00	Travel from Phnom Penh to Battambang city.	Battambang	Confirmed		Try & Sit
12:00-13:00	Lunch	Battambang	Confirmed		
13:00-14:00	Travel and interview with a mine/ERW survivor's family who completed the skill training (address: Chamkar Samrong village, Sangkat Chamkar Samroung, Battambang town).	Battambang	Confirmed	BDPO to accompany in the afternoon (Ms. Chhoum, Tel: 017-768 622).	Try & Sit
14:00-15:00	Travel and interview with one mine/ERW survivor's family on self-business development (address: Balath village, Norea commune, Sanke district, Battambang province).	Battambang	Confirmed		Try & Sit
15:00-17:00	Travel to Battambang Physical Rehabilitation Center (BPRC) and interview with key persons: Group interview with BPRC's staff (Director, Head of PT & PO). Group interview with a few mine/ERW survivors who received rehabilitation services.	Battambang	Confirmed	Overnight in Battambang.	Try & Sit
07:30-09:00	Travel from Battambang city to Mean Chey Health Center, Mean Chey commune in Samlot district, Battambang province.	Battambang	Confirmed		Try & Sit
09:00-10:00	Interview with few Health Center staff and Village Health Support Groups who received the first-aid training at Mean Chey Health Center	Battambang	Confirmed	Trauma Care Foundation to accompany in the morning (Dr. Vanheng, Tel: 012-088 9094).	Try & Sit
10:00-10:30	Travel and interview with a mine survivor who received mirror therapy training in Mean Chey commune.	Battambang	Confirmed		Try & Sit
10:30-12:00	Visit non-technical survey (NTS) activity conducted by NPA in Samlot district.	Samlot			Try & Sit
12:00-13:00	Lunch	Battambang	Confirmed		
13:00-16:00	Travel from Battambang city to Banteay Meanchey city.	Banteay Meanchey	Confirmed		Try & Sit
16:00-16:30	Meeting with MAPU Banteay Meanchey	Banteay Meanchey	Confirmed	Overnight in Banteay Meanchey.	Try & Sit
07:00-11:00	Visit CMAC's mine clearance and meet beneficiary community in Banteay Meanchey.	Banteay Meanchey	Confirmed		Try & Sit
11:00-12:00	Lunch		Confirmed		

Annex E – Consultant programme

12:00-18:00	Travel from Banteay Meanchey city to Phnom Penh.		Confirmed		Try & Sit
Thu, 5 Jun 2025					
09:00-10:00	Meeting with CDPO	CDPO	Confirmed	TBC	Chanty
11:00-12:00	Meeting with PAFID	PAfID	Confirmed	TBC	Chanty
13:30-14:30					
15:30-16:30	Meeting with NPA	NPA	Confirmed	Havard	Chanty
Fri, 6 Jun 2025					
09:00-10:00	Meeting with New Zealand	Online	Confirmed	Havard, Dana Avram, Nathhanun Patcharapunchai	Marie
11:00-12:00	Meeting with Exceed	TBC	Confirmed	TBC	Chanty
13:30-14:30	Meeting with HI	HI office	Confirmed	HI office – GIA tower G17 Floor, G1711-13A	Marie
15:30-16:30	Online Meeting with Halo Trust	Online	Confirmed	TBC	Chanty
Mon, 9 Jun 2025 – Desk review debrief preparation					
09:00-10:00					
11:30-12:30	Meeting with Luxembourg	Online	Confirmed	Havard	Marie
13:30-14:30					
15:00-16:00					
Tue, 10 Jun 2025					
10:00-11:00	Debriefing with UNDP management	UNDP, Angkor Meeting rom	Confirmed	CfR team, UNDP, Havard	Ratana / Lida
14:00-15:00	Debriefing with CMAA	CMAA	Confirmed	CfR team, UNDP, Havard	Chanty
	Havard departure				
Thu, 3 Jul 2025					
14:00-15:00	Web meeting , Naomi Konza, UNDP	Online	Confirmed	Havard	Havard

