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PROJECT DOCUMENT
CAMBODIA**Project Title:** Clearing for Results Phase V (CfRV): Mine Action for Human Development**Project Number:** 01004895**Implementing Partner:** Cambodian Mine Action and Victim Assistance Authority (CMAA)**Start Date:** 01 January 2026**End Date:** 31 December 2030**PAC Meeting date:** 18 November 2025

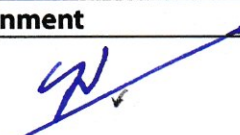
Brief Descriptions

Clearing for Results Phase V (CfRV) takes forward the work done under CfR phase IV, led by the Cambodian Mine Action and Victim Assistance Authority (CMAA) and UNDP, and supported by the governments of Australia, Luxembourg, New Zealand, Republic of Korea and UNDP core donors with parallel funding from the Royal Government of Cambodia. CfRV will advance mine clearance, victim assistance, including livelihoods, sector-wide capacity development, and enabling actions towards a mine-free Cambodia by 2030, as outlined in the forthcoming National Mine Action Policy (2026–2035). CfRV builds on the achievements and lessons learned from previous project phases implemented since 2006.

The CfRV deploys an integrated approach to mine clearance for human development through four interconnected outputs. Output 1 supports the protection of communities in targeted areas through land release operations and tailored risk education. Output 2 strengthens access to emergency assistance, healthcare, rehabilitation, and inclusive livelihood opportunities for explosive ordnance victims, including the vulnerable. Output 3 enhances the capacity of the CMAA to manage residual contamination, uphold international commitments, and actively contribute to international cooperation in the mine action sector. And Output 4 focuses on promoting the productive use of cleared land for sustainable livelihoods, local economic and social development.

Contributing UNSDCF/CPD Outcome: 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. CPD Output 1.3: Increased human security underpinned by mine action, which expands access to safe land, livelihood opportunities, and victim assistance. (GEN 2)	Total Resources required:	US\$ 29,855,426	
	Total Resource allocated ¹ :	Luxembourg:	US\$ 1,158,748
		Italy	US\$ 289,687
		Government (parallel):	US\$ 2,615,000
		Unfunded:	US\$ 25,791,991

Agreed by (signatures)

Government	UNDP
Ly Thuch Senior Minister and First Vice President of CMAA 	Enrico Gaveglia Resident Representative 
Date: 16/12/2025	Date: 16/12/2025

¹ UN Operational Exchange Rate effective on 1 December 2025 is applied for non-USD contribution.

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ACRONYMS

APMBC	Anti-Personnel Mine Ban Convention
ARMAC	ASEAN Regional Mine Action Centre
BLS	Baseline survey
CDNA	Capacity Development Needs Assessment
CDP	Capacity Development Plan
CfRIV	Clearing for Results Phase IV
CfRV	Clearing for Results Phase V
CMAA	Cambodian Mine Action and Victim Assistance Authority
CMAS	Cambodian Mine Action Standards
CPD	Country Programme Document
CRPD	Convention on Rights of Persons with Disabilities
CSDG	Cambodian Sustainable Development Goal
DBU	Database Unit
EORE	Explosive Ordnance Risk Education
ERW	Explosive Remnants of War
GICHD	Geneva International Centre for Humanitarian Demining
GMAP	Gender Mainstreaming in Mine Action Plan
HRF	Humanitarian Response Forum
IMSMA	Information Management System for Mine Action
LRNTS	Land Reclamation Non-Technical Survey
MAPU	Mine Action Planning Unit
MEF	Ministry of Economy and Finance
MOSVY	Ministry of Social Affairs, Veteran and Youth Rehabilitation
NMAP	National Mine Action Policy
NPD	National Project Director
NPM	National Project Manager
NSDP	National Strategic Development Plan
PS	Pentagonal Strategy
PMAC	Provincial Mine Action Committee
PMS	Performance Monitoring System
POPP	Programme Operations Policies and Procedures
PWD	Persons with Disability
PWDF	People with Disability Foundation
QMT	Quality Management Team
RGC	Royal Government of Cambodia
RRF	Results and Resource Framework
SADD	Sex and Age Disaggregated Data
SDG	Sustainable Development Goal
SEPD	Socio-Economic Planning and Database Management Department
SHA	Suspected Hazardous Area
TWG-MA	Technical Working Group-Mine Action
UNDP	United Nations Development Programme
UNSDCF	United Nations Sustainable Development Cooperation Framework

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I. Development Challenge

Cambodia's landmine and Explosive Remnants of War (ERW) 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. Mines and ERWs have killed and injured over 65,000 people in Cambodia since 1979. Although the number of annual casualties has been brought down from 4,320 in 1996 to 49 in 2024, Cambodia has one of the highest numbers of casualties in the world. Mines and ERWs continue to kill, injure, and traumatize people and communities and severely impede socio-economic recovery and sustainable development. Throughout Cambodia, almost 1,000,000 people still live and work in areas contaminated by mines and ERW, including cluster munitions.

The northwestern region bordering Thailand has some of the highest global concentrations of anti-personnel mines (APM), while other areas of the country, mainly in the east, have been impacted primarily by the presence of Explosive Remnants of War (ERW), including cluster munitions. The five-day armed conflict along the Thai-Cambodian border in July 2025 and renewed clashes have further exacerbated the issue. Besides, a humanitarian sector inter-agency multi-sectoral early recovery needs assessment was launched on 26 August 2025 and published at the end of September 2025. According to this assessment, awareness of UXO risks appears relatively high, particularly in displacement sites, with many individuals—especially children—reporting knowledge of how to respond to UXO encounters and awareness of available clearance services.

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

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

With support from the international community, development partners, the private sector, line ministries, and national and international operators, the RGC has made significant achievements over the past 32 years in removing mines and ERW throughout the country. Between 1992 and June 2025, 3,418 km² of mine and ERW-contaminated land were cleared and released, including 1.2 million anti-personnel mines (APMs), over 26,600 anti-tank mines, and more than 3.2 million ERW items detected and destroyed.

Cambodia is a State Party to the Anti-Personnel Mine Ban Convention (APMBC), under which it committed to clearing all known landmines by 2025. Despite substantial progress, the RGC submitted an extension request in March 2025, as the deadline could not be met. The request was approved in December 2025, extending the deadline to 2030. In parallel, the Government is conducting a comprehensive survey to update the national picture of landmine and ERW contamination and has prepared a new National Mine Action Policy

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(2026–2035). The policy serves as a blueprint for all efforts by stakeholders in mine action. The policy sets ambitious new targets to:

- clear all known mine contamination by 2030;
- address all known cluster munitions contamination by 2035;
- develop standards and institutional mechanisms for the management of residual contamination beyond 2035; and
- reinforce Cambodia's contribution to regional and international cooperation.

From 2006 to November 2025, the Clearing for Results Project has worked in partnership with the CMAA to clear and release 425 km² of mine-contaminated land for use by affected communities for livelihoods and essential services. This represents 13.5% of the sector's achievements². The Project has historically targeted the most mine-affected provinces, Battambang, Banteay Meanchey, and Pailin. Collectively, these provinces account for 48% of all reported casualties in Cambodia since 1996. Given the country-wide contamination, CfRIV has expanded landmine survey and clearance activities to additional provinces since 2022.

However, according to the latest estimate, at least 1,805 km² of land remains contaminated with various forms of explosive ordnance. The ongoing contamination continues to restrict the productive use of agricultural land, limits access to essential services and undermines livelihood opportunities and the resilience of affected communities. The 5-day armed conflict between Thailand and Cambodia in July 2025 and renewed clashes in December 2025 have further exacerbated ERW contamination^{3 4}. Mine Action interventions are a prerequisite for a safe return and effective early recovery planning and implementation for displaced families rebuilding their livelihoods.

² Sector achievement refers to total areas of contaminated land released (including landmine, cluster munitions and ERWs). When comparing against areas of mine-contaminated land released, the project contributed to 15% of the land release effort.

³ Cambodia Humanitarian Response Forum – Situation Report 5: Cambodia-Thailand Border Situation, 5 September 2025.

⁴ Cambodia Humanitarian Response Forum – Situation Report 11: Cambodia-Thailand Border Situation, 12 December 2025.

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Five of these centres have fully transitioned to government management under the Persons with Disabilities Foundation (PwDF), a public administrative body jointly overseen by MoSVY and the Ministry of Economy and Finance (MEF). The remaining six PRCs are expected to transition in the coming years.

However, due to limited national budget allocations, the quality and quantity of rehabilitation services have declined compared to when the centres were supported by development partners. According to the 2024 Inter-Censal Population Survey, 10.4% of Cambodians aged five and above live with some form of disability, with half experiencing difficulties walking or climbing stairs². The prevalence of disability is slightly higher in rural areas (10.7%) than in urban areas (9.9%).

To improve access for persons with disabilities, including explosive ordnance survivors, all PRCs implement community outreach activities aimed at identifying new persons with disabilities and repairing assistive devices. However, these outreach activities are not conducted on a regular basis due to high costs related to transportation, accommodation, materials, and staffing. This irregularity disproportionately affects rural persons with disabilities and limits their access to essential rehabilitation services.

The National Mine Action Policy (2026-2035) Goal number 4 and the PwDF's Five-Year Strategic Plan (2024–2028) underscore the need to enhance and expand the quality of both centre-based and community-based physical rehabilitation services. Achieving this will require continued financial support from both the national budget and development partners.

Following physical rehabilitation, explosive ordnance survivors often require vocational training and business development support to restore or generate income, as many lose their livelihoods as a result of their injuries.

The 2024 Report on the Quality of Life of Mine/ERW Survivors and Persons with Disabilities in Battambang, Banteay Meanchey, and Pailin Provinces, published by CMAA, highlights a strong demand for vocational training and livelihood support, particularly among younger individuals and those who are unemployed or lack technical skills.

Among 3,530 explosive ordnance survivors surveyed:

- 48.1% expressed a need for support in expanding crop production;
- 15.7% identified a need for vocational skills training to enhance employment opportunities; and
- 12.3% indicated a desire to start small businesses to support their families and increase income.

CMAA has made tremendous progress in advancing the sector, developing and updating national mine action standards, coordinating national and local actors, and facilitating the sharing of good practices with other countries. However, continued efforts are needed to meet Cambodia's international obligations, clear all known contamination, address residual threats, and ultimately declare the country mine-free.

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In addition, ensuring that mine action contributes more directly to Cambodia's broader sustainable development priorities, including the Cambodia Sustainable Development Goals (CSDGs) and the 2030 Agenda for Sustainable Development, remains a central challenge. Mine action is crucial to enabling progress towards SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 3 (Good Health and Well-being), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice, and Strong Institutions).

Against this backdrop, the Clearing for Results Phase V project will adopt an outcome-focused approach to land release, victim assistance, and sector capacity building, designed to both accelerate Cambodia's path to being mine-free by 2030 and to maximize the contribution of mine action to the country's inclusive and sustainable development.

II. Strategy

2.1. Vision and Strategic Intent

Cambodia's long-standing efforts to address landmine and explosive remnants of war (ERW) contamination have led to substantial progress. Yet, the scale and complexity of contamination remain significant. The Royal Government of Cambodia (RGC), through the Cambodian Mine Action and Victim Assistance Authority (CMAA), has reaffirmed its commitment to achieving a mine-free Cambodia. In doing so, it recognizes that sustained international partnership remains essential—not only to meet its international treaty obligations but to ensure that affected communities can live safely and access equitable opportunities for recovery and development, regardless of gender, age, or disability.

Building on the priorities of the draft National Mine Action Strategy (NMAP) 2026–2035, Clearing for Results Phase V (CfR V) is positioned as a catalytic investment to advance Cambodia's transition toward being free from the impact of explosive ordnance. The strategy emphasizes mine action as a driver of human security, sustainable development, and inclusive economic growth in affected areas. It supports national ownership while embedding mine action into broader development frameworks and the achievement of the Cambodia Sustainable Development Goals (CSDGs).

2.2. Strategic Priorities

2.2.1. Reducing Vulnerability through Land Release and Risk Education

CfR V will prioritize land release and explosive ordnance risk education (EORE) to reduce the vulnerability of affected communities, particularly in the northwestern provinces. Following recommendations from the CfR IV terminal evaluation, the scope may expand to include UXO-affected areas pending feasibility analysis. Building on previous phases, national and sub-national capacities will be strengthened to enhance the speed, quality, and accountability of land release, enabling CMAA to lead a more agile and effective sector.

The clearance of landmines and explosive remnants of war (ERW) is a critical enabler for early recovery and the safe return of displaced populations. With an estimated 1,700 km² of

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land still contaminated, affected communities face significant barriers to restoring livelihoods, accessing essential services, and rebuilding their resilience. The 2025 armed conflict along the Thai–Cambodian border has further exacerbated contamination and displacement, leaving thousands unable to return home due to the persistent threat of unexploded ordnance.

CfR V will therefore position mine action as a prerequisite to recovery and reconstruction planning. By ensuring timely land release in conflict-affected and high-priority areas, the project will create the necessary conditions for resettlement, agricultural production, and infrastructure rehabilitation. Based on the Cambodia Humanitarian Response Forum (HRF) and government strategy, Mine action will be systematically integrated with humanitarian and development programming, enabling displaced families to return to their areas of origin safely and laying the foundation for inclusive socio-economic recovery.

2.2.2. Victim Assistance and Socio-Economic Inclusion

A core pillar of the strategy is to ensure that survivors of landmines and ERW have access to emergency assistance, rehabilitation services, and sustainable livelihood opportunities. CfR V will work with rehabilitation centres to improve service delivery and strengthen referral pathways. Partnerships with local actors and ministries will be leveraged to link victims to social protection schemes and income-generating initiatives—ensuring that recovery is inclusive, rights-based, and sustainable.

2.3. Sector Governance, Information, and International Commitments

Robust information management and institutional capacity are central to a well-governed mine action sector. CfR V will support CMAA in strengthening data systems aligned with Cambodia Mine Action Standards (CMAS) and ensure that evidence informs decision-making. The project will reinforce CMAA's role in upholding Cambodia's international commitments under the Anti-Personnel Mine Ban Convention (APMBC) and the Convention on the Rights of Persons with Disabilities (CRPD), and in advancing regional and global disarmament agendas.

2.4. Transition Strategy and Productive Use of Cleared Land

As Cambodia approaches its mine-free target, CfR V will facilitate a strategic shift from proactive clearance to responsive residual contamination management. Drawing on international experience—including post-WWII, residual contamination still being found in countries like Belgium and Germany—the project will help establish and deploy Explosive Ordnance Disposal (EOD) teams in mine-free provinces to address residual threats. In parallel, the project will promote the productive use of released land by linking clearance with community-based development, livelihood initiatives, and early recovery planning. Particular attention will be given to areas affected by displacement and conflict, where land release provides the enabling condition for safe return, the restoration of essential services, and the resumption of agricultural and economic activities. By integrating mine action with recovery and development efforts, CfR V will ensure that cleared land not only removes immediate risks but also accelerates the transition from relief to recovery and longer-term resilience.

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This area-based, rights-based approach will support safe return, local economic recovery, value chain upgrading, and improved well-being in affected communities, while reinforcing Cambodia's progress toward achieving its national mine-free 2030 goal.

2.5. Cross-Cutting Strategic Enablers

2.5.1. Gender Equality and Leave No One Behind (LNOB)

The Clearing for Results Project, Phase V will mainstream gender equality and social inclusion across all stages of implementation to ensure that benefits are equitably shared and that no one is left behind. The project is designed to address the specific needs and priorities of women, men, and marginalized groups, including persons with disabilities and vulnerable communities.

The Guideline on Gender Mainstreaming in Mine Action and the National Mine Action Standard on Gender Mainstreaming, developed through support from the previous CfR phase, will be used to prioritize the participation of women and their needs in all project's activities.

In addition, the project will promote equal participation in decision-making processes and ensure that women and underrepresented groups have access to project benefits and opportunities. CMAA gender department provides training and awareness sessions to incorporate gender and inclusion perspectives, empowering women and marginalized groups to actively engage in project activities and leadership roles.

2.5.2 Alignment with National Policies and Global Conventions

The project draws on:

- SDG/ Cambodia SDG Framework
- Pentagonal Strategy Phase 1
- National Strategic Development Plan 2024-28
- National Mine Action Policy 2026-35 (draft)
- National Disability Strategic Plan 2024-28
- UN Mine Action Strategy 2019–2024 (Cross-cutting issue #2)
- UN Gender Guidelines for Mine Action Programme (2019)
- UN Security Council Resolution 1325 on Women, Peace and Security
- Geneva International Centre for Humanitarian Demining (GICHD) guidance
- Cambodian Mine Action Standards on Gender and Diversity Mainstreaming

2.6. Environmental Sustainability

Acknowledging that clearance activities can affect local ecosystems, CfR V will apply environmental safeguards aligned with CMAS on Environmental Management and UNDP's Social and Environmental Screening Procedures. The project will minimize negative environmental impacts and contribute to global learning through UNDP's engagement in the Mine Action Environmental Working Group.

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2.7. National Ownership

National ownership remains the cornerstone of the strategy. CMAA and relevant line ministries will lead project implementation, ensuring institutional sustainability and capacity development. This approach promotes the integration of mine action into national development systems and aligns with government priorities. By strengthening national leadership and embedding mine action within broader socio-economic frameworks, the project will contribute to long-term resilience, enhance coordination among stakeholders, and foster accountability. Continuous engagement with local authorities and communities, will further reinforce ownership and ensure that interventions are responsive to national and local needs.

2.8. Alignment with UNDP Strategic Plan

The CfRV strategy is fully aligned with the UNDP Strategic Plan 2026–2029 (outputs A1.1⁵ and A3.2⁶), the UNDP Cambodia Country Programme Document (CPD) 2024–2028 (Output 1.3, *'Increased human security underpinned by mine action which expands access to safe land, livelihood opportunities, and victim assistance'*) and the UNSDCF 2024-28, that also contributes to the Cambodian Sustainable Development Goal (CSDG 18) to *'End the negative impact of mines/ERW and promote victim assistance.'*

2.9. Project Outputs

To achieve the strategy's objective, the project is structured around four interlinked outputs that collectively address humanitarian needs, strengthen institutional capacity, and promote sustainable development. These outputs ensure a comprehensive approach to reducing explosive ordnance risks, supporting victims, and integrating mine action into national systems.

- Output 1:** Communities' vulnerability to Explosive Ordnance threat is reduced in targeted areas.
- Output 2:** Explosive ordnance victims and vulnerable groups have extended access to emergency assistance, health care, rehabilitation, and inclusive livelihood opportunities.
- Output 3:** CMAA capacity is enhanced to manage contamination, uphold international commitments, and contribute to international cooperation.
- Output 4:** Cleared land is productively used for early recovery, sustainable livelihoods, local economic and social development.

⁵ SP Output A.1.1: Economic opportunities expanded for people and enterprises to access decent jobs, trade and productive assets, including human capital, human mobility and sustainable energy.

⁶ SP Output A.3.2: Stabilization, recovery, and reconstruction efforts resulted in improved access to essential services and infrastructure, revitalized local economies, successful reintegration of ex-combatants, and reduced social tensions among crisis-affected populations.

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2.10. Project Theory of Change

The Project Theory of Change has been formulated in line with the mine action sector-wide Theory of Change⁴ (ToC) developed by the Information, Training and Development (ITAD) with funding from the United Kingdom and the Netherlands. It is intended to promote the adoption of sector best practices in line with IMAS, ensure transparency and uniformity across the sector, and facilitate monitoring and evaluation of collective interventions.

The vision statement of the ToC serves as the overall objective of the Mine Action sector, that is “A Cambodia free from the threat of landmines and explosive ordnance, where all people — especially survivors and vulnerable communities — have safe access to land, opportunities for recovery and sustainable livelihoods, and the ability to fully participate in inclusive national development”.

IF

- Communities’ vulnerability to Explosive Ordnance threats is reduced in targeted areas.
- Explosive ordnance victims and vulnerable groups have extended access to emergency assistance, social assistance, health care, rehabilitation, and inclusive livelihood opportunities.
- CMAA capacity is enhanced to manage contamination, uphold international commitments, and contribute to international cooperation.
- Cleared land is productively used for early recovery, sustainable livelihoods, local economic and social development.

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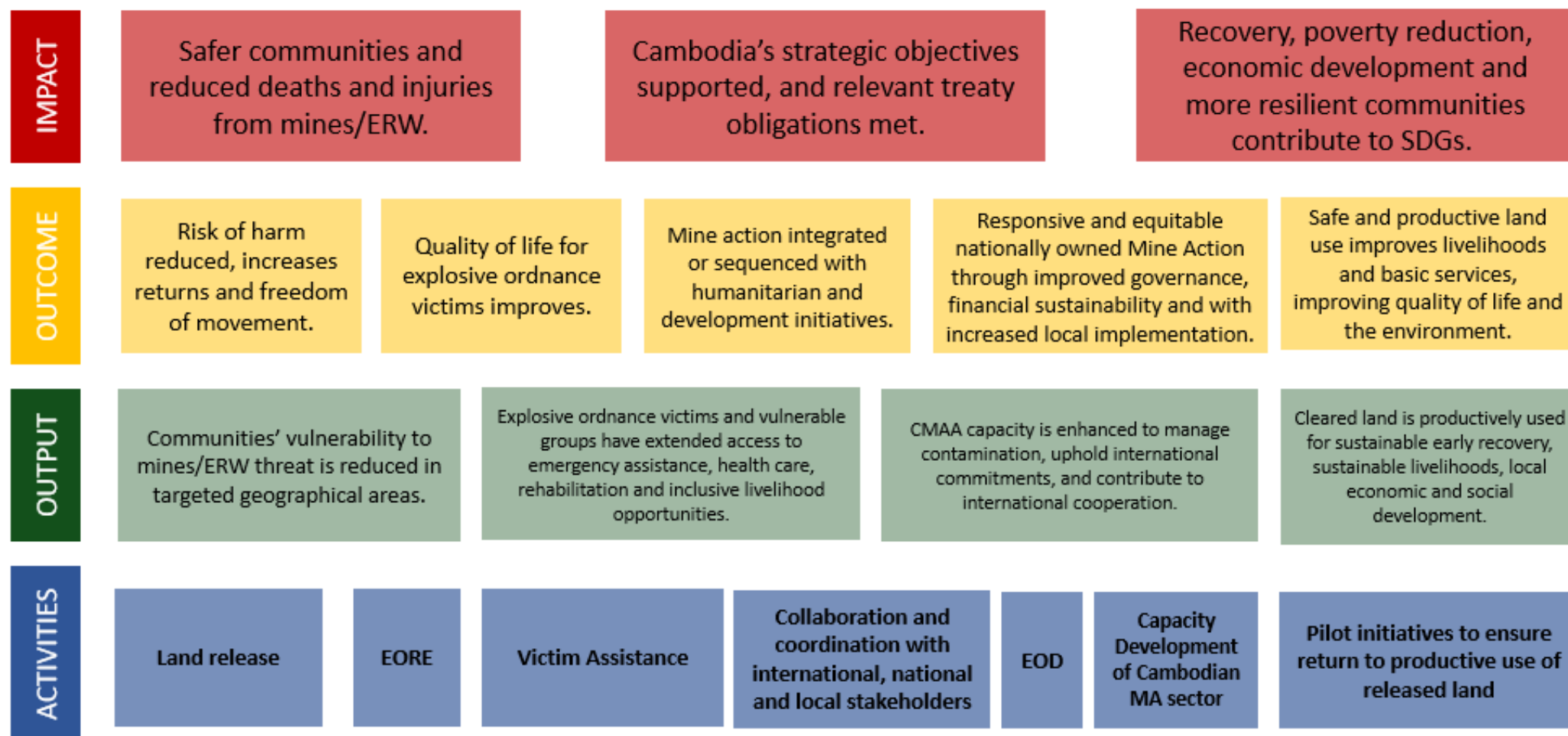
- Cambodia’s strategic objectives were supported, and relevant treaty obligations met.
- Recovery, poverty reduction, economic development and more resilient communities contribute to SDGs.
- Safer communities and reduced deaths and injuries from mines/ERW.

BECAUSE

- Safe and productive land use improves livelihoods and basic services, improving quality of life and the environment.
- Responsive and equitable nationally owned Mine Action through improved governance, financial sustainability and with increased local implementation.
- Quality of life of explosive ordnance victims improves.
- Risk of harm reduced, increases returns and freedom of movement.
- Mine action integrated or sequenced with humanitarian and development initiatives.
- Measurable progress towards APMBC compliance.

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Vision statement: A Cambodia free from the threat of landmines and explosive ordnance, where all people — especially survivors and vulnerable communities — have safe access to land, opportunities for recovery and sustainable livelihoods, and the ability to fully participate in inclusive national development.



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III. Results and Partnerships

3.1. Expected Results

The outputs and activities detailed below complement and reinforce one another. Consequently, they should be understood as forming part of a comprehensive, holistic approach supporting efforts across the five pillars of mine action. The outputs and activities simultaneously engage at the national and regional levels in order to effectively respond to the nature of the challenges posed by the explosive ordnance contamination in Cambodia and ensure coherence and coordination between activities and interventions.

Output 1: Communities' vulnerability to Explosive Ordnance threat is reduced in targeted areas.

The draft National Mine Action Policy 2026–2035 reaffirms Cambodia's commitment to the Anti-Personnel Mine Ban Convention and CSDG 18 on mine/ERW contamination. This project will help reduce community vulnerability by releasing 96.8 km² of land for safe use and livelihoods in priority areas. Building on Phase IV evaluation recommendation, which emphasized the need for improved efficiency and stronger outcome orientation, CfRV will scale up the successful Mine-Free Village Programme. This approach deploys dedicated clearance assets to ensure that all known contamination within a village is cleared, eliminating isolated "pockets" of risk and enabling full-scale community development. It has improved development planning, boosted community confidence, and provided visible results through village certification.

Despite the mine sector achievements, Cambodia was unable to meet its 2025 Article 5 obligations and has submitted a five-year extension request under the Ottawa Convention, setting a new objective to achieve a mine-free Cambodia by 2030, a timeline which CfRV aligns to. In this context, delivering effective, cost-efficient land release is more crucial than ever, and the project will support CMAA and partners in applying efficient and modern land release methods. In parallel, Explosive Ordnance Risk Education (EORE) will continue through Training of Trainers (ToT) for police and teachers, and community campaigns to promote safer behaviors and reinforce the impact of clearance efforts.

Considering the recent Thailand-Cambodia border conflict, the project will prioritize the release of ERWs in the areas affected areas to enable early recovery to efforts to take place.

Activity 1.1: Release mine and ERW-contaminated land and enable its return to productive use by affected communities.

To support Cambodia's goal of becoming mine-free by 2030, the project will apply a mix of non-technical survey (NTS), technical survey, and clearance methods to release land efficiently and cost-effectively. Building on the experiences from the previous phases of CfR, NTS will be prioritized where possible to avoid unnecessary clearance, while confirmed contaminated areas will undergo full clearance using updated national standards and best practices.

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Clearance services will be procured by CMAA through the national procurement system. The project will assist CMAA in closely monitoring the performance of contracted operators to ensure compliance with Cambodian Mine Action Standards (CMAS), including gender mainstreaming, which promotes women's participation in clearance prioritization and delivery. The average cost of land release is estimated at USD 0.21⁷ per square meter, covering NTS, technical survey, and clearance. This may be adjusted based on terrain, contamination patterns, technology advancements, or currency fluctuation. All activities will adhere to CMAS standards on environmental management, climate sensitivity, work safety, community safety, gender equality, and social inclusion.

Under this output, the project aims to release 96.8 km² of mine-contaminated land, benefitting at least 212,461 people (50% are women and girls). There is potential for expansion if additional funding is leveraged or efficiencies are achieved.

Activity 1.2: Deliver Explosive Ordnance Risk Education (EORE) to at-risk populations through Training of Trainers (ToT) and awareness campaigns, with a focus on behaviour change to strengthen community protection.

While clearance efforts continue to reduce explosive ordnance (EO) contamination in Cambodia, many communities—especially in heavily affected provinces—still face daily risks. To prevent accidents and save lives, it is essential that at-risk populations understand EO dangers and adopt safe behaviours.

Through this activity, the project will support the delivery of community-based Explosive Ordnance Risk Education (EORE), tailored to the gender, age, education level, and local context of target groups. EORE messages will be developed, validated, and disseminated through multiple channels, including community outreach, schools, and digital platforms, to ensure broad and effective reach.

To strengthen EORE delivery, the project will continue supporting CMAA's Training of Trainers (ToT) programs for key local actors such as police officers and teachers, who play a vital role in ensuring that risk education is embedded in community structures.

Monitoring will be conducted alongside implementation, including tracking behavioural change and EO-related casualty trends to continuously improve the quality and impact of EORE. By promoting inclusive and gender-responsive risk education, the project will enhance community protection and contribute to reducing the human impact of EO threats as Cambodia progresses toward its 2030 mine-free goal.

Activity 1.3: Review and update the Cambodian Mine Action Standards and ensuring compliance through quality management.

The quality, safety, and effectiveness of mine action operations in Cambodia rely on robust national standards and effective quality management. Under this activity, the project will

⁷ The estimated cost per square meters is 0.21USD. This is the median value between past contracting (0.14 USD) and the rate communicated by Cambodia in the Ottawa convention extension request (0.28 USD).

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continue to support CMAA in ensuring that all mine action activities are conducted in full compliance with Cambodian Mine Action Standards (CMAS) and international good practice.

The project will strengthen the operational capacity of CMAA Quality Management Teams (QMTs), which play a critical role in safeguarding quality and safety in the field. QMTs are deployed to conduct quality assurance (QA) and quality control (QC) inspections at demining sites across the country, ensuring that all activities are implemented in accordance with approved Standard Operating Procedures (SOPs) and the CMAS. This ensures that land released to communities is safe, fit for use, and that the confidence of beneficiaries is maintained.

In parallel, the project will continue to support the revision and development of CMAS, ensuring that national standards remain aligned with:

- the evolving priorities of the National Mine Action Policy 2026–2035;
- the latest International Mine Action Standards (IMAS);
- and emerging good practices, including those related to gender mainstreaming, environmental management, and climate-sensitive operations.

By strengthening CMAA's quality management systems and supporting continuous improvement of CMAS, this activity will help maintain the high safety, technical, and ethical standards that underpin Cambodia's mine action sector, contributing to both community safety and the credibility of the national program at the international level.

Output 2: Explosive ordnance victims and vulnerable groups have extended access to emergency assistance, health care, rehabilitation, and inclusive livelihood opportunities.

Victim assistance remains a key pillar of humanitarian mine action in Cambodia, contributing to the country's commitments under the Convention on the Rights of Persons with Disabilities (CRPD) and the Anti-Personnel Mine Ban Convention (Ottawa Convention). Through this output, the project will work to ensure that explosive ordnance survivors, including women, men, boys, and girls, and other vulnerable groups have expanded and equitable access to quality emergency assistance, health care, rehabilitation services, and inclusive livelihood opportunities. Particular attention will be given to addressing the differentiated needs of women and girls, who often face additional barriers in accessing services and economic opportunities.

The project, in partnership and coordination with relevant institutions, through existing coordination mechanisms (Technical Reference Group chaired by CMAA and Rehabilitation working group under Ministry of Social Affairs) will focus on building national and local capacities, strengthening coordination mechanisms, harmonizing referral systems and service mapping, and embedding victim assistance within national policies, legal frameworks, and disability-inclusive development strategies. Efforts will also promote access to social protection support and the socio-economic inclusion of survivors and their families through tailored livelihood support and by fostering linkages with national social

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protection programs — contributing to the broader goals of gender equality, social inclusion, and sustainable development.

Activity 2.1: Strengthen the capacity of volunteer groups, health centre personnel and provide first aid response to explosive ordnance survivors.

Timely and appropriate first aid is critical to increasing the survival rate and reducing long-term disabilities for explosive ordnance survivors. Under this activity, the project will collaborate with relevant partners to deliver the first aid training to local volunteer groups in affected villages. The objective is to build a sustainable "chain of survival" from the point of injury through access to emergency care, stabilization at local health centres, and referral to hospitals for further treatment.

Training will focus on life-saving interventions, trauma management and safe referral practices. These trainings will be delivered using adapted curricula aligned with national health standards and international good practice.

The activity will also support the provision of basic first aid supplies and equipment where needed, and foster stronger coordination between community volunteers, local health services, and hospital systems, helping to ensure that survivors receive timely, effective, and holistic care at all levels.

Activity 2.2: Support the harmonisation of the database, referral systems, and service mapping to facilitate the access and availability of essential health care for explosive ordnance survivors.

Effective and timely referral to appropriate health and rehabilitation services is often hindered by fragmented data and uncoordinated service networks. To address this, the project will support CMAA in strengthening and harmonizing its Victim Assistance database by ensuring the data is consistent with existing national health information systems of the Ministry of Health, physical rehabilitation centres data system of the Persons with Disabilities Foundation and the Social Service Case Management System of the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY). It will contribute to improve interoperability, data accuracy, and efficiency in tracking survivor needs and service provision.

In parallel, the project will assist CMAA in expanding and regularly updating its service mapping of available health, rehabilitation, and psychosocial services, in close coordination with relevant ministries, local authorities, service providers and health care providers. This mapping will be used to develop more robust referral pathways and coordination mechanisms, ensuring that explosive ordnance survivors, including women, men, and children, can access the full continuum of care.

These efforts will also contribute to building an integrated and survivor-centred approach to victim assistance and will strengthen CMAA's role in coordinating cross-sectoral support in line with national policies and international obligations.

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Activity 2.3: Strengthen the capacity_and long-term sustainability of rehabilitation centres, to ensure the provision of quality services — including assistive devices, physiotherapy, and psychosocial support — for explosive ordnance survivors and persons with disabilities.

Cambodia's eleven physical rehabilitation centres, operated by government and relevant partners including the People with Disabilities Foundation (PwDF), provide essential services such as prosthetics, orthotics, physiotherapy, and psychosocial support to persons with disabilities, including survivors of landmines and explosive remnants of war.

This project will continue to strengthen the technical and operational capacity of these centres, with a focus on maintaining service quality and promoting long-term sustainability. The PwDF is developing a strategy on the delivery of rehabilitation services. The project will support the PRCs in implementing the strategy with an emphasis on three areas: (1) quality or service provision, (2) institutional capacity development and human resources, and (3) monitoring and evaluation of the services. Advocacy efforts will be conducted in parallel to support the alignment of PRCs business model with other social services.

The project will also support community-level outreach services, which are vital for extending access to rehabilitation, especially in rural and remote areas. These mobile services offer on-site repairs, assistive device maintenance, and screening for new survivors, helping to overcome barriers related to distance, mobility, and cost, particularly for women. Efforts will also focus on improving the efficiency and skills of rehabilitation staff, including physiotherapists, prosthetists, and orthotists, to ensure high-quality service delivery. By integrating rehabilitation into broader government systems and promoting inclusive, gender-responsive approaches, the project will help build a more resilient and accessible rehabilitation sector—aligned with Cambodia's commitments under the CRPD and national disability strategic plan.

Activity 2.4: Deliver tailored livelihood support, vocational training, and access to income-generating opportunities to promote socio-economic inclusion in coordination with government's social protection initiatives.

Economic empowerment is vital for the social inclusion and resilience of persons with disabilities and EO survivors. The project will provide vocational training, business development support, and others support to help the explosive ordnance survivors and their family to start or expand income-generating activities.

Delivered in partnership with local authorities and disability-inclusive organizations, the initiative will be gender-responsive and implemented in collaboration with provincial Vocational Training Centres, offering Technical and Vocational Education and Training (TVET) to survivors and their families.

The project will also strengthen links with government social protection schemes, employment services, and private sector actors to reduce poverty and promote sustainable livelihoods. These efforts align with Cambodia's commitments under the CRPD and national

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development priorities, contributing to greater socio-economic inclusion for persons with disabilities.

Activity 2.5: Strengthen the knowledge of existing policies, legal frameworks, and guidelines related to victim assistance among relevant stakeholders at the subnational level

Cambodia has made significant progress in advancing the rights of persons with disabilities, including landmine and explosive ordnance survivors, through the development of national laws, policies, and institutional mechanisms. These include the Cambodian Mine Action Standards (CMAS), the National Guidelines on Victim Assistance, the Law on the Protection and the Promotion of the Rights of Persons with Disabilities (2009), and the National Disability Strategic Plan 2024–2028.

However, these legal and policy frameworks on disability and victim assistance are not widely disseminated or well understood by relevant stakeholders at the grassroots level.

To address this gap, the project will continue to support the Department of Victim Assistance of the Cambodian Mine Action and Victim Assistance Authority (CMAA) in strengthening the implementation of disability and victim assistance policies at the subnational level through the victim assistance network and technical reference group (TRG). This includes engaging stakeholders such as mine action actors, organizations of persons with disabilities, civil society organizations, local authorities, and mine/ERW survivors and their families through dissemination meetings, workshops, and forums. This initiative aims to ensure that all relevant stakeholders particularly at the provincial, district, and commune levels are equipped with the knowledge and tools necessary to effectively implement and monitor disability-related policies. As part of this effort, psychosocial services and training will be provided to survivor networks to enhance their emotional well-being and confidence, enabling them to access available services and advocate for their rights more effectively.

Output 3: CMAA capacity is enhanced to manage contamination, uphold international commitments, and contribute to international cooperation.

The CMAA plays a central role in leading and coordinating Cambodia's mine action sector, ensuring that efforts to address contamination are effective, accountable, and aligned with national development priorities and international obligations. As Cambodia approaches its 2030 mine-free target, sustaining progress will require continued strengthening of CMAA's institutional capacity to manage residual contamination, coordinate sector-wide action, and engage meaningfully in international cooperation.

Through this output, the project will support CMAA in enhancing its ability to implement and monitor the National Mine Action Policy (2026-2035), improve the efficiency and effectiveness of operational planning and delivery, and further strengthen its information management systems. The project will also promote CMAA's participation in regional and global initiatives, contributing to the exchange of knowledge and best practices, and reinforcing Cambodia's leadership role within the international mine action community.

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By doing so, the project will contribute to building a mine action sector that is nationally owned, well-coordinated, and capable of sustaining results beyond the current project phase, in line with Cambodia's commitments under the Anti-Personnel Mine Ban Convention (Ottawa Treaty) and other relevant international frameworks.

Activity 3.1: Support national capacity to respond to residual contamination, coordination of the Mine Action Sector and implementation of the National Mine Action Policy

With the upcoming adoption of Cambodia's National Mine Action Policy 2026–2035, the country is entering a new phase of mine action, one that will require a shift from large-scale clearance towards the effective management of residual contamination and the long-term sustainability of sector governance. This need is emphasized in the independent evaluation of the CfRIV. Through this activity, the Project will support CMAA in enhancing the institutional capacity needed to implement and coordinate the new policy framework and to lead the mine action sector in this evolving context.

Drawing on UNDP's technical expertise and long-standing partnership with CMAA, the Project will contribute to the implementation of selected priorities under CMAA's Capacity Development Plan (CDP), with the goal of enhancing CMAA as the national institution capable of managing residual threats.

The Project will assist the Government in developing a comprehensive residual threat management strategy, supported by appropriate legal and institutional frameworks. It will also help CMAA assess the organizational and financial capacities required by other relevant government actors to absorb long-term responsibilities for managing residual contamination. In parallel, the project will support CMAA in the development of national mine action standards to guide the management of residual threats, ensuring alignment with international good practice and evolving operational realities.

The project will continue to assist CMAA in contracting and deploying Explosive Ordnance Disposal (EOD) teams to provide rapid response to residual contamination in areas declared mine-free, helping to sustain public confidence and safety.

In line with the National Mine Action Policy 2026–2035 and the recommendations of the CfR IV evaluation, the Project will support CMAA and the Royal Government of Cambodia in the development of a **costed, sector-wide transition roadmap** to guide the post-2030 phase of mine action. As Cambodia is expected to complete large-scale landmine clearance by 2030, the roadmap will guide the progressive shift of the sector toward the management of all explosive hazards, residual contamination, including institutional arrangements, financing needs, and the gradual integration of mine action functions into relevant national systems. This will ensure continuity of essential capacities, sustained national ownership, and long-term safety beyond the mine-free milestone.

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Activity 3.2: Support engagement in international and regional initiatives and partnerships.

As a State Party to the Anti-Personnel Mine Ban Convention (Ottawa Convention), Cambodia has demonstrated long-standing commitment to fulfilling its international obligations and contributing to the global mine action community.

Through this activity, the project will support CMAA in further strengthening its engagement in international and regional initiatives, in line with the priorities outlined in the National Mine Action Policy 2026–2035 and Cambodia's international commitments. This will include technical and logistical support to:

- Contribute actively to treaty processes under the Ottawa Convention, including the submission of high-quality reports, participation in key international meetings, and advocacy for Cambodia's 2030 objective;
- Collaborate with regional cooperation platforms, particularly the ASEAN Regional Mine Action Centre (ARMAC);

Through these efforts, the project will help reinforce Cambodia's leadership role within the international mine action community, while promoting mutual learning and fostering partnerships that contribute to the achievement of its 2030 mine-free goal.

Activity 3.3: Support the continuous improvement of efficiency and effectiveness of planning and delivery of mine action activities and its information management systems.

As Cambodia advances toward its 2030 mine-free goal, effective planning and strong information management are essential to ensure impact and sustainability. This activity will support CMAA in strengthening its data systems, enabling accurate and timely reporting across all mine action pillars. It will also help update the Cambodian Mine Action Standards (CMAS) to reflect international best practices, including gender mainstreaming.

Using data from the 2025 Comprehensive Baseline Survey, the project will assist CMAA in improving task prioritization and resource allocation through evidence-based and gender-responsive approaches. It will also support the implementation of CMAS provisions on gender, including practical tools, training, and initiatives to promote inclusive decision-making and strengthen internal capacity.

By enhancing CMAA's ability to plan, coordinate, and monitor mine action activities transparently and effectively, the project will contribute to a more responsive and inclusive mine action sector, aligned with national policy goals and Cambodia's 2030 target

Output 4: Cleared land is productively used for early recovery, sustainable livelihoods, local economic and social development.

Ensuring that cleared land is returned to productive use and contributes to inclusive local development is a key objective of mine action in Cambodia. As the country advances toward its 2030 mine-free target, there is increasing emphasis on ensuring that land release efforts

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not only reduce contamination but also generate tangible socio-economic benefits for affected communities—particularly for vulnerable groups, including women, persons with disabilities, and marginalized populations. In recent contexts affected by displacement and conflict, land release also provides the essential precondition for early recovery, enabling safe return, resettlement, and the restoration of community services and livelihoods.

The post clearance assessments have highlighted that 5 percent of cleared land has not returned to productive use at least one year post clearance. Under this output, the project will adopt a more outcome-oriented approach to land release, supporting initiatives that maximize the use of cleared land for livelihood improvement and local economic development. Activities will include:

- Identifying barriers to productive use
- Facilitating safe return and early recovery planning in cleared areas
- Promoting sustainable land management practices

The project will also promote climate-sensitive and environmentally sustainable land use, aligned with Cambodia's national development strategies and its commitments to the Sustainable Development Goals (SDGs).

By doing so, the project will help ensure that the long-term benefits of land release contribute meaningfully to poverty reduction, resilience building, and inclusive economic growth in mine-affected communities.

Activity 4.1: Conduct assessments to evaluate land use patterns and identify barriers to the productive use of released land.

While land release in Cambodia has made significant progress, ensuring that cleared land supports local livelihoods and economic development remains a challenge—especially for vulnerable groups. There is a need to better understand post-clearance land use and the barriers that limit its productive potential, particularly for vulnerable groups. Post clearance assessments have shown that when cleared land has return to productive use, its value has on average been multiplied by 4.2. It is therefore crucial to understand any potential or existing barriers.

This activity will support CMAA in strengthening post-clearance monitoring through its Performance Monitoring System (PMS), helping to assess the socio-economic outcome of land release and identify access challenges. In parallel, the project will promote the use of pre-clearance assessments to help prioritize land that offers strong potential for productive use. For example, the project will assist CMAA and partners in identifying partially contaminated agricultural land or other priority areas where land release could be directly linked to pilot initiatives that promote sustainable and inclusive land use.

By enhancing both pre- and post-clearance assessment, this activity will contribute to making land release more development-oriented, ensuring that mine action efforts deliver lasting benefits for affected communities.

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Activity 4.2: Design and implement pilot initiatives to promote sustainable and inclusive use of released land to contribute to early recovery and improve livelihoods and local economic development.

Building on the findings of pre- and post-clearance assessments, the project will support the design and implementation of pilot initiatives aimed at promoting the sustainable and inclusive use of released land, with the goal of contributing to improved livelihoods and local economic development in affected communities.

These initiatives will be developed in close coordination with CMAA, relevant government agencies, local authorities, and development partners, and will be adapted to local contexts and needs. Depending on the opportunities identified, pilots may focus, for example, on the productive use of cleared agricultural land in partnership with organizations that can support farmers and rural livelihoods.

The exact modalities of these initiatives, including CMAA's role and linkages with other government programs, will be further refined over the course of project implementation, in line with the evolving policy and operational context, and informed by lessons learned and emerging good practices.

By taking an iterative, adaptive approach, this activity will contribute to ensuring that land release delivers meaningful and sustainable socio-economic outcomes for affected communities.

3.2. Resources Required to Achieve the Expected Results

3.2.1 Personnel resources

Implementation: CMAA

The Project will be implemented by CMAA, who will daily supervise the Government staff assigned to the Project as well as the Project personnel (see Project structure below). CMAA staff will be responsible for the implementation of the project activities with technical and advisory support from the UNDP project team.

Programme Assurance and Oversight: UNDP

UNDP Programme team will closely work with CMAA to provide oversight and advisory support, particularly in area such as programming quality, financial management, procurement processes, monitoring, evaluation, reporting, and cross-cutting issues including gender mainstreaming, environmental safeguards, and socio-economic impacts of land clearance. UNDP will provide overall quality assurance in accordance with its rules and procedures and the requirements of donor agreements.

Technical Assistance: UNDP

To ensure successful project implementation, CMAA will be supported by a project team consisting of:

1. **Project Coordination Specialist:** responsible for providing overall strategic and management advice as well as overall project coordination support to CMAA;

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2. **National Mine Action Advisor:** responsible for providing technical support and guidance to CMAA and MAPUs on matters related to Output 1 and 3;
3. **Victim Assistance Specialist:** responsible for providing technical support and guidance on activities related to Output 2;
4. **Communication Officer:** responsible for handling media relations in close collaboration with UNDP communication team, creating content for various platforms, and supporting advocacy and outreach efforts to engage stakeholders and enhance visibility;
5. **Project Administration and Finance Assistant:** responsible for providing guidance and support to CMAA and the team on matters related to financial and asset management, and logistics;
6. **Project Driver**

Additionally, UNDP will mobilize its internal experts from the Country Office, the regional hub, headquarters, and other partners to support the project, as required.

3.2.2. Partnership

In addition to the formal partnership between CMAA and UNDP, the Project will support coordination with development partners, MAPU, PMACs, demining operators, and local authorities in target districts to support the national mine action capacity so that the RGC and non-governmental actors are prepared to address residual challenges for land release and poverty reduction beyond the time frame of the Project. The Project will also collaborate with other government ministries and civil society organizations and the private sector for greater synergy and impact on the post clearance land use. Under the victim assistance component, the Project will leverage the expertise and partnership with local and international organizations with a strong record of experience and expertise in the fields. The project will work in close collaboration with the Ministry of Social Affairs, Veterans and Youth Rehabilitation, the National Social Protection Council, the Ministry of Labor and Vocational Training to promote access to social services, social protection, vocational training and employment opportunities for victims of explosive ordnances and their families and integration of VA in relevant policies and strategies. At the regional level, the Project will work with the ASEAN Regional Mine Action Centre (ARMAC), which is mandated to facilitate cooperation within and between its Member States and relevant institutions to enhance awareness programmes on the dangers of ERW among affected communities. UNDP has a standing MOU with ARMAC that can be leveraged for ASEAN sub-regional cooperation. Furthermore, regional collaboration can be facilitated with UNDP Mine Action projects in Lao PDR and Viet Nam. Coordination/ cooperation can also be facilitated with the UN Liaison to the ASEAN/ Departments of Political and Peacebuilding Affairs and Peace Operations (DPPA-DPO), and other UN Agencies.

3.2.3. Risks and Assumptions

The following potential risks were identified and further elaborated on in the Risk Log in Annex 3:

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1. **Reduced level of Official Development Assistance:** Cambodia's expected graduation from LDC status in 2029 and the shift of donor priority on mine action to crisis countries. The project may not be able to successfully mobilize required financial resources to meet the project objective.
2. **Limited access to the border clearance:** There is a risk of delay of clearance operations in hazardous areas along international borders due to border conflict, unclear border demarcation and limited access due to the Cambodia and Thailand border tension. This will hinder progress toward the commitments under Article 5 of the Anti-Personnel Mine Ban Convention (APMBC) for a mine-free status by 2035 and affect the achievement of Project Output 1 on land release.
3. **The disengagement of donors and international organisations from the rehabilitation centres:** the current business model of rehabilitation centers shows a clear lack of sustainability if international support will decrease and/or withdraw.
4. **Stakeholders would complain about the inclusiveness, effectiveness, and efficiency** of project support on livelihood and skill training to landmine survivors or their family members. This would lead to reputational risk for the project, its effectiveness, and the disengagement of stakeholders from the project.
5. **Environmental and Ecosystem Impacts:** There is a risk that the project could involve or lead to adverse impacts to habitats and/or ecosystems adverse impacts on soils, through the land clearance activities. The project will follow the Cambodian Mine Action Standards and the latest techniques to ensure the impact is very minimal.
6. **Cleared land is not productively used after release:** Barriers such as insecure land tenure, limited access to resources (finance, tools, water, seeds), insufficient technical knowledge, lack of inclusive support for vulnerable groups, or climate/environmental challenges. The project will monitor post-clearance land use, conduct feasibility study and design interventions to support land use and local economic development.
7. **Indigenous People Concern:** The project could be undertaken in the areas where indigenous people are present; on lands and territories claimed by indigenous people. The Indigenous communities may not be properly consulted. It may have positive or negative impacts on the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples. Project mine clearance operations may be affected (Output 1) and could have negative impacts on human rights, natural resource management.
8. **Demining accident:** This risk is linked with Human error, equipment malfunction, technical limitation, condition of mine, condition of terrain, etc. This may cause Human error, equipment malfunction, technical limitation, condition of mine, condition of terrain, etc.

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3.2.4. Stakeholder engagement

The Primary Target Groups are communities benefiting from safe land (land clearance), the CMAA and MAPUs, and other implementers (institutional development), victims/ survivors and their households (access to healthcare and livelihood services), communities, and local police (EORE education). Stakeholders will be consulted throughout Project implementation and quarterly monitoring activities, and by the Technical Working Group – Mine Action (TWG-MA) led by CMAA.

UNDP is highly committed to social and environmental standards. A Social and Environmental Risk Screening was completed for this project. Moreover, a grievance mechanism that is anonymously accessible is available to receive and address concerns by stakeholders. It can be accessed at <https://www.undp.org/accountability/audit/secu-srm/social-and-environmental-compliance-review>. Specific issues related to sexual exploitation and abuse can be submitted to <https://www.undp.org/accountability/prevention-and-response-sexual-misconduct> or [Protection from Sexual Exploitation, Abuse, and Sexual Harassment | United Nations in Cambodia](#).

3.2.5. South-South and Triangular Cooperation (SSC/TrC)

Cambodia, through the Cambodian Mine Action and Victim Assistance Authority, has emerged as a regional leader in mine action, with decades of experience in policy development, operational coordination, and victim assistance. The Project will actively promote South-South Cooperation (SSC) by facilitating the sharing of Cambodia's expertise and lessons learned in support of the National Mine Action Policy (NMAP) 2026–2035.

In close coordination with CMAA leadership, the Project will provide technical and advisory support to strengthen Cambodia's role as a knowledge provider in the ASEAN region and beyond. Knowledge products—including briefing notes, case studies, videos, and articles—will be developed to document and disseminate best practices and innovations from Cambodia's mine action sector.

2.2.6. Digital solutions

The project will support CMAA in the management of a comprehensive Performance Monitoring System (PMS). This system harnesses digital technology to collect, analyse, and visualize data from nationwide mine clearance operations. By producing timely, evidence-based annual reports, the PMS strengthens sector-wide accountability and highlights the transformative impacts of land release on communities.

Key Digital Solutions Integrated in the PMS include:

- GIS Mapping & Spatial Analysis (ArcGIS, Arc pro in IMSMA core): Track contamination zones, visualize cleared areas, and guide evidence-based planning for future clearance priorities.

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- Mobile Data Collection (Field map, Survey123): Enable demining teams and community liaison officers to capture clearance data, community risk information, and feedback in real time.
- Mine Action Dashboards (Arc GIS online in IMSMA core): Provide CMAA, development partners, and stakeholders with interactive, near real-time visualizations of clearance progress, socio-economic impact, and geographic coverage.
- Remote Sensing & Drone Imagery: Improve terrain analysis, optimize clearance strategies, and verify post-clearance land use, particularly in hard-to-reach or high-risk areas.

3.2.7. Knowledge Management

The following knowledge products (see Table 2) will be developed by the CfRV Project, with the primary objective of capturing lessons and experiences from the entire CfR Project (2006-2030) to ensure the experience of Cambodia and its excellent results are not lost.

Table 2: Knowledge Project/Activity

Knowledge Product/Activity	Deliverable	When and Who
Lessons Learned Reports	Programmatic Lessons Learned	Mid-term and final stages of CfRV implementation / Programme Analyst
Briefing Papers	1. Data Management in Mine Action 2. Mine Action Sector Coordination	One Briefing Paper prepared each year of Project implementation International Project Coordination Specialist and National Mine Action Advisor
Project's visibility	Develop a communication strategy covering the entire phase V, that will contribute to increasing visibility of the project and awareness of development partners and the Cambodian people. <u>5</u> videos prepared. Interviews with communities and officials from a sample village in each phase of the Project. Demonstrate the value of mine action, villagers' views on mine action, and how mine action contributes to human	Project Coordination Specialist with the support of the UNDP Communications Team

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	development and poverty reduction. Develop a quarterly newsletter of the project, featuring key developments and beneficiaries across the 4 outputs.	
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3.2.8. Sustainability and Scaling Up

The project aims to improve safety and livelihoods in landmine-contaminated communities through land clearance, risk mitigation, Explosive Ordnance Risk Education (EORE), and enhanced access to rehabilitation services and livelihood support. A core focus is on strengthening national capacity, including human resources, institutional assets, and regulatory frameworks, for effective planning, implementation, coordination, and monitoring. This foundation fosters national ownership and ensures sustainability beyond the project cycle.

Through strategic support to the Cambodian Mine Action and Victim Assistance Authority, the project enhances coordination mechanisms and mobilizes partnerships toward achieving a mine-free Cambodia. Establishment of national capacity to address residual threat through the establishment of an EOD team at the provincial level is a crucial step towards sustainability of the mine sector as the country moves towards a mine-free goal.

The project also contributes to scaling up by improving technical and quality standards in physical rehabilitation centres, enabling replication of best practices across provinces. Targeted livelihood training equips mine victims and their families with market-relevant skills, promoting economic inclusion and resilience. These interventions are designed to be scalable and adaptable to other vulnerable communities.

CFRV deepens the sustainability plan by embedding mine action within broader socio-economic development spectrum and ensuring that cleared land becomes a springboard for inclusive growth. Building on the institutional foundations laid in CFRIV, CFRV shifts toward a more outcome-oriented and area-based approach, aligning land release with Cambodia’s national development priorities and the Sustainable Development Goals (SDGs) (output 4).

To ensure sustainability and continuous improvement, the project integrates impact assessment mechanisms and adaptive management strategies. The exit strategy focuses on transferring knowledge, tools, and systems to national institutions and local stakeholders, ensuring continuity of services and benefits. This approach reinforces long-term sustainability and supports the scaling up of mine action efforts within Cambodia and potentially across the ASEAN region.

IV. Project Management

4.1. Cost Efficiency and Effectiveness

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To ensure cost efficiency of land release (survey and clearance), the project will conduct a competitive procurement process, awarding contracts to the most efficient and effective operators. The project budget estimate for land release applies the median cost between the average cost under CfRIV (USD 0.14 per square meter) and the official unit cost reported by CMAA to the Ottawa Mine Ban Convention (USD 0.28 per square meter). The latter considered a broader range of operators in the official calculation, as well as the anticipation that future clearance efforts will move closer to the Thai border, where contamination is expected to be denser and more complex. Should actual procurement costs be lower than projected, the project will either expand the total area released or reallocate the resulting savings to strengthen response capacity—particularly by addressing residual contamination and increasing the number of Explosive Ordnance Disposal (EOD) teams.

The project will leverage other UNDP initiatives and other local and national actors on social protection, skills, and livelihood development to maximize the project's efficiency and impact.

4.2 Project Management

The project will be implemented under the National Implementation Modality (NIM). CMAA is the Implementing Partner (IP). Overall management of the project is led by the National Programme Director appointed by the IP. The project office is located at CMAA in Phnom Penh, where all activities will be planned, coordinated, and monitored. The project is governed by a Project Board, chaired by CMAA and comprising representatives from UNDP, project donors, and other key stakeholders. The project board will provide strategic guidance, ensure alignment with national priorities, and oversee progress throughout the implementation period. Financial management will follow UNDP's Harmonized Approach to Cash Transfers (HACT), with the IP responsible for timely financial reporting, compliance with audit requirements, and ensuring transparency and accountability.

The project will receive ten percent (10%) contribution from the Government will be managed by the implementing partner (IP) as parallel funding. The government will directly transfer the annual budget under the government contribution directly to the IP. The implementing partner shall report the project progress and financial expenditure in the required project reports. UNDP will not manage the disbursement of the government financial contribution, however, UNDP will review the project progress for those activities within the project under the government contribution. The scope of the project audit does not cover the government parallel funding.

To ensure proper donor visibility, the project logo, including donor logos, will be displayed on all promotional materials, publications, and project hardware. All citations and references to donor-funded activities will include appropriate acknowledgements. Information disclosure will be conducted in accordance with relevant policies, including the UNDP Disclosure Policy.

On-the-ground activities will be located in the provinces of Banteay Meanchey, Battambang, Preah Vihear, Pailin (for all outputs), and additionally Pursat, Koh Kong Oddar Meanchey, Siem Reap, Kampong Thom, Takeo, and Kampong Speu for explosive ordnance

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risk education, victim assistance and establishment of EOD team. The project will support land release and risk education in the areas affected by the border conflict in July 2025. The Project may also expand its land release operations in northeast provinces if operational priorities require it.

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V. Project Results Framework

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:											
By 2028, people in Cambodia, especially those at risk of being left behind, are healthier and benefit from improved gender responsive education and social protection.											
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:											
The area of mine contaminated land is cleared/released for safe access											
Baseline (2023): 287,654 ha											
Target (2028): 290,033 ha											
Applicable Output(s) from the UNDP Strategic Plan 2026-29:											
SP Output A.1.1: Economic opportunities expanded for people and enterprises to access decent jobs, trade and productive assets, including human capital, human mobility and sustainable energy.											
SP Output A.3.2: Stabilization, recovery, and reconstruction efforts resulted in improved access to essential services and infrastructure, revitalized local economies, successful reintegration of ex-combatants, and reduced social tensions among crisis-affected populations.											
CPD Output 1.3: Increased human security underpinned by mine action, which expands access to safe land, livelihood opportunities, and victim assistance (GEN 2)											
Project title and Quantum Project Number: Clearing for Results Phase V (CfRV)											
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	2026	2027	2028	2029	2030	Total 5 years	
Output 1: Communities' vulnerability to Explosive Ordnance threats is reduced in targeted areas.	1.1 Area of mine-affected land released (CPD Output Indicator 1.3.1)	CMAA/ UNDP records	425 km2	2025	19.7km2	19.7km2	19.3km2	19.3km2	18.8km2	96.8km2	Contractor reports
	1.2 Number of people benefiting from productive capacities and livelihood opportunities (CPD output indicator 1.3.2) (SADD ⁸)	CMAA/ UNDP records	1,371,677	2025	43,703 (50% women)	43,703 (50% women)	42,189 (50% women)	42,189 (50% women)	40,675 (50% women)	212,461 (50% women)	Annual reports

⁸ Sex and Age Disaggregated Data (SADD)

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	1.3 Percentage of minefield's size surveyed released through NTS as per NTS contract	CMAA/ UNDP records	16%	2025	13%	13%	13%	13%	13%	13%	Contractor reports
	1.4 Number of EORE Training of Trainer participants with increased understanding, demonstrated through pre- and post-testing	CMAA/ UNDP records	347 teachers (30% of women)	2025	80 (50% of women)	80 (50% of women)	80 (50% of women)	80 (50% of women)	80 (50% of women)	400 (50% of women)	CMAA PR Department reports
			323 police (10% of women)	2025	80 (10% of women)	80 (10% of women)	80 (10% of women)	80 (10% of women)	80 (10% of women)	400 (10% of women)	Pre and post-training surveys will be used to measure participants' understanding.
	1.5 Percentage of people in EORE campaign who report an increased awareness of mine/ERW risks post EORE campaigns.	CMAA/ UNDP records	80% (50% of women and girls)	2025	80% (50% of women and girls)	80% (50% of women and girls)	80% (50% of women and girls)	80% (50% of women and girls)	80% (50% of women and girls)	80% (50% of women and girls)	Annual village volunteer survey Pre and post-campaign surveys (random survey) will be used to measure recipients' awareness.
	1.6 Number of QA/QC Inspections completed annually by CMAA	CMAA/ UNDP records	15,881 (<5% critical issues identified)	2025	4,032	4,032	4,032	4,032	4,032	20,160	Annual Report from the Regulation and Monitoring Department
Output 2: <i>Explosive ordnance victims and vulnerable groups have extended</i>	2.1. Number of health centre staff and village health support group (VHSG) received first aid training to save	CMAA/ UNDP / RP records	508 (206 women) health centre staff and VHSG	2025	500 (200 women) health centre staff and VHSG	500 (200 women) health centre staff and VHSG	500 (200 women) health centre staff and VHSG	500 (200 women) health centre staff and VHSG	500 (200 women) health centre staff and VHSG	2,500 (1,000 women) health centre staff and VHSG	Reports from partners

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access to emergency assistance, health care, rehabilitation and inclusive livelihood opportunities.	the lives of mine/ERW victims (SADD)										
	2.2. Number of databases, mechanisms, and/or systems for victim assistance enhanced	CMAA record	0	2025	1 (referral pathway mechanism)	2 (VA data management system and service mapping system)					Reports from partners
	2.3 Number of people with phantom limb pain who received mirror therapy training (5% of women) (SADD)	CMAA/ UNDP / RP records	505 (21 women)	2025	500 (25 women)	500 (25 women)	500 (25 women)	500 (25 women)	500 (25 women)	2,500 (125 women)	Reports from partners
	2.4. Number of students registered to study the physiotherapy course (PT) at the University of Health of Sciences and prosthetic and orthotic course (PO) at the Cambodian School of Prosthetics and Orthotics (SADD)	CMAA/ UNDP / RP records	34 (30 PT, 4 PO) (30% of women)	2025	n/a	9 (8 PT, 1 PO) (40% of women)	9 (8 PT, 1 PO) (40% of women)	9 (8PT, 1 PO) (40% of women)	n/a	9 (8 PT, 1 PO) (40% of women)	Reports from partners
	2.5 Number of people with disabilities, including Mine/ERW survivors, who received rehabilitation services from Physical Rehabilitation Centres (PRCs). (SADD)	CMAA/ UNDP records	41,883 persons with disabilities (17,979 Mine/ERW survivors)	2025	12,000 persons with disabilities (5,000 Mine/ERW survivors)	12,000 persons with disabilities (5,000 Mine/ERW survivors)	12,000 persons with disabilities (5,000 Mine/ERW survivors)	12,000 persons with disabilities (5,000 Mine/ERW survivors)	12,000 persons with disabilities (5,000 Mine/ERW survivors)	60,000 persons with disabilities (25,000 Mine/ERW survivors)	PRC statistics from PRCs.

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	2.6 Number of victims of explosive ordnance benefiting from skills training, jobs and improved livelihood opportunities (CPD output indicator 1.3.2) (SADD)	CMAA UNDP records	845 (358 women)	2025	150 (50 women)	150 (50 women)	150 (50 women)	150 (50 women)	150 (50 women)	750 (250 women)	Report from partners
	2.7 Scale of satisfaction on rehabilitation, psychosocial support, disability rights, healthcare, social participation, and economic inclusion by survivors.	CMAA/ UNDP reports	2.8/5 5 = strongly agree, 4 = agree, 3 = average, 2 = disagree, and 1 = not at all	2025	3.0/5	3.2/5	3.5/5	3.7/5	4.0/5	4.0/5	CMAA, quality of life survey.
Output 3: CMAA capacity is enhanced to manage contamination, uphold international commitments, and contribute to international cooperation.	3.1 Percentage of National Mine Action Policy priority actions implemented or advanced with the project's support	CMAA/ UNDP records	0	2025	10%	20%	30%	40%	50%	50%	Target measures based on the CMAA's annual work plan and annual reports.
	3.2 Number of Explosive Ordnance Disposal (EOD) tasks responded	CMAA / UNDP records	736 (7 months)	2025	1,440	2,160	2,160	2,880	2,880	8,640	Reports from the responsible party agreements.
	3.3 Number of people living near mine/ERW discovery sites who received EORE sessions from the EOD teams (SADD)	CMAA / UNDP records	11,200 (40% of women) (7 months)	2025	19,200 (50% women)	28,800 (50% women)	28,800 (50% women)	38,400 (50% women)	38,400 (50% women)	153,600 (50% women)	Reports from responsible party agreements.
	3.4 Percentage of progress towards the design and	CMAA / UNDP Records	0	2025	10%	20%	40%	60%	80%	80%	New plan to be designed and adopted in 2026.

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	<i>implementation of the new Capacity Development Plan</i>										
Output 4 Cleared land is productively used for sustainable early recovery, sustainable livelihoods, local economic and social development.	4.1 % of cleared land brought into productive use (disaggregated by type: agriculture, housing, community infrastructure)	<i>CMAA/ UNDP records</i>	95%	2025	95%	96%	96%	97%	97%	97%	<i>CMAA Reports.</i>
	4.2 Percentage increase in household income or food security in target communities attributable to cleared land use.	<i>CMAA / UNDP Reports</i>	68%	2025	N/A	20%	20%	20%	20%	20%	<i>PMS reports.</i>
	4.3 Number of areas where pilot initiatives have been designed and implemented.	<i>CMAA / UNDP Reports</i>	0	2025	1	3	3	5	5	17	<i>Mine Action operator and other implementing partner.</i>

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VI. Monitoring and Evaluation

Following the UNDP Programme Operations Policies and Procedures (POPP), a monitoring and evaluation plan will be developed as follows:

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

- The TWG-MA Joint Monitoring Indicators submitted to the Prime Minister annually;
- The CMAA Information Management System for Mine Action (IMSMA).

Other sources of data include:

- Any other Project-specific/ Development Partners Monitoring System as deemed suitable by the Data Base Unit (DBU).

The CMAA DBU will maintain a monitoring system and tools, and coach and mentor relevant CMAA staff to apply them.

An independent mid-term evaluation of the Project will be conducted before the end of 2028, to assess the project implementation progress and inform mid-course adjustment if needed to reflect any changing context, challenges and emerging opportunities. The Terms of Reference and selection of the evaluator (s) will be prepared and managed in close consultation with CMAA. The project donors and key stakeholders will be closely engaged in the evaluation process. A final independent evaluation will be conducted at the end of the Project in 2030.

6.1. Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify	Quarterly	Risks are identified by project management and		

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the	Semi-annually, Annually, and at the end of the project (final report)		CMAA/ UNDP	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
	annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Twice a year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project board members	Meeting cost

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6.2. Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-term review	CMAA	SP Outputs A1.1 and A3.2	1	Q3 2028	Project donors, demining operators, MEF, MOSVY/ PWDF, NGO Partners, provincial authorities, project target groups.	USD 23,000 (Project budget)
Project Final Evaluation	CMAA	SP Outputs A1.1 and A3.2	1	Q2 2030	As above	USD 25,000 (Project budget fund)

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VII. Multi-Year Budget Workplan

Project Outputs	Resp. Party	Budget Code	Descriptions	Multi-Year Budget 2026-2030						Funding Sources
				2026	2027	2028	2029	2030	Total	
Output 1: Communities' vulnerability to the Explosive Ordnance threat is reduced in targeted areas										
Activity 1.1: Release mine-contaminated land	CMAA	72100	NTS and BLS	213,300	213,300	213,300	213,300	213,300	1,066,500	Donor
	CMAA	72100	Mine clearance in the target provinces	3,178,560	3,178,560	3,078,560	3,078,560	2,728,831	15,243,073	Donor
	UNDP	75100	GMS	271,349	271,349	263,349	263,349	235,371	1,304,766	Donor
Total Activity 1.1				3,663,209	3,663,209	3,555,209	3,555,209	3,177,502	17,614,339	
Activity 1.2: Deliver Explosive Ordnance Risk Education (EORE) to at-risk populations through Training of Trainers (ToT) and awareness campaigns,	CMAA	71600	Meeting with provincial authorities to strengthen the EORE delivery	2,500	2,500	2,500	2,500	2,500	12,500	GPF
	CMAA	71600	Monitor and assess operators' compliance with CMAS on EORE	2,500	2,500	2,500	2,500	2,500	12,500	GPF
	CMAA	72800	Support equipment for EORE activities	4,000		4,000			8,000	Donor
	CMAA	74200	Produce EORE educational materials	10,000	10,000	10,000	10,000	10,000	50,000	Donor
				7,500	7,500	7,500	7,500	7,500	37,500	GPF
	CMAA	75700	Support National Mine Awareness Action Day	5,000	5,000	5,000	5,000	5,000	25,000	Donor
	CMAA	75700	Organize EORE campaigns in high-risk areas	10,000	10,000	10,000	10,000	10,000	50,000	Donor
	CMAA	75700	ToT trainings to police officers and teachers on risk education	22,000	22,000	22,000	22,000	22,000	110,000	Donor
	CMAA	75700	Support EORE-TRG Meeting	4,000	4,000	4,000	4,000	4,000	20,000	Donor
UNDP	75100	GMS	4,400	4,080	4,400	4,080	4,080	21,040	Donor	
Total Activity 1.2				71,900	67,580	71,900	67,580	67,580	346,540	
Activity 1.3: Revising and developing as needed Cambodian Mine Action Standards	CMAA	72300	Equipment, uniforms including boots, hats, for R&M and QM			2,000		1,500	3,500	Donor
				23,300		7,000		7,000	37,300	GPF
	UNDP	75100	GMS	-	-	160	-	120	280	Donor

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Project Outputs	Resp. Party	Budget Code	Descriptions	Multi-Year Budget 2026-2030						Funding Sources
				2026	2027	2028	2029	2030	Total	
Total Activity 1.3				23,300	-	9,160	-	8,620	41,080	
Activity 1.4: Advisory Support under Output 1	UNDP	61300	Project Coordination Specialist	57,767	66,169	69,478	72,951	76,599	342,964	Donor
	UNDP	71400	Mine Action Advisor	60,862	69,715	73,201	76,861	80,704	361,343	Donor
	UNDP	75100	GMS	9,490	10,871	11,414	11,985	12,584	56,345	Donor
Total Activity 1.4				128,119	146,755	154,093	161,797	169,887	760,651	
TOTAL OUTPUT 1				3,886,528	3,877,544	3,790,362	3,784,586	3,423,586	18,762,610	
Output 2: Explosive ordnance victims and vulnerable groups have extended access to emergency assistance, health care, rehabilitation, and inclusive livelihood opportunities.										
Activity 2.1: Strengthen the capacity of Rehabilitation centre personnel on first aid response to explosive ordnance survivors.	UNDP	72100	First aid training	20,000	20,000	20,000	20,000	20,000	100,000	Donor
	UNDP	75100	GMS	1,600	1,600	1,600	1,600	1,600	8,000	Donor
Total Activity 2.1				21,600	21,600	21,600	21,600	21,600	108,000	
Activity 2.2: Support the harmonization of databases, referral systems and service mapping to facilitate the access and availability of essential medical care for explosive ordnance survivors.	CMAA	71600	Service mapping - data collection	7,000	7,000	7,000	7,000	7,000	35,000	Donor
				4,000	4,000	4,000	4,000	4,000	20,000	GPF
	CMAA	71600	QLS Volunteer Survivor Network	25,000	25,000	25,000	25,000	25,000	125,000	Donor
	CMAA	72800	Office equipment (25 tablets and 5 laptops)	20,000					20,000	GPF
	CMAA	75700	Training to VSN on the data collection	6,000	6,000	6,000	6,000	6,000	30,000	Donor
	CMAA	75700	Establishment of referral mechanism	6,000	6,000	6,000	6,000	6,000	30,000	Donor
				5,000	5,000	5,000	5,000	5,000	25,000	GPF
	UNDP	75100	GMS	3,520	3,520	3,520	3,520	3,520	17,600	Donor
Total Activity 2.2				76,520	56,520	56,520	56,520	56,520	302,600	

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Project Outputs	Resp. Party	Budget Code	Descriptions	Multi-Year Budget 2026-2030						Funding Sources
				2026	2027	2028	2029	2030	Total	
Activity 2.3: Strengthen the capacity of rehabilitation sectors including physiotherapy, and psychosocial support	UNDP	71600	Rehabilitation outreach services	40,000	40,000	30,000	30,000	20,000	160,000	Donor
	UNDP	71600	Field monitoring missions	2,500	2,500	2,500	2,500	2,500	12,500	Donor
	UNDP	72100	Mirror therapy	15,000	15,000	15,000	15,000	15,000	75,000	Donor
	UNDP	72300	Support the rehabilitation centre	60,000	60,000	50,000	50,000	40,000	260,000	Donor
	UNDP	75700	Scholarship support to 1 PO and 8 PT students	-	19,435	19,435	19,435		58,305	Donor
	UNDP	75700	Capacity building, institutional and system strengthening for PWDF and PRCs	10,000	10,000	10,000	10,000	10,000	50,000	Donor
	UNDP	75100	GMS	10,200	11,755	10,155	10,155	7,000	49,264	Donor
Total Activity 2.3				137,700	158,690	137,090	137,090	94,500	665,069	
Activity 2.4: Support, vocational training, and access to income-generating opportunities to promote socio-economic inclusion	UNDP	71600	Field monitoring missions	2,500	2,500	2,500	2,500	2,500	12,500	Donor
	UNDP	75700	Skill training to survivors/families	51,000	51,000	51,000	51,000	51,000	255,000	Donor
	UNDP	75700	Livelihood training to survivors	85,000	85,000	85,000	85,000	85,000	425,000	Donor
	UNDP	75700	Technical training on livelihood activities	25,000	25,000	25,000	25,000	25,000	125,000	Donor
	UNDP	75100	GMS	13,080	13,080	13,080	13,080	13,080	65,400	Donor
Total Activity 2.4				176,580	176,580	176,580	176,580	176,580	882,900	
Activity 2.5: Support the integration of victim assistance into national policies and legal frameworks, including the development and implementation of relevant legal documents, in line with international obligations and disability rights standards.	CMAA	75700	Establish policies, strategies, legal frameworks, and dissemination	14,000	14,000	14,000	14,000	14,000	70,000	Donor
				5,000	5,000	5,000	5,000	5,000	25,000	GPF
	CMAA	75700	Organizing National workshop on VA, and public disabilities forums	17,000	17,000	17,000	17,000	17,000	85,000	Donor
				5,000	5,000	5,000	5,000	5,000	25,000	GPF
	CMAA	75700	TRG meeting on VA	4,500	4,500	4,500	4,500	4,500	22,500	Donor
	CMAA	75700	Psychological and psychosocial training to the survivor network	7,000	7,000	7,000	7,000	7,000	35,000	Donor
				5,000	5,000	5,000	5,000	5,000	25,000	GPF
	UNDP	75100	GMS	3,400	3,400	3,400	3,400	3,400	17,000	Donor

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Project Outputs	Resp. Party	Budget Code	Descriptions	Multi-Year Budget 2026-2030						Funding Sources
				2026	2027	2028	2029	2030	Total	
Total Activity 2.5				60,900	60,900	60,900	60,900	60,900	304,500	
Activity 2.6: Advisory Support	UNDP	61300	Project Coordination Specialist	33,010	37,811	39,701	41,687	43,771	195,979	Donor
	UNDP	71400	Project Coordinator	39,811	45,601	47,881	50,276	52,789	236,358	Donor
	UNDP	75100	GMS	5,826	6,673	7,007	7,357	7,725	34,587	Donor
Total Activity 2.6				78,646	90,085	94,590	99,319	104,285	466,924	
SUB-TOTAL OUTPUT 2				551,946	564,375	547,279	552,009	514,385	2,729,994	
Output 3: CMAA capacity is enhanced to manage contamination, uphold international commitments, and contribute to international cooperation.										
Activity 3.1: Develop institutional capacity for the implementation and the coordination of the National Mine Action policy, including the management of residual contamination.	CMAA	72100	EOD and EORE team	245,166	367,749	367,749	490,332	490,332	1,961,328	Donor
	CMAA	75700	Technical support to the implementation of NMAP	10,000	10,000	10,000	10,000	10,000	50,000	Donor
	UNDP	75100	GMS	20,413	30,220	30,220	40,027	40,027	160,906	Donor
Total Activity 3.1				275,579	407,969	407,969	540,359	540,359	2,172,234	
Activity 3.2: Support engagement in international and regional initiatives, and partnerships	CMAA	71600	Attend int'l conference	30,000	30,000	30,000	30,000	30,000	150,000	GPF
	CMAA	71600	South-South Cooperation	13,000	13,000	13,000	13,000	13,000	65,000	GPF
	UNDP	71600	Attend int'l conference	8,000	8,000	8,000	8,000	8,000	40,000	Donor
	UNDP	75100	GMS	640	640	640	640	640	3,200	Donor
Total Activity 3.2				51,640	51,640	51,640	51,640	51,640	258,200	
Activity 3.3: Support the continuous improvement of efficiency and effectiveness of planning and delivery of mine	CMAA	71600	QM's monitoring, R&M's spot check, SEPD's technical support, and Gender monitoring missions	62,500	62,425	62,425	62,425	62,425	312,200	GPF
				27,128	27,128	27,128	27,128	27,128	135,640	Donor
	CMAA	71800		19,600	19,600	19,600	19,600	19,600	98,000	Donor

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Project Outputs	Resp. Party	Budget Code	Descriptions	Multi-Year Budget 2026-2030						Funding Sources
				2026	2027	2028	2029	2030	Total	
action activities and its information management systems.			Remuneration to 4 QMTs, 1 QMM, and 6 DBU staff	54,100	54,100	54,100	54,100	54,100	270,500	GPF
	CMAA	72300	Uniforms for SEPD staff	5,000	5,000	5,000	5,000	5,000	25,000	GPF
	CMAA	72800	Mine-related equipment, office equipment and tools for R&M and SEPD	8,500		6,500		6,500	21,500	Donor
	CMAA	74200	Publish of new/revision of CMAS, guidelines and SOP	5,500	7,500	7,500	7,500	7,500	35,500	GPF
	CMAA	75700	TRG meetings on Survey & Clearance, IM, Capacity Development, and Gender	24,000	24,000	24,000	24,000	24,000	120,000	Donor
				2,000	2,000	2,000	2,000	2,000	10,000	GPF
	CMAA	75700	Relevant training/refreshers to SEPD, QM, Gender team, CD, and relevant stakeholders	37,500	37,500	37,500	37,500	37,500	187,500	Donor
				5,000	5,000	5,000	5,000	5,000	25,000	GPF
	CMAA	75700	Consultation/workshop and meetings to support the R&M, SEPD, MAPU, and Capacity Development team.	19,500	16,500	16,500	16,500	16,500	85,500	Donor
				7,500	7,500	7,500	7,500	7,500	37,500	GPF
	CMAA	75700	Leadership/staff training and Coaching	10,000	10,000	10,000	10,000	10,000	50,000	GPF
	CMAA	75700	Deminers' best practice sharing on Gender	3,000	3,000	3,000	3,000	3,000	15,000	GPF
	UNDP	75100	GMS	10,898	9,978	10,498	9,978	10,498	51,851	Donor
Total Activity 3.3:				301,726	291,231	298,251	291,231	298,251	1,480,691	
Activity 3.4: Advisory support	UNDP	61300	Project Coordination Specialist	49,514	56,716	59,552	62,530	65,656	293,969	Donor
	UNDP	75100	GMS	3,961	4,537	4,764	5,002	5,252	23,517	Donor
Total Activity 3.4				53,475	61,254	64,316	67,532	70,909	317,486	
SUB-TOTAL OUTPUT 3				682,421	812,094	822,176	950,762	961,159	4,228,612	
Output 4: Cleared land is productively used for early recovery, sustainable livelihoods, local economic and social development.										
	CMAA	71600		15,000	15,000	15,000	15,000	15,000	75,000	Donor

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Project Outputs	Resp. Party	Budget Code	Descriptions	Multi-Year Budget 2026-2030						Funding Sources
				2026	2027	2028	2029	2030	Total	
Activity 4.1: Conduct needs assessments to evaluate land use patterns and identify barriers to the productive use of released land.			SEPD - PMS data collection and monitoring	5,000	5,000	5,000	5,000	5,000	25,000	GPF
	CMAA	75700	SEPD - TRG on PMS	4,500	4,500	4,500	4,500	4,500	22,500	Donor
	CMAA	71300	Pre-clearance assessment	15,000	15,000	15,000	15,000	15,000	75,000	Donor
	UNDP	75100	GMS	2,760	2,760	2,760	2,760	2,760	13,800	Donor
Total Activity 4.1				42,260	42,260	42,260	42,260	42,260	211,300	
Activity 4.2: Design and implement pilot initiatives to promote sustainable and inclusive use of released land	CMAA	72600	Support return to productive use initiative	60,000	60,000	60,000	60,000	60,000	300,000	Donor
	UNDP	75100	GMS	4,800	4,800	4,800	4,800	4,800	24,000	Donor
Total Activity 4.2				64,800	64,800	64,800	64,800	64,800	324,000	
Activity 4.3: Advisory support	UNDP	61300	Project Coordination Specialist	24,757	28,358	29,776	31,265	32,828	146,984	Donor
	UNDP	75100	GMS	1,981	2,269	2,382	2,501	2,626	11,759	Donor
Total Activity 4.3				26,738	30,627	32,158	33,766	35,454	158,743	
SUB-TOTAL OUTPUT 4				133,798	137,687	139,218	140,826	142,514	694,043	
Project Management Costs	Project Management Costs – UNDP			284,262	331,249	341,939	353,163	364,948	1,675,560	Donor
	Project Management Costs – CMAA			32,400	21,600	32,400	21,600	32,400	140,400	Donor
				273,100	268,100	273,100	268,100	272,100	1,354,500	GPF
Total Project Management Costs – UNDP and CMAA				589,762	620,949	647,439	642,863	669,448	3,170,460	
UN Levy (1%)				269,707					269,707	Donor
GRAND TOTAL BUDGET				6,114,162	6,012,649	5,946,474	6,071,046	5,711,095	29,855,426	

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VIII. Governance and Management Arrangements

The Project will be implemented through the National Implementation Modality (NIM) with CMAA as the Implementing Partner (IP). CMAA will ensure technical and administrative capacity for mobilizing and applying effectively the required inputs to deliver the expected outputs. The project will be implemented by CMAA staff who have a direct role in the delivery of Project activities. The CMAA Secretary General will assume the role of National Project Director (NPD) and will be responsible for the day-to-day management of the project implementation and will have the authority to run and make decisions regarding the Project in line with the annual work plan and budget approved by the Project Board. His primary responsibility is to ensure that the Project produces the results (outputs) specified in the Project document to the required standard of quality and within the specific constraints of time and cost. The NPD will ensure that the Project team undertakes Project activities and the delivery of Project results as specified in the annual work plan.

The NPD will be supported by the CMAA Deputy Secretary General, who will assume the role of National Project Manager (NPM) and who will be responsible for the day-to-day management and decision-making of the Project.

The UNDP Country Office will manage fiduciary risks and will support the CMAA through regular assessments and spot checks for the Harmonized Approach to Cash Transfers (HACT), determining strengths and capacity development needs, and preparing for the eventual exit strategy of the Project.

Such an undertaking will imply that the CMAA will be responsible for the implementation, monitoring, and reporting of Project activities and budget execution with UNDP support as applicable. The UNDP will support the assurance function and will provide specialized technical assistance, namely, an International Project Coordination Specialist, a National Mine Action Advisor, a Victim Assistance Specialist, a Project Communication Officer, a Project Administration and Finance Assistant, and other experts if required. They will be collocated with CMAA to provide technical advice and project management support to CMAA as per the required standards and donor requirements.

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

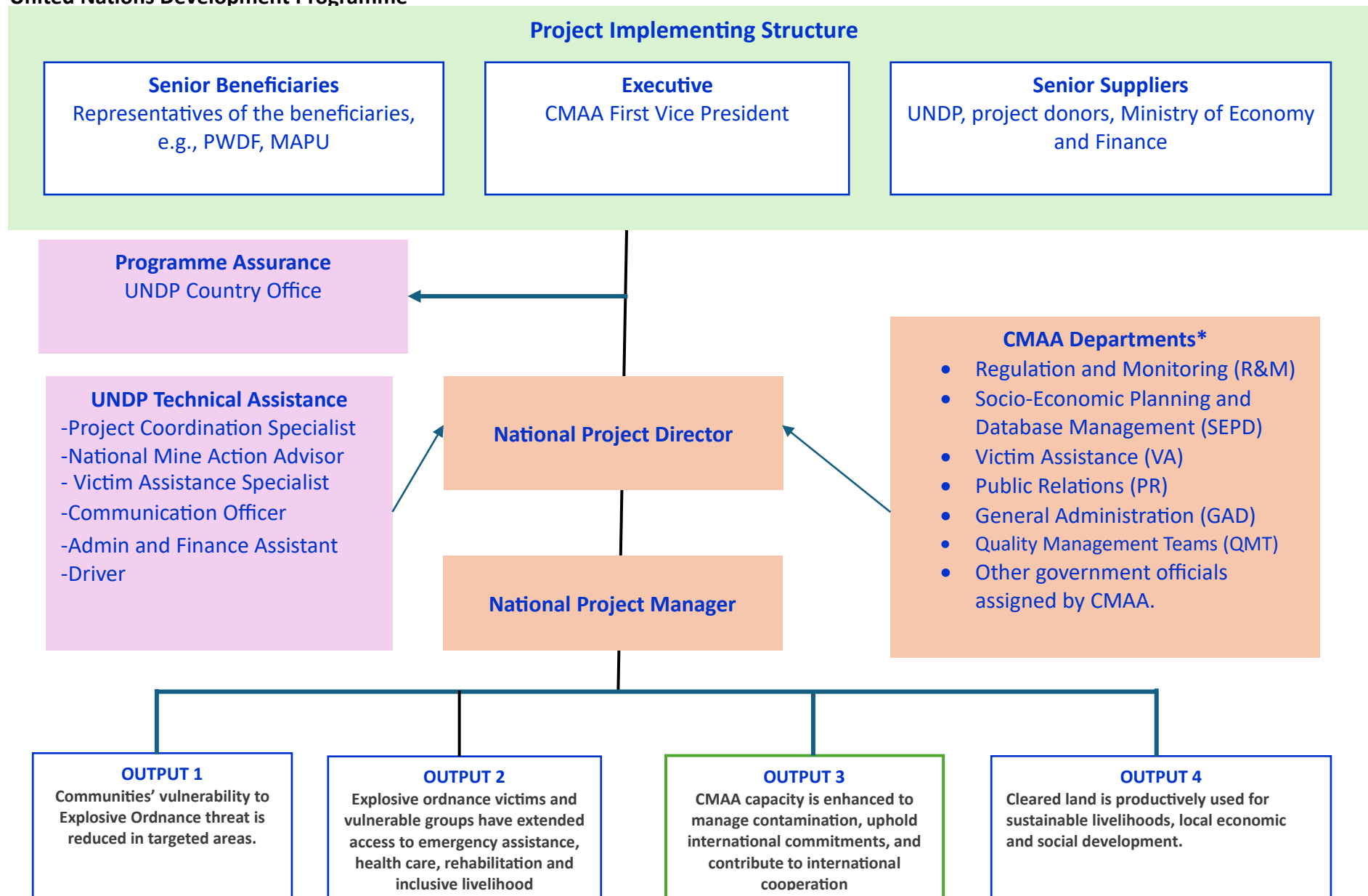
- **The Executive:** CMAA 1st Vice-President is the Chair of the Project Board and is supported by the CMAA Secretary General who is the National Project Director and represents the Project ownership;
- **Senior Supplier:** UNDP, Development Partners, the Ministry of Economic and Finance. The primary function of this role is to guide the technical and financial feasibility of the Project
- **Senior Beneficiary:** Representatives of MAPUs in target provinces. They represent the direct beneficiaries of the Project results and convey target communities' views in deliberations.

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The Project Board decision is by consensus. It guides as required by the Project Manager on risks and project tolerances and approves Project work plans, budgets, and revisions. The Project Board decisions are made following standards that ensure management for development results, best value for money, fairness, integrity, transparency, and effective competition (see Annex 7 for Term of Reference).

Internally, the CMAA might also form a Technical Steering Committee led by the NPD and inclusive of the CMAA staff members who have a primary role in the implementation of Project activities and the Project personnel. This body will meet regularly to discuss the technical implementation of the Project and make relevant decisions. It will report to CMAA Management.

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IX. Legal Context

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

This Project will be implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) (“Implementing Partner”) in accordance with its financial regulations, rules, practices, and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure the best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. Risk Management

1. Consistent with Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>.

4. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

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(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
- ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
- iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
- iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
- v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons,

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and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

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

6. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

8. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementation of the project or using UNDP funds.

10. In the implementation of the activities under this Project Document, UNDP places reasonable reliance upon the Implementing Partner for it to apply its laws, regulations and processes, and applicable international laws regarding anti money laundering and countering the financing of terrorism, to ensure consistency with the principles of then in force the UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy.

11. The Implementing Partner will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

12. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

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13. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

14. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, credible allegation of fraud or corruption or other financial irregularities with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

15. The Implementing Partner agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularity, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

16. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

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17. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

18. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

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XI. **ANNEXES**

Annex 1: Project Quality Assurance Assessment (PQA)

Annex 2: Social and Environmental Risk Screening Checklist

Annex 3: Risk Analysis/ Risk Log

Annex 4: Capacity Assessment/HACT Micro Assessment

Annex 5: ToR of Project Board and TOR of Project Staff

Annex 6: LOA between UNDP and CMAA for the provision of Country Office Support

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Annex 1: Project Quality Assurance Report

PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
• APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted.				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC	Status: Completed.	Quality Rating: Highly Satisfactory		
1. Does the project specify how it will contribute to higher-level change through linkage to the programme's Theory of Change? 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. 1: The project document may describe in generic terms how the project will contribute to development results,	2		3	
	1		Evidence The mine action project is closely linked to the programme's theory of change under the project's four outputs, which envisions that removing explosive hazards from contaminated land not only saves lives but also unlocks long-term development opportunities. By clearing landmines and explosive remnants of war (ERW), the project creates safe environments where communities can thrive, enabling access to farmland, infrastructure, schools, water sources, and other essential services (pages 10-13 of the project Document).	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
without an explicit link to the programme's theory of change. <i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the information icon for these cases.</i> <i>*Note: Risk management must be done for criteria with score of 1.</i>		
2. Is the project aligned with the UNDP Strategic Plan? 3: The project responds to at least one of the development settings as specified in the Strategic Plan and adapts at least one Signature Solution. The project's RRF includes all the relevant SP output indicators. (all must be true) 2: The project responds to at least one of the development settings as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (both must be true) 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. <i>*Note: Risk management must be done for criteria with score of Evidence (Enter a short explanation or upload a document that provides evidence for your response)</i>	3	2
	1	
	Evidence The CfRV strategy is fully aligned with the UNDP Strategic Plan 2026-2029 (outputs A1.1 and A3.2), the UNDP Cambodia Country Programme Document (CPD) 2024-2028 (Output 1.3, 'Increased human security underpinned by mine action which expands access to safe land, livelihood opportunities, and victim assistance) and the UNSDCF 2024-28, that also contributes to the Cambodian include Sustainable Development Goal (CSDG 18) to 'End the negative impact of mines/ERW and promote victim assistance.' The core principle of the Project is national ownership. The project will prioritize efforts to ensure that the RGC, through CMAA and relevant ministries, leads the implementation process, building national capacity and ensuring long-term sustainability (page 10 of the Project document).	
3. Is the project linked to the programme outputs? (i.e., UNSDCF/CPD, RPD or Strategic Plan IRRF for strategic interventions not part of a programme) ☒ Y ☐ N <i>*Note: Project QA cannot be approved by the Project QA Approver when the response is "No".</i>	Yes The project responds to the UNSDCF 2024-2028 and CPD, which, under Shift 1, is toward a more sustainable and green economic development model for accelerating inclusive growth, economic diversification, and human development. CPD output 1.3. Please refer to the project document, the Results Framework, pages 29-33.	No
RELEVANT		
	3	2

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
4. Does the project identify target groups , and particularly those marginalized, vulnerable and left further behind (LNOB) ? 3: The LNOB target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. 2: The LNOB target groups are clearly specified, prioritizing groups left furthest behind. 1: The LNOB target groups are not clearly specified. *Note: Risk management must be done for criteria with score of 1. Projects that build institutional capacity should still identify targeted groups to justify support.	1	
	The project targets vulnerable communities affected by land issues, with a focus on ensuring access to safe land. These communities include women and girls, informal workers, persons with disabilities, children, landmine survivors, and their families. The project also directly assists persons with disabilities, including mines / Explosive Remnants of War survivors, with the provision of health, rehabilitation, and economic services under output 2. Pages 15-18. The project is designed to address the specific needs of these groups, promoting inclusive and equitable development outcomes.	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. 2: The project design mentions knowledge and lessons learned backed by evidence/sources but has not been used to justify the approach selected. 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. *Note: Risk management must be done for criteria with score of 1.	3	2
	1 Evidence The project design builds upon the knowledge and lessons learned from the previous phases (2006-2025). The Clearing for Results Phase 4 (2020-2025) Final Evaluation informed the Project design and is referenced in the CfRV Project Document (pages 7-10), as well as the latest national priorities on mine Action (National Mine Action Policy (NMAP) 2026-2035) to maximize human development impact. It ensures that interventions are contextually appropriate, inclusive of vulnerable groups, and fully aligned with Cambodia's national development priorities and international commitments.	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-a-vis national/ regional/ global partners and other actors? 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed	3	2
	1 Evidence Yes, UNDP has a clear comparative advantage in engaging in the role envisioned by the project, particularly in the context of mine action in Cambodia. UNDP	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
engagement of UNDP and partners through the project, including the identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-a-vis key partners. Options for South-South and triangular cooperation have been considered, as appropriate. (all must be true) 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Risk management must be done for criteria with score of 1.		brings decades of experience in post-conflict recovery, capacity development, and inclusive governance, with a proven track record of supporting Cambodia's mine action sector for the past 19 years, through successive phases of the Clearing for Results project. At the national level, UNDP has identified a partnership which is the Cambodian Mine Action and Victim Assistance Authority (CMAA) to facilitate coordination, policy dialogue, and institutional strengthening. Regionally and globally, UNDP leverages its extensive network and technical expertise to align mine action efforts with broader development goals, including the Sustainable Development Goals (SDGs) and Cambodia's national mine-free ambition by 2030. Moreover, UNDP's commitment to the Leave No One Behind principle ensures that interventions are inclusive, gender-responsive, and focused on the most vulnerable populations, such as landmine survivors, persons with disabilities, and marginalized communities. This holistic and development-oriented approach distinguishes UNDP from other actors and positions it uniquely to lead and deliver impactful results. Knowledge management, communication and visibility and south-south and triangular cooperation are reflected in the ProDoc (page 25-27).
PRINCIPLED		
7. Does the project apply a human rights-based approach?	3	2
	1	
	Evidence Yes, the Clearing for Results project applies a human rights-based approach in both its design and implementation. This approach is reflected in several key aspects. Inclusive Targeting: The project prioritizes, landmine survivors, persons with disabilities, women and girls, children, and informal workers, ensuring that no one is left behind.	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true) 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on the enjoyment of human rights were considered *Note: Risk management must be done for criteria with score of 1.	Participation and Empowerment: Communities affected by landmines are actively engaged in decision-making processes, from planning to monitoring. This promotes ownership and empowers individuals to advocate for their rights and needs. Non-Discrimination and Equity: The project integrates gender equality and social inclusion principles, ensuring that interventions are accessible and responsive to the specific needs of different groups, especially those historically excluded from development benefits. Linkage to Broader Rights Frameworks: The project aligns with Cambodia's commitments under international human rights treaties and the Sustainable Development Goals (SDGs), particularly those related to health, safety, and access to land and livelihoods. The Project Environment and Social Screening (pp. 54-57) and Risk Analysis identified risks to human rights (pp.69-74).	
	3	2
8. Does the project use gender analysis in the project design? 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefiting from the project. (all must be true) 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true) 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document.	1	
	Evidence Yes, the project adopts a comprehensive gender sensitive and inclusive approach. The project actively supports gender-responsive activities to ensure that women and girls, particularly those in mine-affected communities, benefit equitably from its interventions. This includes targeted support in areas such as access to cleared land, victim assistance, and participation in decision-making processes. The project also aligns with the National Mine Action Standards on Gender Mainstreaming and support activities of the Gender Department at CMA. For further details, please refer to page 9 of the project document.	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
*Note: Risk management must be done for criteria with score of 1.		
9. Did the project support the resilience and sustainability of societies and/or ecosystems? 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true) 2: The project design integrates the sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and invironmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true) 1: Sustainability and resilience dimensions and impacts were not adequately considered. *Note: Risk management must be done for criteria with score of 1.	3 2 1 Evidence Yes, the project meaningfully contributed to the resilience and sustainability of both societies and ecosystems such as: Societal Resilience: Community Empowerment: The project supported inclusive development by engaging local communities, especially women and marginalized groups, in decision-making and implementation processes when selecting the land mine for clearance. Capacity Building: Training programs and livelihood support helped communities recover from conflict-related impacts and build long-term self-reliance. Victim Assistance: The project provided comprehensive health, rehabilitation and economic support to mine/ERW survivors and persons with disabilities. It delivered skills training to mine-affected landmines survivors and their families, enhancing their livelihood opportunities. Rehabilitation services were made accessible through visits to seven physical rehabilitation centers supported by the project, as well as through outreach services targeting remote communities. Additionally, the project contributed to long-term capacity building by supporting the education of 34 students specializing in physiotherapy and prosthetics. (pp.15-18)	
	10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of the preparation and dissemination of reports and communication materials; organization of events, workshops, or training; strengthening capacities of partners to participate in international negotiations and	Yes No The Social and Environmental Screening Procedure has been reviewed and updated from the assessment conducted under the CFR Phase 4. The project potential adverse impact has been analyzed through the Social and Environmental Screening Procedure (SESP)/Annex 2 with measures to mitigate the impacts (pp.54-57)

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
conferences; partnership coordination (including UN coordination) and management of networks; and global/regional projects with no country-level activities as well as Development Effectiveness projects and Institutional Effectiveness projects. [If yes, upload the completed checklist. If SESP is not required, Select all exemption criteria that apply.] ☒ Y ☐ N ☐ SESP not required because project consists solely of (Select all exemption criteria that apply) *Applicable only to option "SESP not required" ☐ 1: Preparation and dissemination of reports, documents and communication materials ☐ 2: Organization of an event, workshop, training ☐ 3: Strengthening capacities of partners to participate in international negotiations and conferences ☐ 4: Partnership coordination (including UN coordination) and management of networks ☐ 5: Global/regional projects with no country-level activities (e.g. knowledge management, inter-governmental processes) ☐ 6: UNDP acting as Administrative Agent ☐ 7: Development Effectiveness projects and Institutional Effectiveness projects *Note: Project QA cannot be approved by Project QA Approver when the response is "No".		
MANAGEMENT & MONITORING		
11. Does the project have a strong results framework? 3: The project's selection of outputs and activities is at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target-group-focused, sex-disaggregated indicators where appropriate. (all must be true) 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines,	2	3
	1	
	Evidence The project's Outputs and Activities are results-oriented. Each outputs are accompanied by SMART, results-oriented indicators that are based on the previous projects. Where applicable, indicators are SADD. Please refer to the project document. The project results framework was formulated with the result framework (Project document pages 29-33).	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true) 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results- oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. (if any is true) *Note: Risk management must be done for criteria with score of 1.		
12. Is the project's governance mechanism clearly defined in the project document, including the composition of the project board? 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (all must be true) 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true) 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Risk management must be done for criteria with score of 1.	2	3
	1	
	Evidence The project clearly outlines the project staff, government structure, and the composition of the project board. It also provides detailed information on the roles, responsibilities, and Terms of Reference (ToR) for both board members and project staff (Project Document, pages 79-87). The project board met twice a year to review implementation progress and endorse the work plan. Additionally, the board conducted monitoring and evaluation (M&E) field visits one or two times a year.	
13. Have the project risks been identified using the risk assessment tools (Project Quality Assurance, Social and Environmental Screening Procedure, Partner Capacity Assessment Tool, Harmonized Approach to Cash Transfer, Private Sector Due Diligence, etc., if applicable), with clear plans stated to manage and mitigate each risk?	2	3
	1	
	Evidence The project has systematically identified key risks that could potentially impact its implementation and outcomes. For each identified risk, a corresponding mitigation action plan has been developed to minimize or	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5		
3: Project risks related to the achievement of results are fully described in the project risk register, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true) 2: Project risks related to the achievement of results are identified in the initial project risk register based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk register, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project. *Note: Risk management must be done for criteria with score of 1.	manage its effects. These risk assessments and mitigation strategies are regularly reviewed, updated, and shared with relevant stakeholders to ensure transparency, accountability, and timely response to emerging challenges. This proactive approach helps maintain project momentum and supports informed decision-making throughout the project lifecycle (pages 24-25, 43, Risk log).	
EFFICIENT		
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? ☒ Yes ☐ NO *Note: Risk management must be done when the response is "No".	Yes (3)	No (1)
	Evidence During the project formulation stage, the UNDP Country Office (CO) conducts a capacity assessment to evaluate national strengths and weaknesses. This assessment helps determine where capacity gaps exist and how UNDP can best support the development of new capacities. The goal is to ensure that UNDP's interventions contribute meaningfully to sustainable capacity development. In the previous project cycle (CfR IV), this approach proved to be the most cost-effective and impactful. One key example was the engagement of Norwegian People's Aid (NPA) to conduct non-technical surveys. These surveys, which involve	

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	gathering information without physical clearance, significantly reduced costs compared to full clearance operations while still ensuring accurate identification of hazardous areas.	
15. Is the budget justified and supported with valid estimates? 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. *Note: Risk management must be done for criteria with score of 1.	2	3
	1	
	Evidence The project is guided by a multi-year work plan and a comprehensive budget framework, which outlines how various activities will be financed over the project's duration. The budget was developed based on contributions from both donor funding and the national government. Detailed activity plans and corresponding budget breakdowns are prepared annually and submitted to the Project Board for review and approval. These plans are also reflected in the project's annual work plans and reported on through regular progress reports to ensure transparency and accountability (page 39).	
16. Is the Country Office/ Regional / Global Project fully recovering the costs involved with project implementation? 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant.	2	3
	1	
	The project budget covers all activities planned as well as management costs from the funds received from the Project donors and UNDP. CO support to the project is fully recovered through direct project cost.	

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1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <i>*Note: Risk management must be done for criteria with score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i>		
EFFECTIVE		
17. Have targeted groups, and particularly those marginalized, vulnerable, and left further behind (LNOB), been engaged in the design of the project? 3: Credible evidence that all targeted groups, prioritising discriminated, vulnerable and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) 2: Some evidence that key targeted groups have been consulted in the design of the project. 1: No evidence of engagement with targeted groups during project design. 2: Not Applicable <i>*Note: Risk management must be done for criteria with score of 1. Evidence (Enter a short explanation or upload a document that provides evidence for your response)</i>	3	2
	1	
	Evidence Yes, the project has actively engaged targeted groups, particularly those who are marginalized, vulnerable, to ensure that the voices of affected communities, especially women, children, persons with disabilities, landmine survivors, and informal workers, were heard and reflected in the project design. Consultations were conducted with community members, local authorities, and civil society organizations to identify their specific needs, priorities, and challenges related to landmine contamination and access to safe land. These insights directly informed the development of project objectives, activities, and implementation strategies, ensuring that the intervention is inclusive, context-specific, and responsive to the needs of those most affected.	
18.Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lessons learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation? - Yes - No <i>*Note: Risk Management must be done when the response is "No".</i> Evidence (Enter a short explanation or upload a document that provides evidence for your response)	Yes.	No (1)
	The project has built-in mechanisms for adaptation and course correction based on regular monitoring, evaluation, audits, and lessons learned. Throughout implementation, the project has conducted Monitoring & Evaluation (M&E) activities, independent audits, evaluations, and regular Project Board meetings. These processes have provided valuable insights into project performance, challenges, and opportunities for improvement. Findings and recommendations from these exercises have been systematically documented and used to inform decision-making.	

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	When necessary, the project has adjusted its work plans and resource allocations to better align with evolving contexts and to ensure the achievement of intended results. This adaptive management approach has been essential in maintaining relevance, effectiveness, and efficiency throughout the project lifecycle.	
19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. - Yes - No *Note: Risk management must be done when the response is "No". Evidence (Enter a short explanation or upload a document that provides evidence for your response.	Yes	No
	Evidence There is a Gender Marker in the project design. The project is defined as GEN2. Please refer to the project document (page 1).	
SUSTAINABILITY & NATIONAL OWNERSHIP		
20. Have societal digital risks and opportunities been taken into account when designing the project's approach and have digital or data technology solutions been considered to enhance the efficiency, effectiveness and scalability of project results? 3: To the extent possible, societal digital risks and opportunities have been investigated when designing the strategy and Theory of Change, and the potential use of digital or data technologies in project activities has been considered in line with UNDP's digital standards and data principles. (All must be true) 2: Only the potential use of digital or data solutions in project activities has been considered in line with UNDP's digital standards and data principles, but there is no or limited evidence that aspects of inclusive digital societies have been considered in the design of the strategy or Theory of Change. 1: Neither societal digital risks and opportunities, nor digital or data technology solutions were specifically considered in the project design or, UNDP's digital standards and data principles are not taken into account when intending to use digital or data technology solutions in project activities. Digital considerations are not relevant to this project.	3	2
	1	
	Evidence Yes. The project has thoroughly considered both the opportunities and risks associated with digital and data technologies during its design phase. A comprehensive digital transformation strategy was integrated into the "Clearing for Results" project to enhance efficiency, effectiveness, and scalability. Central to this is the development of a Performance Monitoring System (PMS) by CMAA, which leverages digital tools such as GIS mapping, mobile data collection, real-time dashboards, and drone imagery. These technologies enable evidence-based planning, real-time monitoring, and transparent reporting. Additionally, the project ensures that digital risks are systematically assessed and managed to avoid unintended consequences, thereby supporting Cambodia's goal of becoming mine-free while maximizing development impact.	

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*Applicable only to the option "Digital considerations are not relevant" 1: Societal digital transformation is not a government or contextual priority 2: A non-digital approach yields higher effectiveness and efficiency 3: Other (specify in the "Evidence" section)		
21. Have national/ regional/ global partners led, or proactively engaged in, the design of the country/ regional/ global project, respectively? 3: National/ regional/ global partners have full ownership of the country/ regional/ global project and led the process of the development of the project jointly with UNDP. 2: The project has been developed by UNDP in close consultation with national/ regional/ global partners. 1: The project has been developed by UNDP with limited or no engagement with national partners. *Note: Risk management must be done for criteria with score of 1.	3	2
	1	
	Evidence CMAA and its mine action planning unit were part of the design of this project. They were fully engaged since the beginning of concept note preparation, design of the budget plan, and preparation of the annual work plan.	
22. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. 1: Capacity assessment has been carried out - Applicable - Not applicable Evidence (Enter a short explanation or upload a document that provides evidence for your response)	Yes (2)	No
	At the start of the project (2006–2025), three capacity assessments were conducted: CFR-IV carried out the Capacity Needs Assessment. A HACT Micro Assessment was conducted in 2024, and CFR-V was built on the results of this assessment, which are consistent with the CPD cycle (2024–2028).	
23. Is there a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?	Yes	No (1)
	The project has a clear strategy to utilize national systems to the greatest extent possible. CFR V is implemented under the	

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PROJECT QUALITY ASSURANCE: DESIGN STAGE CFR5	
- Yes - No - Not applicable *Note: Risk management must be done when the response is "No". Evidence (Enter a short explanation or upload a document that provides evidence for your response)	National Implementation Modality (NIM), with the CMAA serving as the implementing partner. CMAA operates under its own Operations Manual, which has been developed in alignment with UNDP guidelines and meets the minimum requirements for financial management, procurement, monitoring, and evaluation. The CMAA manual is also consistent with national government systems, ensuring coherence with broader public sector procedures. This alignment strengthens national ownership, builds institutional capacity, and promotes sustainability by embedding project processes within existing national frameworks.
Overall comments:	This project serves as final phase of the Clearing for Results Project and puts focus on supporting the transition of a humanitarian-driven mine action sector to one that utilizes the results of mine action to support targeted action for poverty reduction and human development in identified communities. The project will support CMAA to develop comprehensive residual threat management requirements, and strengthen the national capacity to transition to residual threat as part of the regular government institutional set up (page 13).

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Annex 2: Social and Environmental Screening

Project Information	
1. Project Title:	Clearing for Results Phase V – Mine Action for Human Development
2. Project Number (i.e. Quantum project ID, PIMS+)	Quantum ID: 01004895
3. Location (Global/Region/Country)	Cambodia
4. Project stage (Design or Implementation)	Design
5. Date:	October 2025

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

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability? <i>Briefly describe in the space below how the project mainstreams the human rights-based approach</i> The project adopts a comprehensive human rights-based approach to address the long-standing impact of landmines and explosive remnants of war (ERW) in Cambodia, which have caused nearly 20,000 deaths and over 45,000 injuries since 1979. These hazards have severely restricted access to land, basic services, and economic opportunities—particularly for rural and remote communities. Key human rights principles are embedded throughout the project’s design and implementation: • Protection of Life and Security: Land clearance and release activities directly uphold the right to life, liberty, and security by removing deadly threats and enabling safe movement and residence. Cleared land is repurposed for agriculture, infrastructure, and essential services such as schools, health centres and drinking water wells. • Empowerment and Socio-Economic Inclusion: The project will support mine survivors and affected families through rehabilitation services, vocational training, and livelihood assistance. • Participation and Accountability: The project ensures meaningful involvement of stakeholders—including local communities, indigenous peoples, women, and persons with disabilities—through institutionalized consultation mechanisms. Planning and prioritization of mine clearance are needs-driven and people-centred, beginning at the village level and recognizing land and tenure rights.
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- **Non-Discrimination and Equity:** All project activities are delivered without discrimination, ensuring fair access to information services, and development benefits. This includes targeted support for persons with disabilities in line with the Convention on the Rights of Persons with Disabilities.
- **Institutional Capacity Building:** The project strengthens the ability of national and sub-national actors, including CMAA and Mine Action Planning Units (MAPUs), to implement the National Mine Action Policy (NMAP) 2026–2035 and manage residual threats.

In summary, by aligning with UNDP's commitment to human rights, the project contributes to sustainable development, poverty alleviation, and peacebuilding—transforming mine-affected areas into safe, productive, and inclusive communities.

- Clearance and land release also contribute to saving lives and limbs, upholding the right to life, liberty and security of person and enhancing the right to freedom of movement and residence. It creates safe land which can be put to productive use for agricultural and infrastructure purposes, including the restoration of basic social services.
- Victim assistance activities which uphold the rights of mine/ERW victims to access required physical and psycho-social supports to support recovery and reintegration
- n into social and economic life and promotes rights in accordance with the Convention on the Rights of Persons with Disabilities.
- Provide skills training, including beauty salon, air conditioner, motorcycle and car repair, dressmaking, graphic design, hair cutting, electronic welding repair, and so on, to the Land Mine survivor and their family for livelihood improvement.

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

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

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

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

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

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

There is not only a humanitarian imperative to clear mines/ERW, but an environmental necessity given the negative impact unexploded ordnance can have on the natural environment. The project's clearance efforts are undertaken in accordance with the Cambodian Mine Action Standard – Environment chapter and supports the CMAA to implement the National Mine Action Policy 2026-2035 (NMAP) Goal 8, which is to ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environmental protection sensitive.

CfRV efficient and effective land release activities supports the mitigation of negative environmental impacts by ensuring that clearance assets are only used on contaminated land while pre- and post-clearance monitoring also supports effective land use planning.

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

The project strengthens accountability to stakeholders by embedding transparency, participation, and responsiveness throughout its planning, implementation, and monitoring processes. Key mechanisms include:

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- **Inclusive Planning and Prioritization:** Mine clearance activities are guided by a needs-driven, people-centred approach. Local communities, including indigenous peoples, women, and persons with disabilities, are actively consulted to identify priority clearance areas. This ensures that interventions reflect real needs and uphold land and tenure rights.
- **Transparent Decision-Making:** The project institutionalizes national and sub-national consultation platforms, where stakeholders—including government institutions, civil society, and affected communities—are informed of proposed measures and invited to provide input before decisions are finalized.
- **Monitoring and Feedback Loops:** Pre- and post-clearance monitoring is conducted to assess how released land is used and whether it aligns with its intended purpose. This promotes transparency and allows for corrective actions if needed.
- **Capacity Building of Duty-Bearers:** The project enhances the institutional and individual capacities of national mine action authorities (e.g., CMAA and MAPUs) to fulfil their responsibilities under the National Mine Action Policy (NMAP) 2026-35. This includes training, technical support, and systems strengthening to ensure effective service delivery and long-term accountability.
- **Public Information and Awareness:** Regular information-sharing sessions and risk education campaigns to keep stakeholders informed about project progress, safety protocols, and development opportunities linked to mine-free land.

Through these measures, the project ensures that stakeholders are not only beneficiaries but active participants in shaping outcomes—reinforcing trust, transparency, and shared responsibility.

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

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Part B. Identifying and Managing Social and Environmental Risk

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	Impact and Likelihood (1-5)	Significance (Low, moderate Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: There is a risk that land clearance activities could involve or lead to adverse impacts to habitats and/or ecosystems and ecosystem services; adverse impacts on soils; and significant agricultural production. (Standard 1: 1.1)	I = 2 L = 2	Low		The process of mine clearance has an adverse impact on habitats and ecosystems, including through vegetation removal and ground preparation, mechanical systems, worksites and waste, and explosive ordnance disposal. The scale of the impact is small. To minimize these factors, the project's clearance efforts are undertaken in accordance with the Cambodian Mine Action Standard – Environment chapter and support the CMAA to implement the National Mine Action Policy 2026-2035. The mine fields selected for clearance by the project are mostly the fields being used by local communities. Therefore, the risk of vegetation removal is low. What is more, the Pre- and Post-Clearance monitoring is in place to ensure released lands are being used for its intended purpose, largely agriculture and infrastructure.
Risk 2: There is risk that the project could involve or lead to occupational health and	I = 5 L = 1	Moderate		Globally, International Mine Action Standards are the standards in force for all mine action operations. In Cambodia, these standards have been adapted for the

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QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
safety risks for the workers due to physical, chemical, biological and psychosocial hazards throughout the project life-cycle				national operating environment into chapters of the Cambodian Mine Action Standards. These standards set the requirements for operators working in Cambodia to develop Standard Operating Procedures (SOPs) to comply with and include topics such as Storage, Transportation and Handling of Explosive, Worksite Safety, Personal Protective Equipment, Mechanical Demining, Clearance Marking System, Baseline Survey, Land Release, Cluster Munitions Remnants Survey, Clearance Requirement Demining, Explosive Ordnance Disposal, Reporting and Investigation, Application of CMAS, etc. All project operations are undertaken in line with these standards to minimize the risks associated largely with clearance operations by deminers.
Risk 3: Through its intensified focus on livelihood enhancement through skill training to land mine survivors, there would be the risk that stakeholders would complain about the inclusiveness, effectiveness, and efficiency of project support to address their needs. This would lead to reputational risk for the	I = 4 L = 2	Moderate		The project will develop clear selection criteria, ensure an adequate consultation process at the local level and set up GRM where stakeholders can raise their complaints/concern about the project. To ensure the accessibility of the GRM, the material on GRM and contact information will be disseminated to relevant project stakeholders both at the national and sub-national levels. The information about the GRM will also be translated in local language, Khmer.

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QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
project, its effectiveness, and the disengagement of stakeholders from the project.				
Risk 4: Land release activities could be undertaken in the areas where indigenous people are present or on lands and territories claimed by indigenous people. This could lead to conflicts between them and other communities, as well as with government institutions, over the prioritization of land for mine clearance.	I=3 L=1	Low		The project focuses on the most vulnerable communities in remote areas of Battambang, Banteay Meanchey, Pailin, and Preah Vihear, where the percentage of indigenous people is low. The planning and prioritization process by MAPUs follows a needs-driven, human-centered approach, involving consultations with affected communities, particularly marginalized groups such as Indigenous people, women, and persons with disabilities.
	QUESTION 4: What is the overall project risk categorization?			
	Low Risk	☐		
	Moderate Risk	X	The social and environmental risks and impacts associated with the project are well understood and clearly defined, given its long-standing implementation since 2006. Risk management and mitigation measures have been consistently integrated into monitoring and evaluation processes, with lessons learned informing each subsequent phase of project design and implementation. Strong institutional, sectoral, and stakeholder partnerships further	

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QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>		QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High	
			enhance risk management, ensuring alignment with both national and international mine action standards.	
	Substantial Risk	☐		
	High Risk	☐		
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)			
	Question only required for Moderate, Substantial and High-Risk projects			
	<u>Is assessment required? (check if "yes")</u>			Status? (completed, planned)
	<i>if yes, indicate overall type and status</i>		☐ Targeted assessment(s)	
			☐ ESIA (Environmental and Social Impact Assessment)	
			☐ SESA (Strategic Environmental and Social Assessment)	
	Are management plans required? (check if "yes")	☐		
<i>If yes, indicate overall type</i>		☐ Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)		
			☐ ESMP (Environmental and Social Management Plan which may include range of targeted plans)	

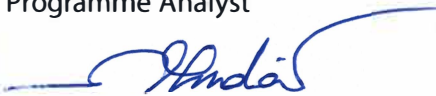
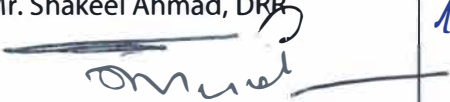
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QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>	QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
		☐ ESMF (Environmental and Social Management Framework)
	Based on identified <u>risks</u>, which Principles/Project- level Standards triggered?	Comments (not required)
	Overarching Principle: Leave No One Behind	☐
	Human Rights	☒
	Gender Equality and Women's Empowerment	☐
	Accountability	☒
	1. Biodiversity Conservation and Sustainable Natural Resource Management	☒
	2. Climate Change and Disaster Risks	☐
	3. Community Health, Safety and Security	☒
	4. Cultural Heritage	☐
	5. Displacement and Resettlement	☐
	6. Indigenous Peoples	☒
	7. Labour and Working Conditions	☒
	8. Pollution Prevention and Resource Efficiency	☒

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Final Sign Off

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

Signature	Date	Description
QA Assessor: Ms. So Lida Programme Analyst 	28 October 2025	UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver: Mr. Shakeel Ahmad, DRR 	16/12/25	UNDP senior manager, typically the UNDP Deputy Resident Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. The final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair: Mr. Shakeel Ahmad, DRR 	16/12/25	UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. The final signature confirms that the SESP was considered as part of the project appraisal and considered in the recommendations of the PAC.

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Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind		Answer (Yes/No)
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ⁹	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	No
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in</i>	No

⁹ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

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Checklist Potential Social and Environmental Risks		
<i>communities that depend on these resources for their livelihoods and well-being</i>		
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		
<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	Yes
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No

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Checklist Potential Social and Environmental Risks	
1.12 handling or utilization of genetically modified organisms/living modified organisms? ¹⁰	No
1.13 utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹¹	No
1.14 adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks	
<i>Would the project potentially involve or lead to:</i>	
2.1 areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2 outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes	No
2.3 increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding	No
2.4 increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security	
<i>Would the project potentially involve or lead to:</i>	
3.1 construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2 air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3 harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4 risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5 transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Yes
3.6 adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	Yes
3.7 influx of project workers to project areas?	No
3.8 engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage	
<i>Would the project potentially involve or lead to:</i>	

¹⁰ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹¹ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

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Checklist Potential Social and Environmental Risks	
4.1 activities adjacent to or within a Cultural Heritage site?	No
4.2 significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3 adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4 alterations to landscapes and natural features with cultural significance?	No
4.5 utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
<i>Standard 5: Displacement and Resettlement</i>	
Would the project potentially involve or lead to:	
5.1 temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2 economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3 risk of forced evictions? ¹²	No
5.4 impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<i>Standard 6: Indigenous Peoples</i>	
Would the project potentially involve or lead to:	
6.1 areas where indigenous peoples are present (including project area of influence)?	Yes
6.2 activities located on lands and territories claimed by indigenous peoples?	No
6.3 impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? If the answer to screening question 6.3 is “yes”, then Standard 6 requirements apply, and the potential significance of risks related to impacts on indigenous peoples must be Moderate or above. *	No
6.4 the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5 the utilization and/or commercial development of natural resources on lands and	No

¹² Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

* Note: revised July 2022 modifying presumption of risk significance from Substantial or higher to Moderate or higher.

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Checklist Potential Social and Environmental Risks	
territories claimed by indigenous peoples?	
6.6 forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? Consider, and where appropriate ensure, consistency with the answers under Standard 5 above	No
6.7 adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8 risks to the physical and cultural survival of indigenous peoples?	No
6.9 impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.	No
<i>Standard 7: Labour and Working Conditions</i>	
Would the project potentially involve or lead to: (note: applies to project and contractor workers)	
7.1 working conditions that do not meet national labour laws and international commitments?	No
7.2 working conditions that may deny freedom of association and collective bargaining?	No
7.3 use of child labour?	No
7.4 use of forced labour?	No
7.5 discriminatory working conditions and/or lack of equal opportunity?	No
7.6 occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	Yes
<i>Standard 8: Pollution Prevention and Resource Efficiency</i>	
Would the project potentially involve or lead to:	
8.1 the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes
8.2 the generation of waste (both hazardous and non-hazardous)?	No
8.3 the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4 the use of chemicals or materials subject to international bans or phase-outs? For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol , Minamata Convention , Basel Convention , Rotterdam Convention , Stockholm Convention	No
8.5 the application of pesticides that may have a negative effect on the environment or human health?	No
8.6 significant consumption of raw materials, energy, and/or water?	No

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Annex 3: Risk Analysis/Risk Log

#	Event	Cause	Impact (s)	Risk Category*	Impact and likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
1	Risk 1: Reduced level of Official Development Assistance.	Cambodia's expected graduation from LDC status in 2029 and the shift of donor priority on mine action to crisis countries.	The project is not able to successfully mobilize the required financial resources to meet the project objective.	Financial	P (Probability) = 4 I (Impact) = 5 Risk level = 4	Activities for treatment: UNDP will support CMAA on strategic resource mobilization efforts, promote increased government budget allocation for the mine sector, and explore alternative financing approaches. Expect effects from treatments: Continued funding from development partners and other sources for mine clearance in 2025 and beyond.	CMAA UNDP	Risk valid from 01/01/2026 to 31/12/2030
2	Risk 2: Limited access to the border clearance: There is a risk of clearance operations in hazardous areas along international borders due to border conflict, unclear border demarcation and limited access due to the Cambodia and Thailand border tension.	If there is a delay in the approval process by the RCA, mine clearance in border areas may be postponed.	This will hinder progress toward the commitments under Article 5 of the Anti-Personnel Mine Ban Convention (APMBC) for a mine-free status by 2035 and affect the achievement of Project Output 1 on land release.	Political	P (Probability) = 4 I (Impact) = 4 Risk level = 4	Activities for treatment: The government continues collaborating closely with Thailand, particularly through the General Border Committee, to resolve operational delays and reach agreements on mine clearance work. Expect effect from treatments: Access to border area for land clearance.	CMAA	Risk valid from 01/01/2026 to 31/12/2030
3	Risk 3: The disengagement of donors and	The rehabilitation centres will not have enough capacity to provide	The dis-engagement of donors and international organizations would lead	Sustainability Health	P (Probability) = 3	The project will work to strengthen coordination between rehabilitation centres and other protection		Risk valid from 01/01/2026 to: 31/12/2030

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#	Event	Cause	Impact (s)	Risk Category*	Impact and likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
	international organizations from the rehabilitation centres. The current business model of rehabilitation centres shows a clear lack on sustainability if international support will decrease and or withdraw.	rehabilitation services to people with disabilities, which will negatively affect their health and their capacity to live a normal and work	to financial instability and service reduction, resulting in a decline in the quality of care provided by rehabilitation centres. Limited resources would accelerate infrastructure deterioration and increase the centres' dependence on government systems, many of which lack the capacity to absorb additional responsibilities. This disengagement would also cause program discontinuity and loss of institutional knowledge, weakening long-term capacity. Ultimately, these combined effects would generate negative social and community-level impacts and contribute to the long-term unsustainability of rehabilitation services.		I (Impact) = 4 Risk level = 4	services, while promoting a more integrated national support system. A central focus is to enhance the sustainability of the Persons with Disabilities Foundation by building its institutional capacity and encouraging increased government engagement and financial commitment. These efforts aim to ensure that rehabilitation services are not dependent on UNDP or international actors alone, but are progressively supported and sustained by national authorities. Together, these measures contribute to long-term continuity, stability, and resilience of rehabilitation services.		
4	Risk 4: Risk that stakeholders would complain about the inclusiveness, effectiveness, and efficiency of project support on livelihood and skill training to	Dissatisfaction on/ competition for livelihood enhancement and skill development.	This would lead to reputational risk for the project, its effectiveness, and disengagement of stakeholders from the project.	Operational	P (Probability) = 2 I (Impact) = 4 Risk level = 3	Activities for treatment: The project will develop clear selection criteria, ensure adequate consultation process at the local level and set up GRM where stakeholders could raise their complaints/concern about the project.	CMAA/ UNDP/ Project Responsible Party	Risk valid from 01/01/2026 to 31/12/20230

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#	Event	Cause	Impact (s)	Risk Category*	Impact and likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
	landmine survivors or their family members. SES Standard 7.6					To ensure the accessibility of the GRM, the material on GRM and contact information will be disseminated to relevant project stakeholders both at national and sub-national level. The information about the GRM will also be translated in local language, Khmer. Expected effects from treatments: Solid selection criteria will enhance the objectivity of beneficiary identification. The project stakeholders/ target groups are aware of mechanism which they could raise concerns.		
5	Risk 5: Environmental and Ecosystem Impacts: There is a risk that the project could involve or lead to adverse impacts to habitats and/or ecosystems adverse impacts on soils, and significant agricultural production. (Output 1) SES Standard 3.6 and 7.6	The process of mine clearance and ground preparation for digging the drainage requires the use of machinery, which may remove vegetation from the soil. As part of the mine clearance the project may impact the environment.	The project may result in adverse environmental impacts, including degradation of habitats and ecosystems, soil erosion, and reduced agricultural productivity.	Environmental	P (Probability) = 2 I (Impact) = 4 Risk level = 3	Activities for treatment: Land clearance activities will be conducted in accordance with the Cambodian Mine Action Standard covering relevant standards on environment. CMAA QA/ QC team will conduct regular compliance reviews of clearance by operators. Expect effect from treatments: the environmental impact from mine clearance is minimized.	CMAA	Risk valid from: 01/01/2026 to 31/12/2030
6	Risk 6: Cleared land is not productively used after release.	Barriers such as insecure land tenure, limited access to resources (finance, tools, water, seeds),	Reduced socio-economic and livelihood benefits for affected communities.	Programmatic Sustainability	P (Probability) = 3 I (Impact) = 3	Activities for treatment: - Strengthen pre- and post-clearance assessments to identify barriers.	CMAA, UNDP.	Risk valid from: 01/04/2026 to 31/12/2030

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#	Event	Cause	Impact (s)	Risk Category*	Impact and likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
	SES Standard 5.2	insufficient technical knowledge, lack of inclusive support for vulnerable groups, or climate/environmental challenges.	- Land remains idle or is used unsustainably, leading to soil degradation or inequitable use. - Marginalized groups (women, persons with disabilities, vulnerable households) excluded from benefits.		Risk level = 3	- Collaborate with government agencies, local communities and partners to ensure access to inputs and services. - Promote inclusive targeting of vulnerable groups. Expect effect from treatments: More land are used productively and the livelihood of mine community are strengthened after land release.		
7	Risk 7: Indigenous People Concern: The project could be undertaken in the areas where indigenous people are present; on lands and territories claimed by indigenous people. The Indigenous communities may not be properly consulted. SES Standard 6.1	Lack of engagement with indigenous people can result in decisions being made without considering their rights and interests. This could lead to conflicts between them and other communities, as well as with government institutions, over the prioritization of land for mine clearance.	It may have positive or negative impacts on the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples. Project mine clearance operations may be affected (Output 1) and could be negative impacts on human rights, natural resource management.		P (Probability) = 1 I (Impact) = 3 Risk level = 2	Activities for treatment: The project focuses on the most vulnerable communities in remote areas of Battambang, Banteay Meanchey, Pailin, and Preah Vihear, where the percentage of indigenous people is low. The planning and prioritization process by MAPUs follows a needs-driven, human-centred approach, involving consultations with affected communities, particularly marginalized groups such as Indigenous people, women, and persons with disabilities. Expect effects from treatments: Indigenous communities are fully consulted and are satisfied with the project activities. Project will achieve its mine clearance targets with the involvement of all project partners and stakeholders.	CMAA	Risk valid from: 01/04/2026 to: 31/12/2030
8	Risk 8: Demining accident	Human error, equipment malfunction, technical limitation, condition of	Injury or loss of life; disruption of operations; reputational damage;	Operational	P (Probability) = 2	Time plan for treatment: Ongoing until 31/12/2025 Activities for treatment:	CMAA	Risk valid from: 01/01/2026

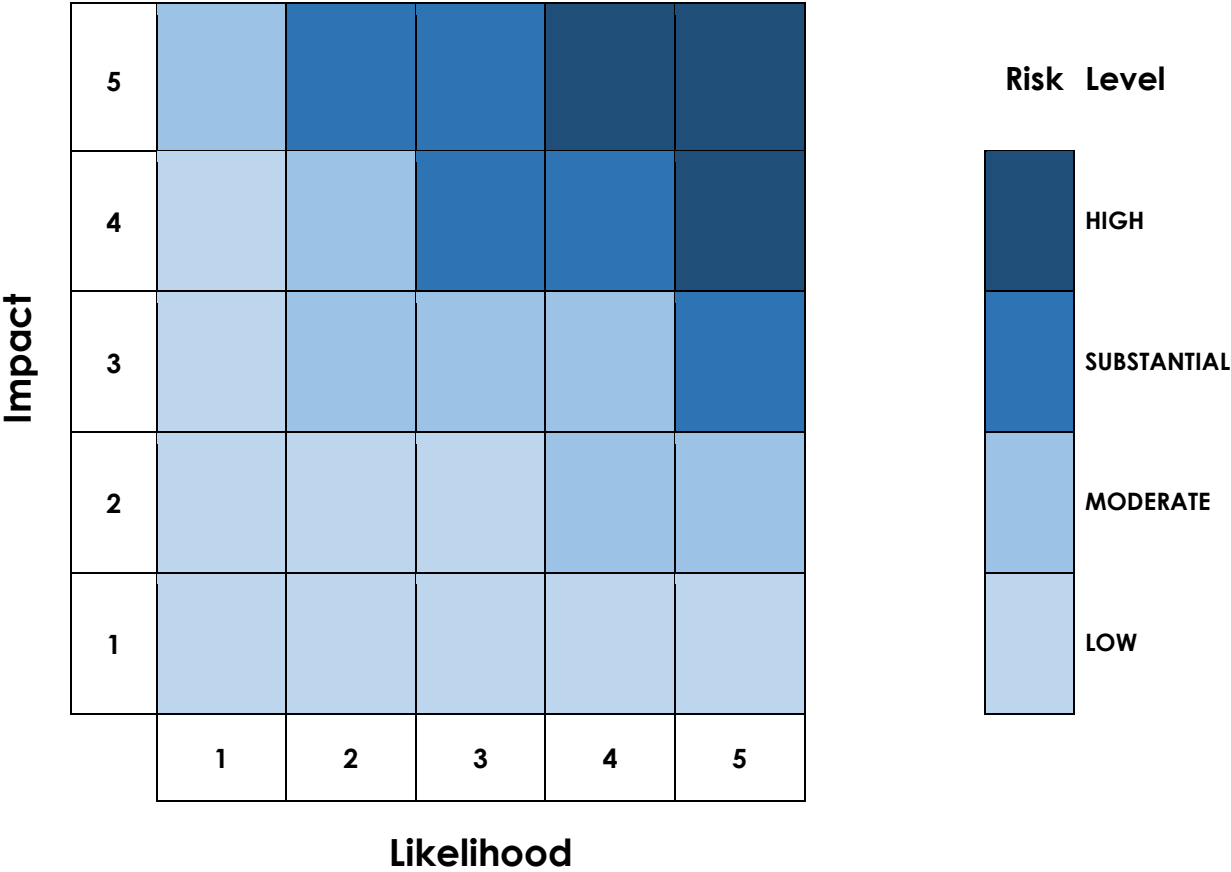
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#	Event	Cause	Impact (s)	Risk Category*	Impact and likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owner	Risk Valid From/To
	SES Standard 3.5	mine, condition of terrain, etc.	increased project costs and delays		I (Impact)= 3 Risk level = 2	UNDP and CMAA will continue to ensure that the operators - Are duly accredited - Follow National Mine Action Standards and Procedures - Ensure all clearance personnel receive certified training and refresher courses - Use appropriate personal protective equipment (PPE) and safety protocols - Implement strict supervision and quality assurance procedures - Coordinate closely with national mine action authorities and local communities CMAA will continue to conduct QA and QC inspections of demining activities by the operators contracted by the project to ensure they adhere to the SOPs. Expected Effects from Treatments: - Reduce accidents and casualties - Increase clearance accuracy and speed - Maintain trust with local communities - Ensure compliance with national and international standards		to: 31/12/2030

Note: Probability (P) on a scale from 1 (low) to 5 (high) & Impact (I) on a scale from 1 (low)

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Risk matrix



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Annex 4: Capacity Assessment/HACT Micro Assessment (Document in a separate file)

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Annex 5: Terms of Reference Project Board and Project Staff

5.1 ToR Project Board

i. Background

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

ii. Duties and Responsibilities

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

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

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

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

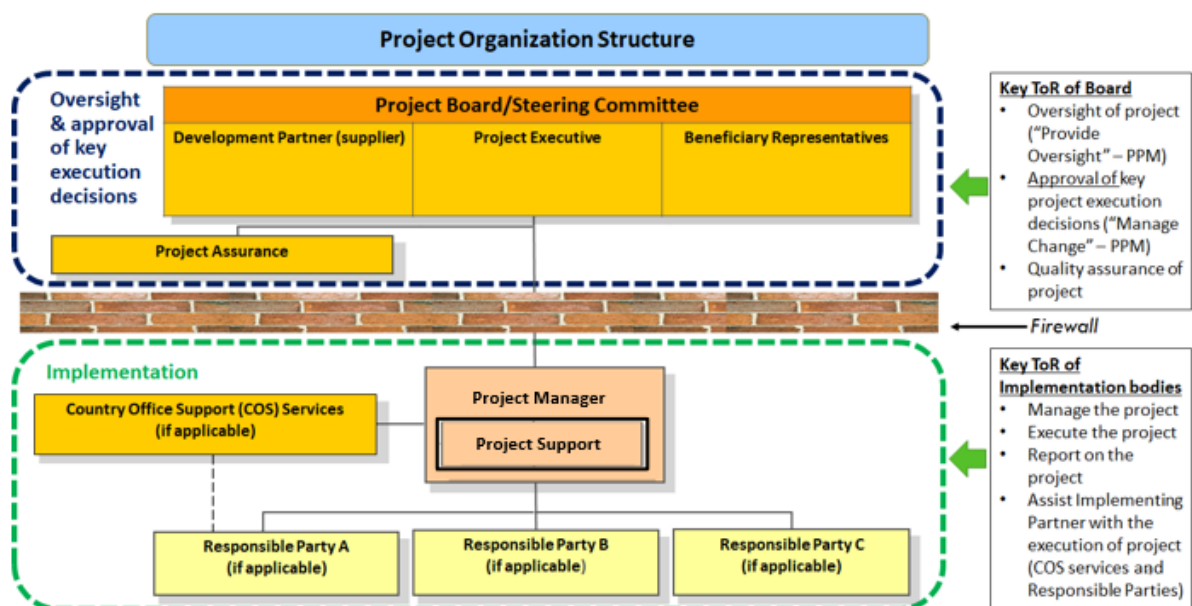
The Project Board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

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

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

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



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

Specific responsibilities of the Project Board include the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;

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- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project¹³.
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

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

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

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the project manager, including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to standards¹⁴ that shall ensure best value to

¹³ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP's core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP's Programming Quality Assurance system.

¹⁴ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective

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money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative or their designate.

Project reviews by the Project Board are made at designated decision points during the running of a project, or as necessary when raised by the project manager. The Board is consulted by the project manager for decisions when project tolerances have been exceeded¹⁵.

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

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

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

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

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

iii. Composition of the Project Board

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

The three categories of Project Board members are the following:

financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

¹⁵ The Project Board has the responsibility to define for the Project Manager the specific project tolerances within which the Project Manager can operate without intervention from the Project Board. For example, if the Project Board sets a budget tolerance of 10%, the Project Manager can expend up to 10% beyond the approved project budget amount without requiring a revision from the Project Board. By default, the tolerance is 10%.

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

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

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

The Beneficiary Representative(s) is Representatives of the Mine Action Planning Units (MAPUs) in target provinces and the People with Disability Foundation.

- 3) **Development Partners/ Project donors:** Individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project¹⁶. There can be multiple development partners representatives in a Project Board.

The Development Partner/ donor representatives include representatives of UNDP, Embassy of Luxembourg, Embassy of Australia, Embassy of New Zealand, the Ministry of Economic and Finance. Their primary function is to provide guidance regarding the technical feasibility of the Project), and other funding development partners.

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

Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third-party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can

¹⁶ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

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have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

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

iv. Standard Project Board Protocols

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

Mid-Year Project Board Meetings in June or July annually;

End Year Project Board Meetings in November or December annually.

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

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

Unless otherwise specified, Project Board decisions are made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.¹⁷

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

¹⁷ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

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

v. Standard Outputs of Project Board Meetings

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

- Assessment of project progress to date against project output indicators (as documented in the project document results framework)
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations¹⁸
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding (if applicable) and steps taken to reduce the funding gap identified at the project design stage

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

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

vi. Support Functions to the Project Board

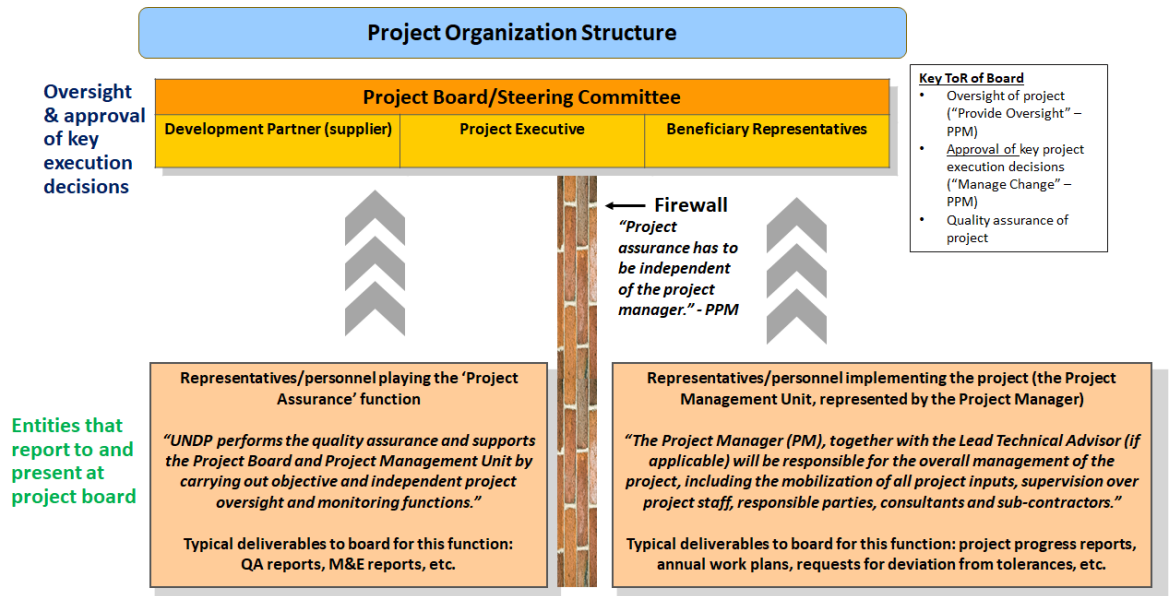
There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support Board members in effectively fulfilling their roles: project assurance and project management.

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

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

¹⁸ Including audit reports and spot checks.

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

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

The UNDP representative playing the main project assurance function is the UNDP Assistant Resident Representative and Programme Analyst.

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

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

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

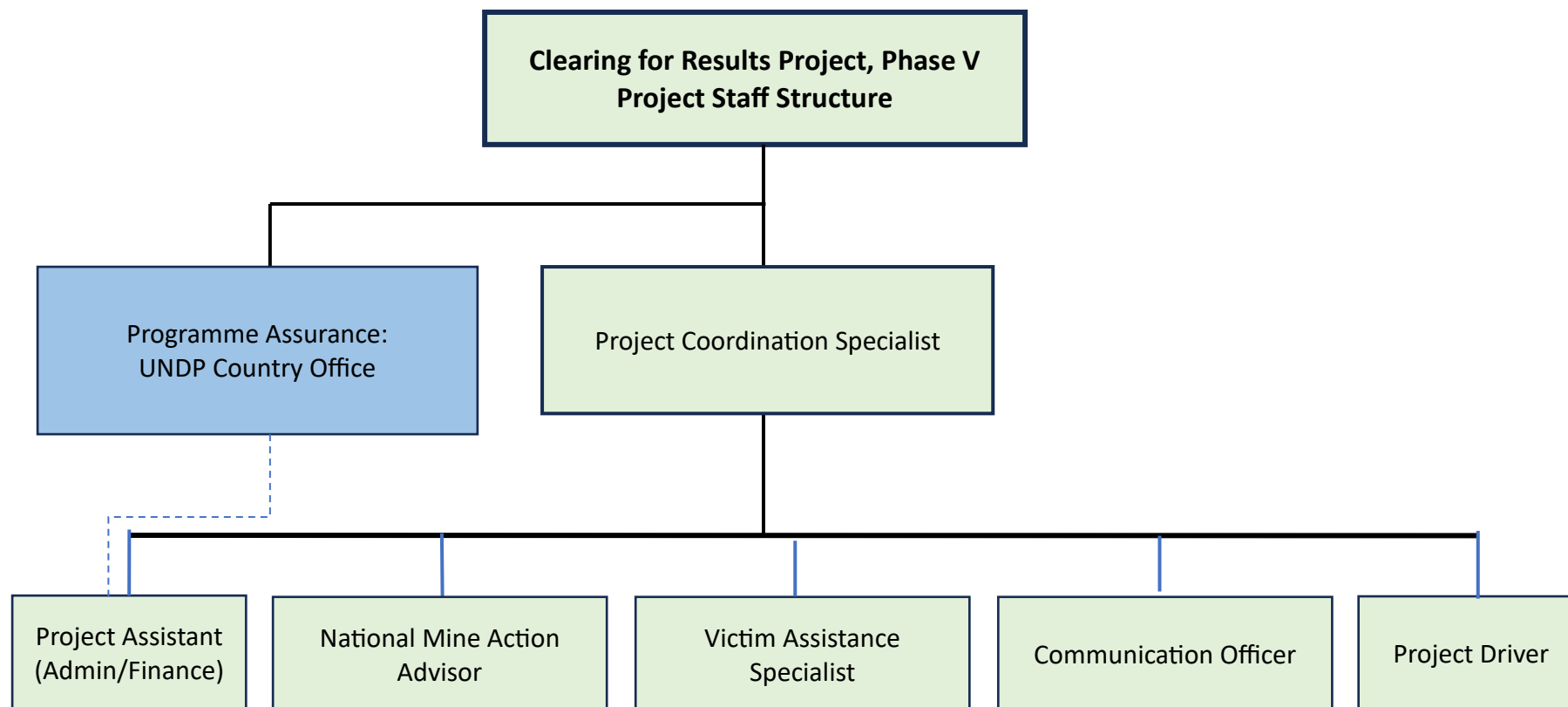
5.2. Project Staff Structure

The project team has a certain role or function and assigned tasks. They actively work to support the National Programme Director and Project Manager in developing project activities and provide timely technical support to the implementation of the work plan within the scope of the Clearing for Results Project.

The project team reports on the progress and provides substantive technical and policy advice on implementation as well as supporting the capacity development of each department, delivering seminars and training, and providing coaching in a task environment as needed.

The project team is responsible for providing advisory support for all finance and administration functions and preparation of project work plans and financial reports.

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1. National Mine Action Advisor

Position Information	
Job Title:	National Mine Action Advisor
Grade Level:	NPSA10
Report to:	Project Coordination Specialist
Functions / Key Results Expected	
The National Mine Action Advisor will:	
1. Provide technical and advisory support to the National Project Director and Project Manager to ensure effective, efficient and timely delivery of clearance outputs: • Advise on matters related to procurement of land clearance services, to ensure the best value for money, transparency, fairness and accountability of the process, • Advise on formulating the statement of work (SoW) for every project undergoing contracting, • Participate as an observer in the evaluation of mine action bid proposals, providing technical advice throughout the process as required and issuing observer note after evaluation, • Monitor mine action contract performances regularly, provide advice to the project team and relevant CMAA team when required, and keep records of contract delivery results for reference, • Advise and contribute to the negotiation of contract and contract amendment processes, 2. Provide technical advice to CMAA on the effective implementation of NMAP • Provide technical support and contribute to the review of NMAP 2026-2035 implementation progress and the development of management responses to the review recommendations, • Provide technical and advisory support to CMAA for effective implementation of NMAP 2026-2030 and other related procedures and instructions, • Provide technical and advisory support to SEPD to ensure the planning and prioritization guideline is timely revised to align with the development of the mine action sector, • Provide technical and advisory support to the Secretariat of TWG-MA to conduct regular TWG-MA sessions and to develop and to monitor the progress of JMI. Technical support includes guidance to TWG-MA in preparing agendas, documents and presentations for meetings, • Provide applicable support to the efforts to develop the capacity of CMAA that fall under Output 3 of the project, • Provide technical and advisory support as applicable on the development of a residual threat strategy and the formation of a national capacity to address residual threats after 2025, 3. Provide technical and advisory support to CMAA on effective implementation of mine-free village strategy, • Continue to provide technical and advisory support to CMAA in the implementation of mine-free village strategy by developing required procedures/instructions for effective implementation of the strategy, • Advise CMAA in the monitoring of the mine-free village strategy implementation and provide other advice and support as applicable,	

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

Recruitment Qualifications

Education:	• Master's Degree in Business Administration, Public Administration, Political Sciences, Social Sciences or other related fields;
Experience:	• At least 7 years of professional experience at the national or international level in providing technical supports in mine action field; • Demonstrate ability to communicate and deal effectively with partners at senior and middle management and working level including government, academia, civil society, private sector, UN and other development partners to address relevant issue and to ensure the greater impact of the development project; • Solid experience in providing technical support and strategic coordination with government, development partners and NGO to address relevant mine action issue and to ensure the smooth coordination of the project; • Strong experience in managing technical advisory supports at supervisory level; management and in providing management advisory support and capacity building to national counterparts; • Experience of working within UN agencies, government entities, various development partner agencies in managing donor funds is an asset;
Language Requirements:	• Fluency in Khmer and English (both spoken and written).

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2. Victim Assistance Specialist

Position Information	
Job Title:	Victim Assistance and Disability inclusion specialist
Grade Level:	NPSA8
Report to:	Project Coordination Specialist
Functions / Key Results Expected	
The Victim Assistance and Disability inclusion will:	
1. Provide technical, strategic advice and guidance: • Provide technical and strategic advice and guidance to the projects and partners to ensure that the projects achieve their outcomes; • Review and analyse relevant policies and documents and provide advice and inputs in the policies advocacy, policies design, implementation and monitoring; • Develop concept note and terms of reference for each output; • Keep abreast of disability related development dynamics especially which will impact on delivery of the disability and victim assistance related projects and potential follow-up programming; • Prepare necessary reports and documents in support of future resource mobilization efforts, if required in the area related to the project and in contributing to the resource mobilization effort; • Organize and contribute to high-level dialogues related to disabilities; • Provide inputs to UNDP country, regional and global levels reporting.	
2. Provide technical and management advice and coaching to DPOs and networks: • Work closely with DPOs and networks partners and provide technical and management guidance and advice to them to ensure they have the capacity to implement grants, to engage in policy dialogues, and to support their members across the country; • Provide mentoring and coaching to partners on planning, implementation, monitoring, reporting and on technical matters related to disabilities, rights and inclusion.	
3. Develop and strengthen partnership and coordination with relevant partners: • Develop and strengthen partnership with all implementing partners, relevant line ministries partners, UN agencies, development partners, and CSOs working on disabilities related initiatives; • Support UNDP management in high-level dialogue and partnership building with other key stakeholders; • Provide strategic advice and inputs to UNDP, Government and DPOs in monitoring and reporting on UNCRPD; • Undertake strategic approach to build network and working relations with national stakeholders to advance buy-in and national ownership of relevant aspects of disability related projects; • Build and maintain partnership through networking with stakeholders to generate their interest; • Liaise with sub-contracted experts, contractors and other responsible partners of projects to ensure the outcomes are met in a timely manner; • Provide strategic guidance on strengthening sub-national level coordination.	
4. Facilitate knowledge building and capacity development:	

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- Provide advice on strategic communication related to disabilities;
- Develop disabilities related communication strategy and lead the implementation of this strategy in collaboration with UNDP communications team;
- Lead and advise on the consolidation of knowledge, best practices, cases studies, and lessons learnt and facilitate the dissemination within and outside UNDP through internal learning session, seminar and workshop with partners, or through other means of communication;
- Coordinate the contribution to knowledge networks and communities of practice;
- Ensure that experiences and lessons learnt from projects implementation are adequately taken into consideration for the ongoing and future programmes.

5. Perform day-to-day management/coordination of the projects:

- Prepare projects' annual and quarterly workplan;
- Produce timely progress reports, both internal and external as per UNDP and donors' requirement;
- Monitor the implementation of the projects by partners and consultants and provide technical quality assurance on their outputs;
- Establish and maintain projects M&E system and tools and ensure full implementation of the M&E system;
- Coordinate and provide guidance to project technical assistant on the aspects of data collection, reporting and monitoring and evaluation (M&E);
- Oversee the organization of the Board meetings and coordinate all aspects of development of progress reports and other documentation as required for the Board;
- Manage and monitor the projects' issues and risks as initially identified in the Project Documents, identify and submit new issues and risks to the Board for consideration and decision on possible actions if required, update the status of these issues and risks by maintaining the projects' Risks Log and Issues Log;
- Ensure full compliance with UNDP rules, regulations and policies;
- Ensure the implementation of the effective internal control, proper design and functioning of the financial resources management system;
- Work with Admin and Finance Assistant and Programme and Operations Associate to prepare timely, accurate and reliable financial reports – both internal and external;
- Provide guidance to Admin and Finance Assistant to ensure effective management of physical assets of the projects;
- Coordinate and support all activities leading to the annual audit exercise and follow up of the audit recommendations;
- Undertake planning and day-to-day management of projects' human resources;
- Ensure that the project is optimally staffed;
- Coordinate individual staff work plans, workload and learning plan;
- Guide and oversee the work of the project staff to ensure full compliance with the implementing rules, regulations, policies and strategies;
- Coordinate all national and international consultants to ensure that contracting processes are in accordance with planned schedules and deliverables;
- Maintain close contact with UNDP Country Office to ensure coordination on human resources administration of both national and international staff, as well as coordinate the recruitment process;
- In close consultation with Programme Analyst, develop Terms of References (TORs) of all required consultants and staff and actively participate in the recruitment process as required.

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Recruitment Qualifications

Education:	Master's or Bachelor Degree in Development, Social Science, Sociology, Political Science, or other related fields.
Experience:	- At least 3 years (for Master's Degree) or 5 years (for Bachelor's Degree) of professional experience in providing disabilities related technical advice, strategic coordination and communication with government, development partners, CSOs to address relevant issues and to ensure the greater impact of the development project; - Solid experience in project management (design, implementation, coordination, monitoring and evaluation of development projects) and in establishing inter-relationships among international organizations and national government; - Proven experience in proposal development and resource mobilization; - Extensive experience in analysis, research, and policy advocacy; - In-depth knowledge of disabilities related issues, conventions, and other regulations in Cambodia and globally, and awareness and familiarity of key actors and stakeholders across the political, economic, and development spheres alongside knowledge of government, civil society, and other non-state actors; - Familiarity with procedures of the UN and donor agencies is a strong asset.
Language Requirements:	Fluency in Khmer and English (both spoken and written).

3. Communication Officer (to be provided)

Task description

Under the direct supervision of the Project Coordination Specialist of the Clearing for Results (CfR) Project, the UN Volunteer will support project implementation through reporting, communications, and partnership development. The incumbent will carry out the following duties:

1. Reporting (30%)

Coordinate project reporting processes and ensure preparation of timely project reports, focusing on the following results:

- Coordinate and support all project reporting processes to ensure the preparation of timely, accurate, and quality reports. Key tasks include:
- Implement the project reporting system in accordance with UNDP POPP and Country Office SoPs.
- Draft clear, concise project reports (UNDP corporate reports, donor-specific reports, and regular updates) in line with quality assurance standards, reporting timelines, and donor requirements.
- Coordinate the collection of inputs (data, evidence, narrative contributions) from project team members and implementing partners, ensuring compliance with required formats and standards.
- Prepare ad hoc analyses, briefs, presentations, and summaries on various aspects of project implementation for internal use, counterpart meetings, or donor briefings.

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- Continuously improve the quality of results reporting by gathering and integrating feedback from donors, implementing partners, and national counterparts.
- Draft lessons learned, success stories, and best practices related to operational and programmatic components of the CfR Project.
- Support UNDP CO and implementing partners in preparing project plans, reports, and other documentation as required.

2. Communication (35%)

In close coordination with the UNDP Country Office Communications Team:

- Develop a communication plan for the CfR Project, identifying key priorities, audiences, and expected outcomes.
- Prepare a communication workplan outlining communication products, timelines, and responsibilities.
- Produce and regularly update project communication materials, including fact sheets, brochures, social media content, presentations, and visibility materials.
- Ensure that communication products highlight project achievements, donor visibility, and alignment with UNDP and CMAA communication guidelines.
- Support the planning and documentation of field missions, events, workshops, and donor visits, including preparation of briefs, talking points, and visibility assets.

3. Partnership and Resource Mobilization (35%)

- Support efforts to mobilize resources and identify new partnership opportunities for the CfR Project and the Mine Action portfolio.
- Assist in coordinating strategic engagement with government partners, donors, NGOs, civil society, and the private sector.
- Prepare donor briefs, presentations, funding proposals, and inputs for partnership-building activities.
- Support organization of high-level events, field visits, and coordination meetings with development partners.
- Monitor partner interests, donor priorities, and opportunities to enhance resource mobilization and stakeholder engagement.
- Contribute to the design of new initiatives through drafting concept notes, proposals, and policy inputs.

Requirements

Education and experience:

Required degree level: Master's degree

Area of education/degree in: Business Administration, International Relations, Communications, Development Studies, Political Science, Peace and Security, or related field or a first-level University OR Bachelor's degree with an additional 2 years of relevant professional experience.

Minimum experience: 2 years

Skills and experience in:

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- Experience in at the national or international level, particularly in strategic partnerships.
- Experience in research and policy-level analysis, design, monitoring and evaluation of development projects.
- Experience in communication, developing communication strategies and related products.

4. Project Admin and Finance Assistant

Position Information	
Job Title:	Project Admin and Finance Assistant (National)
Grade:	NPSA5
Report to:	Project Coordination Specialist – Country Office staff
Functions / Key Results Expected	
1. Effective support on the project administrative and financial management: • Contribute to day-to-day support to the project implementation and ensure conformity to expected results, outputs, objectives and work-plans; • Liaise closely with the UNDP programme associate and analyst to ensure the effectiveness of administrative and financial management of the project in accordance with UNDP rules and regulations; • Provide support to the project to ensure that all project 1) administrative and financial management, 2) recruitment and procurement processes, and 3) disbursement and payment requests meet UNDP standards and are in compliance with UNDP's NIM (National Implementation) procedure/guidelines, UNDP rules, regulations, and procedure (including processes under UNDP web-based management system and ATLAS); • Ensure that payment supporting document contains accurate and sufficient information, i.e. invoice/receipt date, FACE, payee and vendor signature, and clear description on purpose of payment and that payment to suppliers or and cash advance are paid and cleared on time; • Foresee and identify potential risks both financial and operational risks, and inform relevant colleagues to ensure that they are addressed in a timely manner; • Contribute to the preparation of the budget workplan (multi-year, annual and quarterly workplan, budget revision, and costing of specific activity such as workshops) and to the drafting of report, especially the financial report section; • Support CMAA to monitor financial delivery of the project budget (fund disbursed to CMAA through FACE); • Specifically, assist CMAA in preparing project quarterly and annual financial reports for submission to UNDP by using FACE (funding Authorization and Certificate of Expenditure) attached with quarterly work plan, progress report, bank statement and reconciliation and statement of cash position; • Support the project to develop and execute procurement plan; • Establish and maintain the electronic (including UNDP web-based management system and ATLAS) and physical filing system for project documentation and communication; • Prepare and update proper project relevant documentations and records and ensure that the documents are prepared and ready for audit and spot check; • Provide support to CMAA and UNDP in the implementation of audit and spot check recommendations; • Assist CMAA in ensuring project inventory of non-expendable and expendable equipment are well registered and maintained and ensuring that the equipment is safe and in proper working conditions;	

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- Assist CMAA in ensuring project asset safeguarding by conducting physical counting, recording, disposal and or write-offs if necessary.

2. Effective support to the project management and implementation:

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

3. Support to knowledge building and knowledge sharing:

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

Recruitment Qualifications

Education:	• Secondary Education. Bachelor's Degree in Business Administration, Accounting, Finance, Management, Public Administration, or related fields.
Experience:	• Minimum 5 (five) years with Secondary Education or 3 (three) years with Bachelor's degree of relevant finance and administrative management experiences with development projects; experience with UN, UN funded projects, or with international organization is an advantage; • Solid experiences in project financial management and in office management support including logistical supports; • Experience in providing capacity building support related to financial management to national counterparts; • Time-management and organisational skills; • Ability to work under minimum supervision in a complex environment; • Substantive knowledge of UNDP project implementation modalities such as National Implementation Modality (NIM) procedures would be an important asset and familiarity with financial and technical rules, regulations and procedures relevant to project implementation;
Language Requirements:	• Fluency in Khmer and English (both spoken and written).

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Annex 6: Letter of Agreement between UNDP and RGC for Provision of Support Services



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

1. Reference is made to consultations between officials of the Government of Cambodia (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed Clearing for Results, Phase V (Project ID: 01004895) UNDP and the government hereby agree that the UNDP country office may provide such support services at the request of the Cambodian Mine Action and Victim Assistance Authority (CMAA) which is designated as an implementing partner in project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (CMAA) is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the Implementing Partner, the following support services for the activities of the programme:
 - (a) Human Resource: Identification and/or recruitment of project personnel, including international consultants, to include sourcing, contracting and payment;
 - (b) Procurement: Identification and facilitation of training activities and awarding contracts to selected agencies; and
 - (c) Logistic: Travel support to technical staff;
4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies, and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the project, the annex to the project document will be revised with the natural agreement of the UNDP resident representative and the implementing Partner.

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5. The relevant provisions of the UNDP Standard Basic Assistance Agreement with the Government (the "SBAA"), dated 14 December 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated CMAA. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.
6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.
7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed projects.

Yours sincerely,


 For the Government of Cambodia:
 H.E. Ly Thuch
 1st Vice President, CMAA
 Date: 16/12/2025


 For UNDP:
 Mr. Enrico Gaveglia
 Resident Representative
 Date: 16/12/2025

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Attachment

DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Cambodian Mine Action and Victim Assistance Authority, the institution by the Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP Country office for the nationally managed project-01004895 Clearing for Results Phase V.
2. In accordance with the provisions of the letter of agreement and the project document, the UNDP country office shall provide support services of the Clearing for Results Phase V as described below.
3. Support services to be provided:

Support Services	Scheduled for the provision of the support services	The cost of UNDP of providing such support services will be on an actual basis	Amount and method of reimbursement of UNDP
1. Identification and/or recruitment of project personnel	January 2026-December 2030 or as per approved AWP	Actual Cost	AP, JV, or GL
2. Identification and facilitation of training activities and awarding contracts to selected agencies	January 2026-December 2030 or as per approved AWP	Actual Cost	AP, JV, or GL
3. Logistic: Travel support to technical staff	January 2026-December 2030 or as per approved AWP	Actual Cost	AP, JV, or GL

4. Description of functions and responsibilities of the parties involved:

4.1 The project counterpart is responsible for the development of terms of reference for the recruitment of personnel and for the procurement of services, and the identification of goods needed for the project.

4.2 UNDP Human Resources Unit is responsible for the process of recruitment of the project personnel.

4.3 UNDP Procurement Unit is responsible for the identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.