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Resilient nations.*

## **CLEARING FOR RESULTS PHASE III Mine Action for Human Development**

### **Annual Report (January to December 2017)**

<b>Project ID:</b>	00096246
<b>Project Duration:</b>	01 <sup>st</sup> March 2016 to 31 <sup>st</sup> December 2019
<b>2017 Project Budget:</b>	US\$ 3,223,087 (delivered US\$4,179,391)
<b>Implementing Partner:</b>	Cambodian Mine Action and Victim Assistance Authority
<b>Country Programme Outcome:</b>	Contribution of the national mine action programme to the human development of poor communities
<b>Strategic Plan Output:</b>	National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods-intensive

## Table of Contents

I.	EXECUTIVE SUMMARY .....	3
II.	CONTEXT .....	5
IV.	IMPLEMENTATION PROGRESS .....	6
A.	Progress towards project key deliverables/sub-outputs.....	6
	Key Deliverable 1: Mine action policies and strategic frameworks.....	6
	Key Deliverable 2: A CMAA mine action programme performance monitoring system exists .....	7
	Key Deliverable 3: A minimum of 27 km <sup>2</sup> of the total mine/ERW contaminated areas .....	10
B.	Other Project Achievements.....	12
	Project Mid-term Review.....	12
	Support to ASEAN Regional Mine Action Centre .....	13
	Support to the development of Cambodian Mine Action Standard on quality management.....	13
	Support to the implementation of the recommendations from the various reviews in 2016 .....	13
	Monitoring Missions .....	14
	Support to the CMAA Database Unit .....	15
	Support to CMAA public relations department.....	15
V.	PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTPUT.....	15
VI.	RISKS/ISSUES AND CHALLENGES .....	16
VII.	CAPACITY DEVELOPMENT .....	16
VIII.	GENDER.....	17
IX.	SOUTH-SOUTH and TRIANGLE COOPERATION .....	17
X.	LESSONS LEARNED .....	17
XI.	FINANCIAL STATUS AND UTILIZATION.....	18
	Annex 1. CFR II Final Evaluation – action plan on recommendations .....	23
	Annex 2. Project risk and Issue logs .....	29

## ACRONYMS

ARMAC	ASEAN Regional Mine Action Centre
BLS	Baseline survey
CMAA	Cambodian Mine Action and Victim Assistance Authority
CMAC	Cambodian Mine Action Centre
CMAS	Cambodian Mine Action Standards
DFID/NPA	Department for International Development (UK)/Norwegian People's Aid
DFAT	Department of Foreign Affairs and Trade (Australia)
ERW	Explosive Remnants of War
GAC	Global Affairs Canada
IMSMA	Information Management System for Mine Action
LRNTS	Land release non-technical survey
MAPU	Mine Action Planning Unit
NMAS	National Mine Action Strategy
NPMEC	National Centre for Peacekeeping
PMS	Performance Monitoring System
QMT	Quality Management Team
RGC	Royal Government of Cambodia
SDC	Swiss Agency for Development and Cooperation
TRG	Technical Reference Group
UNDP	United Nations Development Programme

## I. EXECUTIVE SUMMARY

In 2017, Clearing for Results III: Mine Action for Human Development (CFRIII), worked with the Cambodian Mine Action and Victim Assistance Authority (CMAA) in delivering the project's key deliverables.

The new National Mine Action Strategy (NMAS) 2018-2025, developed with UNDP technical and financial support, was approved by the Cambodian Prime Minister on 12 December 2017. The NMAS, aligned with the Maputo +15 Declaration<sup>1</sup>, sets the stage for moving away from a short-term clearance result to a longer-term sustainable development objective, within a systematic planning and prioritisation process. It also outlines measure to ensure that mine action is more gender and environmentally-sensitive.

The project was instrumental in developing and securing the subsequent approval of a socially and environmentally-sensitive national Performance Monitoring System (PMS) as a new management tool and practice for CMAA. The PMS will help broaden the understanding of post-clearance land use, in CMAA coordination activities and more broadly, in the Government's poverty reduction programming. In addition, following a two-day training of trainer course, CMAA staff successfully delivered PMS trainings to both members of the mine action planning units (MAPU) and operators.

CMAA continues to gain experience, successfully representing Cambodia in relevant mine action fora, with financial and technical support from the project. Representatives to such fora not only participate, but actively contribute by co-chairing sessions, joining panel discussions, delivering statements, organising side-events as well as meeting with donors to mine action. Attendance in mine action fora supported by the project include the 20<sup>th</sup> Meeting of National Mine Action Programme Directors and UN Advisors, the Inter-Sessional Meeting to the Anti-Personnel Mine Ban Convention (APMBC) and the 16<sup>th</sup> Meeting of State Parties to the APMBC.

The project released<sup>2</sup> 21.68 km<sup>2</sup> (2017 target: 13.66 km<sup>2</sup>) of land for productive use. The project reached 3,459 households of 14,917 people (including 7,558 females and 72 people living with disabilities) in Battambang and Banteay Meanchey provinces. Of the 21.68 km<sup>2</sup> released, 10.05 km<sup>2</sup> was through clearance operations while the remaining 11.63 km<sup>2</sup> was through the Land Reclamation Non-Technical Survey<sup>3</sup> (LRNTS) method. Six hundred ninety-

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<sup>1</sup> States Parties at the Third Review Conference to the Anti-Personnel Mine Ban Convention in June 2014 adopted the Maputo +15 Declaration. In doing so, the States Parties committed to intensify efforts to clear mine areas and to assist landmine victims and expressed their aspiration to meet their goals to the fullest extent possible by 2025.

<sup>2</sup> Land release in the context of mine action describes the process of applying all reasonable effort to identify, define, and remove all presence and suspicion of mines/ERW through non-technical survey, technical survey and/or clearance. For a more detailed explanation on land release, please visit <https://www.gichd.org/mine-action-topics/land-release/>

<sup>3</sup> Non-technical survey refers to the collection and analysis of data, without the use of technical interventions, about the presence, type, distribution and surrounding environment of mine/ERW contamination, in order to define better where mine/ERW contamination is present, and where it is not, and to support land release prioritisation and decision-making processes through the provision of evidence.

Definitions listed in come from the International Mine Action Standards (IMAS) 04.10 Glossary of mine action terms, definitions and abbreviations (Second Edition May 2013) or under Cambodian Mine Action Standards (CMAS).

seven new minefields were assessed as part of the baseline survey<sup>4</sup>. Clearance work under the project was of quality and in accordance with CMAS, with the project continuing to support quality management team (QMT) monitoring missions. Accurate and complete recording of mine clearance data also continued with the project supporting the work of six people within the CMAA database unit. These achievements were highlighted by the CMAA public relations department, with the technical support from both the project and UNDP communications unit.

The project's mid-term review started in December 2017 with a desktop assessment. The review is expected to be finalised by February 2018. The review focuses on the relevance, effectiveness, results and efficiency of the project to-date, as well as assess the likelihood of the sustainability and impact of the results in the medium and longer-term.

The project continued to contribute to the strengthening of the ASEAN Regional Mine Action Centre (ARMAC) by providing technical support on various issues outlined in the main text. In addition, the project continued to contribute to the strengthening of the Cambodian Mine Action Standards (CMAS). CMAS aim to improve safety and efficiency in mine action by providing guidance, by establishing principles and, in some cases, by defining requirements and specifications. Also, the project supported CMAA to implement the recommendations from the various reviews and assessments conducted in 2016. This includes the Gender Mainstreaming in Mine Action Plan (GMAP 2018-2022), developed with the project providing technical and financial support. CMAA also continues to share its expertise across other countries through south-south cooperation.

The project delivered US\$4,179,391 of an approved budget of US\$3,223,087. This was mainly from UNDP advancing payments against 2018 contracts. The project's shortfall is also decreasing, from over US\$900,000 in early 2017, to US\$74,807 as of February 2018. This is a result of: (1) UNDP allocating a significant amount from its own internal resources to the project; (2) an evaluation of how UNDP costs are presented; (3) the contribution from Canada; (4) gain from exchange rate of DFAT fund receipt in February 2018 and (5) prioritising CMAA activities to be supported by the project.

The project had its challenges in 2017 but had managed to achieve its key deliverables, even exceeding its clearance targets. In addition, with the approval of both the NMAS and PMS, institutional measures are being set in place to strengthen the contribution of the national mine action programme to the human development of poor communities.

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<sup>4</sup> The baseline survey identifies landmine/ERW impacted land that has not been previously identified based on new evidence from local communities. Please refer to the Cambodian Mine Action Standards (CMAS14) for details of the baseline survey.

## II. CONTEXT

United Nations Development Programme (UNDP) and the Cambodian Mine Action and Victim Assistance Authority (CMAA), with funding from Australia's Department of Foreign Affairs and Trade (DFAT) and the Swiss Agency for Development and Cooperation (SDC), signed an agreement to implement the project, Clearing for Result III: Mine Action for Human Development (CFRIII) in 2015 and late 2016 respectively. UNDP also allocated additional financial resources to the project. In late 2017, Global Affairs Canada (GAC) contributed additional funding to CFRIII.<sup>5</sup> CMAA is the implementing agency of the project with UNDP providing technical and advisory support as well as oversight on project implementation.

The project seeks to support the Government in the development of holistic approaches to maximize mine action results on human development by:

1. Ensuring mine action policies and strategic frameworks are aligned to national and sub-national sectoral policies and planning strategies;
2. Developing a CMAA mine action programme performance monitoring system that would deliver quality evidence on sustainable development outcome/impact; and
3. Clearing and releasing a minimum of 27 km<sup>2</sup> of the total mine/explosive remnants of war (ERW) contaminated areas located in the most affected and poorest provinces.

Specific activities for 2017 include:

1. Establish the national mine action strategy;
2. Establish the mine action performance monitoring system;
3. Implement clearance activities in Battambang, Banteay Meanchey and Pailin province;
4. Conduct a mid-term review of the Project;
5. Explore collaborative opportunities with the ASEAN Regional Mine Action Centre (ARMAC);
6. Support the development of Cambodian Mine Action Standards (CMAS) on quality management; and
7. Implement recommendations from the project assessments, project CFRII final evaluation and mine action sector reviews.

This report covers activities of the project between 01 January to 31 December 2017.

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<sup>5</sup> See Section XI for detailed financial resources and utilisation.

## IV. IMPLEMENTATION PROGRESS

### A. Progress towards project key deliverables/sub-outputs

Key Deliverable 1: Mine action policies and strategic frameworks are aligned to national and sub-national sectorial policies and planning strategies			
Output Indicators	Baseline (2015)	Target (2017)	Status <sup>6</sup>
National Mine Action Strategy (NMAS) for 2018-2025 that will align Cambodia to the Maputo +15 Declaration is developed.	NMAS 2010-2019	NMAS 2018-2025 is developed.	<b>Completed</b>  The NMAS 2018-2025 is approved by the Cambodian Prime Minister on 12 December 2017. Its official launching and dissemination is expected in the first quarter of 2018.

#### National mine action strategy (NMAS 2018– 2025)

The new National Mine Action Strategy (NMAS 2018-2025), developed with UNDP technical and financial support, was approved by the Cambodian Prime Minister on 12 December 2017. CMAA will officially launch this key document in the first quarter of 2018.

The NMAS, aligned with the Maputo +15 Declaration<sup>7</sup>, sets the stage for moving away from a short-term clearance result to a longer-term sustainable development objective, within a systematic planning and prioritisation process. It also will ensure that mine action is more gender and environmentally-sensitive.

To implement the NMAS, CMAA will initiate activities clustered into two phases. The first phase begins from 2018 to 2022 while the second phase runs from 2023 to 2025. In general, the first phase deals with immediate issues facing the sector while the second phase looks at managing the residual threat, once all anti-personnel landmines are cleared by 2025.

In 2018, the project will support CMAA to implement the first phase of the NMAS, specifically:

1. Development of the NMAS three-year implementation plan;
2. Revision of planning and prioritization guidelines;
3. Development of the NMAS resource mobilization strategy;
4. Development of the second extension request under Article 5 of the Anti-Personnel Mine Ban Convention (APMBC); and
5. Development of the Cambodian Mine Action Standards (CMAS) on quality management and environmental mainstreaming in mine action.

<sup>6</sup> Colour legend used: **Red** – no progress/significantly behind schedule; **Yellow** – potential for delays; **Green** – on schedule; **Blue** - completed

<sup>7</sup> States Parties at the Third Review Conference to the Anti-Personnel Mine Ban Convention in June 2014 adopted the Maputo +15 Declaration. In doing so, the States Parties committed to intensify efforts to clear mine areas and to assist landmine victims and expressed their aspiration to meet their goals to the fullest extent possible by 2025.

Key Deliverable 2: A CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcome/impact			
Output Indicators	Baseline (2015)	Target (2017)	Status
Mine action sector performance monitoring system (PMS) that links human development and mine action in place.	No national mine action sector performance monitoring system in place.	PMS developed	<b>Completed</b>  Final PMS Monitoring Matrix is complete and approved by CMAA in December 2017.  It is expected that PMS will be launched together with NMAS in the first quarter of 2018.
No. of persons (CMAA staff) receiving Training of Trainers on PMS implementation.	No trainers trained	13 trainers trained	<b>Completed</b>  13 trainers within CMAA identified and trained as part of the Technical Reference Group (TRG-PMS).
CMAA actively participates in international and national relevant fora.	Two fora	Three fora	<b>Completed</b>  CMAA attended: -20 <sup>th</sup> meeting of the National Director and UN Advisor, 7-12 Feb 2017 in Geneva. -Intersessional meeting on APMBBC 8-9 Jun 2017 in Geneva, -16 <sup>th</sup> meeting of the State Parties of APMBBC on 18-21 Dec 2017 in Vienna.

### Performance Monitoring System for mine action

The project was instrumental in developing and securing the subsequent approval of a socially and environmentally-sensitive national performance monitoring system (PMS) as a new management tool and practice for CMAA. The PMS will help broaden the understanding of post-clearance land use, in CMAA coordination activities and more broadly, in the Government's poverty reduction programming.

The PMS was officially approved by the senior management of CMAA on 14 December 2017. CMAA will launch and disseminate the PMS together with NMAS in the first quarter of 2018.

The PMS will benefit CMAA, operators, Mine Action Planning Units (MAPU) and other stakeholders as it is expected to provide information that could be used in both strategic and operational planning. As a management tool, PMS is expected to:

1. Track the implementation of the NMAS 2018-2025; and



2. Generate quality evidence of mine action's contributions to poverty reduction and socio-economic development through the improvement of well-being of the communities affected by mine/ERW.

The PMS uses existing data collection mechanisms, such as those used by MAPUs and operators, as well as the Information Management System for Mine Action (IMSMA) database managed by CMAA.

To develop the PMS, CMAA created a joint Technical Reference Group on PMS (TRG-PMS) in November 2017, with the project providing technical support. The TRG-PMS was tasked to facilitate the design and development as well as the implementation of the PMS system. As a result, the TRG-PMS came up with two matrices:

1. PMS matrix-outputs; and
2. PMS matrix-outcomes.

The PMS matrix-outputs focuses on immediate outputs through the implementation of NMAS. The PMS matrix-outcomes, on the other hand, focuses initially on three development outcomes, stemming from safe land released through clearance operations:

1. Demining contributes to poverty reduction at the household level;
2. Demining contributes to poverty reduction at the community level; and
3. Demining supports development priorities.

In 2018, CMAA will pilot the PMS system, with the support of the project. In the first quarter 2018, training sessions will be provided to both MAPU and operators on the use of the PMS and on data collection. The PMS will be subsequently tested in pilot villages and enhanced as needed.

### **Training of Trainers**

CMAA staff successfully delivered trainings on PMS to both MAPU and operators. This follows CMAA creating a PMS internal committee composed of 13 persons, including the project's UNDP M&E specialist. Members of this internal committee were provided with a two-day training of trainer course. The course covered:

1. The new PMS;
2. Results-Based Management;
3. Introduction to Theories of Change/ Logic Models for Mine Action; and
4. PMS Framework and data collection method.

## **Strengthen CMAA international and national participation in relevant fora**

CMAA continues to gain experience and successfully represent Cambodia in relevant mine action fora with the financial and technical support from the project. Representatives not only participate, but they actively contribute by co-chairing sessions, joining panel discussions, delivering statements, organising side-events as well as meeting with donors to mine action.

In February 2017, the Cambodia delegation, led by HE Ly Thuch, CMAA Secretary-General and CFRIII Project Director, attended the 20<sup>th</sup> Meeting of National Mine Action Programme Directors and UN Advisors in Geneva, Switzerland. The Secretary General co-chaired the plenary session on Mine Action Innovation and was a panellist during the plenary session on challenges of completion. During the meeting, numerous side events were held with donor representatives to provide updates and seek to mobilize resources.

In June 2017, the Cambodia delegation, led by HE Serei Kosal, CMAA First Vice-President, attended the Inter-Sessional Meeting to the Anti-Personnel Mine Ban Convention (APMBC) in Geneva, Switzerland. The delegation delivered a statement on Cambodia's commitment and need to manage the mine and explosive remnants of war over the next eight years (2018-2025). The delegation also highlighted Cambodia's achievements in mine action. The delegation also met with representatives from donor countries, APMBC Implementation Support Unit (ISU), and International Campaign to Ban Landmines (ICBL) to discuss cooperation and progress.

In December 2017, the Cambodian delegation, led by HE Serei Kosal, CMAA First Vice-President, attended the 16<sup>th</sup> Meeting of State Parties to the APMBC in Vienna to reaffirm Cambodia's commitment to comply with the Convention. The delegation delivered five statements:

1. Overall view of Cambodian Mine Action Sector;
2. Implementation of Article 5 of the Convention;
3. Work on victim assistance;
4. Enhancement of cooperation and assistance; and
5. Intervention to support Thailand request for the extension.

The delegation also organized a side event to share the just-approved NMAS 2018-2025. Copies of the NMAS and the PMS booklets were made available for interested participants. Moreover, Cambodian delegation organised bilateral meetings with various donors as well as other partners with an aim to express gratitude, further strengthen cooperation and discuss the possibility of future partnerships.

Key Deliverable 3: A minimum of 27 km <sup>2</sup> of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free			
Output Indicators	Baseline (Feb 2016)	Target (2017)	Status
A baseline impact assessment (BIA) of Priority mine-ERW-impacted areas and villages in the target provinces conducted.	0	BIA in the target provinces conducted	A recommendation to remove this output was approved by the project board in August 2017.
Area (km <sup>2</sup> ) of land cleared from mines annually through local planning process used for human development.	0 km <sup>2</sup>	13.66 km <sup>2</sup> (clearance: 7.00 km <sup>2</sup> ; Land reclamation non-technical survey <sup>8</sup> : 6.66 km <sup>2</sup> )	<b>Completed</b> 21.68 km <sup>2</sup> (159%) (clearance: 10.05 km <sup>2</sup> ; LRNTS: 11.63 km <sup>2</sup> )

In 2017, 10.05 km<sup>2</sup> of mine/ERW affected land in Battambang and Banteay Meanchey were released<sup>9</sup> (through clearance operations) to local communities for productive use, mainly for agricultural purposes. Through such operations, 1,493 anti-personnel mines, 22 anti-tank mines and 2,375 items of ERW were found and destroyed.

**Table 1: Land release targets and outputs (December 2017)**

Clearance component	2016	2017	2018	2019	TOTAL
Target (km <sup>2</sup> )	7.00	7.00	7.00	6.00	27.00
Actual (km <sup>2</sup> )	8.78	10.05	-	-	18.83
<b>Percentage</b>	<b>125%</b>	<b>144%</b>			<b>70%</b>
LRNTS+BLS component <sup>10</sup>		2017	2018	2019	TOTAL
Target (km <sup>2</sup> )	-	6.66	6.67	6.67	20.00
Actual (km <sup>2</sup> )	-	11.63	-	-	11.63
<b>Percentage</b>	-	<b>175%</b>			<b>58%</b>
Consolidated figures					
Target (km <sup>2</sup> )	7.00	13.66	13.67	12.67	47.00
Actual (km <sup>2</sup> )	8.78	21.68 <sup>11</sup>	-	-	30.46
<b>Percentage</b>	<b>125%</b>	<b>159%</b>			<b>65%</b>

<sup>8</sup> Non-technical survey refers to the collection and analysis of data, without the use of technical interventions, about the presence, type, distribution and surrounding environment of mine/ERW contamination, in order to define better where mine/ERW contamination is present, and where it is not, and to support land release prioritisation and decision-making processes through the provision of evidence.

Definitions listed in come from the International Mine Action Standards (IMAS) 04.10 Glossary of mine action terms, definitions and abbreviations (Second Edition May 2013) or under Cambodian Mine Action Standards.

<sup>9</sup> Land release in the context of mine action describes the process of applying all reasonable effort to identify, define, and remove all presence and suspicion of mines/ERW through non-technical survey, technical survey and/or clearance. For a more detailed explanation on land release, please visit <https://www.gichd.org/mine-action-topics/land-release/>

<sup>10</sup> The CFRIII project document did not include Land Reclamation Non-Technical Survey+ Baseline Survey (LRNTS+BLS). However, the CFRII final evaluation recommended the continuation of the LRNTS+BLS practice. Following the recommendation, CFRIII allocated US\$200,000 each year from 2017 to 2019. This allocation increased the expected outputs by an additional 20 square kilometers.

<sup>11</sup> The 21.68 square kilometres released by the project in 2017 accounts for 31 per cent of the entire outputs of the sector for the year (as of January 2018). This is an increase of eight per cent from 2016.

Land released through clearance operations directly benefited 3,459 households (14,917 people, including 7,558 females and 72 people living with disabilities.) Table 2 presents a breakdown of the beneficiaries.

**Table 2: CFRIII land release beneficiaries (January to December 2017)**

Type of Land Use	Area (km <sup>2</sup> )	Number of Beneficiaries			
		Number of Households	Number of People	Number of females	Number of People with Disability (PwD)
Agriculture and Housing	10.05	341	1,462	707	6
Infrastructure		3,118	13,455	6,851	66
<b>Total</b>	<b>10.05</b>	<b>3,459</b>	<b>14,917</b>	<b>7,558</b>	<b>72</b>

The mine risk education (MRE) component of the clearance contracts in Battambang and Banteay Meanchey delivered 702 MRE sessions and 3,967 household visits. These activities reached 7,573 adult males, 7,438 adult females, 3,045 boys, 3,120 girls and 144 people living with disabilities. The MRE component of the clearance contracts is an added value to these contracts. While results cannot be directly attributed to the project, the number of accidents from mines/ERW decreased from 83 recorded incidents in 2016 to 58 recorded incidents in 2017.

There were delays in implementing clearance activities in Pailin as the successful bidder withdrew their bid in early-2017, there was no impact in achieving the 2017 clearance targets.

With the successful bidder withdrawing their bid, the Pailin contract was re-advertised in April, with the same planned outputs but over a shorter period. However, there were further delays as CMAA 1<sup>st</sup> Vice-President raised various issues to avoid signing the award, including border disputes and national security. UNDP met with CMAA to try and manage the issues raised. However, in early June, the successful bidder withdrew their bid, citing lack of resources to implement the project given the delays encountered in awarding the contract.

Drawing on lessons from the previous procurement exercises, the project initiated a series of enhancements, including securing written approval from the Border Commission/sub-national authorities for all border minefields included in the project list. Also included was the inclusion of a pre-bid meeting for potential bidders to raise any issues/concerns they may have. In December 2017, the clearance contract was finally signed and awarded to HALO Trust for the period from January to May 2018.

### **Land Reclamation Non-Technical Survey and Baseline Survey (LRNTS+BLS)**

A better understanding of the extent and magnitude of the remaining mine/ERW problem was achieved through the land reclamation non-technical survey + baseline survey

(LRNTS+BLS<sup>12</sup>). LRTNS+BLS activities led to an area of 11.63 km<sup>2</sup> released, allowing people to safely access these suspected hazardous area<sup>13</sup>. In addition, through the baseline survey (BLS), 697 new minefields were discovered and assessed.

Fifty-four percent of the 21.68 km<sup>2</sup> released land in 2017 was done through the LRNTS+BLS method. The LRNTS+BLS is the key factor in increasing land released by the project and is a result of best practices identified/recommendations from CFR phase II. The use of LRNTS+BLS is incorporated into the NMAS 2018-2025 as one of its strategies (NMAS goal 1, objective 2.)

**Table 3: Areas released through LRNTS+BLS (April to November 2017)**

Total	Total		
	Polygon	km <sup>2</sup>	Released
BLS polygons <sup>14</sup> visited	3,283	241.00	
BLS polygons fully released	276	9.95	9.95
BLS polygons partly released	51	4.67	1.67
BLS polygons not released	2,956	226.40	
<b>New BLS polygons discovered</b>	<b>697</b>	<b>109.94</b>	
<b>Total land released from April to September 2017 (km<sup>2</sup>)</b>			<b>11.63</b>
<b>Target (km<sup>2</sup>)</b>			<b>6.66</b>
<b>Percentage (delivery against target)</b>			<b>175%</b>

## B. Other Project Achievements

### Project Mid-term Review

The mid-term review started in December 2017 with a desktop assessment aimed to assess the progress of project delivery with regards to the mine action strategy, the mine action performance monitoring system, and land release. The review focuses on the relevance, effectiveness, results and efficiency of the project to-date, as well as assess the likelihood of the sustainability and impact of the results in the medium and longer-term.

The terms of reference for the mid-term review (for both International and National consultants) were drafted October in consultation with donors. While UNDP utilized its roster of consultants to identify suitable candidates, there were delays in the recruitment as the preferred candidate was not immediately available. Failed negotiations with the alternate candidate led to additional delays that led to UNDP to decide to recruit the preferred candidate and work within the candidate's availability. The recruitment of the national consultant was straightforward but deployment of the national consultant was delayed coinciding with the start of that of the international consultant.

<sup>12</sup> The baseline survey identifies landmine/ERW impacted land that has not been previously identified based on new evidence from local communities in the Cambodian mine action context. Please refer to the Cambodian Mine Action Standards (CMAS14) for details of the baseline survey.

<sup>13</sup> Suspected hazardous area refers to an area where there is reasonable suspicion of mine/ERW contamination on the basis of indirect evidence of the presence of mines/ERW.

<sup>14</sup> Polygon refers to contaminated land or minefield in the Cambodian mine action context.

It is expected that the final mid-term review report will be completed in February 2018. The results of the mid-term review and its recommendations would be used to improve project delivery.

### **Support to ASEAN Regional Mine Action Centre**

The project continued to contribute to the strengthening of the ASEAN Regional Mine Action Centre (ARMAC). The project provided ARMAC with technical support in developing various terms of references for key staff positions as well as operating procedures. The project also received a request to assist in developing a survey of ASEAN capacity on mine/ERW action. Finally, e-introductions were facilitated between ARMAC and the UN Mine Action Service.

### **Support to the development of Cambodian Mine Action Standard on quality management**

The project continued to contribute to the strengthening of the Cambodian Mine Action Standards or CMAS. CMAS aim to improve safety and efficiency in mine action by providing guidance, by establishing principles and, in some cases, by defining requirements and specifications.

The project worked with Norwegian People's Aid (NPA) capacity development project and delivered training on quality management. The training aimed to strengthen quality management work in the field and to ensure that technical findings are rated appropriately and consistently. As a result of the training, a guide on rating non-conformities was produced for use by the quality management teams.

Also, the project provided technical support to develop the CMAS on quality management. The final draft of the CMAS is expected to be approved by CMAA in the first quarter of 2018.

### **Support to the implementation of the recommendations from the various reviews in 2016**

The project supported CMAA to implement the recommendations from the various reviews and assessments conducted in 2016. Following the project's mid-year board meeting in August 2017, the project will prioritise which recommendations to implement after the project's mid-term review.

#### ***a. Gender Mainstreaming in Mine Action Plan (GMAP 2018-2022)***

The Gender Mainstreaming in Mine Action Plan (GMAP 2018-2022) was developed with the project providing technical and financial support. It is expected the GMAP 2018-2022 will be officially endorsed by the CMAA in the first quarter of 2018.

GMAP 2018-2022 was presented at a workshop in November 2017 with MAPU, representatives from operators, relevant ministries participating. The project shared the costs of the workshop with NPA capacity development project. With support from the

project, the technical reference group-gender (TRG-gender) consolidated the recommendations and suggestions from the workshop.

**b. CFR II final evaluation**

The project is continuing to review/implement the various findings and recommendations. Part of the project’s mid-term evaluation will be used to update the status of this recommendation. An update on these are seen in Annex 1 of the report.

**c. Mine Action Sector review and environmental and social impact assessment**

The project continued to support CMAA in developing an action plan of environmental mainstreaming into mine action, and in drafting of the CMAS on environmental impact mitigation of mine/ERW clearance. As part of the new NMAS implementation in phase 1, the draft CMAS on environmental impact mitigation will be done in 2018.

**Monitoring Missions**

Work delivered by operators under the project was of quality and in accordance with CMAS. The project continued to support the monitoring missions conducted by CMAA quality management teams (QMT). The QMTs conducted QA inspections as follows:

**Table 4: Quality Assurance Inspections from January to December 2017**

Location	Number of QA Inspections	Non-Compliance			Suspended operation
		Minor (%)	Major (%)	Critical (%)	
CFRIII Sites	72	8%	10%	0%	0%
Sector	1,041	19%	9%	0%	0%

The major non-compliance issues identified in 2017 include:

1. Documentation (absence of clearance requests in minefield);
2. Lack of UXO signage in the ERW field;
3. Inappropriate technique used in vegetation clearance;
4. Incorrect boundary marking; and
5. Inappropriate marking of identified mine spots.

Operators worked to immediately rectify the issues identified by the QMTs. However, accidents may still happen. In January 2017, a demining accident occurred that killed a National Centre for Peacekeeping Forces (NPMEC) deminer (Mr. Sous Yoeun, 39 years old) who was working on a minefield in Phsar Prum village, Stueng Kach commune, Salakrao district of Pailin province. The work of NPMEC in the province is funded through the project.

The deminer discovered a mine trapped between tree roots. CMAA investigation concluded that an inappropriate tool was used by the deminer to cut the roots. Had the proper tool been used, the accident could have been prevented. CMAA provided recommendations to NPMEC on improving the safety of their deminers, in line with CMAS.

## **Support to the CMAA Database Unit**

Accurate and complete recording of mine clearance data in IMSMA continued in 2017 with the project supporting the work of six people in CMAA database unit. In 2017, 1,400 baseline survey records, 1,170 land release records, 3,484 explosive ordnance disposal records, 199 accident location records and 1,212 victims and MRE records were entered in IMSMA.

## **Support to CMAA public relations department**

Mine action remained visible to the public in 2017, with stories highlighting successes regularly released on both the internet and social media.

With technical support from both the project team and UNDP country office, the public relations department of CMAA uploaded 121 stories, four press releases and four advertisements on the CMAA website and on Facebook<sup>15</sup>. Through these social media tools, updated information and events related to mine action in Cambodia were made available for public.

## **V. PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTPUT**

The relevant CPAP Output is as follows:

**Country Programme Output 1.5:** Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities.

**CPD Indicator 1.5.1:** The extent to which mechanisms measure and facilitate the development impact of mine action.

The development and subsequent approval of both the NMAS and PMS strengthen the link of mine action to more poverty reduction, gender and environmentally-sensitive approaches. These also lay the groundwork for a more cost-efficient mine action sector. The NMAS and PMS are both institutional measures with NMAS as a policy and strategic document for use by the Government and the PMS as a tool and new practice into the day-to-day work of CMAA. Both NMAS and PMS were approved in December 2017 and will be launched in early-2018.

Technical and advisory support provided by the project contributes to CMAA better managing the sector as evidenced by CMAA taking the lead in the NMAS process, CMAA representing Cambodia in various fora with presentations well received and CMAA managing the successful delivery of clearance projects, amongst others.

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<sup>15</sup> CMAA webpage: <http://www.cmaa.gov.kh/>; Facebook: Cambodian Mine Action Authority



Key deliverable	Contribution to Output 1.5
Key Deliverable 1: Mine action policies and strategic frameworks are aligned to national and sub-national sectorial policies and planning strategies	National Mine Action Strategy 2018-2025 was approved in December 2017.  The national mine action strategy developed refers to the national socio-economic development plan. This ensures mine action supports development priorities of the Government. A key principle of the strategy is that it is needs-driven and people centred. Also, planning and prioritisation guidelines further strengthen the sub-national policies and planning strategies.
Key Deliverable 2: A CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcome/impact	Final PMS matrix is complete and was approved by CMAA in December 2017  The performance monitoring system developed will measure the delivery of the national mine action strategy as well as the outcomes of mine action activities in terms of human development.
Key Deliverable 3: A minimum of 27 Km <sup>2</sup> of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free	21.68 km <sup>2</sup> released land in 2017 and directly benefited 3,459 households (14,917 people) living in Battambang and Banteay Meanchey. More than 50% of these beneficiaries are women while 72 are people living with disabilities.  Land released enables people impacted by the presence of landmines and other explosive remnants of war to use the land to restart or continue their livelihoods and move safely within their communities.

## VI. RISKS/ISSUES AND CHALLENGES

Risks and issues are being monitored and mitigation measures are updated on a regular basis.

The largest risk encountered by the project was the loss of donor confidence following issues with the 2017 Pailin tender. This was mitigated through open and frank discussions amongst stakeholders, including discussions at higher levels of Government.

Current project risks are seen in Annex 2 of this report.

## VII. CAPACITY DEVELOPMENT

CMAA continues to enhance individual capacities to deliver tasks, including the three key deliverables under the project. CMAA responsibility was seen in the development of NMAS, PMS and in the management of the clearance contracts.

The project team, in collaboration with NPA capacity development project, provided support to CMAA in the development of the new Cambodia Mine Action Standards on Quality Management, revision of mine action planning and prioritization guidelines, and in the development of GMAP.

## VIII. GENDER

The GMAP 2018-2022 was finalised. The plan links to the NMAS and mainstreams gender into the planning and prioritization for clearance, victim assistance and mine risk education. GMAP was developed with the technical support of the project.

The project also records gender-disaggregated data, with some 14,917 people benefiting from land cleared, including 7,558 women and 72 people living with disabilities. Gender-age specific mine risk education activities also reached 21,176 people, including 10,558 females and 144 people living with disabilities.

The project utilises UNDP rules and regulations on recruitment of qualified female candidates, especially during the recruitment of the national UNDP M&E specialist in June 2017. As no qualified females were identified, the job vacancy announcement had to be extended for another week in line with UNDP guidelines.

## IX. SOUTH-SOUTH and TRIANGLE COOPERATION

UNDP assisted the CMAA in representing the Cambodian mine action programme regionally and globally, to ensure that actors in the region can learn from the best practices generated from operational and policy experience from the ground up.

The support UNDP provided includes representation of the Cambodian mine action program in international fora, such as the Meeting of States Parties to the APMB and UNDP advisors and mine action Directors Meeting in Geneva. China, Tajikistan, Philippines, Japan and Lao PDR also learned from sharing experiences on IMSMA, national mine action strategy, MRE and victim assistance.

## X. LESSONS LEARNED

**Land reclamation non-technical survey is cost efficient for land release operations.** In 2017, the project released 11.63 square kilometres through a US\$200,000 contract with an operator. At roughly US\$0.017 per square meter, this represents good value for money and can be successfully applied not only within the project, but across the sector, to release suspected hazardous areas. This method is included in the NMAS 2018-2025.

**Tendering of clearance services strengthens CMAA leadership and management role and creates competition in the mine action sector.** The tendering process strengthens CMAA position to direct mine action resources to where they are needed most. Also, to minimize the risk of being a price-taker, the project introduced procurement tendering for clearance contracts, with all accredited clearance operators invited to participate. This encourages bidders to deliver the most outputs with fewer costs, creating better value for money. Enhanced procurement processes also lead to greater transparency within CMAA and the sector. This includes resolving potential border issues within the procurement process.

**Sustainability of mine action program is promoted through national ownership.** The current project implementation arrangement has created a sense of responsibility,

accountability and ownership of the mine action program within CMAA. CMAA has made attempts to secure funds from the national budget.

## **XI. FINANCIAL STATUS AND UTILIZATION**

Funds received are subject to the UN operational rate of exchange at the time funds were received (if contribution was in a currency other than the US dollar). Expected funds are in accordance with the donor agreement and presented in US dollars at the UN operational rate of exchange at the time the last tranche of funding was received. Required funds show the funds needed to deliver the project as outlined in the project document.

The project delivered US\$4,179,391 of an approved budget of US\$3,223,087. This was mainly from UNDP advancing payments against 2018 contracts. The project's shortfall is also decreasing, from over US\$900,000 in early 2017, to US\$74,807 as of February 2018. This is a result of: (1) UNDP allocating a significant amount from its own internal resources to the project; (2) an evaluation of how UNDP costs are presented; (3) the contribution from Canada; (4) gain from exchange rate of DFAT fund receipt in February 2018 and (5) prioritising CMAA activities to be supported by the project.

The following tables in this section shows the Project's financial status for the period. Please note that this is for information purposes only and is not a certified financial report, which will be officially released in as per signed donor agreements.

**Table 5: Funds Received and Expenditures**

DONORS	Funds Received	Expenditures		Planned Expenditures		TOTAL	REMARKS	Remaining Balance
		2016	2017	2018	2019			
DFAT <sup>16</sup>	5,961,057	2,185,781	1,662,745	1,313,285	1,550,440	6,712,251		799,246
SDC	1,893,000		1,883,112	885,526	731,363	3,500,000		(875,637)
UNDP (TRAC)	727,531	199,355	528,176			727,531		0
CANADA/GAC	131,569		105,358	26,211		131,569		0
<b>TOTAL (A)</b>	<b>8,713,158</b>	<b>2,385,136</b>	<b>4,179,391</b>	<b>2,225,021</b>	<b>2,281,803</b>	<b>11,071,352</b>	As per agreement	<b>(76,391)</b>
<b>TOTAL (B)</b>		<b>2,385,136</b>	<b>4,179,391</b>	<b>2,225,021</b>	<b>2,356,610</b>	<b>11,146,159</b>	required	
<b>Short Fall (B)-(A)</b>				<b>-</b>	<b>(74,807)</b>	<b>(74,807)</b>	to be mobilized	

**Table 6: Expenditures** (not a UNDP certified financial report)

#	RESPONSIBLE PARTY	ACTIVITIES DESCRIPTION	Expenses		RELATED OUTPUTS
			2016	2017	
I	Mine Action Clearance budgets (Operators)	Mine clearance contracts with operators	1,530,001	2,890,786	KD3
		BLS re-survey (non-technical survey)	-	90,222	KD3
		<b>Sub-total:</b>	<b>1,530,001</b>	<b>2,981,008</b>	
II	UNDP Technical Assistances (Project staff salaries) and other expenses	Project staff: (Technical Advisor - P4), (Project Officer-SB5), (M&E Specialist -SB5)	27,769	267,501	KD1, KD2, KD3
		Project Assistant (SB3), Project Driver (SB1), DPC1, DPC3 (Assurance and Management Support Cost)	121,666	152,916	General Support Cost
		Annual audit and spot check	6,765	7,700	General Support Cost
		International Conferences/Meetings, APMBC (Capacity Development)	0	3,930	KD2
		Local Training (staff capacity development)	266	1,548	General Support Cost
		Local Travel/Mission (project/programme staff)	9,908	16,650	KD1, KD2, KD3
		Vehicle maintenance	0	77,526	General Support Cost
		Consultancy cost	40,232	-	KD2

<sup>16</sup> Exchange rate AUD/USD: 2016: 0.7107; 2017:0.7485; 2018/2019 (est): 0.7310

#	RESPONSIBLE PARTY	ACTIVITIES DESCRIPTION	Expenses		RELATED OUTPUTS
			2016	2017	
		Support to ARMAC/Publications	0	16,723	KD2
		Office utilities, Communication, Others	5,710	17,568	General Support Cost
		Vehicle purchase for CMAA	53,634	12,344	General Support Cost
		IT Equipment	0	760	General Support Cost
		Communication related activities	132	6,500	KD3
		DPC2 (ISS cost)	15,437	267,501	General Support Cost
		<b>Sub-total:</b>	<b>212,317</b>	<b>581,666</b>	
III	CMAA Operations (Manage by CMAA through quarterly Cash Advances)	NMAS workshops/meetings/trainings	9,482	12,980	KD1
		International conferences for 2 persons: project director/project manager to: NDM, APMBC Inter- Sessional Meeting, APMBC State Parties Meeting)	15,927	15,665	KD2
		PMS workshop (MAPU, CMAA, Operator)	0	7,113	KD2
		Remuneration of 3 quality management teams (QMT, head of QMT	50,520	42,634	KD3
		Travel costs/DSA of QMT teams to three Provinces	110,564	61,404	KD3
		Remuneration of DBU staff	25,000	30,000	KD2
		Remuneration of finance and admin staff, TWG, Cabinet	20,100	8,250	CMAA operations
		TWG related activities (Workshop and meeting)	351	-	KD1
		Gender Workshop	22,619	8,447	KD2
		Workshop/Meeting (QA/QC, IM, CMAS, GAD)	7,969	4,820	KD2, KD3
		Travel costs/DSA for field Monitoring	54,974	49,720	KD1, KD2, KD3
		Office utilities, Communication and other related costs (Website, Design, Translation, Printing, Copy, Advertisement, Phone Card, others)	30,018	21,372	CMAA operations
		Mine action related equipment	6,558	6,650	KD3
		IT maintenance and vehicle maintenance	16,482	26,767	CMAA operations
		VA (Equipment)	0	13,706	KD2
		VA (Training/Workshop)	7,960	20,095	KD2
		Vehicle repaired and maintenance/Insurances	14,328	1,059	CMAA operations
		Audit Cost (Operator)	0	1,750	CMAA operations

#	RESPONSIBLE PARTY	ACTIVITIES DESCRIPTION	Expenses		RELATED OUTPUTS
			2016	2017	
		Local Consultant-Project Management Support, and Peer counselling consultant	19,600	1,970	KD2, CMAA operations
<b>Sub-total:</b>			<b>412,451</b>	<b>347,903</b>	
IV	Legal General Management Costs	<b>GMS 8% as stated in the donors' agreement</b>	161,163	268,814	<b>UNDP HQ</b>
<b>Sub-total GMS:</b>			<b>161,163</b>	<b>268,814</b>	
<b>GRAND TOTAL:</b>			<b>2,385,136</b>	<b>4,179,391</b>	

**Table 7: Budget allocation per key outputs**

Description	Annual budget allocation				Total	Summary Activities Descriptions
	2016	2017	2018	2019		
<b>Key Output 1: NMAS (2018-2025) developed</b>	15,295	203,04	38,300	8,300	<b>82,199</b>	NMAS related costs (Stakeholders consultation, meetings, workshops)
	-	62,904	81,904	81,904	<b>226,713</b>	Mine Action Specialist (P4)
<b>Sub-total:</b>	<b>15,295</b>	<b>83,208</b>	<b>120,204</b>	<b>90,204</b>	<b>308,912</b>	
<b>Key Output 2: Mine Action Performance Monitoring System exists, CMAA leadership capacity Developed.</b>	103,371	150,782	153,798	130,705	<b>538,656</b>	International fora, Capacity Development of CMAA leadership, Consultants, PMS Workshops
	508	81,769	101,431	101,431	<b>285,140</b>	Mine Action Specialist (P4) M&E Specialist (SB5)
<b>Sub-total:</b>	<b>103,879</b>	<b>232,551</b>	<b>255,229</b>	<b>232,136</b>	<b>823,796</b>	
<b>Key Output 3: A minimum of 27 km<sup>2</sup> of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-</b>	1,530,001	2,981,008	1,130,734	1,263,833	<b>6,905,576</b>	Land Mine Clearance Contracts (BTB, BTM, PLN and through None-Technical Survey)
	238,542	159,426	132,104	132,104	<b>662,176</b>	Quality Assurances (QMT-CMAA), TOT, Travel costs, meetings, DSA, CMAS, Gender, IM and others
	27,261	122,828	105,208	105,208	<b>360,505</b>	Mine Action Specialist (P4) and Senior National Project Officer (SB5)

Description	Annual budget allocation				Total	Summary Activities Descriptions
	2016	2017	2018	2019		
free.						
<b>Sub-total:</b>	<b>1,795,803</b>	<b>3,268,262</b>	<b>1,368,047</b>	<b>1,501,145</b>	<b>7,928,257</b>	
<b>Project Staff Costs (UNDP Assistance):</b>	72,527	85,565	60,955	48,955	<b>267,802</b>	Missions, Quality assurance, M&E, audit, sport check
	130,884	152,916	170,486	170,486	<b>624,772</b>	International/Local consultants, Project Coordinator, Project Assistant (SB2), Project Driver (SB1) and DPC1 & 2, DPC3
<b>Sub-total:</b>	<b>203,411</b>	<b>238,281</b>	<b>231,441</b>	<b>219,441</b>	<b>892,574</b>	
<b>CMAA Operation (support to CMAA office)</b>	105,584	93,275	85,283	69,854	<b>353,995</b>	Office utilities, Communication and other related costs (Website, Design, Translation, Printing, Copy, vehicle maintenances, Advertisement, Phone Card, others)
<b>Sub-total:</b>	<b>105,584</b>	<b>93,275</b>	<b>85,283</b>	<b>69,854</b>	<b>353,995</b>	
<b>Grand - Total:</b>	<b>2,223,972</b>	<b>3,910,577</b>	<b>2,060,205</b>	<b>2,212,781</b>	<b>10,307,535</b>	
<b>General Management (GMS)</b>	161,163	268,814	164,816	169,022	<b>763,816</b>	GMS (8%) as stated in the donors 'agreement
<b>GRAND-TOTAL:</b>	<b>2,385,136</b>	<b>4,179,391</b>	<b>2,225,021</b>	<b>2,281,803</b>	<b>11,071,352</b>	

## Annex 1. CFR II Final Evaluation – action plan on recommendations

Recommendations	Management Response	Key Action(s)	Responsible Parties	Time Frame	Status*	Comments
<b>16 recommendations for UNDP</b>						
1. Consider funding further non-technical survey through CMAA in the new project.	<b>Agreed</b>	Under CFRIII, UNDP will encourage CMAA to allocate budget to implement LRNTS+BLS every year from 2017 to 2019	UNDP	2017-2019	Completed	200K was allocated for LRNTS+BLS in 2016 and 2017. A similar amount is allocated in 2018.
2. Contract a technically competent third-party operator to verify recent re-survey work.	<b>Agreed</b>	Identify and contract qualified third party to conduct the assessment of existing land release procedures and new mined area identification, and provide possible recommendations; This in close consultation with CMAA and UNDP teams.	UNDP and CMAA	Dec 2019	Initiated	Following discussions, CMAA took the responsibility of re-verification. R&M of the CMAA conducted a verification field trip in October 2017. Result from the re-verification showed that some polygons in the area were poorly captured. Corrective action was taken by CMAC in consultation with MAPU and local authority to visit large polygons to better redefine their boundaries. CMAA will continue to strengthen quality of future survey.
3. Review the structural and institutional position of the MAPUs within the system of Cambodian national governance of mine action coordination, and the degree to which this affects their effectiveness. Formulate a plan to address any gaps identified in MAPU performance in planning and prioritisation, including (as required) a capacity development plan.	<b>Partially Agreed</b>	Under CFRIII, UNDP project team in collaboration with program team will discuss with CMAA the best approach to strengthen partnership with MAPU, including possible review of the MAPU role and utilized processes to increase efficiency of planning and prioritisation support to the project and the sector overall	UNDP and CMAA	Dec 2018	Initiated	Following series of consultation and meetings with operators and MAPU, taking into consideration the revised communal investment planning process, the 15 operational guidelines on planning and prioritization have been revised and shared within CMAA for comments by end of December 2017. After this, it will be finalized and distributed for implementation.
4. Ensure more effective independent monitoring, not just of the technical quality of land release, but also of the more general management of the multi-stakeholder process of land release at sub-national level, in particular paying close attention to the bottom-up elements of prioritization, planning and task allocation to operators.	<b>Agreed</b>	Under CFRIII, UNDP project team will review clearance tasks proposed by MAPU for inclusion in RFP to ensure high priority tasks requested by communities are included  The UNDP project team will furthermore encourage CMAA to task SEPD with the regular monitoring of MAPU planning process to ensure high priority	UNDP	2017-2019 (Yearly)	Completed	Clearance tasks included in RFP were reviewed by SEPD staff and project team.



Recommendations	Management Response	Key Action(s)	Responsible Parties	Time Frame	Status*	Comments
		tasks selected for sector clearance work plans.				
5. Review again the 2013 NIS implemented 'Outcomes Study' in light of the new evidence on impact provided by this evaluation and the UNDP Household Impact study.	<b>Disagreed</b>  After a careful review of the study methodology UNDP decided it was not worth to request the Microdata. In fact, while the study provided an idea of the achieved outcomes a causal link could not be doubly established among the project interventions and the outcomes due to a poor selection of treatment and control groups.	No action				
6. Use the data sets generated from this evaluation's field work, the household study and if possible other outcomes studies, including both studies from 2013 referred to in this report, as the basis for further longitudinal studies on the impact of mines and mine action.	<b>Agreed</b>	Under CFRIII, UNDP project team will take into consideration existing datasets in order to insure effectiveness and capitalize previous efforts. When developing a performance monitoring system that links human development and mine action. And also when establishing the baseline impact assessment.	UNDP	Dec 2018	Initiated	Weighing system using existing datasets used to select priority villages targeted for clearance in 2018 developed. This will factor in into the performance monitoring system and as part of the national mine action strategy.  Formal system to be included in the planning and prioritisation system.
7. Fund and undertake an impact survey at the start of the next phase of UNDP support to the CMAA to develop an evidence base for prioritization and planning, and to strengthen the capacity of MAPUs.	<b>Agreed</b>	Under CFRIII, UNDP project team will conduct an impact survey to identify priority villages/communes to target clearance from 2017 to 2019	UNDP	End 2016	Completed	The project board in August 2017 agreed to remove the impact survey and incorporate the data collection under the newly developed performance monitoring system, for implementation in 2018.
8. Develop a new national strategic plan that seeks not only to deliver APMBT obligations, but that also	<b>Agreed</b>	Under CFRIII, UNDP will help CMAA to develop a new NMAS 2107-2025 that aims to release all known mined areas by 2025	UNDP	2016	Completed	The NMAS (2018-2025) was signed by the Prime Minister on 12 December 2017.

Recommendations	Management Response	Key Action(s)	Responsible Parties	Time Frame	Status*	Comments
maximizes the impact of annual mine action work undertaken in the short term is needed.		and targeting the most impacted communities first				
9. Design future contracts for land release to ensure there are performance metrics that assess, measure and reward the delivery of impact.	<b>Disagreed</b> The practice is that land is identified by MAPU and then demining operators are contracted to clear the land. Therefore, adding performance metrics to measure impact within their contract is not meaningful. As impact is already pre-established from the onset by the MAPU identification and planning process. Therefore, it is important to focus on recommendation key actions and to attach possibly performance criteria to measure impact on Human Development attached to the MAPU identification process.	No action				
10. Review with CMAA both its internal capacity (functionality) AND its intra-institutional level (political) challenges in fulfilling its role; develop and implement a programme of UNDP support during the future project that addresses these findings in a coherent way that also compliments the advice and support received by other	<b>Partly agreed</b> (here are recommendations quoted from the sector review report: <i>"The review does not recommend modifying the existing management and coordination structure of the sector as it would be considered as counterproductive</i>	Under CFRIII, UNDP project team will encourage CMAA to seek legal advice and address legal inconsistency between the CMAA Royal Decree (2000) and the Law Against Landmines (1999).	UNDP	Dec 2018	Initiated	CMAA encouraged and as part of the recommendations from the 2016 Independent Review of the Mine Action Sector. CMAA informed the project team that this was forward to CMAA senior management for review.

Recommendations	Management Response	Key Action(s)	Responsible Parties	Time Frame	Status*	Comments
stakeholders providing support to CMAA	<i>while the programme is reaching its final stage at the 2025 horizon. The legal inconsistency between the CMAA Royal Decree (2000) and the Law against landmines (1999) should be resolved to avoid further distraction from non-essential issues."</i>					
11. Consider incentivizing the release of purely risk reduction sites in future projects (such as contaminated common land, often hills, not own by an individual landowner), rather than setting the release of agricultural land as a key value, if UNDP wishes land release to operate with 'pro-poor' as a core value.	<b>Disagreed</b> (Clearance tasks included in RFP have to be selected/prioritized by the affected communities. MAPU and operators can provide suggestions to the communities regarding prioritization, but the affected communities will be the one to make a final decision on their priority)	No action				
12. Plan for a residual and reactive response capacity (perhaps centred on the police EOD units that are already in receipt of RGC funding). [Rephrased by team to simplify unclear formulation from consultant: <i>When the known mines areas are fully cleared, we enter into residual clearance stage. Therefore, the RGC needs to plan and designate in advance the responsible party in charge of dealing with residual ERW's and remaining mines to be removed.</i> ]	<b>Agreed</b>	Under CFRIII, UNDP project team will help CMAA to develop a new NMAS 2018-2025 that considers national capacity to address residual contamination and that contains resource mobilization plan	UNDP	2016	Completed	Residual capacity and resource mobilization plan have been included in the new NMAS.

Recommendations	Management Response	Key Action(s)	Responsible Parties	Time Frame	Status*	Comments
13. Develop a resource mobilization plan to support the new national plan to deliver a revised CMAS, as recommended above.						
14. Revise, as required, the new project document in light of new evidence on impact, and ensure it has a Log Frame and SMART indicators associated with each Key Deliverable and its associated activities.	<p><b>Not applicable</b></p> <p>The Prodoc includes a complete Risk Log and ToC. As all the remainder UNDP projects it is linked to the CPD M&amp;E.</p> <p>The finding of UNDP IEO were issued in January 2016, one month after the signature of the Prodoc. It would have been impossible to incorporate them.</p> <p><b>Disagree:</b> The ToC does take into consideration wider and longer-term evidence coming from UNDP long engagement in the mine action sector. Proof of it are the mentions to previous evaluations and policy documents relevant to the project Key deliverables mentioned in the Prodoc.</p> <p>The project has been extensively discussed</p>	No action				

Recommendations	Management Response	Key Action(s)	Responsible Parties	Time Frame	Status*	Comments
	with CMAA and approved by a project Board.					
15. Pursue funding and donor support for the idea of targeted development assistance (referred to in the report as a 'responsive mechanism') to allow beneficiaries of mine action land release, especially those in the most impacted frontier communities, to leverage the advantages that the provision of safe land, or additional safe land, gives them. This should <i>not</i> be promoted through CMAA due to capacity issues, and conceptually might sit better in other parts of government.	<b>Not applicable</b> (beyond the scope of the project)	No action				
16. Consider restricting land release contracts under first years of new project to Pailin alone, or Pailin and Battambang.	<b>Not applicable</b> (CMAA and UNDP discussed and agreed to target the same three provinces as CFRII as these are the three most mine affected/ impacted provinces in Cambodia)	No action				

## Annex 2. Project risk and Issue logs

Risk/Event	Risk Category	Risk Rating	Impact	Proba bility	Impact	Risk Management / Mitigation
				(1 - 5)	(1 - 5)	
Delays in the identification of priority villages for 2017 procurement	Operational	Low	Delays in the delivery of 2017 clearance projects	3	2	CFRIII working with CMAA and MAPU through government structures to identify villages
Major non-conformities in contractor standard operating procedures and in Cambodian Mine Action Standards lead to accidents	Operational	Moderate	Loss of confidence by donors in CMAA QMT procedures	3	3	Continuing monitoring by QMTs and recommendations to contractors to increase internal QM and refresher training
CMAA restructuring impacts on CFRIII team	Operational	Moderate	Staff movement may impact the project delivery and the project's capacity development work.	3	3	Advocacy with CMAA leadership on a moratorium in reshuffling CMAA project staff until the end of CFRIII
Shortfall in CFRIII budget	Operational	Moderate	Shortfall will decrease funds allocated to support various operations within CMAA	3	3	Advocacy with CMAA leadership to secure government cost sharing
Delay in finalising the National Mine Action Strategy	Political	High	Loss of donor confidence and/or delays in the processes needed for the extension request under Article 5 of the APMBC	4	5	Advocacy with CMAA leadership
Issues with CMAA procurement processes	Operational	High	Project output on clearance will be impacted and donor lose confidence.	2	5	Continuing advocacy with CMAA on procurement standards and principles to maintain donor confidence
Government cost sharing is not secured	Political	Moderate	Project outputs outside of Key Deliverable 3 will be impacted	3	5	CMAA, UNDP and donors continue to advocate with RGC for cost sharing contributions to CFRIII

Issue ID	Date raised	Status	Issue description (including the cause)	Impact analysis	Priority	Response recommendation	Decision	Issue Actionee	Response outcome	Closure date	Comment/updates
2017001	14Mar	Closed	Consolidated responses made by international mine action operators, GICHD and UNDP not received and incorporated into the NMAS	NMAS addresses general issues and will not be a "strong" commitment by the RGC on mine action	High	UNDP team to continue working on incorporating NMAS		MA Specialist	NMAS finalised with responses considered	12 Dec	Ongoing, NMAS draft in progress

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2017002	21Mar	Closed	Input for UNDP Communications Team not accepted as per their template/ideas	Comms not updated with information on project	Medium	Coordination with Comms Team	Comms will work with Project Team	MA Specialist	Input provided on a regular basis	Mar 17	
2017003	29Mar	Closed	NMAS workshop co-sponsored with US Embassy may lead to non-acceptance by RGC.	Key deliverable on NMAS delayed	High	Coordination with country office and CMAA		MA Specialist	Coordination led to RGC sponsoring event	May 17	
2017004	06Apr	Closed	UNDP communication with CMAA on number of QMT supported due to policy as well as funding available	UNDP as a partner of CMAA impacted	Medium	Coordination with CMAA senior management		MA Specialist	QMT reduced as per project board decision	Jun 17	
2017005	07Apr	Open	DFAT Partner Performance Assessment for 2017 on UNDP shows a rating of "4" or adequate	Donor/s lose/s confidence in UNDP	High	Coordination with CMAA senior management		MA Specialist			
2017006	20Apr	Closed	NMAS workshop postponed due to political reasons and impacting on US-Cambodia relationship - UNDP being drawn in.	UNDP as a partner of CMAA impacted	High	Coordination with country office and CMAA		MA Specialist	Coordination led to RGC sponsoring event	May 17	
2017007	26Apr	Closed	New date for postponed NMAS workshop not agreed on by major stakeholders	KD delayed	High	Coordination with country office and CMAA		MA Specialist	Coordination led to RGC sponsoring event	May 17	
2017008	01May	Closed	Delays in procurement process of the Pailin clearance contract due to slow approval within CMAA structure.	Project delivery delayed	High	Work with CMAA to resolve this issue			Pailin contract cancelled	07 Jul	
2017009	03May	Closed	ARMAC interim ED not receiving support as required	Support to ARMAC under CfrIII delayed	Medium			MA Specialist	ARMAC secured building by 10 Jul, pending funds	10 Jul	
2017010	05May	Open	Implementation of management responses to CfrIII Final evaluation delayed	Donor/s lose/s confidence in UNDP	Medium	Coordination with CMAA senior management		CfrIII team	Management responses ongoing		
2017011	09May	Closed	No UN global MRE app available other than UNMAS mine/ERW. New innovative ideas needed for Cambodian context.	Donor/s lose/s confidence in UNDP	Medium	Coordination with CMAA senior management		CfrIII team	Concept note developed and submitted to donors for approval.	Aug 17	

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2017012	15May	Closed	SDC and DFAT made aware of HALO statement on 30 per cent of land released does not have any AP mine contamination.	Donor/s lose/s confidence in UNDP	High	Analysis of minefields cleared included in reports		CfRIII team		10 Jul	
2017013	16May	Closed	Delays in NMAS development due to inability of GP1 - Operations unable to meet/resolve identified issues.	Key deliverable on NMAS delayed	High	Work with CMAA to manage the issue		CfRIII team	CMAA took lead in consolidating comments.	Aug 17	
2017014	16May	Open	Removal of RGC commitment to provide domestic resources to NMAS leads to decrease in donor interest/commitment to support the NMAS	Decrease in donor confidence/support to mine action	High	Coordination with CMAA senior management		MA Specialist	Donor coordination group meeting to discuss ways to encourage RGC		
2017015	16May	Closed	Identification of venue for donors to coordinate efforts - donor coordination group (outside of TWG-MA)	Increased awareness by donors of ongoing issues and ways to support mine action	High	Coordination with country office		MA Specialist	Donor coordination meeting called - donors agreed on need for regular coordination	Aug 17	
2017016	17May	Closed	Number of square meters released under LRNTS+BLS component is lower than projected as new information collected confirms SHA size.	Key deliverable on land released is lower than expected.	High	Work with CMAA and Contractor to manage the issue.		CfRIII team	Target met	30 Nov	
2017017	17May	Closed	Office space for PMS team within CMAA premises	PMS team unable to work at CMAA	Low	Coordination with CMAA		CfRIII team	Space for PMS team allocated	18 May	
2017018	17May	Closed	Minutes of the December 2016 Project Board Meeting not yet signed by VP1	Audit finding	Low	Coordination with CMAA senior management		CfRIII team	Minutes signed with annotation.	Jun 17	
2017019	12 Jun	Closed	CMAA actions to resolve Pailin tender issues	Key deliverable delayed and CMAA as a credible partner questioned	High	Coordination with country office and CMAA		MA Specialist	HALO withdrew bid	03 Jul	
2017020	20 Jun	Closed	PMS consultant too early - NMAS and national ME consultant not ready	Key deliverable on PMS delayed	Medium	Coordination with country office		MA Specialist	ME consultant recruited	03 Jul	
2017021	29 Jun	Closed	Briefing on actions taken to resolve Pailin tender	Donors aware of issues surrounding Pailin tender	High	Coordination with country office and CMAA		MA Specialist	Pailin project list updated, border areas not-included.	09 Aug	



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2017022	30 Jun	Closed	HALO receives call from CMAA to withdraw	Key deliverable delayed and CMAA as a credible partner questioned	High	Coordination with country office and CMAA		MA Specialist	HALO withdrew bid	03 Jul	MA Sector facing challenges in leadership which may impact on donor confidence
2017023	14 Jul	Closed	CMAA letter to UNDP Resident Representative	UNDP partnership with CMAA impacted	Low	Coordination with country office		MA Specialist	Dialogue with VP1	Aug 17	No response provided to CMAA VP1
2017024	18Aug	Closed	CMAA participation to project board meeting - limit numbers	Donors disappointed - seen as lack of efficiency in terms of CMAA	Medium	Coordination with CMAA		MA Specialist	Limited number of CMAA personnel participating	Aug 17	
2017025	08Aug	Open	PMS taskforce leadership declined by selected CMAA DSG	PMS delivery delayed	Medium	Coordination with CMAA SG		MA Specialist			
2017025	09Aug	Closed	Pailin minefield visit	No clearance conducted in border areas	Medium	Coordination with MAPU		CFRIII team	No priority village identified in the border zone.		
2017026	10Aug	Closed	Support to ARMAC hindered with death of appointed Executive Director	Support to ARMAC under CFRIII delayed	Low	Coordination with ARMAC/Secretariat		MA Specialist	New executive director appointed. Continue working with ARMAC interim director		
2017027	14Aug	Closed	Consultant recommendation on baseline impact assessment	ProDoc impacted, resources saved	High	Coordination with Project Board		MA Specialist	Recommendation accepted during mid-year project board meeting.		
2017028	14Aug	Closed	CMAA SG request for support to MAPU	Support to MAPUs - cooperation increased	Low	Funding allocated to MAPUs		MA Specialist	No funding agreed by donors, UNDP to seek funds from savings, cover with TRAC	18 Aug	
2017029	16Aug	Closed	TRAC allocation to CfrIII	Shortfall decreased	High	Majority of current 290K TRAC allocation to CfrIII		MA Specialist	ACD-P agreement	18 Aug	

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2017030	19 Oct	Closed	MAPU ability to select priority villages for inclusion in project lists	Village prioritisation system ignored.	Medium	Coordination with MAPU		Snr Project Officer	Village prioritisation system understood and applied to CfRIII projects	20 Oct	
2017031	21Nov	Open	MRE APP development	UNDP innovation impacted	Low	Coordination with UNDP/CMAA		MA Specialist	APP expanded to include SDGs. For possible funding in 2018.		
2017032	21Nov	Closed	Participants to the donor field visit in December	Donor confidence in CMAA impacted	High	Coordination with CMAA		MA Specialist	CMAA participation in donor field visit limited to essential personnel. No media and police escorts involved.	29 Nov	
2017033	23Nov	Closed	Issue of support to QMTs raised once more	Donor confidence in CMAA impacted	High	Coordination with CMAA		MA Specialist	CMAA accepted that future support to QMT is limited.	23 Nov	
2017034	14Nov	Closed	2017 Pailin contract finalisation	Donor confidence in CMAA impacted	High	Coordination with CMAA		MA Specialist	CMAA agreement on respect to procurement processes	Dec 18	
2017035	19Dec	Closed	2017 top-up and additional TRAC	UNDP delivery impacted	High	Coordination with CMAA		CfRIII team	CMAA processed all documentation needed in a timely manner, resulting in UNDP delivery	28 Dec	