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PROJECT DOCUMENT

Cambodia

Project Title: Clearing for Results, Phase 4 (CfRIV): Mine Action for Human Development
Award ID: 00090697 and Project ID/Number: 00096338

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

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End Date: 31 December 2025

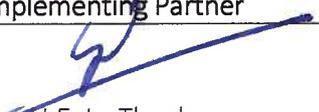
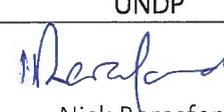
LPAC Meeting date: 16 October 2018

Brief Description

The CfRIV: Mine Action for Human Development Project is the transition phase of the Clearing for Results Project, which has been the flagship project of support from UNDP to the RGC in the mine action sector beginning in 2006. With the government’s target of seeing Cambodia mine-free by 2025 based on the National Mine Action Strategy 2018-2025, this project builds on its success in land release activities in the three provinces which were targeted in Phase 3 of this project to support the clearance of an additional 56km² of mine-affected land (Output 1) and provide strategic and technical advisory support to CMAA and MAPUs on the implementation of the NMAS 2018-2025 (Output 2 and 3). Moreover, by instituting the ‘mine-free village’ strategy piloted in Phase 3, the project aims to create pathways for accelerated development in villages that have been deemed mine-free with national and international partners to address challenges in community development and reduce poverty among the most vulnerable households.

<p>Contributing UNDAF/CPD Outcome: By 2023, women and men in Cambodia in particular those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.</p> <p>CPD Output 1.3: Left-behind, & mine-affected, communities have access to mine-free land for better livelihoods (GEN 2)</p>	Total Resources required:	USD20,000,000	
	Total Resource Allocated:	TRAC	USD 500,000
		Donors:	
		<p>AUS/DFAT: USD 5,000,000</p> <p>KOICA: USD 10,000,000</p> <p>Canada: TBD</p> <p>Others:</p>	
	Government (10%)	USD 2,000,000	
Unfunded:	USD 2,500,000		

Agreed by (signatures):

Implementing Partner	UNDP
 H.E. Ly Thuch Senior Minister and 1st Vice President of CMAA	 Nick Beresford Resident Representative
Date: 26 July 2019	Date: 26 July 2019

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Acronyms

ARMAC	ASEAN Regional Mine Action Centre
CDNA	Capacity Development Needs Assessment
CDP	Capacity Development Plan
CMAA	Cambodian Mine Action and Victim Assistance Authority
CPD	Country Programme Document (UNDP)
CfR	Clearing for Results Project
DFAT	Australian Government Department of Foreign Affairs and Trade
ERW	Explosive Remnants of War
KOICA	Korea International Cooperation Agency
MAPU	Mine Action Planning Unit
NMAS	National Mine Action Strategy
NSDP	National Strategic Development Plan
PMAC	Provincial Mine Action Committee
PMS	Performance Monitoring System
RGC	Royal Government of Cambodia
UNDP	United Nations Development Programme

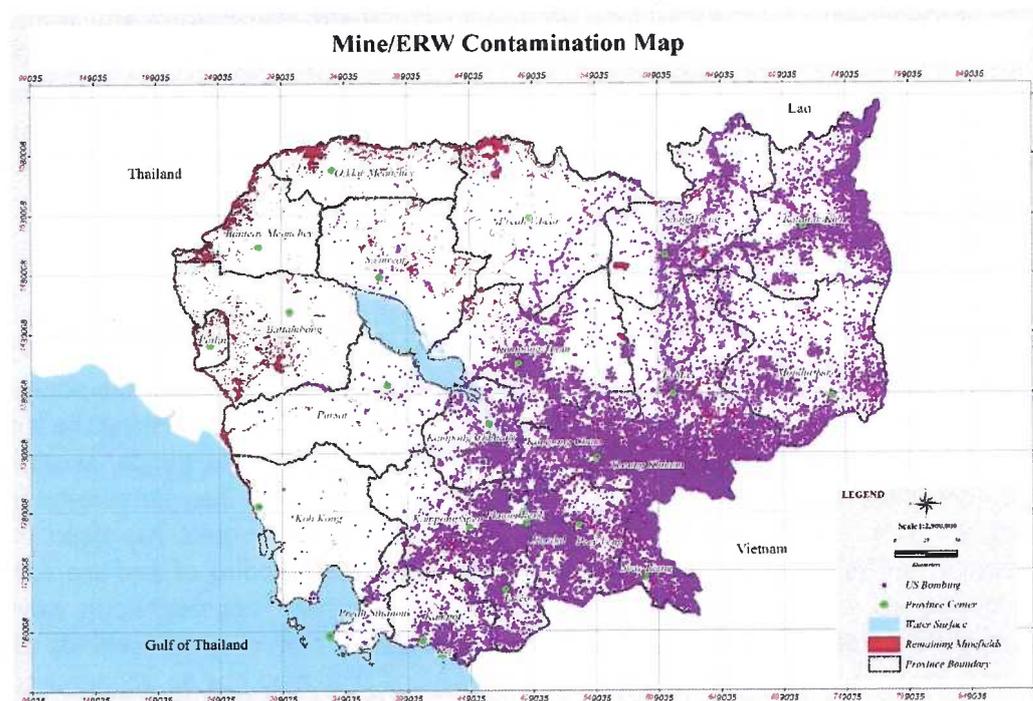
1. Development Challenge

Cambodia's landmine contamination is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The north-western regions bordering Thailand have some of the highest concentrations of anti-personnel mines in the world. Other areas of the country, mainly in the east, have been impacted primarily by the presence of explosive remnants of war (ERW), including cluster munitions. More than 64,700 human casualties can be attributed to mines and ERW in Cambodia since 1979. With support from the international donor community, the Royal Government of Cambodia (RGC) has made great efforts over the past 26 years to remove landmines and ERW throughout the country.

In 2000, the Cambodian Mine Action and Victim Assistance Authority (CMAA) was established under the Royal Decree No. 177 to better plan, regulate, coordinate and monitor the mine action sector and responsibly contribute to the priorities stipulated in the National Strategic Development Plan (NSDP).

Since 2006, the Clearing for Results Project (CfR), supported by Australia, Switzerland, the Netherlands, and Canada, has worked in partnership with the CMAA to clear 228 km² of land for use by communities for livelihoods and service provision, representing 13% of the sector's achievements. The project has targeted the most mine-affected provinces, including Battambang, Banteay Meanchey, and Pailin. These provinces collectively account for 39% of all reported casualties in Cambodia since 1996. However, mines and ERW are still present across 2,000 km² of Cambodia (Figure 1) and continue to hinder country reconstruction and development and constrain the livelihood activities of rural communities. This threat is amplified as the demand for land increases as a result of Cambodia's impressive economic growth in recent years. Achieving a mine-free Cambodia by the government target date of 2025 will be challenging, as external donor assistance declines in response to Cambodia's improved economic development while the **remaining land to be cleared by the target date is significant and unlikely to be achieved without financial support. This is despite the government's commitment to contribute 10% of the necessary funds towards the CfR Project, and the government's own resources prioritized for education, health care, and increasing public servant wages.**

Figures 1: Mine/ERW Contamination Area



The government, and in particular CMAA, have the necessary planning, procurement, quality assurance, and monitoring capacities to manage and coordinate the land release process as a result of capacity building efforts made through the three previous phases of the CfR Project. The improvement in CMAA’s capacity includes a better understanding of the remaining landmine and ERW problems, improvements in land release methodology (technical and non-technical surveys), a national performance monitoring system (PMS)¹, and a better operational efficiency². This has led to an improvement in the efficiency and accountability of clearance activities. However, with the approval of the **National Mine Action Strategy 2018-2025** in December 2017, more **comprehensive capacity building** will be required to support CMAA and MAPUs, particularly in relation to government resource mobilization and sector coordination, monitoring of land use, improving gender mainstreaming in planning and land release, as well as monitoring the environmental impact of land release and land use. Moreover, the **necessary human, technical and financial capacities in other government agencies/departments to deal with any residual mine/ERW contamination challenges beyond 2025 are insufficient and need to be addressed**³.

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

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

³ Residual threats refer to unknown mines and mine-impacted areas beyond 2025. This includes anti-personal and anti-tank mines, as well as UXOs. Unlike current mine action operations which are proactive, residual threats will be addressed through response only (Information provided by the Deputy Director of CMAC on 17 October 2018).

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

The situation is demonstrative of the fact that while the land is increasingly safe, additional support is required in target communities to improve land use planning and diversify livelihood opportunities in order to make any headway on poverty reduction, particularly for the poorest and most vulnerable households. This requires a more hands-on approach in **linking the land release to other development programmes aiming to accelerate sustainable, gender-sensitive community development** in the target regions which align with the RGC's long-term vision for the country. To date, the 'human development' aspect of the CfR Project has been the development of the PMS for improved data management and understanding of land use. Land use is an inadequate indicator of land productivity and household incomes, upon which anecdotal evidence from the CfR III Mid-term review suggests that rural households are incurring more debt as they invest in agriculture operations that may not be economically viable. This requires looking beyond individual household agriculture (46% of the rural labour force (age 15-64) are engaged in primary agriculture) to developing the entire agricultural supply chain to promote alternative livelihoods in land-scarce communities, for example. Without this perspective, land released through the project is at risk of being safe but ineffective in contributing to poverty reduction and improving overall development outcomes in the target communities.

These challenges are recognized, and commitments are made in RGC's vision and strategies to clear all mines in the country, as well as to use its experience to support mine action globally as follows:

- At the 2014 Maputo State Parties Meeting to the Anti-Personnel Mine Ban Convention (APMBC), RGC officially endorsed the Maputo +15 Declaration with the ambition to "intensify efforts to complete the country time-bound obligations with the urgency that the completion work requires." With this, Cambodia "aspires to meet the goals [of the Maputo +15 Declaration] to the fullest extent possible by 2025".
- In 2015, RGC committed to a country-specific Sustainable Development Goal-Cambodian Sustainable Development Goal 18 (CSDG 18) to 'end the negative impact of mines/ERW and promote victim assistance'.
- In December 2017, the government approved a **National Mine Action Strategy (NMAS) 2018-2025**, aligning itself with the Maputo +15 Declaration. The NMAS is also in line with the new Government Rectangular Strategy 2019-2023 (RS) and the National Strategic Development Plan both approved a year later. The RS places good governance center-stage and prioritizes human resource development, economic diversification, private sector implemented and inclusive and sustainable development. The NMAS outlines eight goals that will, by 2025, lead to the release of all known mine and

⁴ Cambodia Socio-Economic Survey 2016

prioritized cluster munitions contaminated areas, minimize the residual risks caused by ERW, and advocate for the rights and services of landmine and ERW survivors and indirect victims. The NMAS is clustered around two phases with Phase I covering 2018 to 2022 and Phase II covering 2023 to 2025. Achieving these eight goals will require approximately USD 406 million (Table 1) between 2018 and 2025, with USD 194.1 million needed for mine clearance.

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

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

Note:

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

Source: National Mine Action Strategy (2018-2025)

This project is developed at the request of the Royal Government of Cambodia and builds on the partnership with CMAA which UNDP and the development partner community have had since 2006. It presents the final phase of the CfR project, serving as a transitional strategy from the mine action sector by consolidating results to date and linking those results to the longer-term development vision of Cambodia.

2. Strategy

In line with the NMAS 2018-2025, the project seeks to support the RGC in achieving its goal of declaring Cambodia mine-free by 2025 and promote local development in mine-affected areas. Moreover, the project acts as the transition phase for the mine action sector, moving from humanitarian response to a more holistic approach to rural development. This involves looking beyond land use to broader viable livelihoods for households in target communities, addressing a recommendation from the CfR/III mid-term review. With the government target of clearing known mine-affected areas by 2025, this is an opportune time for the project to increase its presence related to activities in local development in target communities while ensuring that CMAA is able to complete its mandate in an effective, efficient and accountable manner. This includes providing technical support to the government to create national and provincial 'pathways' and tools which will support targeted and accelerated development in 'mine-free villages' supported through this project in particular, and those that are applicable to all communities affected by land mines.

This project serves as the fourth and potentially final phase of the Clearing for Results (CfR) 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. While previous phases of the project have rightly focused on releasing land to create mine-free villages, improving the humanitarian situation in the country following decades of conflict, this phase of the project aims to consolidate the results of the first three phases. This will be conducted in terms of both released land, and improved national and local capacities to undertake mine action, so that target communities can move beyond the conflict and make the best use of landmine free lands for their economic development activities.

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

To achieve this outcome and ensure that project results are sustainable, certain necessary pre-conditions need to be in place. The targeted outputs identified include:

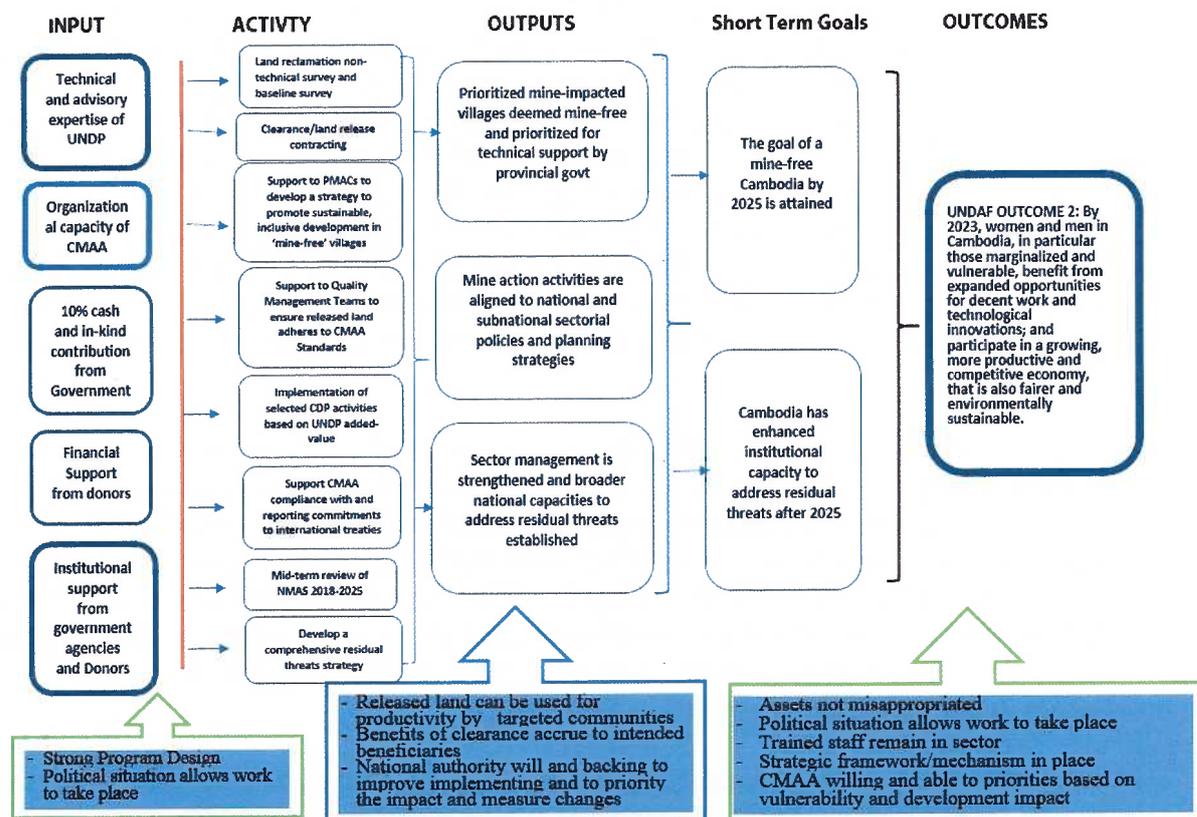
- Output 1:** The prioritized mine-impacted villages in the provinces of Battambang, Banteay Meachey and Pailin are deemed mine-free (so that rural and agricultural development is unimpeded and prioritized by provincial governments);
- Output 2:** Mine-action activities are aligned to national and sub-national sectorial policies and planning strategies;
- Output 3:** The mine action sector management is strengthened and broader national capacities to address residual threats are established.

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

This theory of change (Figure 2) is presented in the diagram below and includes provisional activities for the technical and advisory assistance necessary.

3. Theory of Change Flow Chart

Figure 2: Theory of Change Flow Chart



The technical and advisory assistance interventions have been identified based on the ongoing capacity building work provided by CfR to CMAA and MAPUs, as well as the needs identified in the National Mine Action Strategy 2018-2025, which was launched in 2018. Links between proposed activities and the NMAS are detailed below. To achieve these outputs and contribute to the intended outcome, the Project will be delivered over a six-year period (2020-2025) with a total budget of USD 20,000,000.

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4. Results and Partnerships

4.1 Expected Results

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

Output 1: The prioritized mine-impacted villages in Battambang, Banteay Meanchey and Pailin provinces are deemed mine-free.

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

Moreover, the CfR/III mid-term review states that most of the areas with high humanitarian impact have been cleared and that the mine action sector is now transitioning from a humanitarian to a developmental approach. Recommendations from the review propose the project should work towards a mine-free village strategy. This recommendation is in line with NMAS 2018-2025 and the Royal Government of Cambodia's mine-free village policy. The policy will seek to clear mines from an entire village, and therefore allow full-scale community development to take place at once. This approach has received many accolades at the provincial and district levels, with officials (and villagers) noting that such a strategy would improve the efficiency and effectiveness in development planning and, more importantly, provide communities with an assurance that all areas of the village are mine-free, not only certain parts.

During the mid-term review of CfR/III, it was also noted this would lower the costs of development programmes, as donors would no longer need to budget for clearance activities in light of the fact that no villages have been 'certified' as cleared and safe. The mine-free village policy, based on the experience of the 'mine-free village strategy' piloted under CfR/III and recommended for formalization during the CfR/III mid-term review, would allow for a 'certification' process that would give development partners peace of mind on cleared villages and remove the need for projects targeting other areas of development to budget for mine clearance in the early phases of project implementation.

The mid-term review further suggests the project focus its strategy on the three provinces where the project is being implemented (i.e. Pailin, Battambang and Banteay Meanchey), given the density of mines to be cleared, high levels of poverty and established relationships with the local provincial and district governments. It also provides CMAA space to ensure that mine action specifically targets areas identified as RGC priority areas, alongside other actors coordinated through CMAA. The target villages will be selected during the final year of the CfR/III project (2019).

Provincial and district governments also face a number of challenges in promoting community development once the land is released and declared mine-free. One is a lack of knowledge at

the community level about local economic development opportunities that are not primarily agricultural-based, which impacts what types of projects and activities communities identify for funding by the government in the Commune Investment Plans. For example, limited knowledge is available regarding the importance of diversifying livelihoods and strengthening land-use planning for small-holders as more land is deemed free from mines/ERW. Second, for many households (70.2% in the Plains region, with 62% of HH – 68.2% of female-headed households – having only one parcel of land to farm), the land available to them for productive use is too small (less than a hectare) and as a result, they cannot generate enough profit to sustain the members of their household. Moreover, after the land is cleared, the land is handed over to the owner who might sell it rather than using it for productive purpose. Third, climate change has negatively impact agriculture and rural households. To optimize and sustain the use of released land, there is a need to improve climate-sensitive and environmentally sustainable agricultural practices. Ensuring that provincial governments, in cooperation with district and commune authorities, have a strategy to support newly mine-free communities will be critical to ensuring a do-no-harm approach to UNDP's mine action assistance.

Activity Result 1.1: Land reclamation non-technical survey and baseline survey

Contract land reclamation non-technical survey and baseline survey (LRNTS+BLS⁵), the project will release land that does not require clearance and capture previously unidentified contaminated land in the target villages, thereby maximizing the utilization of project resources. This is also in-line with efficiencies outlined in the NMAS 2018-2025.

Activity Result 1.2: Clearance/Land release through clearance contracting

Contract mine clearance services to the project will clear and release contaminated land in the target villages from 2020. The procurement of clearance services will be done using the national system by CMAA. The selection of local contractors will go through CMAA procurement competitive processes according to the most recent, cost-effective, and efficiency. The project will support CMAA to closely monitor the contractor's activities following CMAA consolidated rules and guidelines, including the Gender Mainstreaming in Mine Action Plan guidelines which promote the participation of women in the prioritization of clearance activities.

The cost of land release is a combination of (i) non-technical survey; (ii) technical survey; (iii) and clearance per square meter (sqm) that is equal to USD 0.24 (*estimate). It could be subject to change and updated as new technologies are made available on the market. The costs for the activity have been slightly over-estimated to allow currency exchange adjustments and, in case the contamination appears to be more serious than evaluated in 2012, to allow for conducting a feasibility study on potential ways of self-sustaining clearance with private sector/national resources beyond the duration of the project.

CMAA has the responsibility to ensure that clearance work conforms to the expected standards, is gender-inclusive, mine risks are communicated to target communities, and that other relevant risks are minimized during the clearance activities. To perform these roles, the project will continue to strengthen the capacity of CMAA, especially the

⁵ In 2015, CMAA instituted the land reclamation non-technical survey and baseline survey (LRNTS+BLS) as a standalone process to re-survey or re-verify suspected hazardous areas identified during the BLS process. LRNTS is a vital cost-efficiency measure and is aimed at using updated and precise information relevant to where contamination is (cheaper activity) before applying the most expensive activities (deployment of full clearance assets.)

regulation and monitoring department and the socio-economic planning department, and possibly an extension to the technical working group on mine action (TWG) etc. to strengthen the quality control/assurance on clearance, gender inclusivity, and regulation/policy conformation. See Output 2 for detail.

Under the project, attention will be paid on the efficiency in releasing land by using LRNTS+BLS. In other word, clearance activities will be carried when needed after the LRNTS+BLS. Therefore, with an allocation of USD 13.61 million⁶ for land release over six years, the project aims to clear and release at least 56km² of land in targeted villages. Consideration for expanding the land targeted to be cleared will be made, should additional funding be mobilized, or savings realized.

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

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

Activity Result 1.4: Support to PMACs to develop a strategy to promote sustainable, inclusive development in 'mine-free' villages.

Working closely with Provincial Mine Action Committees (PMACs) and in consultation with district authorities, the project will undertake an analysis of community development needs and opportunities in communities/villages which will be cleared under the 'mine-free village' strategy, with a specific focus on the needs of and opportunities for vulnerable households.⁷ To leverage the benefits of released land and support poverty reduction,⁸ the project will also support the development of a strategy/tool for and build the capacity of local authorities for local development projects/ activities of the 'mine-free' villages. They include but not limited to the following: agriculture and other skills training as identified by the communities and links to micro and small-grant schemes.

Output 2: Mine action activities are aligned to national and sub-national sectorial policies and planning strategies

In December 2017, the government approved a National Mine Action Strategy (NMAS 2018-2025), aligning itself with the Maputo +15 Declaration. The NMAS is also in alignment with the Government's Rectangular Strategy (RS) 2019-2023 and the National Strategic Development Plan, both adopted a year later. These strategies place good governance center-stage and prioritize human resource development, economic diversification, private sector

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

⁷ This will in particular take into consideration the knowledge/skills gaps that need to be filled, particularly for women and people with disabilities (PWD) who are more likely to have not completed primary education (66% of women in rural areas dropped out of primary school, Cambodia Gender Assessment 2014), but who make 51.4% of wages in the rural agricultural sector (Cambodia Socio-economic Survey 2016).

⁸ This strategy could include options such as 'adopt a village' or link to UNDP's global ART GOLD programme, to promote targeted support to community development from other decentralized development actors.

implementation, and inclusive and sustainable development. The NMAS outlines eight goals that will, by 2025, lead to the release of all known mine and prioritized cluster munition contaminated areas, minimize the risks caused by ERW, and advocate for the rights and services of landmine and ERW survivors and indirect victims.

Moreover, Cambodia ratified the Convention on Rights of Persons with Disabilities (CRPD) in 2012, adopted the Law on the Protection and Promotion of the Rights of Persons with Disabilities in 2009 and the draft of National Disability Strategic Plan 2019-2023 in 2018. A Gender Mainstreaming in Mine Action Plan (GMAP 2018-2022) was also approved in 2018 by CMAA.

In line with the NMAS 2018-2025 and other national policies and strategies mentioned above, the project will continue to support the RGC in achieving its goal of declaring Cambodia mine-free by 2025, to promote local development in mine-affected areas, to provide victim assistance, to undertake mine-risk education (MRE) activities in affected communities, and to ensure that mine action is gender-sensitive.

Activity Result 2.1: Support to victim assistance activities

The project will continue to promote survivors' rights and to expand and strengthen survivor networks to reach other survivors in remote and rural areas who face difficulties in accessing available services. The project will collaborate with other UNDP's initiatives on disabilities to facilitate mine and ERW's survivors to access to equity card allowing them to access to services free of charge.

Activity Result 2.2: Support to mine-risk education (MRE) activities

While the number of victims was significantly reduced to less than 100 in 2018, the casualties have been increasing since, which indicates a need to further strengthening the capacity of operators and relevant institutions to provide effective mine/ERW risk education in impacted areas, including coordinating the provision of risk education to emerging high-risk areas. In addition, community-based risk education will be assessed, improved and reinforced, and MRE messages will be developed and shared, followed by regular monitoring of both these MRE activities and casualties. Finally, as part of the mine/ERW risk education aspect of the village/commune safety policy, the project will provide MRE training to police and local communities.

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

The project will support the implementation of the performance monitoring system (PMS) developed in CfR/III, with an emphasis on assessing how mine action outputs are linked with poverty reduction. A component will also lead to a better understanding of the needs of communities in affected areas related to local economic development needs.

Activity Result 2.4: Mine action is gender-sensitive through support to gender mainstreaming activities

To ensure that mine action takes into account the rights, needs and concerns of both men and women and that it leads to further improvement of gender equality, the project will

support CMAA to implement the GMAP. Technical assistance/advice and capacity building will be provided to CMAA and operators as needed.

Output 3: The mine action sector management is strengthened and broader national capacities to address residual threats are established

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

While NMAS 2018-2025 Phase I implementation targets will rely heavily on continued technical and advisory support from CfR, as well as support from the DFID Mine Action Capacity Development Project: Phase 2 (July 2018-March 2020), a capacity development needs assessment (CDNA) followed by a capacity development plan (CDP) to address capacity gaps are needed to achieve the objectives outlined in the NMAS and have a sustainable impact. The CDNA of CMAA and MAPUs would be carried out during the final year of CfRIII (2019) using UNDP's global Capacity Development Framework, tailored to the context of Cambodia and CMAA. Moreover, CfRIV will be able to capitalize on the recent operational baseline assessment undertaken by GICHD which makes recommendations on the capacity of CMAA.

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

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

Activity Result 3.2: Develop a comprehensive residual threats strategy

The project will support the Government to develop a comprehensive residual threat strategy, including legal and institutional frameworks. The focus will be also on improving the capacity of the CMAA database unit to ensure data is properly collected, analyzed, and used in decision-making and strategy development. The project will also support CMAA to identify organizational and financial needs of other government actors to absorb responsibilities for residual threats.

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

The project will support Cambodia's compliance with and reporting commitments to international treaties, including the provisioning and sharing of experiences (south-south cooperation) as outlined under the treaties. At the same time, the project will support the ASEAN Regional Mine Action Centre (ARMAC).

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

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

4.2 Resources Required to Achieve the Expected Results

Personnel resources

The project will be implemented through the National Implementation Modality (NIM). In addition to the government staff assigned to work with the project and project's personnel (see project structure below), UNDP Country Office will work closely with CMAA to provide oversight and advisory support, particularly in relation to procurement processes, monitoring, evaluation, data management, and strategic issues such as gender mainstreaming and environmental impacts of land clearance. The project personnel will include an International Project Management Specialist and an International Project Coordinator who are responsible to provide strategic advice and support to CMAA, a National Mine Action Technical advisor responsible for providing technical advice to CMAA and MAPUs, especially on matters related to the implementation of Capacity Development Plan. CMAA and MAPU staff will be responsible for the implementation of activities under Outputs 1, 2, and 3 with technical and advisory support from the above-mentioned UNDP staff. The UNDP country office will provide overall quality assurance functions as per the UNDP Planning, Monitoring and Evaluation guidelines.

Partnerships

Besides the formal partnership between CMAA and UNDP, the project will involve development partners, PMACs, operators, and local authorities in target districts to ensure accountability to project beneficiaries (target communities) and support the national mine action capacity so that RGC and non-governmental actors in the country are able to address residual challenges of land release and poverty reduction beyond the time frame of the project.

Financial resources

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

4.3 Accountability

Stakeholder Engagement

This project will place focus on supporting villages that will be made mine-free through the project in order to better manage the expectations of the people living in the mine-free villages. Moreover, the emphasis is on linking target villages with CMAA to support the

diversification of the agricultural sector to improve the local economy distributes ownership for mine-free villages between government and beneficiaries, which will also improve communication between the stakeholders in the future when CMAA is dissolved and residual issues are taken up by other government departments.

A gender and social inclusion analysis will be undertaken to identify the specific needs of vulnerable groups in target communities, in particular, households which are headed by women, persons with disabilities and the elderly. This analysis will allow for better targeting of activities to ensure that community development is gender-sensitive and socially inclusive. Moreover, a grievance mechanism will be developed which will be easily and anonymously accessible to members of target communities to share and address concerns as they arise, and not be left unaddressed between quarterly monitoring periods.

The *Primary Target Groups* for this project are the members of the villages identified for land release during the inception phase of the project. The *Secondary Target Groups* are CMAA, MAPUs in target provinces, and other relevant Government institutions will be responsible for residual threats beyond 2025. These government agencies will receive capacity development and technical assistance through the project. All stakeholders will be regularly consulted during project implementation, particularly during quarterly monitoring activities and mine action technical working group (TWG-MA) led by CMAA.

South-South and Triangular Cooperation (SSC/TrC)

Cambodia hosts the ASEAN Regional Mine Action Center (ARMAC) which is mandated to facilitate cooperation within and between its Member States and relevant institutions to enhance awareness programmes on the dangers of ERW among affected communities, facilitate appropriate medical and rehabilitation assistance for victims of ERW, upon request from the affected ASEAN Member States, and assist interested ASEAN Member States in research and knowledge sharing on the effects of ERW and efforts to address them, including through writing proposals for technical assistance projects and funding, at their specific and individual request.

In coordination with CMAA leadership, the project will work closely with ARMAC to provide technical and advisory support and share knowledge and best practices from Cambodia. Knowledge products, including briefing notes, videos from field operations, and a short training manual will be developed and shared with ARMAC and CMAA expertise will be shared to other member countries in ASEAN. While CfRIV will support the development of knowledge products, costs related to training and conferences should be covered under ARMAC's budget.

Knowledge

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

Table 2: Knowledge Project/Activity

Type of Knowledge Product/Activity	Deliverable	When/Responsible Person
Lessons Learned Reports	Programmatic Lessons Learned related to CfRIV implementation	Mid-term and final stages of CfR IV Implementation / Programme Analyst
Briefing Papers	<ol style="list-style-type: none"> 1) Briefing Paper on Planning and Prioritization Process 2) Briefing Paper on Baseline Preparations/Technical and Non-technical Survey Costs/Benefits 3) Briefing Paper on Quality Assurance and Monitoring 4) Briefing Paper on Post-Clearance Monitoring of Community Needs and Land Use 5) Briefing Paper on Data Management in Mine Action 6) Briefing Paper on Mine Action Sector Coordination 	One Briefing Paper prepared each year of project implementation/ International Project Management Specialist and International Project Coordinator with the support of National Mine Action Technical Advisor
Video Series	4 videos prepared in 2020/2021. Interviews with communities and officials from a sample village from each phase of the project. Demonstrate the value of mine action, villagers' views on mine action and how mine action contributes to human development and poverty reduction	4 video / International Project Management Specialist with support of local communications specialist and videographer
Sustainability of Mine Action Database and PMS	Develop a strategy, as part of Output 2, to ensure that the Mine Action Database and PMS are appropriately backed-up and transferred to a relevant institution for archival purposes from 2025	2024 (Year 5 of the project)/ International Specialist (P3) with support of National Mine Action Technical Advisor

Sustainability and Scaling Up

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

4.4 Risks and Assumptions

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

- **Change in government policy:** RGC is currently committed to a mine-free Cambodia by 2025 and has committed 10% cost-sharing on projects in mine action, in addition to its regular budget allocated for mine action. A change in government policy could reduce government contributions and land areas to be cleared and released.
- **Elections:** local elections and national elections will be held in 2022 and 2023 respectively. There is a potential that these elections would take away the time of the government staff from performing their functions, therefore slowing down the project's activities during the campaign period. Changes in government leadership could also affect the pace of project implementation.
- **Change in government staff:** Routine changes in government staff (management and administrative levels) could interfere with project activity implementation and the results of capacity building as the rotation of staff interrupt the flow of work and new capacity gaps are addressed.
- **Land conflict and land use after release:** Land titling process is not completed and more works need to be done by the Government. In mine-affected communities which are usually remote, it is possible that land cleared for use by individual households be sold or taken away by large private companies. Another risk to be considered is the increasing number of households in the community once the land is deemed mine-free. In this case, while the land was cleared for a pre-determined number of households, the size of land could be reduced as the number of households increases.
- **Decrease of ODA:** As Cambodia is now a middle-income country, the share of ODA is gradually decreasing. Without other sources of funding beside ODA, the 2025 target of mine-free Cambodia might not be met. The project's target of land release would also be decreased.
- **Environmental disaster:** Environmental disasters such as flooding could impact land release operations, and slow or even stop project implementation.

5. Results Framework⁹

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: By 2023, women and men in Cambodia, in particular, those marginalized and vulnerable, benefit from expanded opportunities for decent work and technological innovations; and participate in a growing, more productive and competitive economy, that is also fairer and environmentally sustainable.												
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: UNDAF Outcome Indicator 2.3.2. Number of people participating in government-targeted United Nations-supported poverty eradication/economic inclusion programmes, including social protection and mine action												
UNDP Strategic Plan Outputs 2018-2021: Output 1.1.2 . Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services ¹⁰ and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs												
Project title and Atlas Project Number: 00096338 Clearing for Results Phase 4 (CfRIV): Mine Action for Human Development												
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS	
			Value		Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023)	Year 5 (2024)	Year 6 (2025)		Total 6 years
CPD: Output 1.3. Left-behind and mine-affected communities have access to safe land for better livelihoods.	Indicator: 1.3.1: Area of mine-affected land released (56km ²)	Annual reports	246 (2019)		7.46 (253.46)	10.35 (263.81)	9.77 (273.58)	9.77 (283.35)	9.77 (293.12)	9.70 (302.82)	56.82	Data for annual report comes from operators/contractors' report.

⁹ In 2020, the project will finalize and agree on information related to baseline and target that is missing in the current version of the Project Document.

¹⁰ Basic services include social services (e.g. health and nutrition, education, water and sanitation, social housing, vocational training), economic services (including finance), environmental and energy services (e.g. renewables, clean fuels and technology, use of natural resources), and other services (e.g. rule of law and justice). Please note that UNDP focuses primarily on policies and capacities that improve the enabling environment for provision of basic services.

Project Output 1: The priority mine-impacted villages in Battambang, Banteay Meanchey and Pailin provinces are deemed mine-free	1.1. CfRIV targeted villages identified through a consultative process and following agreed criteria	Annual reports	No	Yes (2020-2021)	Yes (2022-2023)	Yes (2024-2025)	The villages selected by MAPU under the coordination of SEPD will be based on 4 criteria: number of accidents, population size in the village, the poverty level of the village, mine contamination levels. Local communities will be thoroughly consulted in the process and the consultation between MAPU and operators is also conducted to finalize the selection of villages.				
	1.2. Number of CfRIV targeted villages deemed mine-free	Annual reports	30	TBD	TBD	TBD	Data source: Clearance reports stored in the project office.				
	1.3. Number of QA Inspections completed annually by CMAA	Annual reports	1,399	1,500	1,500	1,500	9,000	Data obtained from R&M Department of the CMAA			
	1.4. Number of people benefitting from land clearance (disaggregated by gender)	Annual reports	986,448	41,337 (1,027,785) (female 50%)	57,374 (1,085,159) (female 50%)	54,135 (1,139,295) (female 50%)	54,135 (1,193,430) (female 50%)	54,135 (1,247,565) (female 50%)	40,547 (1,288,112) (female 50%)	301,664 (female 50%)	Beneficiaries include people who have access to mine-cleared land for agriculture, housing and public land (e.g. school, health centers, roads etc.)
	1.5. Gender and socially inclusive development strategy for mine-free villages endorsed by PMAC in the targeted provinces for distribution (Yes/No)	Annual reports	No	No	No	Yes	Yes	Yes	Yes	The endorsement is defined as acceptance and sign-off by PMAC.	

Project Output 2: Mine action activities are aligned to national and sub-national sectoral policies and planning strategies	2.1. Number of people with disabilities are aware of their rights and services available to them through CMAA's survivor network (disaggregated by gender)	Annual reports	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	35,000	CMAA department of Victim Assistance will provide reports on an annual basis.
	2.2 Number of people who are aware of mine-risk through mine-risk education activities in affected areas (disaggregated by gender)	Annual reports	TBD	?								
	2.3 No. of villages where PMS data is collected	Annual reports & PMS report	TBD	?								
	2.4 The revision of GMAP strategy completed with clear action plans to ensure gender-sensitive process in prioritization and land release (Yes/No)	Annual reports	No	Yes	?							
Project Output 3: The mine action sector management is strengthened and broader national capacities to address residual threats are established;	3.1 Selected activities of the capacity development plan (CDP) implemented based on UNDP added-value (Yes/No)	CDP	TBD	Yes		Areas of support to be developed after CDNA is completed						
	3.2 CMAA is compliant with the reporting commitments to the international treaties and conferences (Yes/No)	Annual reports	Yes		Compliance is determined by CMAA submitting APMBC transparency report to States Parties yearly and attending three meetings (International Meeting of National Mine Action Programme Directors and United Nations Advisers, APMBC intercessional meeting and the meeting of States Parties to APMBC) yearly							

	3.3 Residual threat strategy in place (Yes/No)	Residual threat strategy	No	No	No	No	Yes	Yes	Yes	Yes	Yes	Submitted to CMAA for approval
	3.4. Management response to the review recommendations of NMAS 2018-2025 implementation developed and implemented by CMAA (Yes/No)	Review report	No	No	Yes	?						

6. Monitoring and Evaluation

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

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

- The TWG on Mine Action Joint Monitoring Indicators submitted to the PM annually;
- The CMAA Information Management System for Mine Action (IMSMA);
- The UNDAF annual Monitoring Report;
- The UNDP CPD Annual Monitoring Report;
- Any other Project specific/Development Partners Monitoring System as deemed suitable by the Database Management Unit.

The CMAA Database Management Unit will develop a monitoring system and tools, strengthen their use, and coach and mentor relevant CMAA staff to apply these tools. An independent mid-term review of the progress of the project will be conducted before the end of 2022, and if appropriate it will suggest adjustments to the project. Terms of Reference for this review and selection of the consultant(s) will be made in close consultation with CMAA, donors and relevant stakeholders. The project will also contribute to the UNDP Outcome evaluation, scheduled according to CPD cycle. A final independent evaluation will be conducted at the end of the project in 2025.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Quarterly Monitoring	Progress data against the results indicators in the RRF will be collected and analyzed 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.	CMAA PMS Staff MAPU staff	Costs of quarterly field visits
Monitor and Manage Risks and Issues	Identify specific risks that may threaten the achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		Time of UNDP CO staff, audit costs incorporated in the project budget
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Quarterly through progress reports and annually to the Board	Relevant lessons are captured by the project team and used to inform management decisions.	CMAA ARMAC	Cost of any field visits for data collection, interviews, and for local company / consultants for knowledge productions, including videos
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	One at the design stage, once every two years during the	Areas of strength and weakness will be reviewed by project management and used		Time of UNDP CO staff incorporated

	management decision making to improve the project.	implementation, and one at the end of the project	to inform decisions to improve project performance.		in the project budget
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.		Board meeting hosted by CMAA (and UNDP)
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly (except 4 th quarter), annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Board members	Administrative costs of Project Board Meetings
Mid Term Review	A review of the project at its midway point to assess the progress of the project against its intended outputs, its continued relevance to the operating context, other DAC evaluation criteria: effectiveness, efficiency, sustainability, and to	2022	Recommendations from the MTR are followed up with a Management Response and implemented by the Project		Cost for MTR Consultant(s)

	assess the adaptive management capacity of the project. Lessons and recommendations for project management are also provided.								
Final Evaluation and Lessons Learned Report	A final evaluation of the project covers the efficiency, effectiveness, results, sustainability, and impact of the project, and assesses lessons for dissemination and learning.	2025	In the context of this project, findings from the evaluation and lessons gathered will be shared globally through the ARMAC and used for training and advocacy purposes.					Cost for Final Evaluation Consultant(s)	

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Project Mid-term review	CMAA	SP Output 1.1.2	Inclusive Growth	2022	Project donors, demining operators, provincial authorities, project target groups.	USD 45,000 (Project fund)
Project Final Evaluation	CMAA	SP Output 1.1.2	Inclusive Growth	2025	Project donors, demining operators, provincial authorities, project target groups.	USD 45,000 (Project fund)

7. Multi-Year Work Plan

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)						Total Budgets (USD)	Responsible Parties	Source of funds
		2020	2021	2022	2023	2024	2025			
Output 1: The prioritized mine-impacted villages in	Activity 1.1: Non-Technical Survey and Baseline Survey.	60,000	60,000	60,000	60,000	60,000		300,000	CMAA	GCS
	Activity 1.2. Clearance contract with operators	1,805,000	1,026,582	880,474	880,474	880,474	325,199	5,798,203	UNDP	Donors
			1,501,927	1,501,927	1,501,927	1,501,927	1,501,927	7,509,635	UNDP	Donors

For

Battambang, Banteay Meanchey, and Pailin provinces are deemed mine-free.	Total for Clearance	1,865,000	2,588,509	2,442,401	2,442,401	2,442,401	2,442,401	1,827,126	13,607,838	-	-	
	Activity 1.3: Support CMAA quality management team activities (QMT)	79,348	79,348	79,348	79,348	79,348	79,348	79,348	476,088	CMAA	GCS	
	Activity 1.4: Support to PMAC to develop a strategy to promote a sustainable, inclusive level. in the mine-free village.		30,000	30,000	30,000					90,000	CMAA	GCS
	Activity 1.5: Project Management Specialist (P3) to provide advisory support for the project implementation and for mine-action sector management and coordination (30%)	41,845	41,845							83,689	UNDP	UNDP
	Mine Action Technical Advisor (SB5) to provide technical support on clearance (70%)	49,000	49,000	49,000	49,000			49,000		245,000	UNDP	Donors
	Project Coordinator (P2) to provide project coordination/management support to implement the project (20%)	23,035								49,000	UNDP	Donors
			23,035	23,035	23,035	23,035	23,035	23,035		23,035	UNDP	UNDP
			23,035	23,035	23,035	23,035	23,035	23,035		115,177	UNDP	Donors
	Sub-Total Output 1:	2,058,228	2,811,737	2,623,784	2,623,784	2,593,784	1,978,509	14,689,827				
	Output 2: Mine action activities are aligned to national and sub-national sectoral policies and planning strategies.	Activity 2.1: Support to victim assistance activities		45,000	45,000	45,000	45,000	45,000	45,000	225,000	CMAA	Donors
Activity 2.2: Support to mine-risk education activities		12,500	12,500	12,500	12,500	12,500	12,500	12,500	75,000	CMAA	GCS	
Activity 2.3: Support to the database unit and the work of CMAA Socio-Economic and Planning Department.		80,000	80,000	80,000	80,000	80,000	80,000	80,000	480,000	CMAA	GCS	
		6,000	6,000	6,000	6,000	6,000	6,000	6,000	36,000	CMAA	GCS	

Activity 3.5: Project Management Specialist (P3) to provide advisory support for the project implementation and for mine-action sector management and coordination (40%), Mine Action Technical Advisor (SB5) to provide technical support on clearance (10%) Project Coordinator (P2) to provide project coordination/management support to implement the project (40%)	55,793	55,793									111,586	UNDP	UNDP
	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	UNDP	Donors
	46,047	46,047	46,047	46,047	46,047	46,047	46,047	46,047	46,047	46,047	46,047	UNDP	Donors
	128,840	153,240	162,447	97,447	82,447	82,447	82,447	82,450	706,870				
Sub-Total Output 3:													
Project Management by CMAA and UNDP	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	40,000	CMAA	GCS
	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000	CMAA	GCS
	29,818	29,818	29,818	29,818	29,818	29,818	29,818	29,822	178,912				GCS
		15,000		15,000		15,000		15,000	45,000				Donors
	23,000	23,000	23,000	23,000	23,000	23,000	23,000	21,734	136,734				Donors
	10,000								10,000				Donors
		10,000	10,000	10,000	10,000	10,000	10,000	10,000	50,000				Donors
			45,000					45,000	90,000				Donors
		14,292	14,292	14,292	14,292	14,292	14,292	14,292	71,460				Donors
		28,414	14,000	14,000	14,000	14,000	14,000	14,000	98,414				UNDP
			114,292	114,292	114,292	114,292	114,292	114,292	571,460				Donors
			29,400	29,400	29,400	29,400	29,400	29,400	147,000				Donors
	Activity 6: Audit, spot check, and others		5,000	5,000	5,000	5,000	5,000	5,000	25,000				Donors
Miscellaneous/Sundries		15,000	15,000	15,000	15,000	15,000	15,073	75,073				Donors	
Local travel/Missions		8,000	8,000	8,000	8,000	8,000	5,000	37,000				Donors	
Activity 7: International Missions and Local Travel		6,535	6,535	6,535	6,535	6,535	6,301	32,443				Donors	

Sub-Total for CMAA and UNDP Management:	109,232	302,337	332,337	302,337	287,337	334,914	1,668,496	
TOTAL NET AMOUNT:	2,520,961	3,590,975	3,391,115	3,296,115	3,236,115	2,668,421	18,703,703	
TOTAL GMS 8% (KOICA & DFAT)	155,604	245,485	238,596	233,796	231,396	191,421	1,296,297	
GRAND TOTAL (PROJECT BUDGET 2020-2025):	2,676,565	3,836,459	3,269,711	3,529,911	3,467,511	2,859,842	20,000,000	

8. Governance and Management Arrangements

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

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

Such an undertaking will imply that the CMAA will be responsible for the implementation, monitoring and reporting of all project activities and budget with support from UNDP and within a framework. The UNDP Country Office will perform assurance function. UNDP will also place technical assistance (International Management Specialist – P3, International Project Coordinator – P2, and National Mine Action Advisor – SB5) within CMAA to provide technical advice and project management support to CMAA following the required standards.

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

- **The Executive:** CMAA 1st Vice-President is the Chair of the Project Board and is supported by the CMAA General Secretary who is the National Project Director and represent the project ownership;
- **Senior Supplier:** Donors and UNDP (primary function is to provide guidance regarding the technical feasibility of the project);
- **Senior Beneficiary:** Representatives of MAPUs in target provinces (primary function is to ensure the realization of project results from the perspective of project beneficiaries);

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

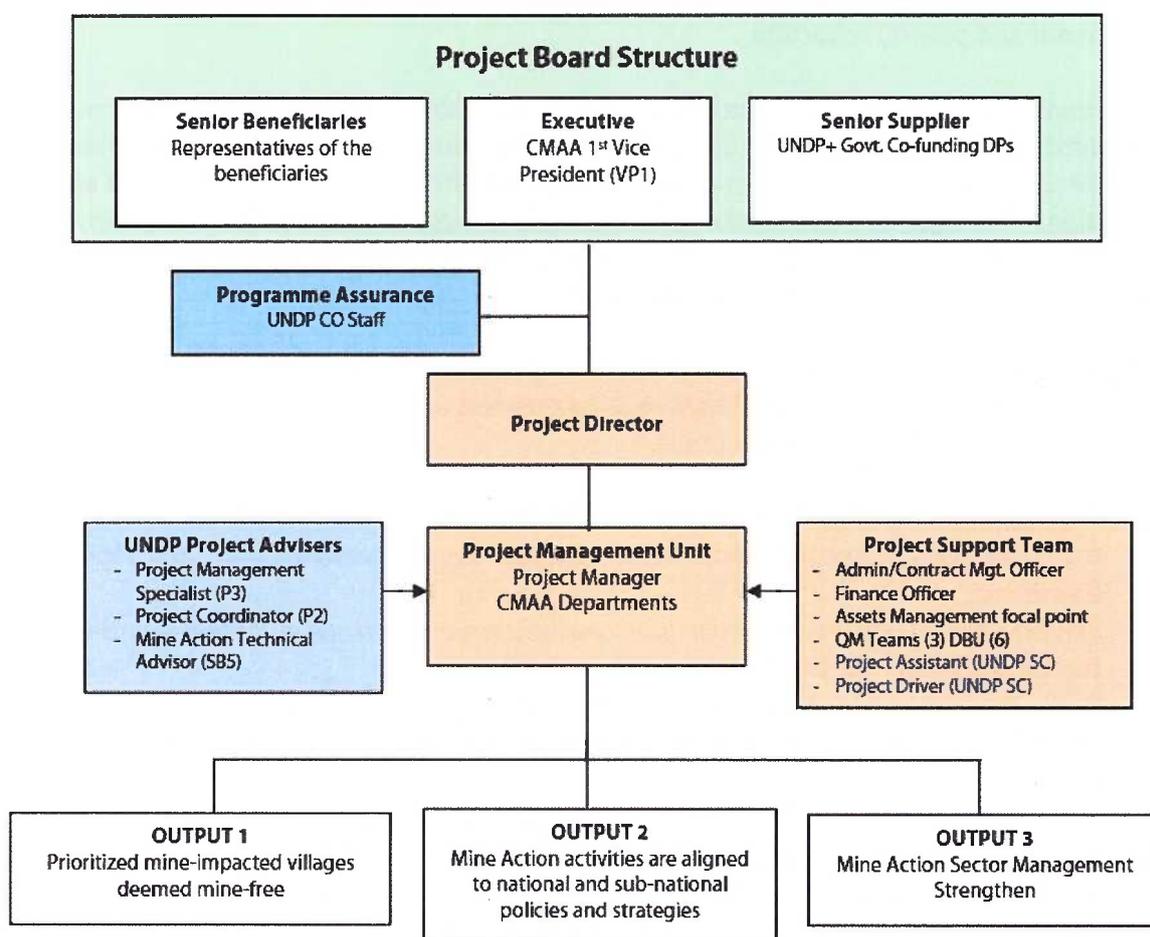
The CMAA will assume the role of implementing partner, in charge of the day-to-day implementation of the project as the Executive with conditions laid down by the Board. The project should be implemented by CMAA staff who have a direct role in the delivery of project activities. The CMAA Secretary General will assume the role of National Project Director (NPD) and will be responsible for the day-to-day oversight and management and will have the authority to run and make decisions regarding the project. His/her primary responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the

specific constraints of time and cost. The NPD will ensure that the project team undertakes project activities and the delivery of project results as specified in the annual work plan.

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

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

Figure 3: Project Organizational Structure



9. 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."

Handwritten signature

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.

10. Risk Management

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

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

5. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
 - i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
 - b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
6. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
 7. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately,

including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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

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

ANNEXES

Annex 1. Project Quality Assurance Report



PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

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 SES 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 continue as planned. 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

STRATEGIC

<p>1. Does the project’s Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions on how the project will contribute to higher level change as specified in the programme’s theory of change, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project’s strategy is the best approach at this point in time. • 2: The project has a theory of change related to the programme’s theory of change. It has explicit assumptions that explain how the project intends to contribute to higher level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme’s theory of change. The project document does not clearly specify why the project’s strategy is the best approach at this point in time. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	③	2
	1	Evidence
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹¹ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹²; an issues-based analysis has been incorporated into the project design; and the project’s RRF includes all the relevant SP output indicators. <i>(all must be true to select this option)</i> • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project’s RRF includes at least one SP output indicator, if relevant. <i>(both must be true to select this option)</i> • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	③	2
	1	Evidence
RELEVANT	③	2
	1	

11 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

12 sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

<p>3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.) The project plans to solicit feedback from targeted groups regularly through project monitoring. Representatives of the targeted group/geographic areas will contribute to project decision-making, such as being included in the project's governance mechanism (i.e., project board.) <i>(all must be true to select this option)</i> • 2: The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised, and are engaged in project design. The project document states clearly how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. Collecting feedback from targeted groups has been incorporated into the project's RRF/monitoring system, but representatives of the target group(s) may not be directly involved in the project's decision making. <i>(all must be true to select this option)</i> • 1: The target groups/geographic areas do not prioritize excluded and/or marginalised populations, or they may not be specified. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	<p>Select (all) targeted groups: (drop-down) Evidence</p> <p><i>(Poor is prioritized target group and especially for direct benefit from post-clearance livelihood improvement fund/funding facility)</i></p>						
<p>4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from evaluation, analysis and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • 1: There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 2: A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. <i>(all must be true to select this option)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							
<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
3	2						
1							
Evidence							

<p>complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true to select this option)</i></p> <ul style="list-style-type: none"> • 2: Some analysis has been conducted on the role of other partners 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. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>							
SOCIAL & ENVIRONMENTAL STANDARDS							
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project aims to further the realization of human rights, specifically upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously assessed and identified with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> • 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were assessed and identified and appropriate mitigation and management measures incorporated into the project design and budget. • 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">③</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	③	2	1		Evidence	
③	2						
1							
Evidence							
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option).</i> • 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. • 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">③</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	③	2	1		Evidence	
③	2						
1							
Evidence							
<p>9. If the project is worth \$500,000 or more, has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? Select N/A only if the project is worth less than \$500,000. [if yes, upload the completed checklist]</p>	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">Yes</td> <td style="text-align: center;">No</td> </tr> </table>	Yes	No				
Yes	No						
MANAGEMENT & MONITORING							
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> • 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> • 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not 	<table border="1" style="width: 100%;"> <tr> <td style="text-align: center;">③</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	③	2	1		Evidence	
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Evidence							

<p>relate in a clear way to the project's theory of change; 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.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>		
<p>11. Is there a comprehensive and costed M&E plan with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. (<i>all must be true to select this option</i>). • 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (<i>all must be true to select this option</i>) • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>(3)</p>	<p>2</p>
1		
Evidence		
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: Project risks fully described in the project risk log, based on comprehensive analysis which references key assumptions made in the project's theory of change. Clear and complete plan in place to manage and mitigate each risk. (<i>both must be true to select this option</i>) • 2: Project risks identified in the initial project risk log with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	<p>(3)</p>	<p>2</p>
1		
Evidence		
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>16. Is the budget justified and supported with valid estimates?</p>	<p>Yes (3)</p>	<p>No (1)</p>
<p>17. Is the Country Office fully recovering its costs involved with project implementation?</p>	<p>Yes (3)</p>	<p>No (1)</p>
EFFECTIVE		
<p>18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. (<i>both must be true to select this option</i>) • 2: The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • 1: The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. 	<p>(3)</p>	<p>2</p>
1		
Evidence		

*Note: Management Action or strong management justification must be given for a score of 1			
19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project. 	3	2	
		1	
		Evidence	
		Entire project is Targeted the Poor (contaminated areas and post-clearance)	
20. Does the project have explicit plans for evaluation or other lesson learning, timed to inform course corrections if needed during project implementation?	Yes (3)	No (1)	
21. 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. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3)	No (1)	
		Evidence	
22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: The project has a realistic work plan & budget covering the duration of the project <u>at the activity level</u> to ensure outputs are delivered on time and within the allotted resources. 2: The project has a work plan & budget covering the duration of the project <u>at the output level</u>. 1: The project does not yet have a work plan & budget covering the duration of the project. 	3	2	
		1	
		Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP			
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): <ul style="list-style-type: none"> 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. 2: The project has been developed by UNDP in close consultation with national partners. 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2	
		1	
		Evidence	
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): <ul style="list-style-type: none"> 4: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. 3: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy. 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. 1: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. 0: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	4	3	
		2	1
		Evidence	
		0	
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)	
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilization strategy)?	Yes (3)	No (1)	

Annex 2. Social and Environmental Screening

Project Information	
<i>Project Information</i>	
1. Project Title	Clearing for Results Phase 4 (CfR4): Mine Action for Human Development
2. Project Number	00096338
3. Location	Cambodia
Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability	
QUESTION 1: How Does the Project Integrate the Overarching 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>	
<p>The project will be operated based on the full recognition that rural communities including women and other marginalized groups who are highly dependent on the use of agricultural land for their livelihoods. Thus, the project places a strong focus on empowerment of stakeholders, particularly women and socially marginalized groups in mine action and making agricultural land safe, through the full recognition of their tenure and rights to released land.</p> <p>The main target groups for the project include 1) rural and remote mine-impacted communities for output 1 and 2, centering on creating ‘mine-free villages’ and 2) CMAA and targeted MAPUs for Output 2 and 3 in relation to their capacities to implement NMAS 2018-2025 and residual threats after 2025.</p> <p>Throughout the project implementation, the key guiding principle of the project is to ensure the full and effective participation of all relevant stakeholders. Stakeholders include the government institutions, civil society organizations, the private sector, local communities, indigenous peoples and women, with particular attention to the rights of socially marginalized groups such as rural communities, women and the elderly. This will be facilitated through the following activities.</p> <ul style="list-style-type: none"> • Developing and institutionalising national and sub-national consultation and participation mechanisms; • Organizing consultation and information sharing meetings with stakeholders to inform about and seek inputs for any proposed measures prior to official decisions; • Strengthening measures to ensure that gender issue is adequately addressed in national and sub-national project planning processes, for example, through village identification based on the number of female-headed HH and number of HH below the poverty line. 	
<i>Briefly describe in the space below how the Project is likely to improve gender equality and women’s empowerment</i>	

The project fully considers and promotes gender equality and women's empowerment. During the final year of the third phase, the project identifies target villages under the 'mine-free village' strategy and prioritizes villages with higher numbers of female-headed HH and HH consisting of the elderly and HH below the poverty line. This information will also be used to develop profiles of 'mine-free villages' to be used for the public database developed under Output 3 to support improved development partner targeting of the most vulnerable communities. In terms of wider interventions, a significant focus of support under Output 2 will be targeted at improving the effectiveness of the implementation of the CMAA Gender Mainstreaming Strategy. Under Output 1, the project will work with PMACs in targeted provinces as well as develop an options paper for the national government on gender-sensitive, socially inclusive accelerated development in 'mine-free villages', taking into consideration the needs of women, the elder and people with disabilities, as well as the opportunities that are present in their communities to accelerate community development.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The project's clearance activities mainly focus on mine-affected land that is currently used by local communities. As much as possible, the clearance operations will avoid a negative impact on the environment and natural resources. The project will also support CMAA to implement the Goal 8 of the NMAAS, which is to ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environmental protection sensitive.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Risk Description</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Impact and Probability (1-5)</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Significance</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Comments</i>
		QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)? <i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>	

<p>Risk 1: There is a likelihood that the Project would exclude any potentially affected stakeholders, in particular, marginalized groups from fully participating in decisions that may affect them?</p>	<p>I = 4 P = 2</p>	<p>Low</p>		<p>Throughout project implementation, the key guiding principle of the project is to ensure the full and effective participation of all relevant stakeholders. Stakeholders include local communities, women, with particular attention to the rights of socially marginalized groups. This will be facilitated through the following activities.</p> <ul style="list-style-type: none"> • Planning and Prioritization requirements in the identification of target villages for mine action • Organizing consultation and information sharing meetings with other stakeholders to inform about and seek inputs for any proposed measures prior to official decisions; • Strengthening and increasing opportunities for communities, especially women, the elderly and people with disabilities, to provide feedback the project team on any concerns about what land is selected for clearance and why, safety and mobility during land release operations, and putting in place safeguards to protect against exploitation of women, children and other vulnerable groups while mine action teams are based in their communities.
<p>Risk 3 There is a likelihood that the land release activities will have adverse impacts on habitats, ecosystems, and/or livelihoods?</p>	<p>I = 4 P = 2</p>	<p>Medium</p>	<p>The process of land release in mine action, based on global best practice, does have an adverse impact on habitats and ecosystems, and livelihoods which are forest-based.</p>	<p>The project works closely with CMAA to address environmental and ecosystem issues, particularly within the context of NIMAS 2018-2025 implementation, particularly Goal 8, Objective 4: Mainstream environmental protection in mine action to ensure that land release will not result in a negative impact on ecosystem and livelihoods.</p>

<p>Risk 4: There is a likelihood that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?</p>	<p>I=1 P=1</p>	<p>Low</p>	<p>The project targets the most vulnerable communities in remote, rural areas in Battambang, Banteay Meanchey and Pailin where the percentage of indigenous people is very low.</p>	<p>The planning and prioritization process implemented by the MAPUS takes into consideration land ownership and how local communities want to use their land and where they want to prioritize land release. The CFR has a long-standing practice, together with CMAA in its quality assurance activities and monitoring of land clearance operations, of providing communities with opportunities to share concerns and information with the project team to act on as soon as possible.</p>
<p>Risk 5: There is a risk the Project potentially results in 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</p>	<p>I = 2 P = 3</p>	<p>Medium</p>	<p>Project output 1 on land release does result in the release of pollutants, particularly through necessary tree and undergrowth removal and the detonation of anti-personal mines</p>	<p>Land release is done in accordance with global best practice and the Mine Action Standards, particularly in relation to the safety procedures necessary for detonation. While the release of pollutants cannot be avoided during detonation, pollutants released during the removal of trees and undergrowth will be offset through actions in the NMIAS 2018-2025 Goal 8, Objective 4: Mainstream environmental protection in mine action</p>
<p>QUESTION 4: What is the overall Project risk categorization?</p>				
<p>Select one (see <u>SESP</u> for guidance)</p>			<p>Comments</p>	
<p><i>Low Risk</i></p>			<p>X</p>	<p>This is the 4th phase of UNDP's mine action project implemented in accordance with global best practice, Mine Action Standards, and effective monitoring and quality assurance by the government. Environment risks are a necessary evil of mine action, to be offset by new government initiatives to mainstream environmental protection into mine action</p>
<p><i>Moderate Risk</i></p>			<p><input type="checkbox"/></p>	
<p><i>High Risk</i></p>			<p><input type="checkbox"/></p>	

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		Comments
Check all that apply		
Principle 1: Human Rights	<input type="checkbox"/>	Required
Principle 2: Gender Equality and Women's Empowerment	<input type="checkbox"/>	Required
1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	No requirement
2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	No requirement
3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	Required
4. Cultural Heritage	<input type="checkbox"/>	Required
5. Displacement and Resettlement	<input type="checkbox"/>	No requirement
6. Indigenous Peoples	<input type="checkbox"/>	No requirement
7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	No requirement

Final Sign Off

Signature	Date	Description
	26 July 2019	Programme Analyst
	26 July 2019	ARR - Programme

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
Principles 1: Human Rights	Answer (Yes/No)
1. Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	N
2. Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹³	N
3. Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	N
4. Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Y
5. Are there measures or mechanisms in place to respond to local community grievances?	Y
6. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	N
7. Is there a risk that rights-holders do not have the capacity to claim their rights?	Y
8. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	N
9. Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	N
Principle 2: Gender Equality and Women's Empowerment	
1. Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	N
2. Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	N
3. Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	Y
3. Would the Project potentially limit 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 communities who depend on these resources for their livelihoods and well being</i>	N
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
1.1 Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	Y

¹³ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, 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 people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including 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?	Y
1.3	Does the Project involve 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)	Y
1.4	Would Project activities pose risks to endangered species?	Y
1.5	Would the Project pose a risk of introducing invasive alien species?	N
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	N
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	N
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	N
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	N
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	N
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	Y
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁴ greenhouse gas emissions or may exacerbate climate change?	N
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	N
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <u>vulnerability to climate change</u> now or in the future (also known as maladaptive practices)?	Y

¹⁴ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources).

	<i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Y
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	Y
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	N
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	N
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	N
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	N
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	N
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	N
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	N
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact 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)	N
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	N
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	N
5.2	Would the Project possibly result in 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)?	N
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁵	N

¹⁵ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Y
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Y
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Y
6.3	Would the proposed Project potentially affect the rights, lands and territories of indigenous peoples (regardless of whether Indigenous Peoples possess the legal titles to such areas)?	N
6.4	Has there been an 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?	N
6.4	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	N
6.5	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	N
6.6	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	N
6.7	Would the Project potentially affect the traditional livelihoods, physical and cultural survival of indigenous peoples?	N
6.8	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	N
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in 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?	Y
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	Y
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	N
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	N
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	N

Annex 3. Risk Log

Project Title: Clearing for Results, Phase 4/Mine Action for Human Development				Award ID: 00090697	Date: November 2018
#	Description	Type	Impact & Probability	Countermeasures	
1	Change in government policy: RGC is currently committed to a mine-free Cambodia by 2025 and has committed 10% cost-sharing on projects in mine action, in addition to its regular budget allocated for mine action. A change in government policy could reduce government contributions and land areas to be cleared and released.	Political	Probability = 1 Impact = 5		
2	Elections: Local elections and national elections will be held in 2022 and 2023 respectively. There is a potential that these elections would take away the time of the government staff from performing their functions, therefore slowing down the project's activities during the campaign period. Changes in government leadership could also affect the pace of project implementation.	Political	Probability = 5 Impact = 3		
3	Change in government staff: Routine changes in government staff (management and administrative levels) could interfere with project activity implementation and the results of	Organisational	Probability = 4 Impact = 3		

	capacity building as the rotation of staff interrupt the flow of work and new capacity gaps are addressed.			
4	<p>Land conflict and land use after release: Land titling process is not completed and more works need to be done by the Government. In mine-affected communities which are usually remote, it is possible that land cleared for use by individual households be sold or taken away by large private companies due to unclear land ownership. Another risk to be considered is the increasing number of households in the community once the land is deemed mine-free. In this case, while the land was cleared for a pre-determined number of households, the size of land could be reduced as the number of households increases.</p>	Security	Probability = 2 Impact = 2	
5	<p>Decrease of ODA: As Cambodia is now a middle-income country, the share of ODA is gradually decreasing. Without other sources of funding beside ODA, the 2025 target of mine-free Cambodia might not be met. The project's target of land release would also be decreased.</p>	Operational	Probability = 2 Impact = 4	
6	<p>Environmental disaster: Environmental disasters such as flooding could impact</p>	Environmental	Probability = 2 Impact = 4	

	land release operations, and slow or even stop project implementation.				
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Notes: Probability (P) on a scale from 1 (low) to 5 (high) & Impact (I) on a scale from 1 (low) to 5 (high)

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4a. Project Board

Clearing for Results, Phase 4 (CfRIV) Mine Action for Human Development (MAfHD)

1. BACKGROUND

The Clearing for Results Phase IV: Mine Action for Human Development Project (CfRIV) is a six-year project (2020-2025) which is in the transition phase of the Clearing for Results Project. This project supports the RGC to achieve its target of mine-free Cambodia by 2025 as committed in the National Mine Action Strategy 2018-2025.

This project builds on its success in land release activities in the three provinces that UNDP has supported since the Phase 3 of CfR project. By the end of the six years project period, 56km² of mine-affected land will be mine-free and released for production purpose. The project will also provide strategic and technical advisory support to CMAA and MAPUs on the implementation of the NMAS 2018-2025.

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

- The prioritized mine-impacted villages in the provinces of Battambang, Banteay Meachey and Pailin are deemed mine-free (so that rural and agricultural development is unimpeded and prioritized by provincial governments);
- Mine action activities are aligned to national and sub-national sectorial policies and planning strategies;
- The mine action sector management is strengthened and broader national capacities to address residual threats are established.

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

2. ROLES AND RESPONSIBILITIES OF THE PROJECT BOARD

- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, risk log and the monitoring and communication plan
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Address project issues as raised by the Project Manager
- Provide guidance and agree on possible countermeasures/management actions to address specific risks

- Agree on Project Manager's tolerances¹⁶ in the Annual Work Plan and quarterly plans when required
- Conduct regular meetings to review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Appraise the Project Annual Progress Report and make recommendations for the next AWP
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded
- Assess and decide on project changes through revisions
- Assure that all Project deliverables have been produced satisfactorily
- Review and approve the Final project report, including lessons learnt
- Review project final evaluation and recommend further actions as required

The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager (PM), including approval of project plans and revisions. In order to ensure UNDP ultimate accountability, Project Board decisions should be made in accordance to standards¹⁷ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative or his/her 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 exceeded¹⁸.

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

¹⁶ According to UNDP rules, the tolerance level is 10% maximum. The Board can set a lower threshold should it be required.

¹⁷ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

¹⁸ 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.

- Approval of the work plan or any proposed project/budget revision

3. COMPOSITION

Among the members, this group contains three roles, including:

- An **Executive**: individual representing the project ownership to chair the group.
- **Senior Supplier**: individual or group representing the interests of the parties concerned, which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- **Senior Beneficiary**: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function the Board is to ensure the realization of project results from the perspective of project beneficiaries.

4. RESPONSIBILITIES OF THE PROJECT BOARD MEMBERS

4.1. Senior Beneficiary

Representatives of MAPUs in target provinces are senior beneficiaries who are responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests.

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is evaluated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

4.2. Executive

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier. The role of Executive will be held by **Senior Minister and 1st Vice President of CMAA**.

Specific Responsibilities (as part of the above responsibilities for the Project Board):

- Ensure that there is a coherent project organisational structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Chair Project Board meetings
- Ensure the expected output(s) and related activities of the project are well defined

- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Prioritise and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The Executive is responsible for overall assurance of the project as described below. The Executive may delegate some responsibilities for the project assurance functions.

4.3. Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier has the authority to commit or acquire supplier resources required.

UNDP and other funding development partners will hold the role of Senior Supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts
- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

Some of this assurance responsibility may be delegated in the project assurance below.

4.4. Project Assurance

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. In the present project, this role is delegated to **UNDP Country Office**.

Overall responsibility: UNDP Country Office supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Assurance has to be independent of the Project Manager; therefore the Executive Board cannot delegate any of its assurance responsibilities to the Project Manager.

The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues

to meet, a business need and that no change to the external environment affects the validity of the project.

- Maintenance of thorough liaison throughout the project between the members of the Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Focus on the development need is maintained
- Internal and external communications are working
- Applicable standards are being observed (including minimum standard of UNDP)
- Any legislative constraints are being observed
- Adherence to results-management group monitoring and reporting standards and requirements
- Quality management procedures are properly followed
- Project Board’s decisions are followed, and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Project Data Quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in Atlas;
- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that project accounts are closed, and status set in Atlas accordingly.

4b. Project Core Personnel and Teams (see 4c for details)

Project Director (CMAA)

The Secretary General of CMAA is the project director (PD) who is responsible for the achievement of objectives and results in the assigned Project. The PD will be part of the Project Board Overall, the PD will supervise compliance with objectives, activities, results, and all fundamental aspects of project execution as specified in the project document and other responsibilities as discussed in Project Document.

Project Manager (CMAA)

The Project Manager (PM) supports the Project Director in the day-to-day management of the Project, including the mobilisation of all project inputs, supervision over project staff, management of the project's activities, coordination, and reports to the Project Director who will maintain overall oversight and responsibility. The PM will report to the PD in close consultation with the assigned UNDP Project team for all the Project's substantive and administrative issues. The PM will support the PD who will be responsible for meeting government obligations under the Project, under the NIM execution modality. The PM will perform a liaison role with the government, UNDP staff and project partners, and maintain close collaboration with other donor agencies providing co-financing. The PM will work closely with the Project team and Project support Unit.

International Project Management Specialist – P3 (UNDP): Provide technical advisory support for effective and timely project implementation, provide strategic technical, policy and advocacy advice/inputs to CMAA and wider government stakeholders on the implementation and monitoring of NMAS and on mine action sector in general, especially for the post-2025 scenario, provide support to CMAA for sector coordination, resource mobilisation and adherence to international treaties and requirements including reporting requirement, work with CMAA to develop the residual threats strategy, and lead the implementation of the project's capacity development and communication and knowledge management strategy.

International Project Coordinator - P2 (UNDP): coordinate and provide project management advisory support to ensure effective and timely project implementation, coordination, monitoring, planning and reporting. The Coordinator will also support partnership building and resource mobilisation as required by the project.

National Mine Action Technical Advisor – SB5 (UNDP):

- Support the application of mine action standards and quality management processes in the planning, procurement, and monitoring of land clearance activities under the project and within CMAA
- Support to improve the coordination and communication between CMAA, target MAPUs, operators, and other relevant stakeholders in demining operations
- Contribute to the drafting of Cambodia's reports on international treaties
- Contribute to the development of the residual threats strategy
- Support the mine action activities of CMAA in line with national and sub-national sectorial policies and planning strategies
- Oversee the consultant developing a strategy for PMACs on accelerating development in newly mine-free villages
- Support the implementation of the knowledge management strategy and capturing of lessons learned
- Contribute to the implementation of Capacity Development Plan
- Contribute to the preparation of project's reports

- Promote partnership building and resource mobilization efforts as required

Key CMAA Departments

Line Departments are responsible for implementing related project activities under the guidance and supervision of the project manager. They can seek technical and advisory support from UNDP Advisors on project work related to their Departments.

Project Support Team (CMAA)

The team will assist the Project Manager on the management of operational/ administrative, financial, and contract management and work with all Department heads to ensure that plans are prepared and implemented. The support team will also provide a tool for monitoring progress through the established of PMS as part of its monitoring and Quality Assurance function.

Project Admin/Finance Assistant (UNDP) provides supports to the Project Manager and Project Support team to operationalize the projects. The assistant will also work closely with UNDP Assurance staff to build the capacity of CMAA admin and finance staff on administrative, financial, assets, and contract management aspects of the project. S/he will work with all Department managers to ensure staff training plans are prepared and implemented.

4c. Terms of Reference

1. International Project Management Specialist

I. Position Information	
Job Title:	International Project Management Specialist
Grade:	P3
Department:	Programme and Results Unit
Report to:	Resident Representative
Contract Type:	Fixed Term Appointment
Duration:	One-year renewable
II. Organizational Context	
<p>Cambodia's landmine contamination is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The northwestern regions bordering Thailand have some of the highest concentrations of anti-personnel (AP) mines in the world. Other areas of the country, mainly in the east, have been impacted primarily by the presence of explosive remnants of war (ERW), including cluster munitions. More than 64,700 human casualties can be attributed to mines and ERW in Cambodia since 1979.</p> <p>With support from the international donor community, the Royal Government of Cambodia (RGC) has made great efforts over the past 26 years to remove landmines and ERW throughout the country. In 2000, the Cambodian Mine Action and Victim Assistance Authority (CMAA) was established under the Royal Decree No. 177 to better plan, regulate, coordinate and monitor the mine action sector and responsibly contribute to the priorities stipulated in the National Strategic Development Plan (NSDP).</p> <p>Since 2006, the project supported by Australian, Switzerland, Netherlands and Canada, has worked in partnership with the CMAA to clear 228 km² of land for use by communities for livelihoods and service provision, representing 13 per cent of the sector's achievements. The project has targeted the most mine-affected provinces of Battambang, Banteay Meanchey and Pailin. These provinces collectively account for 39% of all reported casualties in Cambodia since 1996. However, mines and</p>	

ERW are still present across 2,000 km² of Cambodia and continue to hinder country reconstruction and development and constrain the livelihood activities of rural communities. Completing land release by the government target date of 2025 will be challenging, as external donor assistance declines in response to Cambodia's improved economic development as the **remaining land to be cleared by the target date is significant and unlikely to be achieved without financial support**, and government's own resources prioritized for education, health care and increasing public servant wages.

The government, and in particular CMAA, have the necessary planning, procurement, quality assurance and monitoring capacities to manage and coordinate the land release process due to capacity building achievements made through three phases of the CfR project. This has included a better understanding of the remaining landmine and ERW problem, improvements in land release methodology (technical and non-technical surveys), a national performance monitoring system (PMS), and better operational efficiency. Together, these activities have improved efficiency and accountability of clearance activities. However, with the approval of the **National Mine Action Strategy 2018-2025** in December 2017, more **comprehensive capacity building** will be required to support CMAA and MAPUs particularly in relation to government resource mobilization and sector coordination, monitoring of land use, improving gender mainstreaming in planning and land release, as well as monitoring the environmental impact of land release and land use. Moreover, the **necessary human, technical and financial capacities in other government agencies/departments to deal with any residual mine action challenges beyond 2025 are insufficient and need to be addressed.**

Finally, despite the significant progress in making land safe, the continuing prevalence of mines in the three predominantly rural, agricultural provinces perpetuate poverty rates and impedes local development. This requires a more hands-on approach in **linking land release to rural development programmes to support sustainable economic development** in the target regions which align with the RGC's long-term vision for the country. To date, the 'human development' aspect of the CfR project has been the development of the PMS for improved data management and understanding of land use. Land use is an inadequate indicator of land productivity and household incomes, upon which anecdotal evidence from the CfR III Mid-term review suggests that rural households are incurring more debt as they invest in agriculture operations that may not be economically viable. Without this perspective, land released through the project is at risk of being safe but ineffective in reducing poverty and improving overall development outcomes in the target communities.

This project is developed at the request of the Royal Government of Cambodia and builds on the partnership that CMAA which UNDP and the development partner community have formed since 2006. It presents final phase of the CfR project, serving as a transition strategy from the mine action sector by consolidating results to date and linking those results to the longer-term development vision of Cambodia.

The project will have the following outputs:

Output 1: The prioritized mine-impacted communities in Battambang, Banteay Meanchey and Pailin provinces are deemed mine-free

Output 2: Mine action activities are aligned to national and sub-national sectorial policies and planning strategies.

Output 3: NMA 2018-2025 is implemented and responsibilities for mine action transferred to relevant government institutions

III. Functions / Key Results Expected

The specific responsibilities of the International Advisor are as follows:

1. Management guidance and advisory support for effective and timely project implementation.
2. Provide strategic technical, policy and advocacy advice/inputs to CMAA and wider government stakeholders on mine action
3. Lead the implementation of the knowledge management strategy and support UNDP Country Office in resource mobilisation

Management guidance and advisory support for effective and timely project implementation

- Oversee the coordination of all activities by National Project Manager and National Advisor and advise the project team in developing strategies and implementation plan and roadmaps for the project and ensure that project activities are fully aligned with the project objectives and the targets;
- Support the National Project Manager and national technical specialists in preparation of quarterly and annual technical work plans for project activities and preparation project reports according to their respective reporting guidelines;
- Provide close and regular technical backstopping to the project manager, senior members of the project team and other implementing entities for the effective and timely implementation of various components of the project;
- Prepare Terms of References (TORs), identify and evaluate experts, and review reports produced, following UNDP rules and regulations;
- Supervise and provide quality assurance for the works conducted by international and national consultants and project partners
- Prepare project board meetings and take lead in ensuring that recommendations made by the board be implemented;
- Contribute to project audit and spot-checking exercises and prepare management responses to the comments;
- Contribute to and support the UNDP CO Programme Analyst in annual work planning process to ensure that the annual work-plan meets required standard of quality, is result-based and within the specific constraints of time and cost

Provide strategic technical, policy and advocacy advice/inputs to CMAA and wider government stakeholders on mine action

- Provide the National Project Director and National Project Manager, as well as Directors of Departments, PMACs and heads of MAPUs in selected provinces with strategic policy advice and lessons related to global best practice in mine action
- Provide technical guidance and strategic advice to CMAA on the implementation of the NMAS, the Capacity Development Plan for the implementation of NMAS 2018-2025
- Provide strategic advice so CMAA leaders so that Cambodia can fully take on the demining work after 2025
- Work closely with CMAA senior management and other relevant government stakeholders on the preparation and submission of international treaty reporting requirements
- Provide strategic advice on the preparation of a residual threats strategy
- Be able to adjust to the changing policy and technical needs of CMAA as it moves from Phase 3 to Phase 4 of NMAS 2018-2025 implementation

Lead the implementation of the knowledge management strategy and support UNDP Country Office in resource mobilization

- Coordinate the implementation of, and substantially contribute to, the knowledge management strategy and activities on South-South Cooperation with ARMAC
- Provide technical inputs for communication materials such as the website, social media and news papers

- Promote information sharing and coordinate project activities with other UNDP initiatives as well as with other United Nations agencies and donors, to develop inter-agency synergies
- Raise visibility of the project strategies through knowledge sharing and well-developed communication materials
- Support effective and timely resource mobilization in close collaboration with UNDP country office;
- Oversee and coordinate the development of concept notes and full project proposals

2. International Project Coordinator

I. Position Information
<p>Job Title: Project Coordinator Type of contract: Fixed Term Appointment Grade: P-2 Report to: Project Management Specialist (P3) Duty Station: Phnom Penh, Cambodia Duration: One-year with renewable</p>
II. Organizational Context
<p>The Cambodia Mine Action and Victim Assistance Authority (CMAA) estimates that around 4-6 million explosive remnants of war (ERW) and unexploded ordnances (UXOs) remain in Cambodia. CMAA's baseline survey in 2012 showed that around 1,915 km² of land remain contaminated with landmines/ERWs, mostly in the north-western provinces bordering Thailand, believed to have been planted during the Khmer Rouge era in the 1970s and civil war that ended in 1998. In addition, air-to-ground ERWs are also found in the eastern provinces bordering Vietnam, believed to be remnants from the Indochina war and the Vietnam war. Mine Action (MA), or more specifically mine clearance, in Cambodia started in 1992 in response to the urge to repatriate and resettle refugees from the Thai border camps into safe areas.</p> <p>Cambodia became a signatory to the Anti-Personnel Mine Ban Convention (APMBC) in 1997, and in 1999, it ratified the APMBC, becoming a state party committed to eliminate all landmines/ERWs. Cambodia's National Mine Action Strategy (NMAS) initially committed to achieve this by 2009 but the Government later requested and was granted extension under Article 5 to fulfil its commitments by 2019. Furthermore, the Cambodian government established a Millennium Development Goal 9 (MDG 9 - landmine and victim assistance). The NMAS supports the government's National Strategic Development Plan which promotes the release of land for socio-economic development.</p> <p>The Royal Government of Cambodia (RGC) created the Cambodian Mine Action and Victim Assistance Authority (CMAA) in 2000 with the role to administer all demining and UXO clearance activities and assistance to mine victims in the RGC as per Royal Decree No.160. By that time, demining activities were at full speed with four main operators: the Cambodian Mine Action Centre (CMAC), the Royal Cambodia Armed Forces and two NGOs, the Mines Advisory Group (MAG) and the Halo Trust.</p> <p>Within this framework, UNDP partnered with the CMAA through the Clearing for Results projects from 2006-2010 (Phase I) and 2011-2016 (Phase II), aimed at building the national capacity of the government to manage the mine action sector. Now on its third phase, Clearing for Results III (CFRIII) (2016-2019), aims to develop a sector performance monitoring system and mechanisms</p>

that will ensure demining resources are effectively allocated, promoting the release of land in support of human development outcomes. CFRIII also supports the United Nations Development Assistance Framework (UNDAF) wherein, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth.

Currently, the CMAA has the following Departments within its organizational structure, with each Department overseen by a Deputy Secretary-General under the authority of a Secretary-General:

- Regulation and Monitoring (R&M)
- Socio-Economic Planning and Database Management (SEPD)
- Victim Assistance (VA)
- Public Relations (PR)
- General Administration (GAD)

These functions include but are not limited to setting up and monitoring thereof processes and procedures, standards and guidelines; preparing national plans, monitoring project proposals and other strategies related to the sector; managing and centralizing data; ensuring coordination with donors, agencies and relevant authorities; following-up mine victim assistance activities, registering information and compiling reports; ensuring effectiveness of mine action as per development plans; to develop and monitor socio-economic guidelines (Royal Decree 160 and Sub-Decrees 76 and 100). CMAA is also a focal point for coordination of mine action in Cambodia, through coordination bodies such as the Mine Action Technical Working Group, the Mine Action Coordination Committee, and various Technical Reference Groups.

Clearing for Results Phase IV (2020-2025) is a multi-donor project implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) with technical and financial support from UNDP and other donors. It builds on the successful implementation of the first three phases of the project (2010-2019) during which considerable gains were achieved in building CMAA's capacities in the areas of quality assurance, strategic and policy formulation as well as the socio-economic management of mine clearance. The CMAA however recognized that given the task ahead, more support is required to ensure that land is being cleared from the landmine threat in an effective and cost-efficient manner. The project is overseen by a Project Director (Secretary-General of the CMAA) and a Project Manager (Deputy Secretary-General of the CMAA) with support from a number of CMAA contracted personnel and the UNDP Project Team.

The Project Management Officer will report to the Project Management Specialist but will be working closely with the office of the Project Manager within the CMAA to provide the necessary support to the project. S/he will be responsible for managing the Project & Finance Assistant and the Project Driver.

III. Functions / Key Results Expected

Summary of Key Functions:

The Project Management Officer will perform under the overall management of the Project Manager Specialist and in close collaboration and consultation with the other staff members of UNDP Advisory Team and with the UNDP Programme Analyst. S/he will work on a day-to-day basis providing project support and coordination for the CMAA Project Manager of the Clearing for Results Phase IV project.

S/he has the authority to run the project coordination/ management activities on a day-to-day basis in line with the work plan agreed by UNDP and CMAA. Her/his responsibility will be to ensure the CMAA produces and reports on the results specified in the work plan, to ensure that the

required standard of quality is met within the specified limits of time and cost and in compliance with NIM procedures.

- ❑ Support effective day to day project management and delivery of outputs in a timely and efficient manner;
- ❑ Monitoring and evaluation, planning and reporting responsibilities;
- ❑ Provide support for coordination, resource mobilization and partnership building
- ❑ Develop and maintain effective relations with all partners

Support effective day to day project management and delivery of outputs in a timely and efficient manner:

- Coordinate and support the project in all aspects of project management in line with the work plan approved by the project board and in compliance with UNDP NIM rules, regulations and policies;
- Support the monitoring of CMAA's compliance with the board approved work plans and ensure that all activities are implemented in a coordinated and timely manner, and that results are delivered as planned to fulfil the expected outputs;
- Support the development and maintenance of a donor database for mine action in Cambodia, including strategies and priorities of various donors and private businesses both globally and in Cambodia;
- Contribute to the development and enhancement of a communications plan and resource mobilization strategy;
- Coordinate all aspects of project data collection and monitoring and evaluation (M&E) of project management to develop quality progress reports as per UNDP and donor requirements;
- Support the management and coordination of CMAA inputs in the development of annual/semi-annual project work plans and indicators for results-based management and monitoring and evaluation plans;
- Keep abreast of relevant development dynamics especially in key related institutional frameworks and national policies, which will impact the delivery of the CFRIV.

Monitoring and evaluation, planning and reporting responsibilities:

- Support the development of proposals, concept notes, budgets and reports, including the Performance Monitoring System (PMS), quarter/ annual reports, work plans, and other standard templates for each;
- Proactively provide necessary inputs as required by the management of the project and other stakeholders;
- Produce timely reports - both internal and external - following UNDP requirements and established procedures and ensure the reports required are submitted on time in accordance to the required standards and format provided by the Project Management Specialist
- Coordinate CMAA inputs for the project budget/delivery report and related documents for UNDP Senior Management and/or donors;

Provide support for coordination, resource mobilization and partnership building

- Promote the sharing and coordination of project activities with other UNDP initiatives, as well as with other United Nations agencies and donors to develop inter-agency synergies;
- Build and maintain partnerships through networking with stakeholders to generate their interest in the area related to the project and in contribution to resource mobilization effort;

- Prepare necessary reports and documents in support of future resource mobilization efforts;
- Raise visibility of project strategies through knowledge sharing and well-developed communication materials;
- Support effective and timely resource mobilization in close collaboration with UNDP country office;
- Oversee and coordinate the development of concept notes and full project proposals in relation to resource mobilization;
- Ensure experiences and lessons learned from project implementation are adequately recorded and disseminated.

Develop and maintain effective relations with all partners:

- Coordinate activities among international technical experts, technical teams, government responsible parties, service providers and consultants;
- Develop and maintain effective relations, including all implementing partners;
- Together with the Programme Analyst, maintain close coordination with the relevant line ministries partners, secretariats, donor focal points, UN agencies and development partners on all aspects of the project implementation to build strong relationships to support UNDP efforts in ensuring effective partnerships;
- Ensure good partnerships with contracted experts, consultants and other responsible partners to ensure that outcomes are met in a timely manner;
- In close collaboration with the Programme Analyst, liaise with UNDP management for the effective implementation of the project;

3. National Mine Action Technical Advisor

I. Position Information	
Job Title:	National Mine Action Technical Advisor
Type of Contract:	Service Contract
Grade:	SB5
Reports to:	Project Management Specialist
Duty Station:	Phnom Penh
II. Organizational Context	
<p>Cambodia's landmine contamination is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The northwestern regions bordering Thailand have some of the highest concentrations of anti-personnel (AP) mines in the world. Other areas of the country, mainly in the east, have been impacted primarily by the presence of explosive remnants of war (ERW), including cluster munitions. More than 64,700 human casualties can be attributed to mines and ERW in Cambodia since 1979.</p> <p>With support from the international donor community, the Royal Government of Cambodia (RGC) has made great efforts over the past 26 years to remove landmines and ERW throughout the country. In 2000, the Cambodian Mine Action and Victim Assistance Authority (CMAA) was established under the Royal Decree No. 177 to better plan, regulate, coordinate and monitor the mine action sector and responsibly contribute to the priorities stipulated in the National Strategic Development Plan (NSDP).</p> <p>Since 2006, the project, supported by Australian, Switzerland, Netherlands and Canada, has worked in partnership with the CMAA to clear 228 km² of land for use by communities for livelihoods and service provision, representing 13 per cent of the sector's achievements. The project has targeted</p>	

the most mine-affected provinces of Battambang, Banteay Meanchey and Pailin. These provinces collectively account for 39% of all reported casualties in Cambodia since 1996. However, mines and ERW are still present across 2,000 km² of Cambodia and continue to hinder country reconstruction and development and constrain the livelihood activities of rural communities. Completing land release by the government target date of 2025 will be challenging, as external donor assistance declines in response to Cambodia's improved economic development as the **remaining land to be cleared by the target date is significant and unlikely to be achieved without financial support**, and government's own resources prioritized for education, health care and increasing public servant wages.

The government, and in particular CMAA, have the necessary planning, procurement, quality assurance and monitoring capacities to manage and coordinate the land release process due to capacity building achievements made through three phases of the CfR project. This has included a better understanding of the remaining landmine and ERW problem, improvements in land release methodology (technical and non-technical surveys), a national performance monitoring system (PMS), and better operational efficiency. Together, these activities have improved efficiency and accountability of clearance activities. However, with the approval of the **National Mine Action Strategy 2018-2025** in December 2017, more **comprehensive capacity building** will be required to support CMAA and MAPUs particularly in relation to government resource mobilization and sector coordination, monitoring of land use, improving gender mainstreaming in planning and land release, as well as monitoring the environmental impact of land release and land use. Moreover, the **necessary human, technical and financial capacities in other government agencies/departments to deal with any residual mine action challenges beyond 2025 are insufficient and need to be addressed.**

Finally, despite the significant progress in making land safe, the continuing prevalence of mines in the three predominantly rural, agricultural provinces perpetuate poverty rates and impedes local development. This requires a more hands-on approach in **linking land release to rural development programmes to support sustainable economic development** in the target regions which align with the RGC's long-term vision for the country. To date, the 'human development' aspect of the CfR project has been the development of the PMS for improved data management and understanding of land use. Land use is an inadequate indicator of land productivity and household incomes, upon which anecdotal evidence from the CfR III Mid-term review suggests that rural households are incurring more debt as they invest in agriculture operations that may not be economically viable. Without this perspective, land released through the project is at risk of being safe but ineffective in reducing poverty and improving overall development outcomes in the target communities.

This project is developed at the request of the Royal Government of Cambodia and builds on the partnership that CMAA which UNDP and the development partner community have formed since 2006. It presents final phase of the CfR project, serving as a transition strategy from the mine action sector by consolidating results to date and linking those results to the longer-term development vision of Cambodia.

The project will have the following three outputs:

- Output 1: The prioritized mine-impacted communities in Battambang, Banteay Meanchey and Pailin provinces are deemed mine-free
- Output 2: NMAS 2018-2025 is implemented and responsibilities for mine action transferred to relevant government institutions

III. Functions / Key Results Expected

Under supervision of the International Management Specialist, the Mine Action Technical Advisor will:

- **Provide technical and functional advice and support to Project Management Specialist on effective management of the CfRIV project,**
 - Support Project Manager in preparing annual project workplan, budget and monitoring ensure effective project implementation and timely delivery of targets,
 - Assist in preparing documents and presentations for project board meetings, ensure that board's decisions and recommendations are recorded and implemented timely and effectively,
 - Facilitate project reviews and evaluations, provide support to the Project Management Specialist in preparation of management responses to the review and evaluation recommendations, and monitor its implementation,
 - Provide advice and necessary support to the Project Management Specialist on matters related to project implementation, and participate in all meetings related to the project, providing advice and support as applicable,
 - Assist in the coordination and preparation of field visits by project donors, incoming field missions, and consultants,

- **Provide technical and advisory support to the Project Management Specialist and project team to ensure effective, efficient and timely delivery of clearance outputs,**
 - Advise the Project Management Specialist and CMAA project implementation team on matters related to procurement of mine action services, to ensure UNDP's core principles such as best value for money, transparency, fairness and accountability are being applied,
 - Support in 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 as required and issuing observer note after evaluation,
 - Monitor mine action contract performances regularly and provide advice to the Project Management Specialist and CMAA project implementation team when required,
 - Participate in the negotiation of contract and contract amendments,
 - Keep records of contract delivery results for reference and production of project reports (quarterly and annual),
 - Provide mine action statistics to project donors, UNDP and CMAA when requested,

- **Provide technical advice to CMAA on effective implementation of NMAS 2018-2025,**
 - Provide support to the review of NMAS 2018-2025 implementation status and assist in the development of management responses to the review recommendations,
 - Participate in meetings related to the review of NMAS implementation and provide advisory and technical support as applicable,
 - Provide technical and advisory support to CMAA for effective implementation of NMAS 2018-2025 and other related procedures and instructions,
 - Provide technical and advisory support to SEPD to ensure the planning and prioritization guideline is timely revised to align with the development of the mine action sector,
 - Provide technical and advisory support to the Secretariat of TWG-MA in preparing agendas, documents and presentations for meetings,
 - Provide applicable support to the efforts to develop the capacity of CMAA that fall under Output 3 of the project,
 - Provide technical and advisory support as applicable on the development of a residual threat strategy and the formation of a national capacity to address residual threats after 2025,

- Provide technical and advisory support to CMAA on effective implementation of mine-free village strategy,
 - Continue to provide technical and advisory support to CMAA in the implementation of mine-free village strategy by developing required procedures/instructions for effective implementation of the strategy,
 - Assist CMAA in the monitoring of the mine-free village strategy implementation and provide advice and support as applicable,
 - Provide technical and advisory support to SEPD to revise planning and prioritization guideline to align with the mine-free village strategy,

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LETTER OF AGREEMENT

BETWEEN

UNITED NATIONS DEVELOPMENT PROGRAMME

AND

THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed *Clearing for Results, Phase IV* (Project ID: 00096338 and Award ID: 00090697). UNDP and the government hereby agree that the UNDP country office may provide such support services at the request of the Cambodian Mine Action and Victim Assistance Authority (CMAA) which is designated as an implementing partner in project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (CMAA) is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.
3. The UNDP country office may provide, at the request of the Implementing Partner, the following support services for the activities of the programme/project:
 - (a) Identification and/or recruitment of project personnel, consultants etc.;
 - (b) Identification and facilitation of training activities and awarding contracts to selected agencies; and
 - (c) Procurement of goods and services, and facilitating travel arrangement;
4. The procurement of goods and services and the recruitment of project and project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of the project, the annex to project document will be revised with the mutual agreement of the UNDP resident representative and the implementing Partner.
5. The relevant provisions of the UNDP *Standard Basic Assistance Agreement with the Government* (the “SBAA”), dated on 14 December 1994, including the provisions on liability and

privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project through its designated CMAA. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

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

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

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

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

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



For the Government of Cambodia
H.E. Ly Thuch
1st Vice President, CMAA
Date: 26 July 2019

Yours sincerely,



Signed on behalf of UNDP
Nick Beresford
Resident Representative
Date: 26 July 2019



DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between Cambodian Mine Action and Victim Assistance Authority, the institution by the Government of Cambodia and officials of UNDP with respect to the provision of support services by the UNDP Country office for the nationally managed project-00096338-Clearing for Results Phase IV.

2. In accordance with the provisions of the letter of agreement and the project document, the UNDP country office shall provide support services of the Clearing for Results Phase IV as described below.

3. Support services to be provided:

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

4. Description functions and responsibilities of the parties involved:

4.1 Project counterpart is responsible for the development of terms of reference for the recruitment of personnel and for the procurement of services; identification of goods needs for the project.

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

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

Annex 6. Capacity Assessment

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

