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C.M.A.A



Cambodia

# Annual Project Report 2011

Cambodian Mine Action and Victim Assistance Authority & United Nations  
Development Programme Cambodia



After clearance, Roenun Chheub can now grow chili on her land in Battambang where she lives with her husband and five children.

## Clearing for Results Phase 2

01-01-2011 – 31-12-2011

**Project ID & Title:** 00076990 (Clearing for Results II)

**Duration:** 1/1/2011-31/12/2015

**Total Budget:** US\$ 24,152,640

**Implementing Partners/Responsible parties:** Cambodian Mine Action and Victim Assistance Authority (CMAA)

**Country Programme Outcome:** National and sub national capacities strengthened to develop more diversified, sustainable and equitable economy.

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# **I. Executive summary**

2011 was a pivotal year for the Clearing for Results project being the first year of implementation of the Phase 2, the transition to a nationally-implemented project and the Royal Government of Cambodia hosting and presiding over the 11MSP.

Clearing for Results has been fundamental in fostering CMAA's successful leadership over the sector thus increasing its efficiency, accountability and improving the targeting of mine clearance resources for the productive use of lands by the poor, to maximise its development impacts.

The CMAA, on behalf of the RGC, successfully mobilised resources and organised the 11MSP, welcoming more than 850 delegates from over 100 countries, handling multiple procurement processes, organising the logistics, communication and protocol aspects of the conference as well as side events, field trips and exhibitions.

The CMAA strengthened its coordinating, monitoring and regulating mandate by promoting alignment of Development Partners, through the Technical Working Group and the Partnership Principles, raising awareness on the National Mine Action Strategy, and promoting efficient use of resources by demining operators through the introduction of a competitive bidding process for the procurement of mine clearance and Baseline Survey services.

Indeed, the CMAA managed clearance projects in Battambang, Pailin and Banteay Meanchey for 2.4 million USD aimed at releasing 9.7 square kilometres as well as the Baseline Survey project, covering 17 districts for 400,000 USD. 2011 has seen a substantial decrease in casualties in BTB, BMC and Pailin provinces. In 2011, 100 casualties were recorded in BTB, BMC and Pailin compared to 126 in 2009 and 145 in 2010.

The capacity of the CMAA to fulfil its mandate has been greatly reinforced by the formulation of the capacity development plan, of the finance and procurement guidelines, the planning and prioritisation guidelines and the strengthening of its quality management and post-clearance monitoring capacity.

These tools will ensure the CMAA is not only able to manage and monitor the implementation of CFR but is also empowered to improve the planning and prioritisation process and ensure demining assets are deployed where most needed, and is equipped to certify the quality of the process and the outcome of operations.

The first year of the implementation of Clearing for Results Phase 2 has been enabled by the perpetuation of the constructive partnership between UNDP, the RGC and development partners that has yielded substantial development results.

## II. Implementation progress

**OUTPUT 1: Mine action policy and strategic frameworks ensure most resources are effectively allocated onto national priorities as defined by local planning processes and maximize the land available for local development**

Output Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
Land cleared annually through MAPU planning used for agriculture <sup>1</sup>	50% (2009)	70% (2011)	The results of PCM 2010 showed that the majority (around 56,73%) of cleared lands used were for agriculture only and 7,42% for agriculture and housing.
Percentage of funding for mine action that is endorsed by CMAA	0% (2010);	80% (2015)	CFR 2 (USD 24 million) was endorsed by CMAA. Partnership Principles have been signed by 8 DPs (Australia, Austria, Canada, Germany, Norway, Ireland, UK and the UN).
Capacity <sup>2</sup> of the CMAA to lead the implementation of the NMAS annually	0 point (2009)	5 points (2015)	CMAA 2010-2011 Progress report finalized. The NMAS was launched at a Workshop on April 4th. Progress in implementing the NMAS and Extension Request were shared at the Standing Committees end of June in Geneva. Capacity Development Plan finalized and endorsed
Cumulative Expenditure	313,097.78 USD		

The CMAA held a National Mine Action Workshop on 4-5 April 2011 which provided all key stakeholders (such as relevant government officers, operators, ICRC, civil society organizations such as CCBL/ICBL, Development Partners such as UNDP, Norway, Austria, Australia, Canada, Germany etc.) the opportunity to share their key recent achievements in mine action in Cambodia and build momentum on the way forward. The workshop was also a platform to launch the preparations for the 11<sup>th</sup> Meeting of States Parties (11MSP) to the Anti-Personnel Mine Ban Convention (APMBC) and created conducive environment among key players on the road to the 11MSP.

The process of promoting the alignment of Development Partners (DPs), line ministries and other stakeholders with the National Mine Action Strategy (NMAS) was successful with 8 development partners signing on to the Partnership Principles for the implementation of NMAS (7 of which signed on 4 April and the latest one, Austria, signed on 2 Dec). However, some development partners have still not signed the partnership principles causing some constraint on the overall effort to promote DP alignment. Continued dialogue and discussion will be necessary to promote better understanding and acceptance of the Partnership Principles.

Although only one formal Technical Working Group for Mine Action (TWG-MA) meeting was held during the year, a number of seminars and workshops took place during 2011 which involved members of the TWG-MA (DP, line-ministries, NGOs) in the areas of Baseline Survey (BLS), planning and prioritization, and universalizing the AP Mine Ban Convention. The fact that only one TWG-MA meeting was organized did not undermine the work of the TWG. In fact, the sector continues to advance all its key agendas despite the additional workload inherent to the organization of the 11MSP. 2012 will see the return to the normal conduct of the TWG-MA's work as CMAA staff resources return to their full capacity after the 11MSP.

<sup>1</sup> Based on socio economic monitoring data. Indicator to be refined to reflect contribution to poverty reduction and economic growth based on Impact Assessment methodology and UNDP's forthcoming Local Economic Development strategy.

<sup>2</sup> NMAS annual workplans (2 points) + progress reports (2 points) + NMAS integrated gender sensitive M&E system in place and endorsed by TWG during Year 1 and sustained during Year 2-5 (1 point)

TWG-MA 2010 Progress Report and 2011 Work Plan were prepared, approved and submitted. TWG-MA 2011 Joint Monitoring Indicator (JMI) Progress Report has also been prepared, submitted for endorsement and approval by the development partners. There has been limited feedbacks/inputs into the process of preparing work plan and progress report by other development partners. It is recommended that the process of drafting work plan and progress report involve more meetings and dialogue with all development partners from the outset, not just through the lead facilitator.

Management and staff of CMAA represented Cambodia in various international meetings such as 14th Annual Meeting of Mine Action Directors and UN Advisers in Geneva on 14-18 March, the 2nd Meeting of States Parties to the Convention on Cluster Munitions in Beirut on 12-16 September and the Standing Committees of the APMBT in Geneva on 20-24 June 2011. CMAA Regulations & Monitoring (R&M) Deputy Secretary General (DSG) participated for the first time in the International Mine Action Standards (IMAS) Review Board since having been appointed as a member of the Board. Representatives from the Victim Assistance Department took part in Symposium on Enhancing Cooperation and Assistance in the Pursuit of the Victim Assistance held Albania in May 2011.

These meetings were an opportunity for Cambodia to share its experiences and to provide an update on its achievements with regards the implementation of the Article 5 Extension Request under the APMBT, Baseline Survey and Land Release work as well as efforts to enhance aid effectiveness across the sector.

With regards to enhancing the monitoring and evaluation framework for mine action in Cambodia, the CMAA continued its work with the Cambodian Development Resource Institute (CDRI) for the development of an outcome assessment methodology. A first report was produced presenting how existing data could be used for assessing the effects of mine action on communities, and a pilot Household Survey was conducted to trial survey questionnaire.

The 2010 Post-Clearance Monitoring (PCM) Report<sup>3</sup> was finalized mid-2011, whereby MAPUs visited 712 cleared sites in eight provinces from October 2010 until January 2011. The 2011 PCM report will be finalized in March 2012, following CMAA's quality assurance. Results show that more than 56% of land cleared is being used for agricultural purposes only, 7, 42 % for agriculture and housing, and the rest is used for road reconstruction (16, 53%), housing (9, 8%), etc. Overall, 3,329 households benefited directly (housing and agriculture) from the cleared land consisting of 15,048 people and the 41,951 households which benefited indirectly from the cleared land (risk reduction and public use land such as school, roads, pagoda, and other infrastructures) consisted of 205,370 people. The total of direct/indirect beneficiaries is 220,418 people.

In light of the 11 MSP, which offered an opportunity for the CMAA to publicize its role and achievements, the CMAA substantially increased its communication efforts in 2011. CMAA's role and the sector achievements and needs were highly visible at the 11MSP with, for example, the production of several publications such as an annual report and a series of thematic leaflets. The CMAA website was also regularly updated with events' summaries, press release and relevant data. A United Nations Volunteer was recruited, focusing on supporting the work of the CMAA's on Communications and Advocacy for the 11MSP.

The CMAA organized field visits for delegations from Thailand, Nepal and Peru early 2011. The delegation from Nepal focused on Cambodia's experiences with Mine Risk Education while the delegation from Peru looked at CMAA's experience in quality management, coordination of survey and clearance work as well as operators' demining methodologies.

CFR<sub>2</sub> also continued to support to the Government's efforts to join the Convention on Cluster Munitions

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<sup>3</sup> Post Clearance Monitoring is carried out by the Mine Action Planning Units on all finalised clearance tasks. MAPU inspect sites that have been cleared the year before.

(CCM) by offering technical assistance and dialoguing with like-minded partners on the possible ways forward. It is hoped that through increasing in 2012 the dialogue on problematic areas, the RGC will be closer to accession.

Finally, a 5-year Cost-Sharing Agreement (CSA) was signed with CIDA to support CFR<sub>2</sub> for a total of CA\$ 10 million and a 3-year (2011-2013), a CSA was signed with AusAID for support to CFR 2 and the 11 MSP for a total amount of AU\$ 6.2 million. Also, CFR<sub>2</sub> is a recipient of DFID assistance to the UN for a total of GBP 276,858 until March 2013.

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**OUTPUT 2: The CMAA is equipped with the technical and functional capacities required to manage, regulate, coordinate and monitor the sector within an evolving environment**

Output Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
% of beneficiaries from mine clearance that are women and PWD	pending 2010 PCM data	54% women (2015) and 4% PWD	The Planning and Prioritization guidelines call for monitoring the % of beneficiaries that are women and PWD. Based on data from PCM 2010 7,255 females (48%) benefitted directly and 102,623 females (50%) benefitted indirectly from mine clearance.
% of annual tasks conducted in accordance with the MAPU workplan	45% (2009)	90% (2015)	The Guidelines for Planning and Prioritization have been finalized and will improve future planning and prioritization.
Cumulative Expenditure	800,248.70 USD		

Following an internal workshop in January 2011, the Capacity Development Plan (CDP) was finalized and disseminated at a CMAA retreat in August 2011. The CDP will be submitted to the top management of the CMAA for endorsement to be implemented on an annual basis as of 2012 and monitored frequently by all departments and senior management. The CDP has been developed through a series of meetings and retreats with participation from all CMAA's departments with support from UNDP. 40 CMAA staffs have attended the English training courses to improve their language proficiency. CMAA staff also took part in 3 trainings organized by UNDP. The Priority Operating Costs (POC) system was approved during Quarter 4 and 33 civil servants were appointed to assist in the project work and received POC retroactive payment accordingly based on satisfactory results of staff achievements during Q1-Q3 (effective Jan 2011). A staff retreat has been organized on 25-26<sup>th</sup> August and aimed at reviewing progress against Department Annual Roadmaps and refining plans until the end of the year.

With regards gender mainstreaming, the CMAA continued gendering activities. For example, the Outcome Assessment methodology conducted by CDRI calls for the distinction of men, women and PWD when attempting to understand how people enjoyed mine clearance outcomes. Additionally, the revision of the Planning Guidelines call for the distinction of men, women and PWD among the cleared land beneficiaries to understand how mine clearance benefits each of them. This is clearly stated on the Post-Clearance Monitoring Form. Data from Post Clearance Monitoring collected in 2010 shows that 7,255 females (48%) benefitted directly and 102,623 females (50%) benefitted indirectly from mine clearance. Furthermore, key questions regarding Victim Assistance were integrated in the questionnaires of the Commune Database (CDB) 2012 of the Ministry of Planning following interactions with the CMAA.

In October 2011, the CMAA organized a gender workshop gathering key stakeholders to review the actions taken, identify the challenges and formulate some recommendations for the elaboration of a gender action plan. With support from UNDP and the Gender in Mine Action Programme (GMAP, Swiss-based organization), the CMAA attended a training, in December 2011, on Gender mainstreaming in

mine action with the objective of improving staff's knowledge in Gender mainstreaming and to build up capacity in developing a Gender mainstreaming action plan in 2012.

With the assistance of an international and a national consultant recruited during Quarter 1 and 2, CMAA has successfully finalized the drafting of financial and procurement manuals which were shared with UNDP for comments and suggestions. UNDP found that the financial manual met UNDP's minimum requirements and offered few comments on the procurement manual. This financial and procurement manuals provide the CMAA with the necessary tools to plan, implement and report on financial and procurement operations under the CFR2 project as well as other projects, and offer the possibility to enhance administrative work and financial management system at CMAA.

Examples of CMAA's increased ability to operate the project include the successful management of the procurement process for demining services under CFR2 (3 clearance projects in Battambang, Banteay Meanchey and Pailin, and BLS). This process will be replicated in 2012. This work involved project proposal evaluation, negotiations, contracting and monitoring the implementation. In addition, the CMAA handled all the procurement works related to the 11MSP alongside various procurement needed for the implementation of the project (such as the procurement of 13 laptops and detectors).

With regards CMAA's capacity to coordinate mine clearance planning, the Planning Guidelines were finalized and approved for implementation in September by the Vice President of the CMAA following series of meetings and consultations with local authority, PMACs/MAPUs, demining operators, development partners, and line departments. Most of the Guidelines were made available and disseminated to MAPU and orientation training for 50% of the most relevant MAPU staff was conducted in December, the remaining staff will receive similar training in early 2012. Orientation training on the Guidelines for the relevant provincial and district officials will be conducted in 2012.

With regards to quality management, the four Quality Assurance (QA) Teams conducted field monitoring with 1936 visits on sites of the Cambodian Mine Action Centre (CMAC), Mines Advisory Group (MAG), HALO Trust, National Center for Peacekeeping Forces and ERW Clearance (NPMEC) and Cambodia Self-Help Demining (CSHD) to ensure safety compliance and familiarity with Standard Operating Procedures and Cambodian Mine Action Standards (CMAS). The two BLS teams conducted 171 visits and corrected errors on-site. Two Quality Control (QC) teams were recruited and trained from late August to late September with the assistance of US-funded Weapons Removal and Abatement (WRA) project on theory and on GIS, including two weeks of field exercises. In November these teams were deployed together with the Quality Assurance Team. The CMAA also started preparations of the site that will host the Mine and Explosive Detection Dog (MDD/EDD) and Mechanical Demining accreditation in Kampong Speu. As part of their practice, the QC teams were deployed to clear the site from any explosive remnant. In addition, 2 workshops on QA/QC refresher training were conducted in August and December. An additional 3 platoons including 1 EOD team of NPMEC were granted a license December 2011. This work is assisted by a UNDP Technical Specialist.

The R&M Department held a Land Release workshop with demining operators on 4th August in Battambang whereby CMAS-14 on Baseline Survey and CMAS-15 on Land Release were disseminated to all operators along with discussions to ensure full consensus and understanding on the use of these standards. The workshop was also an opportunity for participants to gain clarity on the process and discuss unclear points.

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**OUTPUT 3: At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and transparency**

<b>Output Indicators</b>	<i>Baseline (month/year)</i>	<i>Target (month/year)</i>	<i>Current status (month/year)</i>
Million square meters cleared using CFR resources	37 (2010)	72(2015)	Contracts with CMAC and NPMEC were signed for a total of 9.7 square kilometers. As of December 2011, 8,998,356 square meters have been cleared.
Reduction in the number of landmine casualties in Battambang, Banteay Meanchey and Pailin	8% (2010)	10 % (per year)	CFR 2 demining projects in 2011 focus in BTB, BMC and Pailin. Contracts with CMAC and NPMEC for a total of 9.7 square kilometers. In 2011, 100 casualties were recorded in BTB, BMC and Pailin compared to 126 in 2009 and 145 in 2010.
% of clearance assets applied on Baseline Survey polygons per year	pending first baseline survey in 2011	100% (2015)	Some 63 Districts of Phase 1 and Phase 2 are completed. 61 Phase 3 districts remain to be completed by end 2012. CMAA contracted Halo Trust under CFR 2 for the survey of 17 Districts.
Cumulative Expenditure	2,754,613.12 USD		

In 2011, as a result of a competitive process, the CMAA awarded and oversaw the implementation of 3 clearance projects, in Battambang (BTB), and Banteay Meanchey (BMC) carried out by the Cambodian Mine Action Centre (CMAC), and in Pailin carried out by the National Center for Peacekeeping Forces and ERW Clearance (NPMEC) along with one BLS project carried out by the HALO Trust.

Mine clearance projects only support tasks identified by the BLS and which have been prioritized through the MAPU-led planning process. Each project is subject to monthly and quarterly reporting, result scoring and regular field visits by CFR2 team.

Implementation progress for these 4 projects is on track. Once these 4 projects completed, CFR will have released some 10 square kilometers of mine/ERW suspected land and collected Baseline Survey data across 17 districts of BLS Phase 2.

The BTB and BMC projects awarded to CMAC for a total value of USD 2 million started on May 1st 2011 and will be completed by 31st January 2012 with the aim of releasing some 8.5 square kilometers of land. From May to December 2011, CMAC reported the release of 3,712,527 square meters of land in Banteay Meanchey and 0 square meters of land in Battambang.

The Pailin project was awarded mid-July to NPMEC for the clearance of 1.2 square kilometers and is due to finish by April 2012. The Pailin project was only awarded in July due to lack of available funds and, therefore, will be completed later than the BTB and BMC projects. As of November 2011, NPMEC reported having released 950,418 square meters of land in Pailin.

In total, in 2011, some 8,9 square kilometers of land have been released for productive use.

The Baseline Survey project was awarded to Halo Trust for the provision of 7 BLS teams to survey 15 Phase 2 and Phase 3 Districts during a period of 9 months with USD 400,000. It started on 1st May 2011 and will be completed by 31st January 2012. Halo Trust progress as of September appeared to be faster than initially planned which led to a review of the workplan to increase to 17 the number of districts to be surveyed. As of December, Halo Trust visited 970 villages across 17 districts.

Early November, the CFR2 has also announced the new bidding for 2012 for the same 4 projects but for a 12 months period in the case of mine clearance projects. Following an analysis of BLS and casualty data across provinces, the Project Board agreed to allocate USD 1.3 million for mine clearance in BTB , USD 1

million for mine clearance in BMC, 0.6 million USD for Pailin. With regards to the BLS, the bidding document calls for collection of BLS data across 36 districts (out of the 57 districts that still need to be completed) and the project will be awarded to lower cost proposal.

The deadline for submission of proposals was 30 December 2011 and the evaluation will take place during January 2012 to allow all the 4 projects start from 1st February 2012.

2011 has seen a substantial decrease in casualties in BTB, BMC and Pailin provinces. In 2011, 100 casualties were recorded in BTB, BMC and Pailin compared to 126 in 2009 and 145 in 2010.

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#### OUTPUT 4: The 11 MSP is a success on both substantive and operational aspects

Output Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
Number of Countries participating in the 11MSP	99 States represented (10MSP/2010)	100 States Represented (11MSP/2011)	101 States Represented at 11MSP
Cumulative Expenditure	370,649.09USD		

In the 2011 Annual Work Plan, an additional key deliverable has been added to support the CMAA in its preparation for the organization of the 11MSP. A funding request amounting USD 551,953 has been shared with Development Partners since November 2010. Contributions have been received from the Canadian Department for Foreign Affairs and Trade (CA\$ 100,000), Norway (NOK 1.2 million), Australia (AU\$ 200,000), France (EUR 30,000), Belgium (EUR 50,000), and Ireland (EUR, 50,000). The funds mobilized for the 11 MSP, totaling some USD 740,097 enabled covering 11MSP related activities as well as activities that will occur during the Cambodian Presidency in 2012. A total of USD 396,416 was disbursed in 2011 and carry-over of USD 343.681 will be used in 2012.

Given the short time frame to disburse most of the 11 MSP related funds from Quarter 2 to the end of the year, the budget was revised to disburse funds smoothly. As a result, most of the budget was implemented taking the form of "Cash Advance" whereby the CMAA applied its financial management and procurement rules. CMAA was responsible for the liquidation and ensured compliance with procedures. UNDP provided financial oversight and advised on compliance of procurement rules.

The actual delivery of activities for the 11 MSP as well as coordination between Cambodia, the Implementation Support Unit (ISU) of the APMBC, the UN and civil society kick started during Quarter 2 and increased throughout Quarter 3 until the holding of the event from 27 November-2<sup>nd</sup> December 2011. A media seminar took place on September 22 with the assistance of ISU to prepare local and regional media's participation in the 11 MSP.

In itself, the organization of the 11 MSP has been a great success, with wide media exposure and very high attendance from States Parties, international organizations and civil society organizations, totaling some 850 participants from over 100 countries. With UNDP support, the CMAA has shown great leadership in coordinating the organization of the 11MSP, which has had a great impact on the CMAA's staff self-confidence and on the visibility of the institution. The CMAA has led all the 11MSP related procurement processes and ensure timely delivery of services and products. In addition, the CMAA has organized a month-long exhibition on "20 years of mine action in Cambodia" (visited by more 1,200 people), two side events (on the implementation of Article 5 Extension Request and on the deployment of the Information Management System on Mine Action-New Generation) and several field trips (for VIPs in Pailin and Battambang, for all delegates at the Odong training center, and three additional field

trip as part of the victim assistance parallel programme).

Prior to the conference, a workshop on Victim Assistance (VA) in the framework of the Cartagena Action Plan was held on August 2<sup>nd</sup> to broaden the understanding of stakeholders in Cambodia about the VA legal frameworks and achievements in Cambodia.

With regards to the universalization efforts of the Convention, a delegation headed by the President of the 11 MSP visited Vietnam on 18-19 August and Singapore on October 4 (both States Not Parties to the APMBT).

Furthermore, a Regional Seminar on the Human Cost of Anti-Personnel Mines took place in Phnom Penh from 20-21 September in collaboration with ICRC and UNDP. Delegations from 10 countries in the region participated including a number of Non States Parties (Myanmar, Lao PDR, China, Mongolia, and Vietnam) to discuss challenges posed by landmines in their respective country, progress in implementing the Convention and challenges to access it.

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## PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTPUT

### OUTPUT 1.2: National structures and mechanism ensure demining resources are effectively allocated promoting the release of land for productive use by the poor

Output Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
Capacity <sup>4</sup> of the CMAA to lead the implementation of the NMAS annually	0 point (2009)	5 points (2015)	CMAA 2010-2011 Progress report finalized. The NMAS was launched at a Workshop on April 4th. Progress in implementing the NMAS and Extension Request were shared at the Standing Committees end of June in Geneva. CDP finalized and endorsed
% of annual tasks conducted in accordance with the MAPU workplan	45% (2009)	90% (2015)	The Guidelines for Planning and Prioritization have been finalized and will improve future planning and prioritization.
Percentage of funding for mine action that is endorsed by CMAA	0% (2010);	80% (2015)	CFR 2 (USD 24 million) was endorsed by CMAA. Partnership Principles have been signed by 8 DPs.
Reduction in the number of landmine casualties in Battambang, Banteay Meanchey and Pailin	8% (2010)	10 % (per year)	CFR 2 demining projects in 2011 focus in BTB, BMC and Pailin. Contracts with CMAC and NPMEC for a total of 9.7 square kilometers. In 2011, 100 casualties were recorded in BTB, BMC and Pailin compared to 126 in 2009 and 145 in 2010.

Progress on the activities of the project have been geared towards a successful contribution to the CPAP Output of ensuring demining resources are allocated towards releasing lands for productive use by the poor. Progress against this output necessitates a strong capacity within the CMAA to coordinate and manage the sector. In this regard, initiatives such as the formulation of the capacity development plan or the signing of the partnership principles by 8 DPs will enhance donors' alignment to the tools developed by the CMAA while promoting national ownership. Finally, the management by the CMAA of the demining tender process that promoted the use of BLS and MAPU mechanisms increased the

<sup>4</sup> NMAS annual workplans (2 points) + progress reports (2 points) + NMAS integrated gender sensitive M&E system in place and endorsed by TWG during Year 1 and sustained during Year 2-5 (1 point)

efficiency in the allocation of resources to the most affected communities in the northwest.

Furthermore, achievement of the CPAP Output will require a comprehensive understanding of the remaining contamination and a robust mechanism to allocate resources where they are most needed. The Baseline Survey project is responding to the urging need to have a finer overview of the remaining suspected hazardous areas throughout the country and will provide a strong analytic tool for MAPUs workplans' conception and prioritization process, thus increasingly ensuring that the released lands is transferred to the poor for productive use. Phases 1 and 2 have been completed and Phase 3 initiated. It will be finalized by end 2012. The Guidelines for Planning and Prioritization will undoubtedly contribute to the improvement of planification and allocation of clearance assets based on a comprehensive analysis of BLS and CMVIS (a landmine/ERW-related data collection system within CMAA) findings. Finally, the strengthening of MAPUs capacity in Post-Clearance Monitoring and the development of an Outcome Assessment Methodology with the CDRI will improve means of verification and monitoring of the progress made against this output.

## PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTCOME

### OUTCOME 1: By 2015, national and sub-national capacities strengthened to develop more diversified, sustainable and equitable economy

Outcome Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
No. of national policies integrating UNDP policy recommendations	0 (2010)	4 (2015)	
NSDP 2014-2018 includes new priorities and targets for inclusive growth	No (2010)	Yes (2014)	NSDP 2014-2018 will be conducted in 2013
% of land cleared from mines annually through local planning process used for agriculture <sup>5</sup>	50% (2009)	70%	The results of PCM 2010 showed that the majority (around 56, 73%) of cleared lands used were for agriculture only and 7,42% for agriculture and housing.
No. of countries that benefit from Cambodia expertise on demining	4 (2009)	10 (2015)	Thailand, Nepal and Peru visited Cambodia in 2011. 100 countries participated in 11MSP. 10 countries participated in LR Workshop in Sept.

The 2010 Post-Clearance Monitoring Report shows that MAPU conducted PCM on some 712 sites. Results show that more than 56% of land cleared is being used for agricultural purposes, 7, 42 % for agriculture and housing, and the rest is used for road reconstruction (16, 53%), housing (9, 8%), etc. Furthermore, data collected indicate that 3,329 households or 15,048 people (48 % of females) benefitted directly and 41,951 households or 205,370 people (50% females) benefitted indirectly from the cleared land. The total of direct/indirect beneficiaries is 220,418 people. The 2011 Report shall be finalized by March 2012. In addition, the CMAA started in 2010 to cooperate with the Cambodian Development Resources Institute in the formulation of an outcome assessment methodology. The methodology is to identify indicators and collection mechanisms which will enable the CMAA to monitor and report on how mine action contributes to broader poverty reduction and economic growth as per

<sup>5</sup> Based on socio economic monitoring data. Indicator to be refined to reflect contribution to poverty reduction and economic growth based on Impact Assessment methodology and UNDP's forthcoming Local Economic Development strategy.

Goal 1 and 2 of the NMAS. These indicators will not only serve the CMAA to report on the NMAS but also on MDG9 and the NSDP.

Cambodian expertise on mine action has been actively shared through south-south cooperation in the form of visits and workshops. Three delegations from mine-affected countries, Thailand, Peru and Nepal visited Cambodia and learnt about land release methodology, victim assistance mechanisms and national coordination. Furthermore, Cambodian expertise and knowledge on mine action was under great exposure at the Land Release Workshop, organized by the CMAA and CMAC, in September 2011 and at the 11MSP.

## **Capacity Development**

Following a workshop in January 2011, the Capacity Development Plan (CDP) has been finalized and will be submitted to the top management of the CMAA for final review and endorsement to be implemented on an annual basis as of 2012 and monitored frequently by all departments and senior management. The CDP has been developed through a series of meetings and retreats with participation from all CMAA's departments with support from UNDP. 40 CMAA staffs have attended the English training courses to improve their language proficiency. Some 15 CMAA staff, selected because of their functions and roles in the organization, have received a wide array of trainings including, amongst others, results-based management, gender, procurement and finance. A staff retreat has been organized on 25-26th August and aimed at reviewing progress against Department Annual Roadmaps and refining plans until the end of the year

## **Gender**

With regards gender mainstreaming, the CMAA continued gendering activities. For example, the development of the Outcome Assessment methodology conducted by CDRI also calls for the distinction of men, women and PWD to understand how each of them enjoyed mine clearance outcomes. Additionally, the revision of the Planning Guidelines call for the distinction of men, women and PWD among the cleared land beneficiaries to understand how mine clearance benefits each of them. This is clearly stated on Post-Clearance Monitoring Form.

In October 2011, the CMAA organized a gender workshop gathering key stakeholders to review the actions taken, identify the challenges and formulate some recommendations for the elaboration of a gender action plan. With support from UNDP and the Gender in Mine Action Programme (Swiss-based organization), the CMAA attended a training, in December 2011, on Gender mainstreaming in mine action with the objective of improving staff's knowledge in Gender mainstreaming and to build up capacity in developing a Gender mainstreaming action plan in 2012.

## **Lessons learned**

- The planning process both annually and quarterly should continue to be led by the CMAA with the assistance of UNDP. It should involve all departments' heads that are responsible for the implementation of project activities. This will ensure that the targets and activities are clearly understood, and a greater ownership by each head of the respective activity and associated budget.

- The Council of Minister has since inception provided substantial financial and material support to the CMAA which is a clear demonstration of the ownership of the RGC in leading the sector. Such practice should be continued and increased contribution be promoted. In no case should CFR substitute itself to the RGC's commitment at the risk of hampering the overall sustainability of the organization.
- An external review of the project should take place at the completion of the 2 first years of implementation so as to assess overall progress against the set outputs and recommend adjustments for the remaining years of project implementation.

### **III. Project implementation challenges**

#### **Project risks and issues addressed in 2011**

##### **Project Risk 1: Changes in payment modality affected CMAA's finance and procurement capacity**

- During Quarter 2, the UNDP Country Office requested the project to review certain payment modalities under the workplan so that procurement processes become fully under UNDP or CMAA responsibility (not half-half). This concerned mainly Daily Subsistence for CMAA field staff, car maintenance and workshop in provinces. As a result, a number of procurement items occurring during Quarter 3 and 4 have been transitioned from a UNDP to a CMAA's responsibility. These changes result in CMAA having to handle an increased number of transactions and thus creating an additional pressure on CMAA's capacities to process procurement and payments.

Action taken: The project provided support to the CMAA by putting in place systems for the procurement and payment of these additional activities.

##### **Project Risk 2: Lack of Human Resources**

- It was feared that the preparations to the 11 MSP and the corresponding Key Deliverable that was added under the 2011 workplan would have had an impact on CMAA and UNDP staff capacity to deliver on other activities planned in the 2011 AWP.

Actions taken: A United Nations Volunteer (UNV) started on 25th July 2011 to provide support to the CMAA with a focus on awareness, media and communication. Quarter 3 focused on delivering on the remaining activities under the workplan so that the focus during Quarter 4 could be on the 11 MSP. The impact of the 11 MSP on the delivery of the project has been minimal.

- The previous Technical Adviser terminated his contract on 31st March 2011. As a result, the roll-out of some activities under the Regulation and Monitoring Department was slower than expected due to the absence of a Technical Specialist for three months.

Actions taken: A new Technical Specialist joined the project end of June and was quick in apprehending the environment and his functions as part the project. As a result, the roll-out of Quality Control Training as well as the construction of the Demining Dog Accreditation site could start during Quarter 3. Partnerships were also developed with outside partners to cooperate on the delivery of some activities.

**Issue 1: Changes in payment modalities in the Annual Workplan delayed the finalization of the budget revision and the delivery of activities**

- During Quarter 2, as a result of the need to review payment modalities as per the Risk 1 above, a 6-weeks delays in the finalization of the Budget Revision was observed, which had an impact on disbursement of funds such as payments to CMAC and Halo Trust, as well as payment of DSA to the Quality Assurance teams and payment to the garages in provinces for car repairs and maintenance. Recruitments processed during that time were also put on hold.

Action taken: The suppliers were kept informed and kindly requested to endure delays. Efforts should be made in the future by the UNDP Country Office and the project to anticipate such requirements so that processes are not being delayed at the expense of project activities.

**Issue 2: Monitoring of MAPU's Post-Clearance Monitoring work**

- During Quarter 2, the CMAA together with UNDP Senior Project Officer undertook to conduct Spot-Checks of MAPU Post-Clearance Monitoring (PCM) activities that had been carried out under CFR 1 from October 2010 to January 2011. It appeared that in a number of instances, cleared sites had not been properly monitored and data were not accurate and could not be taken into account in the consolidated PCM reports.

Action taken: The CMAA further investigated in order to better understand the roots of the problems and to take corrective actions. As a result, MAPU were requested to complete the work and to check all data for accuracy. Recommendations from these visits were shared with MAPU during refresher course in Quarter 3.

*a. Updated project risks and actions*

Project Risk 1: Lack of human resources

1. As currently stated in the workplan, the Technical Specialist position will not be filled beyond July 2012 due to budgetary limitations and the R&M Department is confident that it can implement related activities with limited technical assistance. However, the workload of the R&M department and the fact that some positions are vacant and that the management of CFR rests with the DSG of the Department put a risk on the delivery of the related activities in the workplan.
2. Additionally, delays were observed in the recruitment of an Operations Adviser due to the difficulty to identify qualified staff
3. The recruitment of a Project Adviser to replace the current Project Adviser also faced difficulties and might hamper the coordination of UNDP advisory support and the implementation of certain project-related activities.

Action taken:

1. The current Technical Specialist will focus over the next 6 months on building the capacities of the R&M staff to manage and monitor activities with limited support. The R&M management will ensure that staff takes increasing responsibilities in the handling of the tasks and will monitor its quality. In addition, the current Senior Project Officer will progressively take a stronger role in providing technical support to the R&M Department in addition to the support provided to other departments, notably the Socio-Economic Planning Department. Finally, should it be observed during the first half of 2011 that the

R&M face difficulties implementing its activities and should the demining projects require additional monitoring support, the need for a Technical Adviser should be re-assessed.

2. The CMAA and UNDP have yet to decide on the best modality to identify and contract a qualified candidate to provide advisory support to the CMAA in the areas of finance and procurement.
3. The recruitment of the Project Adviser is on-going and it is hoped that the selected candidate can join in March. UNDP will ensure that the advisory support from UNDP remains coordinated with the CMAA and partners.

Project Risk 2: The end of DPs support to the POC beyond June 2012

The POC scheme is planned to end in June 2012 and no guidance has yet been provided on what will happen next. This situation, if not resolved, might have an impact on staff's motivation and delivery thus having important negative consequences on the implementation of the project.

Action taken: UNDP is to take part in discussions with other DPs on the future of the POC. The CMAA will keep regular communication with MEF/CAR and enquire on the status of the Public Administration Reform.

Project Risk 3: GICHD is not able to support the CMAA in providing an expert to design and monitor the installation and construction of the dog accreditation site.

The CMAA will request support from the GICHD to provide, and cover the costs, of a Mine Detection Dog expert that can advise on the accreditation site. Should the GICHD not be able to engage with the CMAA on this work, additional budget will have to be made available.

Action taken: The CMAA will follow up with the GICHD and in case it is not possible, the budget line will be added in the current budget and a budget revision will be made before end of Quarter 2. The estimated cost is 10,000 USD.

## *b. Updated project issues and actions*

Issue 1: CMAA's accountability with regards UNDP advisers

Although the CMAA became responsible and accountable for the delivery of the project, the CMAA does not have any direct role in setting and monitoring UNDP advisers' performance although their costs are accounted under the project.

Action taken: UNDP advisers' Annual Workplans are to be formulated jointly with the CMAA so that advisers' deliverables and indicators of progress are clear and agreed by both parts. UNDP Advisory Team and the CMAA Project Management Team will also hold more formal meetings on regular basis to discuss progress and challenges in the implementation of the project. The need for an adviser should also be discussed on annual basis.

Issue 2: Resource Mobilization

While the project is benefiting from the generous support from development partners such as Canada and Australia, more resources will be required to make substantial progress against the targets set. Notably, additional resources will directly contribute to the release of more land for productive use by the poor.

Action taken: UNDP and the CMAA are to continue resource mobilization efforts for the benefit of the project. Austria announced a contribution of EUR 400,000 to UNDP for mine clearance during the 11 MSP and it is hoped that this contribution can be finalized soon. UNDP and CMAA should

continue to engage with potential donors such as DFID, Spain, Ireland and Belgium on potential contributions to CFR.

## **IV. Financial status and utilization**

**Table 1: Contribution overview [1/1/2011-31/12/2015]**

Donors	Contributions		Contributions balance
	Committed	Received	
UNDP	1,000,000.00	238,313	761,687.00
Canada/CIDA	9,708,737.86	4,751,788.41	4,956,949.45
DFID	432,590.63	150,577.00	282,013.63
Canada/ DFAIT	102,986.61	102,986.61	0.00
AusAID	6,212,424.85	2,418,975.40	3,793,449.45
Norway	219,699.74	219,699.74	0.00
FRANCE	42,796.01	42,796.01	0.00
Irish	70721.36	707,21.36	0.00
Belgium	68,212.82	68,212.82	0.00
<b>Total</b>	<b>17,858,169.88</b>	<b>8,021,274.35</b>	<b>9,794,099.53</b>

**Table 2: Annual expenditure by Activity (in Atlas format) [Jan 2011 to Dec 2011]**

Activity	2011 APPROVED BUDGET	2011 EXPENDITURE	BALANCE	DELIVERY (%)
<b>Activity 1</b> : Promote alignment of DPs, line ministries and other stakeholders with strategies and plans by holding a national MA workshop, holding at least two MA-TWG, promoting signing of the Partnership Principles and taking part in international meetings.	<b>183,733.49</b>	<b>183,733.49</b>	<b>0.00</b>	<b>100%</b>
<b>Activity 2</b> : Enhance capacity in strategic and policy formulation based on accurate assessment of priorities and gaps by promoting use of policies and standards, joint-missions and enhancing cross-sector coordination at stakeholders' workshops.	<b>58,885.22</b>	<b>58,885.22</b>	<b>0.00</b>	<b>100%</b>
<b>Activity 3</b> : Consolidate gender and PWD sensitive monitoring and evaluation systems (including impact assessment) of strategies and plans into one framework.	<b>11,565.03</b>	<b>11,565.03</b>	<b>0.00</b>	<b>100%</b>
<b>Activity 4</b> : Raise CMAA's profile and awareness about sector achievement and needs and facilitate accession to CCM by supporting Public Relations Departments in proactively engaging and communicating with the outside community.	<b>58,914.04</b>	<b>58,914.04</b>	<b>0.00</b>	<b>100%</b>
<b>Activity 5</b> : Implement and monitor implementation of the capacity development plan including provision of training and	<b>36,216.40</b>	<b>36,216.40</b>	<b>0.00</b>	<b>100%</b>

measure as designed by CD plan and support to all departments.				
<b>Activity 6:</b> Enhance capacity in project management and management of finance, procurement and human resources assets of General Administration Department.	64,804.64	64,804.64	0.00	100%
<b>Activity 7 :</b> Support integration of mine clearance processes with sub-national planning processes by reviewing and finalizing guidelines with concerned stakeholders (PMAC/MAPU, operators, DP and line ministries), ensuring they promote participation of PWD, launching the guidelines for their implementation, followed by training of corresponding staff, implementation and monitoring thereof.	88,137.44	88,137.44	0.00	100%
<b>Activity 8:</b> Organize two gender TRG meetings to review and update CMAA Gender Action Plan and to ensure that gender is integrated in planning and prioritization (above planning guidelines), monitoring and reporting mechanism.	51,846.88	51,846.88	0.00	100%
<b>Activity 9:</b> Further enhance quality assurance and quality control capacity to respond to sector's needs by upgrading technical skills of existing QA capacity and standards, setting a QC capacity, dog accreditation facility through advisory support and South-South cooperation.	559,243.34	559,243.34	0.00	100%
<b>Activity 10:</b> Support completion of baseline survey.	385,200.00	385,200.00	0.00	100%
<b>Activity 11:</b> Clearance that promote poverty reduction and economic growth based on annual clearance plans and promote use of improved methodologies for demining.	2,369,413.12	2,369,413.12	0.00	100%
<b>Activity 12:</b> Support for the Eleventh Meeting of the States Parties to the AP Mine-Ban Convention (MBC)	370,649.09	370,649.09	0.00	100%
<b>Total</b>	<b>4,238,608.69</b>	<b>4,238,608.69</b>	<b>0.00</b>	<b>100%</b>

**Table 3: Cumulative expenditure by Activity (in Atlas format) [project start date to Dec 2015]**

Activity	TOTAL PROJECT BUDGET	CUMULATIVE EXPENDITURE	BALANCE	DELIVERY (%)
<b>Activity 1 :</b> Promote alignment of DPs, line ministries and other stakeholders with strategies and plans by holding a national MA workshop, holding at least two MA-TWG, promoting signing of the Partnership Principles and taking part in international meetings.		183,733.49		
<b>Activity 2:</b> Enhance capacity in strategic and policy formulation based on accurate assessment of priorities and gaps by promoting use of policies and standards, joint-missions and enhancing cross-sector coordination at stakeholders' workshops.		58,885.22		
<b>Activity 3:</b> Consolidate gender and PWD sensitive monitoring and evaluation systems (including impact assessment) of strategies and plans into one framework.		11,565.03		
<b>Activity 4 :</b> Raise CMAA's profile and awareness about sector achievement and needs and facilitate accession to CCM by supporting Public Relations Departments in proactively engaging and communicating with the outside community.		58,914.04		
<b>Activity 5:</b> Implement and monitor implementation of the capacity development plan including provision of training and measure as designed by CD plan and support to all departments.		36,216.40		
<b>Activity 6:</b> Enhance capacity in project management and management of finance, procurement and human resources assets of General Administration Department.		64,804.64		
<b>Activity 7 :</b> Support integration of mine clearance processes with sub-national planning processes by reviewing and finalizing guidelines with concerned stakeholders (PMAC/MAPU, operators, DP and line ministries), ensuring they promote participation of PWD, launching the guidelines for their implementation, followed by training of corresponding staff, implementation and monitoring thereof.		88,137.44		
<b>Activity 8:</b> Organize two gender TRG meetings to review and update CMAA Gender Action Plan and to ensure that gender is integrated in planning and prioritization (above planning guidelines), monitoring and reporting mechanism.		51,846.88		
<b>Activity 9:</b> Further enhance quality assurance and quality control capacity to respond to sector's needs by upgrading technical skills of existing QA capacity and standards, setting a QC capacity, dog accreditation facility through advisory support and South-South cooperation.		559,243.34		
<b>Activity 10:</b> Support completion of baseline survey.		385,200.00		
<b>Activity 11:</b> Clearance that promote poverty reduction and economic growth based on annual clearance plans and promote use of improved methodologies for demining.		2,369,413.12		
<b>Activity 12:</b> Support for the Eleventh Meeting of the States Parties to the AP Mine-Ban Convention (MBC)		370,649.09		
<b>Total</b>		<b>4,238,608.69</b>		