

**SIGNATURE PAGE**

Country: Cambodia

UNDAF Outcome: By 2010, agriculture and rural development activities have improved livelihoods and food security, as well as reinforcing the economic and social rights of the most vulnerable in targeted rural areas.

Expected Outcome: Increased and equitable access to and utilization of land, natural resources, markets, and basic services to enhance livelihoods.

Expected Outputs: (1) Improved mechanisms for funding mine clearance that promote efficiency, accountability, and the targeting of mine clearance resources on development priorities established at national, provincial and local levels. (2) Strengthened capacities for mine action policy-making, strategy formulation and prioritization of mine clearance tasks in accordance with development priorities established at provincial and local levels.

Implementing partner: UNDP

Responsible parties: Cambodian Mine Action and victim assistance Authority (CMAA)  
Cambodian Mine Action Center (CMAC)

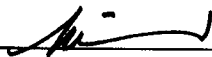
Programme Period: 1 January 2006- 31 December 2010  
Programme Component: CPR /Mine Action  
Project Title: Clearing for Results; a partnership for landmine action in Cambodia  
Project ID: 00047488  
Project Duration: 60 months  
Management Arrangement: UNDP implementation

Budget US\$ 2,750,000  
General Management Support Fee 6%  
Total budget: US\$ 2,750,000  
Allocated resources: US\$2,750,000

- Government tbc
- Regular US\$2,750,000
- Other:
  - Donor \_\_\_\_\_
  - Donor \_\_\_\_\_
  - Donor \_\_\_\_\_
- In kind contributions \_\_\_\_\_

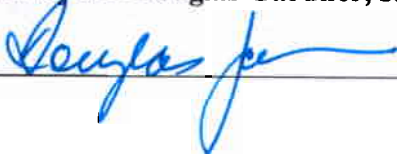
Unfunded budget: (tbc, 10 to 15 millions US\$ over five years)

Agreed by H.E. Mr Keat Chhon, Senior Minister, Minister of Economy and Finance and First Vice- President, Council for the Development of Cambodia (CDC)



Date: 16 DEC 2005

Agreed by Mr Douglas Gardner, Resident Representative, UNDP



Date: 21 Dec 2005

Government of Cambodia

United Nations Development Programme

Clearing for Results; a partnership for landmine action in Cambodia

Brief description

Cambodia remains one of the three countries in the world most affected by landmines and UXOs. The Royal Government of Cambodia (RGC), in line with a recent joint donor evaluation of the sector, estimates that most of the negative socio-economic impact of landmines could be dealt with by clearing 427 square kilometers of high priority land over the next 10 to 15 years. RGC has requested donor assistance for this purpose, including *inter alia* the creation of a pooled funding mechanism targeting mine clearance resources on development priorities, as established by the Provincial Mine Action Committees and the Cambodian Mine Action Authority, in cooperation with concerned line ministries and development partners.

The project introduces a new multi-donor funding facility for mine clearance, which has been designed to address current efficiency and transparency issues, support a systematic integration of mine clearance with national and provincial development plans and programmes, and follow the principles of the “*Declaration by the Government of Cambodia and Donors on Harmonization and Alignment*”, signed on 2 December 2004. The main project activities will include: establishing and operating a new fund to support demining operations with (1) a new approach to funding the Cambodian Mine Action Center (CMAC) that promotes a clearer focus on development results and cost-efficiency and (2) the possibility of competitive bidding; building national capacities to provide independent quality assurance and dedicating the fund’s resources to national and provincial priorities established through a Government-led, decentralized, participatory planning process. The project will support capacity development and management reforms in the Cambodian Mine Action Authority (CMAA) to strengthen the national and provincial planning and monitoring capacities, and the capacity of CMAA to reach out to other Government and development agencies to jointly ensure maximum development returns on mine/UXO clearance investments.

In line with the findings and recommendations of the recent evaluation of the mine action sector, the project also intends to support national policy-making and strategy formulation, through the establishment of a consulting facility to provide independent expert advice to CMAA and the Technical Working Group on Mine Action

## Section I: Programme Description

### Part 1. Situation Analysis

#### Mine Action in Cambodia: The Current Situation

After more than a decade of clearance of land mines and unexploded ordnance (UXO) in Cambodia, there is still a high level of complex contamination, and Cambodia remains one of the three most affected countries in the world. The K-5 mine belt, the most densely contaminated area in the country, is a swath of densely laid mines 700 kilometers long and 400-500 meters wide along the northwestern border. Clearance operations are ongoing in parts of the K-5 mine belt, but these operations remain politically sensitive due to recurrent border issues between Thailand and Cambodia. Ongoing efforts to solve these border issues, if successful, will greatly facilitate mine clearance operations in the area. This mine belt is vast, but it is also rather well defined. In other parts of the former war zone, mines were laid, year after year, to establish defensive perimeters as combatants retreated to safe ground after an annual dry season offensive to wait out the rains. These sporadic and overlapping minefields are unmapped and follow no regular patterns.

The rule of thumb for UXO contamination is 10% of all expended ordnance. The US Air Force reports that over 500,000 tons of bombs were dropped on Cambodia. Fortunately, a large portion of these bombs fell in sparsely populated northeastern provinces. Applying the rule of thumb, there are potentially 50,000 tons of unexploded bombs in the countryside, plus additional unexploded artillery shells, grenades, and mortar rounds expended by other combatants.

A survey carried out in 2002 concluded that 46% of all Cambodian villages have some kind of contamination. Due to limitations on the methodology employed, the survey also reached the conclusion that suspected contaminated area in Cambodia totaled 4,500 square kilometers. If this figure is taken at face value, the mine action problem could last for decades.

In regard to casualties, the CMVIS information system reported that mines and UXO caused 171 deaths and 727 injuries to people in 2004. 31% of the victims were children. In recent months, the proportion of UXO injuries has been rising. This increase is partly attributed to the high price of scrap metal that encourages scavenging for metal fragments and UXO.

The international community began to support demining during the UNTAC era in 1992 and has continued to provide relatively large support since then. CMAA reports that from 1992-2003, 25,000 hectares of land was cleared of mines (on the average, 22.7 square km per year). In 2004, the three large civilian demining operators cleared a total of approximately 1810 hectares. A rough estimate of international contributions for mine action in Cambodia for 2004 is \$30 million when both cash and in-kind contributions are taken into account. It is not surprising that, after years of contributions, both the Government and the donor community are frustrated with the high costs of mine action and apparently slow progress towards reducing contamination.

The Government-donor Technical Working Group on Mine Action commissioned an assessment of work in the sector and recommendations for the future that identified a series of issues for the group to address.

### Problems to be Addressed in Mine Action.

The Joint Evaluation of the Mine Action Sector, carried out in November-December 2004, identified *inter alia* the following major issues:

1. The Scope of the Land Mine/UXO Problem. The evaluation team observed that mine clearance has been regarded as a legal problem from the standpoint of the Ottawa Convention or a geographically impressionistic one from the point of view of the Level One Survey (L1S). Both perspectives maximize the time needed to eliminate the problem. In addition, the linkages between demining and local development priorities are often not fully made.

Government has since then requested donor assistance for the clearance of 427 square kilometers of high priority land over 10 to 15 years. It is estimated that this support will represent an investment of 300 million US\$ over the period. Donor support has also been requested to build a sustainable national capacity in the police/army, in order to address residual issues in lower impact areas after the end of donor assistance (Cambodia submission to the Nairobi Summit on Mine Action and Government presentation to the Technical Working Group on Mine Action).

Well-managed Mine action is an investment, not a cost. It creates economic opportunity and reduces health and safety costs. Subsequent to the sector evaluation, a cost-benefit analysis of mine clearance in Cambodia<sup>1</sup> confirmed the economic value of mine clearance operations. The study indicates that mine clearance is contributing substantial values to the Cambodian economy and the country in general. Analysis of the 2004 clearance programme comes out with benefits amounting to about US\$ 37 million in total, distributed with 80% on clearance for development and 20% on reduced human loss. On the basis of a conservative average clearance cost rate of US\$ 0.9 per m<sup>2</sup>, this implies that net benefits are in general 38% higher than the costs. Mine clearance is thus fully justified on economic grounds, and the current cost-benefit ratio could further improve with an expected increase in clearance productivity over the next few years. At the current rate of land clearance, demining activities bring over 20 km<sup>2</sup> of land into productive use in Cambodia every year.

2. Funding Mechanisms. Most grant-based funding methods now in use by donors to finance mine action do not include incentives for the full integration of mine clearance activities in Cambodia's development plans and programmes. Mine clearance activities are funded as a separate sector. As a result, mine clearance planning is mostly undertaken by demining operators. The degree of cooperation between operators, Government and development partners varies greatly, depending on operators and specific projects.

---

<sup>1</sup> *Cost-benefit Analysis of Mine Clearance Operations in Cambodia*, Bjorn Gildestad, Nordic Consulting Group, February 2005, for the Cambodian Mine Action Authority (CMAA) and UNDP.

In addition, current grant-based funding methods do not, in general, promote efficiency or accountability. In the absence of competition, funding agencies are price-takers, paying the costs of demining as determined by the demining agencies. In most cases, funding agencies rely on the demining agencies to report their results. With a few exceptions, the funding agency mechanisms for monitoring and supervision of demining are generally weak. Several donors have expressed concerns regarding cost transparency, and underlined the need for independent monitoring mechanisms.

3. Institutional Arrangements. The Cambodia Mine Action Authority (CMAA) was found generally weak and ineffective by the Joint Evaluation team. Donors and demining operators lack confidence in the Secretariat's leadership and, as a result, CMAA's work is largely ignored. As designed, the CMAA has too many responsibilities, some of which overlap with those of other agencies. Government, through the Government-Donor Mine Action Technical Working Group, has recently announced and has begun to implement a series of reforms in CMAA, in order to meet the objective of a fully resourced and functional coordinating agency by the end of 2005.

Provincial Mine Action Committees (PMAC) and Mine Action Planning Units (MAPU): PMAC/MAPUs directly support the Government's de-centralization policy and the development of capacities of provincial authorities to plan and prioritize mine clearance in a transparent manner, based on requests from concerned communities, operators, Government departments and development partners. Concerned provincial governments and participating development agencies will need to carry out deliberate efforts to ensure that the MAPUs can function effectively. These efforts are well underway, with Technical Assistance from Ausaid/ AVI and a Cida-funded project. PMAC/MAPUs will be able to issue by the end of 2005 a list of prioritized mine clearance tasks for 2006.

The Army and the Police: most far-sighted observers see the army and the police as having the residual role in mine clearance and explosive ordnance disposal (EOD) in the long term. However, the evaluation team discovered questions regarding the army's current capacity to carry out mine clearance in accordance with national and international standards. The police have so far had no formal role in mine action. Focal points have been designated by Government in the army and police to do an assessment of technical assistance requirements. UNDP expects to provide policy advisory support on these issues under the technical assistance component of the 2006-2010 Mine Action programme.

## **Part 2. Project Strategy**

### Government Commitment

Mine Action is an essential component of the Government's rectangular strategy, with close linkages to land reform and agriculture development. It was also prioritized in 2003 as the 9th Cambodian Millennium Development Goal. A National Mine Action Strategy was developed in

2002 with concerned partners. It has been updated annually to reflect the most recent trends in mine clearance.

This high-level commitment to Mine Action as a poverty reduction programme has been reflected in recent Government decisions for the sector. On 17 September 2004, the Council of Ministers adopted a Sub-Decree on Socio-Economic Management of Mine Clearance, providing for the establishment of Provincial Mine Action Committees in affected provinces, in line with Cambodia's decentralization policy. These provincial committees and their supporting units (Mine Action Planning Units / MAPU) now constitute the backbone of a bottom-up and participatory process for the selection and of mine clearance tasks, and act as focal points for the prioritisation of mine clearance services, based on provincial development plans and programmes. The Cambodian Mine Action Authority is mandated to play a similar role for the selection and prioritisation of mine clearance in relation to national-level development programs (e.g. major infrastructure programmes), which do not fall under the provinces' jurisdiction.

The Prime Minister, His Excellency Hun Sen, has clearly set out the position of the Royal Government of Cambodia on mine action in his opening statement to the Consultative Group meeting on 6 December 2004, by emphasizing the importance of the Provincial Mine Action Committees and requesting donor support to these mechanisms:

*“The Royal Government of Cambodia has attached great importance to mine clearance for development. Mine clearance is not only a humanitarian action. For Cambodia, this sector constitutes an integral part of our tremendous efforts in reducing poverty, as clearly stipulated in the Rectangular Strategy. In many provinces, rural development cannot be successful if we fail to include mine clearance activities in the work program. The Royal Government has recently adopted a Sub-decree on the Establishment of Provincial Mine Action Committees in those affected provinces and municipalities with the view to prioritizing mine clearance activities in accordance with development needs at the grass-roots level. We are strongly committed in pursuing reform in this area and we are looking forward to continued assistance from the development partners”.*

The Royal Government of Cambodia, through the Government-Donor Technical Working Group on Mine Action, has recognized the need to address weaknesses in the Cambodian Mine Action Authority (CMAA) and has initiated work on a package of reforms including CMAA management, structures and financing. A functioning and fully-resourced coordinating authority is the main mine action objective for the Technical Working Group and the Consultative Group meeting in 2005.

Government's position on the *“Resource Mobilization Framework for Mine Clearance Operations and Coordination”* was further articulated in a presentation to the Mine Action Technical Working Group on 5<sup>th</sup> April 2004:

*“The Royal Government encourages donors if possible to increase support to national and provincial priorities defined by PMAC/MAPU and CMAA (...). Pooled funding is the best solution for Government. It reduces burden for RGC and cost of management and monitoring for donors. It follows 2004 CG commitments for management of aid. Donors who cannot adopt*

*pooled funding now could support bilaterally the government priorities and strategies decided by the PMAC/MAPU and CMAA”.*

### UN and UNDP Commitment

*“The landmine problem is a critical development issue. The terrible human toll taken by these indiscriminate weapons is compounded by deep and lasting economic damage. Millions of mines still in the ground mean that there are hundreds of roads that cannot be traveled, thousands of acres of farmlands that cannot be tilled, and entire communities that are deprived of health care and education and essential investment”*

Julia Taft, UN Assistant Secretary General, UNDP Assistant Administrator and Director, UNDP Bureau for Crisis Prevention and Recovery  
Summit for a Mine Free World, Nairobi, Kenya, 2 December 2004

Drawing on its considerable experience, UNDP helps address the landmine problem from a long-term development perspective, creating the conditions for the resumption of normal economic activity, reconstruction, and development. Mine action is not so much about landmines as it is about people and their interactions with mine-affected environments. Its aim is humanitarian and developmental: to recreate an environment in which people can live safely; in which economic and social well-being can occur free from the constraints imposed by landmines.

Over the past 12 years, UNDP, UNICEF and UNOPS have played a major role in developing national capacities and mobilizing resources for Mine Action in Cambodia. With significant UNDP support to management reforms and training, the Cambodian Mine Action Center has evolved to become a fully functional, nationally managed organization. Technical assistance needs in CMAC are now minimal and the organization is able to compete for funding with internationally managed demining organizations. Over 35 million US\$ have been mobilized by UNDP for CMAC operations since the establishment of the current Trust Fund in 1998.

Since 2000-2001, UNDP has put greater emphasis on strengthening national coordination and regulation capacities in the Cambodian Mine Action Authority (CMAA). This assistance has led to the development of basic monitoring capacities in CMAA. A national work plan is produced every year, together with an updated atlas of mine action contamination, an analysis of the major trends in Mine Action and recommendations for future allocation of resources. Most importantly, UNDP supported the establishment of a decentralized mine action planning system, with the creation in 2004 of provincial mine action committees (PMAC) in affected provinces, assisted by Mine Action Planning Units (MAPU).

UNDP has also played an important role in Government-Donor coordination for the Mine Action sector, most recently as the lead donor facilitator for the Government-Donor Mine Action Technical Working Group.

The continued UN/UNDP commitment to Mine Action in Cambodia is reflected in the UN Development Assistance Framework and in the UNDP Country Programme 2006-2010. UNDP’s objective is to strengthen processes in mine action, with emphasis on making land available to the rural poor. The present project will focus on the establishment of *improved mechanisms for*

*funding mine clearance that promote efficiency, accountability, and the targeting of mine clearance resources on development priorities established at national, provincial and local levels.*

UNDP is also planning to continue technical assistance and capacity development support to the Cambodian Mine Action Authority and the Mine Action Technical Working Group. This second component of UNDP's Mine Action programme will complement the present project by focusing on strengthening Government's policy, regulatory and monitoring functions. A detailed project concept will be discussed with Government and concerned donors once Government reforms in CMAA are finalized (by the end of 2005).

### Project Approach

This new multi-donor funding facility for mine clearance has been designed to address current efficiency and transparency issues, support a systematic integration of mine clearance with national and provincial development plans and programmes, and follow the principles of the "Declaration by the Government of Cambodia and Donors on Harmonization and Alignment", signed on 2 December 2004.

### **Supporting Cambodia's decentralization, harmonization and alignment agenda**

*Situation analysis/ issues:*

*Funding is currently provided directly to mine clearance operators. Operators participate in Government-led coordination mechanisms at the provincial and central level on a voluntary basis. Under the current funding system, there are no incentives for mine clearance operators to align their activities with the local, provincial and national development plans, and the national mine action strategy.*

The project will finance only mine clearance that is included among priorities for demining established at the provincial level by the Provincial Mine Action Committees (PMAC), through a bottom-up, participatory process. National-level priorities and inter-provincial allocation of funds will be determined in collaboration with the Cambodian Mine Action Authority (CMAA). PMACs and CMAA are the key elements of the Government framework for socio-economic management of mine clearance operations. A comprehensive and coordinated technical assistance package in support of these structures is already in place at the provincial and central levels, with funding from the Governments of Australia, Canada (provincial level), and DFID, France and UNDP (national level).

CMAA/PMAC priorities are in line with national, provincial and local development plans and programs. By supporting these priorities, the project will provide incentives for operators to act under Government leadership, as service providers for Cambodia's development programmes, thus improving Mine Action coordination and maximizing the overall development impact of mine clearance. Detailed information on the task selection process and criteria is available on CMAA website: [www.cmaa.gov.kh](http://www.cmaa.gov.kh)

The project will help move forward the implementation of the OECD/DAC harmonization and alignment agenda and the Cambodia Declaration signed by the Royal Government of Cambodia and development partners before the December 2004 Consultative Group meeting, by:



- Providing a mechanism for pooled funding, harmonized management and reporting practices, thus reducing the burden on Government;
- Allowing for substantial economies of scale, in particular with regard to monitoring arrangements;
- Aligning behind, and providing resources in support of, national, provincial and local development plans and programmes;
- Supporting Government-led coordination mechanisms at all levels of decentralization.

**A transparent, cost-efficient and quality mine clearance service, with a focus on making land available for rural development programmes**

*Situation analysis/ issues:*

*Rural and agriculture development programmes are recognized as the first priority for development and poverty reduction in Cambodia. A number of these programmes operate in the most mine/UXO affected provinces of North and West Cambodia, and require mine clearance expertise and services. There is currently no established mechanism for these programmes to procure mine clearance services in a transparent and cost-efficient manner, including quality assurance.*

*Current grant approaches are almost exclusively input-based. Donors provide funding for a defined mine clearance capacity and monitor the productivity of their inputs. This approach makes it difficult for operators to optimize the use of their resources. Specific tools are assigned to specific projects and cannot be flexibly combined on the basis of the realities on the ground. It also makes it difficult for donors to trace the development outputs of their mine clearance funding.*

The present project will focus the management of mine clearance operations on clearly defined results (piece of land with surface, location, intended use). Operators can flexibly determine the best mix of tools for the designated tasks, provided that it meets the quality assurance requirements. This should lead to further improvements in productivity. In addition, donors can more easily associate their funding with a concrete development result on the ground, which provides better visibility.

This focus on results (rather than inputs) will allow for stronger links between mine action and development programmes. Each clearance task will be associated with a development objective. The project will offer quality mine clearance services to rural development and infrastructure programmes. The vast majority of these programmes already work within the Government's decentralized framework, and should inform the PMAC/MAPU of their planned activities. PMAC/MAPU will assess the designated areas, identify minefields and prioritize clearance tasks for funding. The funds provided by rural development programmes for mine clearance can be earmarked for provinces or districts where the programme operates. Land use after clearance will be monitored by the provincial committees and the CMAA, and data will be available to concerned donors.

## Cost-efficiency

*Situation analysis/ issues:*

*Existing grant-based funding mechanisms do not include incentives for cost-transparency. Donors pay the three main demining operators on the basis of the operators' perception of their own costs, despite the fact that each operator uses a different method to calculate its costs and these costs tend to vary from project to project. Donors are essentially price-takers.*

*In the absence of a common costing methodology and competitive pressures, incentives to reduce costs or innovate are weak and rely wholly on self-motivation by the demining organizations.*

The project will work on the introduction of competitive bidding on contracts to promote cost-efficiency and transparency. A bidding process would provide a platform to clarify and compare the costs of the respective operators. Bids would have to adequately reflect all project-related costs, including *inter alia* administrative overheads and equipment depreciation. This competitive and transparent environment should provide incentives for the development of innovative techniques, and more land can be cleared for each dollar spent.

There are however a number of prerequisites for competitive bidding to be successfully introduced in the Cambodian context. Following extensive consultations with Mine Action partners and a specific preparatory mission on competitive mechanisms in the third quarter of 2005, UNDP has identified the following two issues as key prerequisites to be addressed during the first phase of the project:

- Capacity of the PMAC/MAPU to produce a sufficient number of well-prioritized and precisely defined tasks for a competitive bidding system to operate.
- Capacity of the Cambodian Mine Action Authority (CMAA) to provide reliable quality assurance services

As indicated in the background section, both areas are already receiving support from international partners, but there is a need to further strengthen Government capacities in order to ensure that national structures would be able to fully play their role in the definition and supervision of mine clearance contracts.

It is therefore proposed to adopt a two-phased approach to address the cost-efficiency issue:

- 1) An initial phase of the project will support an in-depth analysis of PMAC/MAPU and CMAA's technical capacities to respectively produce and monitor mine clearance tasks. A capacity development plan will be designed and implemented to address the gaps identified during the course of this analysis.

During this phase, UNDP will continue to support CMAC as the national mine action operator. A new partnership mechanism has been designed to help CMAC put the emphasis on better cost-efficiency and results-based management, thus preparing the national operator for a competitive environment. The detailed framework for interaction

with CMAC – including agreement on clearly defined costs and results – is described in annex V.

- 2) The project will move into a second phase when and if UNDP, Government and partners are satisfied that the above preconditions regarding minimum Government capacities are met. This second phase will include the piloting and expansion, as relevant, of a competitive bidding system for the procurement of mine clearance services, on the basis of a list of national and provincial priorities produced by the PMAC/MAPU and CMAA.

During this phase, the services of a professional procurement agent will be required to put in place a reliable procurement system and develop national capacities for Government (CMAA) participation in the management of the competitive bidding process. Documentation on proposed management arrangements for this second phase is available in annex VI. These documents should be reviewed and updated by the project supervisory board (UNDP, Government and partners) when the project moves into its second phase.

## **Quality assurance**

*Situation analysis/ issues:*

*In most cases, current funding mechanisms do not include independent quality assurance. When it exists, the cost for individual donors is high (approximately 10-20%).*

UNDP will cover the costs of expert quality assurance in partnership with Government (CMAA), at no cost to the funding donors. Thanks to economies of scale and cooperation with existing CMAA structures, this cost is expected to be significantly lower than the cost paid by individual donor projects for similar services.

During the initial phase, the quality assurance agent will conduct an analysis of existing Government capacity to prioritize, define and monitor mine clearance tasks. Based on this analysis, the QA agent will design and – upon approval from the supervisory board - implement a capacity development plan to bring CMAA and PMAC/MAPU up to standards in the areas of task definition and monitoring.

During the second phase, the QA agent would be responsible for ensuring that the national quality assurance system operates in line with national and international standards, with increased involvement and leadership of national counterparts. In particular, the QA agent will certify that the contractors under the present project have been appropriately monitored and that the demining works meet the requirements of the Cambodian Mine Action Standards.

The agent will work in close cooperation with the designated CMAA focal points for quality assurance and socio-economic monitoring. Detailed Terms of Reference for the QA agent are included in annex III.

## **Maximize development impact through support to the development of national capacities for policy-making, planning and monitoring**

CMAA and the Technical Working Group on Mine Action will require strategic policy and management support in the following areas:

- CMAA needs to take the recent socio-economic reforms forward by (1) refining the definition (criteria) of priority areas, (2) discussing this definition with PMAC/MAPU and support its full integration in the planning processes of affected provinces (3) promoting this socio-economic approach to mine clearance with line ministries, demining agencies and concerned donors so that demining activities are closely tied to development projects in the field and (4) strengthening existing CMAA monitoring systems to effectively track and analyze the socio-economic impact of mine clearance operations and follow-up with concerned line ministries when needed.
- CMAA will also require management support to define working procedures for the recently revamped departments of (1) Regulation and Monitoring and (2) Socio-Economic Planning and Database Management.
- Strategic advice needs to be provided to CMAA and the Mine Action Technical Working Group on specific policy issues, e.g. the establishment of a sustainable framework to address the persisting UXO problem.

## **Transparency**

The combination of mechanisms described above will guarantee maximum transparency in project operations at all levels:

- At the local/provincial level, priorities will be established by the Provincial Mine Action Committees, with open participation from all concerned Government departments, local and international NGOs and concerned donors, and support from CMAA and UNDP;
- At the operators' level, cost transparency would be strengthened in the second phase by the introduction of competitive bidding on contracts, with costing standards including overheads and equipment depreciation; transparency on technical performance will be strengthened through the implementation of a quality assurance process;
- At the fund management level, transparency will be guaranteed (1) during the first phase by jointly agreed annual targets and corresponding costs for CMAC, and (2) during the second phase by an independent contracting/procurement agent applying relevant international standards for the selection and supervision of contractors;
- At the Government/Donor level, a supervisory board composed of donor and Government representatives will oversee the operations of the project, provide policy guidance, and report as necessary to the Mine Action Technical Working Group.

## **Economies of scale, UNDP contribution and value for donor money**

Contributors to the fund will see more results for each dollar contributed than individual bilateral donors. The pooled funding mechanism will allow for substantial economies of scale on financial management, quality assurance and reporting, which currently represent 10 to 20% of bilateral mine clearance project costs. UNDP also intends to allocate some of its own resources to these

services, and it is foreseen that circa 94% of donor resources will go directly to Mine Action operations.

It is expected that the cost per square meter cleared will gradually decrease, in particular with the introduction of competitive processes. According to a recent cost-benefit analysis, the socio-economic benefits of mine clearance in Cambodia are on average 38% higher than the costs. A realistic reduction in costs within the next few years could bring this figure up to 60-70%. If this cost-efficiency output is achieved, 700,000 US\$ invested in mine clearance would result in one square kilometer of land being returned to productive use, and circa 1.2 millions US\$ in long-term socio-economic benefits for local communities.

### **Contribution to global Mine Action**

Cambodia has been a pioneer Mine Action country for the past 12 years, and a number of Cambodian lessons learnt and best practices have informed the global mine action debate. This innovative funding mechanism represents an additional step forward for the full integration of mine clearance as a service to rural development programmes. Lessons learnt from this experience will be shared with the global Mine Action community, and could serve as a model for other affected countries with less Mine Action experience.

### **Gender approach**

The project will promote a gender-sensitive approach to Mine Action, in line with the recently developed UN guidelines on Gender in Mine Action.

Provincial Mine Action Committees and Mine Action Planning Units have a key role to play at the planning stage, while CMAA socio-economic monitoring teams need to integrate gender-sensitive elements in their data-gathering and analysis.

Following discussions with the design mission for Worldvision's Integrated Demining Project (currently under development), it was agreed that this project would take the lead for the introduction of a gender-sensitive approach into mine action planning and monitoring. In order to avoid duplication of work and ensure a coordinated approach, the UNDP project team will collaborate closely with the Worldvision project on this issue. Worldvision will *inter alia* work with the Mine Action Planning Units on the integration of gender criteria/indicators in the planning process. Once defined, these gender indicators will also be monitored by UNDP and CMAA. UNDP will provide complementary support where necessary. Possible areas of collaboration where UNDP would add value include:

- Support to the design of gender-sensitive socio-economic monitoring forms for CMAA (in order to be able to generate and analyze gender disaggregated data on the beneficiaries of clearance)
- Strategic support for national consultations on a Cambodian policy on gender in Mine Action, based on the findings and recommendations of the Worldvision supported project

## **Environmental Concerns**

The environmental impact of Mine Action in Cambodia has not been thoroughly evaluated to date. The negative impact of mine action on the environment is usually considered as relatively limited by mine action operators and other development agencies involved in Mine Action. However, it is important that this issue be systematically considered in the planning of mine clearance interventions

Under the MAPU mechanism, a number of mine clearance tasks are directly related to local development projects including their own environmental impact assessment. However, the mine action sector needs to develop its own capacity to conduct basic environmental impact assessment for demining tasks. According to Sub-decree #70, the Provincial Director of the Department of Environment is a member of the Provincial Mine Action Committee (PMAC), which is in charge of reviewing and approving provincial mine clearance plans.

Worldvision is in the process of completing a study and capacity-development plan in this area. The UNDP project is committed to working with other concerned partners to develop a basic capacity at the national and provincial levels to assess the environment impact of proposed mine clearance tasks. Due to the low level of capacity in the provinces, simple guidelines should be developed in full collaboration with provincial staff to integrate environmental concerns and criteria in the planning process. It is foreseen that the Worldvision project will take the lead on this issue. UNDP will provide support as necessary, with a particular focus at the policy level for the integration of basic environmental impact assessment guidelines in CMAA regulatory framework for MAPU. Once indicators are defined in this area, UNDP will support CMAA to monitor progress and identify environment-related issues in the mine action sector.

The project will support the implementation of these recommendations and the achievement of the project outputs for mine action by:

- establishing and operating a new demining fund that will include (1) a new approach to funding CMAA that promotes a clearer focus on results and cost-efficiency and (2) the possibility of competitive bidding;
- developing and implementing a strategy for the mobilization of resources from like-minded donors for results-based demining works;
- certifying quality in contract performance through the provision of professional quality assurance and contract supervision services and the implementation of a capacity-development plan for CMAA quality assurance/ monitoring staff;
- dedicating the fund's resources to provincial priorities for mine action that have been determined by provincial mine action planning processes.
- providing support to CMAA to define in further detail the areas of highest needs and highest socio-economic return to demining investments and to develop related assessment and prioritization tools, in cooperation with PMAC/MAPU; promoting the socio-economic approach to mine clearance with PMAC/MAPU, line ministries, demining agencies, and concerned donors; tracking of the development impact of mine clearance tasks, and follow-up where needed with concerned agencies;

- providing strategic analysis and advice to CMAA and the Technical Working Group on Mine Action, including the establishment of a consulting facility to provide independent expert advice to the Technical Working Group on Mine Action.
- supporting re-structuring, Government financing and capacity development of the CMAA, in order to allow for increased sustainability and CMAA ownership of project activities;

### **Part 3. Management Arrangements for the Project**

Implementation modalities. Mine clearance funding will be allocated on the basis of national and provincial priorities as defined by Cambodian authorities, thus ensuring national ownership and leadership.

Government and development partners in Mine Action agree that Government procurement, audit and quality assurance systems are not yet in place to guarantee an efficient and transparent procurement process for mine clearance services. Independent management of the project including fund management, contract allocation and contract supervision would be essential in the second phase to guarantee a level playing field, as a variety of mine clearance agencies including Government entities, NGOs and commercial deminers may be bidding for contracts. It is crucial that this level playing field and transparency be guaranteed in the initial stages, while fledgling national capacities to manage a competitive bidding process are being progressively strengthened through experience/ on-the-job training.

In line with the approach outlined in Part 2 of the present document, UNDP will implement the project with strong partnership arrangements in place to ensure that appropriate national capacity is being developed in counterpart institutions (CMAA, PMAC/MAPU and CMAC). The nature of partnership arrangements and/or capacity development initiatives for these institutions is further detailed in annexes III, V and VI (agreement with CMAC, Terms of Reference for the Quality Assurance agent and draft framework for the second phase of the project).

Oversight (project executive group). A group comprised of UNDP management, representatives of the donors contributing to the project and Government will act as the fund's supervisory board. The board will meet quarterly to review fund operations and results, including reports of contract supervisors. Government representatives on the board will advise in regard to relevant national policy issues and institutional arrangements. On the basis of reports received, the board will *inter alia* advise the UNDP Resident Representative on timing and modalities for the project to move into its second phase.

The UNDP Resident Representative, acting on behalf of the UNDP Administrator, is accountable for the proper use of all UNDP resources provided for Cambodia. In this capacity, the Resident Representative will ensure that all resources provided for the project will be utilized in accordance with the purposes intended in the project document.

Project Management. The project will fund an international project manager position. The project manager will be responsible for planning, budgeting and managing project activities; facilitating support services from the UNDP country office; monitoring the procurement and

quality assurance agents; and regular reporting to UNDP, Government and any cost sharing donors on project progress and achievements.

The project manager will manage relationships and agreements with cost sharing partners and will organize and lead resource mobilization efforts for the Fund. The project manager will also act as the Secretary of the oversight board.

The project manager will supervise project staff in CMAA, including a national project officer, project assistant and driver. An organigram for project staff and corresponding terms of reference are included in annex IV.

Project Assurance. The project manager will work under the supervision of the Team Leader in charge of overseeing the Mine Action portfolio, with overall guidance from the Deputy Resident Representative.

Procurement agent. During the second phase the project would contract an international professional procurement firm to operate the bidding process and develop the capacity of CMAA officials to fully participate in the procurement system. Draft Terms of Reference for this function are included in annex VI. The TORs detail the responsibilities of the procurement agent with regard to the selection, contracting and supervision of mine clearance operators. The procurement agent will coordinate closely with the quality assurance agent, and work under the immediate supervision of the UNDP project manager. Lessons learned in working on this particular procurement process with Government could also be fed as appropriate into discussions regarding public financial management in Cambodia.

Management Support. The UNDP country office will designate or recruit a programme assistant to provide part-time administrative support and financial management services for the project including maintenance of the project's financial accounts and generation of financial reports. The country office will also provide implementation support services in the areas of recruitment, procurement and other administrative services. The UNDP country office will receive funds from contributing donors, maintain custody of demining funds, and make payments for all project operations.

#### **Part 4. Monitoring and Evaluation**

The project will be managed and monitored on the basis of qualitative and quantitative benchmarks of project progress and indicators for the achievement and use of outputs. The benchmarks will be set out in the annual work plan and will indicate the extent of progress towards the completion of activities. The output indicators are set out below in the results framework, and the monitoring framework is further detailed in annex VII.

#### **Combining capacity-development, alignment behind national monitoring systems and the need for quality, independent monitoring**

Project monitoring will be conducted in close partnership with the Cambodian Mine Action Authority (CMAA). With support from DFID, France and UNDP, CMAA has developed since



January 2004 a basic capacity to monitor operations in the field, including monitoring of the selection/prioritization process (Socio-economic cluster) and quality monitoring of demining operations (Quality management cluster). The first CMAA report on these monitoring operations has been released in April 2005, and UNDP support to CMAA's monitoring capacity will be extended until 2010 under the present project. CMAA will continue to produce increasingly refined data and analysis on (1) the prioritization process and post-clearance land use, and (2) operators' adherence to national standards

For the time being, CMAA does not have the capacity, credibility or resources to conduct the more technical aspects of quality monitoring. The joint donor evaluation of the Mine Action Sector recommended that field monitoring (field visits throughout the year) be outsourced or conducted in partnership with a professional quality management agent, working under the overall guidance of the CMAA and in close cooperation with CMAA's monitoring staff. This recommendation has been received favorably by the Royal Government of Cambodia. By adopting this approach, the project will guarantee a professional and independent monitoring of the selection process and demining operations. At the same time, national capacities will be developed through day-to-day interactions between the professional quality assurance/monitoring agent and CMAA staff. The project's quality assurance agent will operate within the national regulatory framework and report to CMAA, in line with donors' commitments to harmonization and alignment. Monitoring reports will also be presented to the project's Oversight Board, in order ensure that monitoring information is openly shared and discussed with concerned donors on a regular basis.

The project manager will arrange for annual audit of the project by an internationally recognized audit firm.

Project operations will also be reviewed in the context of sector wide assessments/ evaluations of work on mine action, which should be commissioned by the Government-Donor Mine Action Technical Working Group. UNDP will consult as appropriate with Government and concerned donors to determine the best timing and format for the next sector evaluation, including the present project. UNDP will promote the involvement of a wide range of donor and Government partners in any project or sector evaluation.

## **Part 5. Legal Context**

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement (SBAA) between the Government of Cambodia and the United Nations Development Programme, signed on the 19<sup>th</sup> of December 1994.

## PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the UNDAF Results Framework:</b> Increased and equitable access to and utilization of land, natural resources, markets, and basic services to enhance livelihoods.</p>		
<p><b>Outcome Indicators:</b> Land area cleared in km<sup>2</sup>; % productive use of cleared land; and % of land allocated and titled to intended beneficiaries; casualty data (CMVIS)</p>		
<p><b>Applicable MYFF Service Line:</b> 4.4 Mine Action</p>		
<p><b>Partnership Strategy:</b> The project will seek to maintain the participation of cost sharing partners in ongoing UNDP-sponsored mine clearance activities. In addition, the project will promote the multi-sectoral nature of mine clearance at the local level and attempt to break down the traditional “silo” approach that has been in place. In so doing, the project will seek to continue and expand funding partnerships with donor engaged in rural development and de-centralization where they interface with mine clearance.</p>		
<p><b>Project Title:</b> Clearing for Results; a partnership for landmine action in Cambodia</p>		
<p><b>Intended Outputs</b></p>	<p><b>Indicative Activities</b></p>	<p><b>Inputs</b></p>
<p><i>Improved mechanisms for funding mine clearance that promote efficiency, accountability, and the targeting of mine clearance resources on development priorities established at national, provincial and local levels.</i></p> <p><u>Output Indicators:</u></p> <ol style="list-style-type: none"> <li>1. Achievement of CMAC annual targets including costs, socio-economic and technical results (specific first phase indicator)</li> <li>2. Value of resources mobilized</li> </ol>	<ol style="list-style-type: none"> <li>1. establishing and operating the new demining fund under international professional management that will (Phase 1) fund CMAC operations through the implementation of a results-based approach, and (Phase 2) contract qualified demining agencies on the basis of competitive bidding;</li> <li>2. developing and implementing a strategy for the mobilization of resources from like-minded donors for results-based demining work;</li> </ol>	<p>Project manager</p> <p>Fund contributions</p> <p>Procurement agent contract</p> <p>Quality assurance contract</p> <p>Audit</p> <p>DSA</p> <p>Misc.</p>

<p>3. Land area cleared using the project's resources in accordance with provincial priorities</p> <p>4. Strengthened efficiency and effectiveness of quality assurance services</p> <p>5. Positive audit reports</p> <p>Specific second phase indicators</p> <p>6. Successful competitive bidding processes for demining contracts</p> <p>7. Value of demining contracts</p>	<p>3. ensuring quality control in operator performance by the provision of independent professional supervision services and the implementation of a capacity-development plan for CMAA quality assurance/ monitoring staff.</p> <p>4. dedicating the fund's resources to provincial priorities for mine action that have been determined by provincial mine action planning processes</p>	
<p><b>Output 2</b>  <i>Strengthened capacities for mine action policy-making, strategy formulation and prioritization of mine clearance tasks in accordance with development priorities established at provincial and local levels.</i></p> <p>Output Indicators:</p> <p>a user friendly prioritization methodology developed in cooperation with CMAA and PMAC/MAPU;</p> <p>A revised and standardized set of outcome indicators, used by CMAA for monitoring purposes and analysis</p>	<p>5. elaborating in further detail the areas of highest socio-economic return to demining investments and the related assessment and prioritization methodology in collaboration with CMAA and PMAC/MAPU; promoting the socio-economic approach to mine clearance with provincial Mine Action Planning Units, line ministries, provincial authorities, demining agencies, and concerned donors; ensure tracking of the development impact of mine clearance tasks, and follow-up where needed with concerned agencies;</p> <p>6. Establishing a consulting facility to provide independent expert advice and</p>	<p>National project officer</p> <p>Driver and Assistant</p> <p>Performance-Based Incentives</p> <p>Consultants</p> <p>Equipment</p> <p>Printing</p> <p>DSA</p>

<p>Evidence of understanding and use of socio-economic criteria for demining investments among stakeholders agencies;</p> <p>Strengthened links between Mine Action authorities and local authorities/ line ministries at the national and provincial level;</p> <p>Evidence of re-structuring, improved functioning, Government financing and coordination at CMAA;</p> <p>Existence of consulting facility and its utilization by TWG and CMAA on strategic policy issues.</p>	<p>strategic analyses to CMAA and the Technical Working Group on Mine Action, in regard to accreditation, licensing and monitoring of demining agencies, mine and UXO risk reduction, explosive ordnance disposal, funding mechanisms, competition among demining agencies, the linkage between the fund and provincial priorities, and any other strategic issues that arise;</p> <p>7. facilitating re-structuring, capacity development and training at the CMAA, with a particular focus on the departments of (1) Socio-economic Planning and Database, and (2) Regulation and Monitoring.</p>	
--	---	--

## ANNEXES

I. Project Budget 2006-2010	p20
II. TORs for the supervisory board / project executive group	p22
III. TORs for the Quality Assurance agent	p23
IV. Project Staff Organigram and TORs	p25
V. CMAC contractual agreement and work plan template	p34
VI. Draft arrangements for Phase 2 (to be updated upon implementation)	p45
VII. Monitoring framework	p48
VIII. Acronyms	p50



United Nations Development Programme  
Cambodia

Year: 2006-2010

Project Number: 00047488

Project Title: Clearing for Results

ANNEX I

Annual Work Plan

Expected Output	Key Activities	Resp. Partner	Planned Budget							
			Fund	Donor	Budget Description	2006	Annual 2007-2010	Total		
<b>Output 1: Improved mechanisms for funding mine clearance that promote efficiency, accountability and the targeting of mine clearance resources on development priorities established at provincial and local level</b>										
	<b>Activity1</b> Establishing and operating the new demining fund under international professional management that will (Phase 1) fund CMAC operations through the implementation of a results-based approach, and (Phase 2) contract qualified demining agencies on the basis of competitive bidding	UNDP (phase 1) and procurement agent (phase 2)	04000	UNDP 00012	71100	ALD	Project Manager (1/2)	50,000	50,000	<b>250,000</b>
			04000	UNDP 00012	74105	MISC	Mgt and reporting services	35,000	100,000	<b>435,000</b>
	<b>Activity2</b> Developing and implementing a strategy for the mobilization of resources from like-minded donors for results-based demining work;	UNDP	04000	UNDP 00012	71100	ALD	Project Manager (1/2)	50,000	50,000	<b>250,000</b>
			04000	UNDP 00012	71600	TRAV	DSA	2,000	2,000	<b>10,000</b>
			04000	UNDP 00012	74110	MISC	Audit	20,000	20,000	<b>100,000</b>
			04000	UNDP 00012	74500	MISC	Sundries	10,000	10,000	<b>50,000</b>

<b>Activity3</b> Ensuring quality control in operator performance by the provision of independent professional supervision services and the implementation of a capacity-development plan for CMAA quality assurance/ monitoring staff.	Quality Assurance agent with CMAA	04000	UNDP 00012	74105	MISC	Mgt and Reporting services	200,000	200,000	<b>1,000,000</b>
<b>Activity4</b> Dedicating the fund's resources to provincial priorities for mine action that have been determined by provincial mine action planning processes (DONORS)	UNDP / CMAA	TBC	TBC	72170	MISC	Humanitarian Services - Mine Action			
		TBC	TBC	75100	GMS	GMS 6%			

**Output 2: Strengthened capacities for mine action policy-making, monitoring, strategy formulation and prioritization of mine clearance tasks in accordance with development priorities established at provincial and local levels.**

<b>Activity5</b> Promoting the socio-economic approach to mine clearance with provincial Mine Action Planning Units, provincial authorities, demining agencies, and concerned donors. Elaborating in further detail the areas of highest socio-economic return to demining investments and the related assessment methodology in collaboration with CMAA.	UNDP	04000	UNDP 00012	71400	SERCT	national project officer	35,000	35,000	<b>175,000</b>
	UNDP	04000	UNDP 00012	72500	MISC	Printing publications	10,000	10,000	<b>50,000</b>
	UNDP	04000	UNDP 00012	71400	SERCT	assistant + driver	16,000	16,000	<b>80,000</b>
	UNDP	04000	UNDP 00012	72200	EQUIP	Equipment	10,000	10,000	<b>50,000</b>
	UNDP	04000	UNDP 00012	74500	MISC	Sundry	10,000	10,000	<b>50,000</b>
<b>Activity6</b> Establishing a consulting facility to provide independent expert advice and strategic analyses to CMAA and the Technical Working Group on Mine Action	UNDP	04000	UNDP 00012	71200	PERINT	ST consult	50,000		<b>50,000</b>
<b>Activity7</b> Facilitating re-structuring, capacity development and training at the CMAA with a focus on strategic planning and monitoring capacities	UNDP	04000	UNDP 00012	71400	PERADM	performance incentives for govt project staff	30,000	30,000	<b>150,000</b>
	UNDP	04000	UNDP 00012	71600	TRAV	DSA	10,000	10,000	<b>50,000</b>

**Total UNDP TRAC**

**538,000**

**553,000**

**2,750,000**

**CLEARING FOR RESULTS - SUPERVISORY BOARD**  
***(Project Executive Group)***  
**Terms of Reference**

**Mandate**

The Supervisory Board is a high level steering group within the Government-Donor Mine Action Technical Working Group, with specific responsibility for the oversight of the implementation of the Clearing for Results project.

**Membership**

The Board is a partnership body bringing together senior representatives of the Office of the Council of Ministers, CMAA Secretariat, contributing donors, and UNDP. The representative of UNDP management will chair the Board and the project manager will act as the Board's secretariat

**Function**

The Board will meet quarterly in order to receive project reports and review progress and to give policy direction or endorse propositions for strategic development.

Government representatives on the board will advise in regard to relevant national policy issues and institutional arrangements. In particular the Board will follow and guide project activities supporting the development of national capacities for quality assurance and task prioritization/ definition. The board will advise when it is felt that appropriate national capacities have been built to move into the second phase of the project, including the introduction of competitive contract based demining. Based on project progress reports and other available information, the board will advise project management on preferred modalities for the introduction/piloting of the competitive contractual approach.



## CLEARING FOR RESULTS – QUALITY ASSURANCE AGENT

### Terms of Reference

#### Background

Cambodia remains one of the three countries in the world most affected by landmines and UXOs. The Royal Government of Cambodia (RGC), in line with a recent joint donor evaluation of the sector, estimates that most of the negative socio-economic impact of landmines could be dealt with by clearing 427 square kilometers of high priority land over the next 10 to 15 years. RGC has requested donor assistance for this purpose, including *inter alia* the creation of a pooled funding mechanism targeting mine clearance resources on development priorities, as established by the Provincial Mine Action Committees and the Cambodian Mine Action Authority (CMAA), in cooperation with concerned line ministries and development partners.

This new multi-donor funding facility for mine clearance has been designed to address current efficiency and transparency issues, and support a systematic integration of mine clearance with national and provincial development plans and programmes. The project will include support to the development of national capacities to provide independent quality assurance for both grant-based and contract-based demining works.

UNDP wishes to assist in the development of a national quality assurance capacity through the appointment of a Quality Assurance (QA) Agent which will be required to work in partnership with CMAA and Provincial Mine Action Committees and under the direction of the project manager and overall guidance of the project supervisory board.

#### Contract duration

The QA Agency will be appointed for a period of one year with the possibility of extension. Note that the organization contracted to provide this service may not engage in other forms of mine action in Cambodia while so contracted.

#### Terms of Reference

Analyze the existing Quality Assurance capacity in relation to the ability to effectively monitor existing operators and potentially manage competitive tendering and contract based works and services. By liaison with interested parties and in complete cooperation with the national authorities develop a quality assurance plan that will support grant and contract-based processes and include timelines for the ownership of the elements of that structure. When agreed, assist in the implementation and maintenance of that plan.

In partnership with CMAA:

Develop specific QA practice from the guidelines contained in National Standards.

Ensure QA is properly included in standards which remain under development, particularly those relating to clearance, post clearance activities and technical survey/area reduction.

Recommend and assist in the development and maintenance of a CMAA field capacity sufficient to ensure QA of at least 50 demining tasks per year. The QA capacity will have to meet the contract supervision requirements of a competitive tendering process, which may be introduced at a later stage.

Provide QA over the national and provincial task selection process, ie, act as a further filter ensuring the technical validity and continuing improvement of that selection process. Advise concerned partners on actions required to address identified issues.

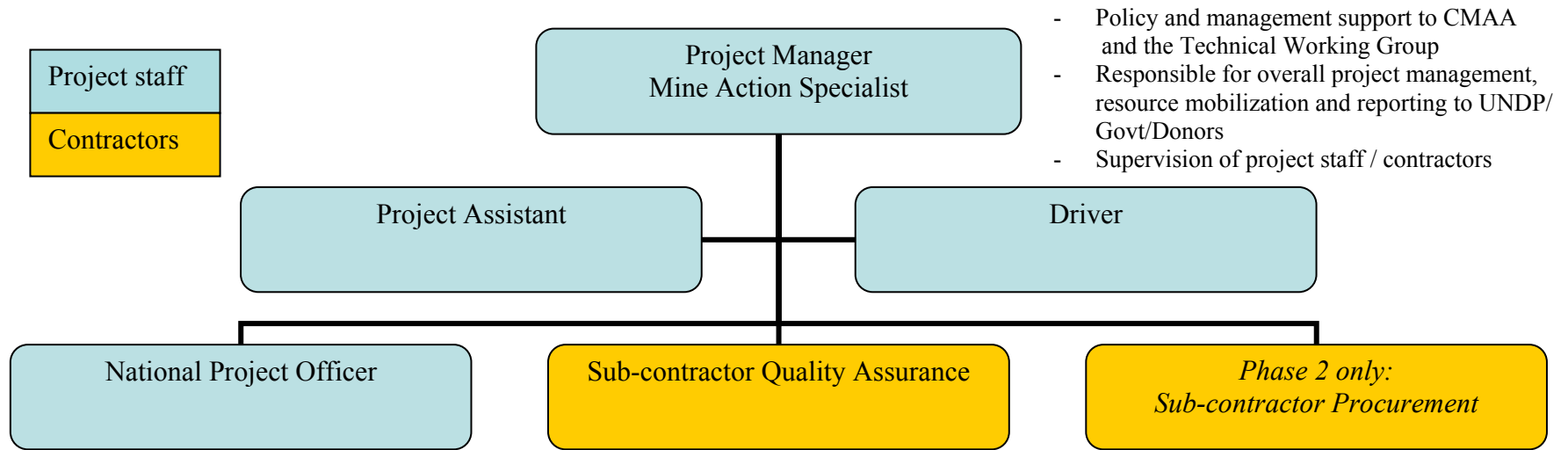
Establish and maintain a QA reporting capability compatible with the needs of both grant-based and competitive contract based systems. Of particular note is the reporting system needed to ensure the production of Final Clearance Certificates in a timely manner and to establish procedures for the resolution of breaches of good practice and on-site technical disputes, including the process for directed stoppage of works.

Provide CMAA management with quarterly progress assessments.

Should a competitive contract based system be introduced, observe the tender evaluation process and, through UNDP, provide advice where necessary based upon experience of the general mine action environment.

Provide quarterly, contract completion, and annual reports to UNDP.

**Organigram – Clearing for Development Results**



- Policy and management support to CMAA and the Technical Working Group
- Responsible for overall project management, resource mobilization and reporting to UNDP/ Govt/Donors
- Supervision of project staff / contractors

**Prioritization and Development impact**

- Monitor and support PMAC/ MAPU process (development of procedures and continuous follow-up) and CMAA’s outreach to line ministries and local authorities on post-clearance issues
- Management support to the CMAA Department of Planning (internal working procedures, reporting procedures and monitoring of staff performance)
- Capacity-development for data collection, data analysis and policy recommendations

**Quality monitoring**

- Assessment of CMAA QA capacities and potential
- Implementation of a capacity development plan for a national QA capacity
- Responsible for Quality Assurance of project tasks, in partnership with CMAA

**Procurement of mine clearance services**

- Phase 1:
- Supervision of CMAC contract
- Phase 2:
- Management of bid solicitation and evaluation (evaluation committee)
  - Award and supervision of contracts
  - Partnership with CMAA to build national capacity to procure and supervise contractual mine clearance services

**Terms of Reference**  
**Mine Action Project Manager / Specialist**

**Duty Station:** Phnom Penh, Cambodia  
**Type of contract:** ALD - A3

**I. Functions and key results expected**

Under the supervision of the relevant Team Leader the incumbent will:

Play a leading role in the development of the UNDP Cambodia mine action programme and be responsible for the overall results-based management of the programme

- Manage and coordinate the start-up phase leading to the full establishment of the new mine clearance funding system, including definition of detailed operational procedures, selection of necessary personnel/contractors, and resource mobilization for the fund;
- Manage the development of the second component of the UNDP Mine Action programme, focusing on capacity-development for the Cambodian Mine Action Authority (CMAA) and support to the Government-Donor Technical Working Group on Mine Action;
- Coordinate planning, budgeting and management of all programme activities, including operations of the mine clearance fund and technical assistance to the Cambodian Mine Action Authority and to the Technical Working Group on Mine Action;
- Oversee the work of project staff/sub-contractors and ensure that strong partnerships are established between project staff and their Government counterparts, contributing to national capacity development;
- Facilitate support services from the UNDP Country Office;

Conduct resource mobilization efforts for Mine Action

- Manage relationships and agreements with cost-sharing partners and organize resource mobilization efforts for the mine clearance fund;
- Report in a timely manner to UNDP, Government and cost-sharing donors on progress and achievements, against agreed outcome and output targets;

Provide policy advice and process support to the Cambodian Mine Action Authority

- Provide policy advice to CMAA management to promote a further integration of Mine Action issues with rural development programmes, including *inter alia* advice on: (1) any necessary adjustments to the recently established planning and monitoring framework for Mine Clearance activities, and (2) development of a strategy to deal with explosive ordnance disposal and mine risk education;
- Advise CMAA and develop its institutional capacity to build stronger linkages and advocate for Mine Action with line Government agencies and donors involved in rural development;
- Advise CMAA management on internal control systems to be put in place to ensure transparent management of CMAA resources and effective delivery of services as per CMAA's mandate;

### Provide technical support and advice to the Government-Donor Technical Working Group on Mine Action

- Advise the Mine Action Technical Working Group on prominent Mine Action issues, including (1) funding channels and funding levels for the sector, (2) monitoring of relevant mine action indicators and (3) opportunities for further harmonization and alignment of donor practices in the sector;
- Provide support to the Government Chair of the Technical Working Group and develop the capacities of the TWG Secretariat to efficiently prepare and lead the TWG meetings on behalf of Government.

### General

- Provide advice to the management of the UNDP Cambodia Country Office on strategic mine action issues;
- Act as the focal point for the UNDP Cambodia Crisis Prevention and Recovery (CPR) practice area, and participate as appropriate in UNDP CPR knowledge network;
- Undertake other relevant tasks as required by the UNDP Resident Representative.

## **II. Impact of results**

The key results are expected to strengthen the positioning of UNDP as a key partner and broker in the Mine Action sector, leading to improved partnerships with Government (Cambodian Mine Action Authority) and like-minded donors. The design and relevance of the programme should allow for significant levels of resource mobilization, in line with the Country Office target ratio for core/non-core resources.

## **III. Qualifications required**

- Master's degree in development studies/ international relations, management or other relevant field
- At least 3 years working experience in the management of development projects, including Mine Action experience
- A good team player with experience in building client relationships and networks and strong advocacy skills
- Ability and willingness to transfer skills, work independently with minimum supervision and work under time pressure to meet deadlines
- Prior experience in Cambodia highly desirable
- Familiarity with UN/UNDP rules and regulations would be an asset
- Proficiency in written and spoken English. Cambodian and/or French would be an asset
- Computer skills

## I. Position Information

Job Code Title: **Senior National Project Officer – Mine Action**  
Pre-classified Grade: SC 6  
Supervisor: Project Manager

## II. Organizational Context

Under the guidance and direct supervision of the Project Manager, the National Project Officer is responsible for management and policy support to the Department of Socio-economic Planning and Database (SPD) of the Cambodian Mine Action and Victims Assistance Authority (CMAA).

The National Project Officer works in close collaboration with the concerned CMAA Deputy Secretary General and Director of Department. S/he works on a day-to-day basis with the staff of the SPD Department, and on a regular basis with Mine Action staff in affected provinces (Provincial Mine Action Committees - PMAC, Mine Action Planning Units – MAPU, and CMAA monitoring staff).

## III. Functions / Key Results Expected

### Summary of Key Functions:

- ❑ Support the analysis and development of socio-economic planning and monitoring tools for Mine Action programmes;
- ❑ Capacity-development and mentoring of counterpart CMAA staff
- ❑ Support the development of an appropriate management framework for the Department of Socio-economic Planning and Database (SPD) of the Cambodian Mine Action and Victims Assistance Authority (CMAA)

1. Supports the development of Government tools and partnerships to **better analyze the socio-economic impact of mine clearance and better target the most affected populations**, focusing *inter alia* on achievement of the following results:

- ❑ In partnership with CMAA and PMAC/MAPU, thorough analysis of the current tools and processes used for the selection of priority minefields, identification of

<p>key issues and active participation in the continuous improvement of these tools, to better meet the development needs of affected communities.</p> <ul style="list-style-type: none"> <li>❑ Advise concerned CMAA staff on the development of indicators on the socio-economic impact of mine clearance, support the timely collection and analysis of corresponding data, and issuance of relevant reports, with increased ownership of CMAA staff overtime.</li> <li>❑ Support the SPD Department’s outreach efforts to engage line ministries and local authorities on the issue of mine clearance planning and post-clearance land use, to maximize the development impact of mine action.</li> </ul>
<p>2. Ensures effective <b>capacity-development and mentoring</b> of counterpart CMAA staff</p> <ul style="list-style-type: none"> <li>❑ Analyze capacity gaps and training needs of counterpart staff in CMAA.</li> <li>❑ Design, and upon approval by project management, implement a comprehensive capacity-development strategy to address identified needs.</li> <li>❑ Act as a mentor for CMAA counterparts through the provision of day-to-day mentoring and on-the-job training, with a step-by-step handover of additional responsibilities to CMAA staff.</li> </ul>
<p>3. Support the <b>development of an appropriate management framework</b> for the Department of Socio-economic Planning and Database (SPD) of the Cambodian Mine Action and Victims Assistance Authority (CMAA)</p> <ul style="list-style-type: none"> <li>❑ In partnership with concerned CMAA staff, develop internal procedures and tools for work planning and monitoring, in accordance with CMAA’s mandate and annual objectives.</li> <li>❑ Facilitate monitoring of the Department’s performance and advise CMAA and project management in a timely manner on ways to address the issues identified.</li> </ul>
<p>4. Undertake additional assignments as requested by the project manager.</p>

<p><b>IV. Competencies</b></p>
<p><b>Corporate Competencies:</b></p> <ul style="list-style-type: none"> <li>❑ Demonstrates integrity by modeling the UN’s values and ethical standards</li> <li>❑ Promotes the vision, mission, and strategic goals of UNDP</li> <li>❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</li> </ul>

- ❑ Treats all people fairly without favoritism

**Functional Competencies:**

***Knowledge Management and Learning***

- ❑ Promotes a knowledge sharing and learning culture
- ❑ In-depth knowledge on development issues
- ❑ Ability to advocate and provide policy advice

***Development and Operational Effectiveness***

- ❑ Ability to lead strategic planning, results-based management and reporting
- ❑ Ability to implement assigned tasks/functions with minimum supervision
- ❑ IT skills
- ❑ Ability to lead implementation of new systems, and affect staff behavioral/ attitudinal change

***Management and Leadership***

- ❑ Focuses on impact and result for the counterparts and responds positively to feedback
- ❑ Shows conflict resolution skills
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates strong oral and written communication skills
- ❑ Builds strong relationships with counterparts and external actors
- ❑ Remains calm, in control and good humored even under pressure
- ❑ Demonstrates openness to change and ability to manage complexities

**V. Recruitment Qualifications**

Education:	University Degree in Business Administration, Public Administration, Economics, Social Sciences, or secondary education with 10 years experience in Mine Action and socio-economic issues.
Experience:	5 to 10 years of experience in providing management advisory services, hands-on experience in design, monitoring and management of development projects, including significant experience in a management position in the mine action sector. Experience in the usage of computers and office software packages.
Language Requirements:	Fluency in english and khmer



## I. Position Information

Job Code Title: **Project Assistant – Mine Action**  
Pre-classified Grade: SC 4  
Supervisor: Project Manager and National Project Officer

## II. Organizational Context

Under the guidance and direct supervision of the Project Manager and National Project Officer, the Project Assistant provides support services to the UNDP Clearing for Results project., ensuring high quality, accuracy and consistency of work.

The project assistant works in close collaboration with project staff, Government counterparts, and country office staff as required to exchange information and support project delivery.

## III. Functions / Key Results Expected

### Summary of Key Functions:

- Support to management of the project
- Administrative support to the project
- Support to knowledge building and sharing

### 5. Support to management of the project:

- Support to project planning and monitoring: design and editing of project workplans and reports, under the direction of the project manager
- Draft correspondence and memos for project communications with CMAA and the UNDP Country Office
- Maintain an updated inventory of project assets

### 6. Administrative support to the project

<ul style="list-style-type: none"> <li>❑ Draft/collect documentation required for the processing of project payments by the country office and project manager</li> <li>❑ Draft the project's procurement requests to the country office</li> <li>❑ Ensure that all project procurement and payment requests meet UNDP standards and are in compliance with UNDP's web-based management system, ATLAS.</li> <li>❑ Be responsible for the management of the project's petty cash, under the guidance of the project manager</li> </ul>
<p>7. Support to knowledge building and sharing</p> <ul style="list-style-type: none"> <li>❑ Participation in the trainings open to UNDP project staff, in particular with regard to UNDP operations and management framework</li> <li>❑ Maintain clear project files, allowing for project monitoring, audit and documentation of lessons learned</li> </ul>
<p>8. Undertake additional assignments as requested by the project manager</p>

<p><b>IV. Competencies</b></p>
<p><b>Corporate Competencies:</b></p> <ul style="list-style-type: none"> <li>❑ Demonstrates integrity by modeling the UN's values and ethical standards</li> <li>❑ Promotes the vision, mission, and strategic goals of UNDP</li> <li>❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability</li> <li>❑ Treats all people fairly without favoritism</li> </ul> <p><b>Functional Competencies:</b></p> <p><b><i>Knowledge Management and Learning</i></b></p> <ul style="list-style-type: none"> <li>❑ Promotes a knowledge sharing and learning culture</li> <li>❑ Knowledge on development issues and programmes</li> </ul> <p><b><i>Development and Operational Effectiveness</i></b></p> <ul style="list-style-type: none"> <li>❑ Ability to support strategic planning, results-based management and reporting</li> <li>❑ Ability to implement assigned tasks/functions in an efficient manner</li> <li>❑ Strong IT skills</li> <li>❑ Focuses on result for the project and counterparts and responds positively to feedback</li> <li>❑ Consistently approaches work with energy and a positive, constructive attitude</li> <li>❑ Remains calm, in control and good humored even under pressure</li> </ul>

<b>V. Recruitment Qualifications</b>	
Education:	University Degree or equivalent in Business Administration, Accounting, Finance, Public Administration, Economics, Social Sciences or related field would be desirable
Experience:	3 to 5 years of relevant administrative experience with development projects. Experience in the usage of computers and office software packages.
Language Requirements:	Fluency in english and khmer

**CONTRACTUAL AGREEMENT**

Between

**THE UNITED NATIONS DEVELOPMENT PROGRAMME**

And

**THE CAMBODIAN MINE ACTION CENTRE (CMAC)**  
an entity constituted by the  
Government of the Kingdom of Cambodia  
by decision of its Supreme National Council of  
10 June 1992, such as amended by the Royal Decree  
of 1 November 1993, the Royal Decree of 25 February 1995, and  
the Royal Decree on the Establishment of CMAC of 7 August 2001

**Project Code: 0000**

**Project Title: Clearing for Results**

### **Letter of Agreement**

WHEREAS the Government of Cambodia has signed the “Agreement between the United Nations Special Fund and the Royal Government of Cambodia concerning assistance from the Special Fund” on 26 November 1960 and that UNDP is successor to that Special Fund under which the present Contractual Agreement is entered.

WHEREAS the Royal Government of Cambodia has adopted a Decree on the 6th of April 1994 to modify the 1992 Statutes of Cambodian Mine Action Center (CMAC) to ensure that this entity is established on a firm legal basis, with no managerial/executive responsibilities, nor decisional role required on the part of the United Nations by these Statutes of CMAC;

WHEREAS CMAC has accepted to carry out the core activities mentioned in the attached Terms of Reference on the terms and conditions hereinafter set forth, and

#### **NOW, THEREFORE, the parties agree as follows:**

##### **I. The project**

CMAC will carry out its activities as described in the attached Terms of Reference (Annex I) (hereafter referred to as the "Services") which forms an integral part of this Agreement.

##### **II. Duration**

This Agreement comes into effect upon signature from both parties and shall expire on 31 December 2006. The agreement may be renewed on an annual basis through an exchange of letters.

##### **III. Payment**

a) As full consideration for the implementation of the core activities to be undertaken by CMAC under the terms and conditions of this Agreement, UNDP shall disburse funds to CMAC depending on adherence of CMAC operations to the approved annual Project Work Plan and Cambodian Mine Action Standards.

Disbursements to CMAC will be made as per the schedule indicated in the attached Terms of Reference, based on a jointly agreed annual project work plan.

b) All above payments will be done upon submission of a Disbursement Request (DR), inline with the attached Terms of Reference.

c) All reports as stated in the attached Terms of Reference shall be in the English language. All reports shall be transmitted by CMAC mail to UNDP Phnom Penh. The reporting requirements are fully described in the Terms of Reference annexed to this agreement.

d) All payments by UNDP under this Agreement to CMAC shall be made to CMAC's bank account:

Bank Name:	Cambodian Commercial Bank Limited
Address:	26 Acha Mean Road, Phnom Penh, Cambodia
Account no:	800-03-3-00319-4

#### IV. Arbitration

Any dispute, controversy or claim arising out of or relating to this Agreement, or the breach, termination or invalidity thereof, shall, unless it is settled amicably by direct negotiation, be settled by arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. Such arbitration shall be conducted under the auspices of the International Chamber of Commerce (ICC), which shall also serve as the Appointing Authority under the Rules. The parties agree to be bound by the arbitration award rendered in accordance with such arbitration, as the final adjudication of any such disputed, controversy or claim.

#### V. General Provisions

1. CMAC shall carry out all its obligations under this Agreement with due diligence and efficiency.

2. CMAC shall act at all times so as to protect and not be in conflict with the interests of UNDP.

3. Without limiting CMAC's liability and notwithstanding any other provisions of this Agreement

3.1. The UNDP shall not be held liable for any of CMAC's action, omission, negligence or misconduct in respect of life, health, accident, travel, or for any insurance coverage which may be necessary or desirable to the purpose of this Agreement, nor for any costs or expenses associated with any illness,

injury, death or disability of the CMAC's personnel performing services under this Agreement. CMAC shall ensure that such personnel are adequately covered with insurance, including for any service-incurred illness, injury, death or disability.

3.2. UNDP shall not be held liable for compensation for the death, disability or the effects or other hazards which may be suffered by any third parties or to their property as a result of CMAC's actions, error, omissions, negligence or misconduct. CMAC shall maintain in force for the duration of the demining activities a Third party liability insurance to cover such risks and, upon request, present a copy of such insurance policy to the UNDP Cambodia Country Office.

3.3. CMAC shall deal with, indemnify, hold and save harmless and defend at its own expense UNDP against all suits, claims, demands, costs or expenses whatsoever arising out of any act, error, omission or negligence described in Sections 3.1 and 3.2 including those committed by CMAC's staff or by any other agents acting under its instructions.

4. CMAC shall ensure that all policies of insurance referred to above, other than for workmen's compensation shall name the UNDP and, where appropriate, sub-contractors and independent contractors concerned, as additional insured parties.

5. The rights and obligations of CMAC are limited to the terms and conditions of this Agreement. Accordingly CMAC shall not be entitled to any benefit, payment, compensation or entitlement except as expressly provided for in this Agreement.

6. CMAC shall be considered as having the legal status of an independent contractor.

7. Nothing in or relating to this Agreement shall be deemed a waiver of any of the privileges and immunities of UNDP or the United Nations.

8. Both parties may terminate this Agreement for any reason, at any time, by giving 30 days written notice to the other party.

Agreed on behalf of UNDP:

Agreed on behalf of CMAC:

Douglas Gardner                      Date  
Resident Representative  
UNDP Cambodia

Khem Sophoan                      Date  
Director General  
CMAC

**TERMS OF REFERENCE**  
**Of the Cambodian Mine Action Centre (CMAC)**  
**In connection with Project**  
**Clearing for Results**

**GENERAL CONSIDERATIONS**

The project document for Clearing for Results covers distinct activities to be financed from UNDP TRAC resources and from cash and in-kind contributions by donor countries.

The objective of the project, its approach, activities and management set-up are outlined in this document and its attachments.

CMAC shall be responsible for the overall planning, implementation and co-ordination of mine/UXO clearance, survey and risk reduction activities funded under the above mentioned project, unless otherwise specified in the Letter of Agreement or agreed in writing between UNDP and CMAC.

In carrying out its responsibilities and/or tasks under this Agreement, CMAC shall co-operate closely and co-ordinate with other local, bilateral or international entities operating in Cambodia for Mine Action activities related to the Project.

CMAC shall also work closely with the UNDP Project Manager. CMAC shall consult and co-operate with the UNDP Country Office in Phnom Penh and/or authorized UNDP representatives.

**RESPONSIBILITIES OF CMAC**

CMAC will perform, but not necessarily be limited to the following responsibilities:

Mine Action:

- Mine/UXO Clearance
- Mine/UXO Information and Survey
- Mine Awareness and Risk Reduction

CMAC will implement these activities according to the project's annual work plan, jointly agreed by UNDP and CMAC.

**Project responsibilities**

CMAC will plan, carry out and co-ordinate the above activities in a timely and efficient manner for the successful achievement of agreed work plan targets. If during the course of the Project CMAC considers that, for some reasons, it will not be able to carry



out one or more of the project activities, CMAC will promptly notify in writing the Resident Representative of UNDP in order that, after mutual consultation, appropriate arrangements and/or revision of the Agreement may be agreed and made.

The Director-General of CMAC, by Royal Decree, is the representative of CMAC. He is responsible for day to day matters of Project implementation, and will communicate and correspond, on behalf of CMAC, with all parties directly involved with the Project: the UNDP Country Office, the Project Manager, etc. The Director-General, among his other responsibilities, will participate in project evaluations and monitoring meetings, as required.

### **Project Records/ Financial Management**

CMAC will establish and maintain updated records and documentation on the progress and implementation of the Project so that a clear assessment of the status of Project implementation - in terms of ongoing and completed activities - can be made available at any time. To this end, CMAC will also ensure that effective channels of communication exist between its headquarters and regional offices so that records and information on Project activities are communicated to headquarters regularly and in a timely manner.

CMAC shall maintain separate records, documents and all other evidence required to substantiate any and all charges to the Project. It is understood that financial records, including documentation to support entries on accounting records and to substantiate charges against the UNDP Trust Fund shall be maintained in accordance with generally accepted accounting practices. In this connection, CMAC's files and accounts relating to the Clearing for Results Project are subject to audit and / or review at any time by UNDP or its representatives. All such financial records shall be maintained for three years after the final disbursement of funds from UNDP.

### **Financial Accountability**

CMAC is responsible for maintaining an accounting system that contains records and controls sufficient to ensure the accuracy and reliability of project financial information. The accounting system must also ensure that the receipt and disbursement of UNDP funds is properly identified and that budgetary categories approved are not exceeded.

### **Work Plans / Budget**

The Project Work Plan is to be prepared as an annual work plan mutually agreed by UNDP and CMAC, based on financial resources made available by UNDP. The work plan may be amended at any time. Written approval from both parties is required to amend the work plan and authorize subsequent changes in planned activities and targets.

The annual work plan should include costs, operational targets and impact targets for each of the three activities mentioned above. The targets of work/activities will be indicated in quantifiable and identifiable terms, as per the attached template (Annex 1).

The annual work plan will include a quarterly payment schedule.

The budgeting process will be transparent and properly documented. Upon request, UNDP will have access to relevant information in this regard, including - but not limited to – CMAC cost database.

### **Adherence to Cambodian Mine Action Standards and national Quality Assurance systems**

CMAC shall conduct project operations in adherence with the Cambodian Mine Action Standards (CMAS), and cooperate as required with quality assurance teams fielded by the Cambodian Mine Action Authority (CMAA).

In order to facilitate quality assurance and monitoring of mine clearance and survey activities, CMAC shall provide CMAA and UNDP with a detailed deployment plan for these activities. Any update to the deployment plan should be immediately forwarded to UNDP and CMAA Quality Assurance Unit.

### **Disbursement Requests**

CMAC shall prepare a Disbursement Request for each quarter of Project implementation. A written disbursement request, in accordance with the schedule of the project work plan, should be submitted to UNDP together with CMAC's quarterly report on project achievements during the previous quarter.

### **Procurement of Goods and Services through Subcontracts**

A contractor/subcontractor is defined as an entity providing services or goods in exchange for payment or other consideration. Contractors/subcontractors, vendors and suppliers are chosen through competitive bidding. CMAC procurement procedures and practices can be employed for the procurement of goods and services to be rendered under subcontract when such procedures are consistent with the principles of fairness, transparency, economy and efficiency, which are the basis for the use of UNDP's funds.

### **Reports**

CMAC reports on project achievements will be sent to UNDP on a quarterly basis, no later than a month after the end of the reporting period. The format of the quarterly operational report should mirror the format of the annual work plan to facilitate project monitoring. All accidents occurring during operations should be mentioned in the quarterly report, together with the results of investigations on each accident, including findings and follow-up measures.

CMAC will prepare an annual progress report on the implementation of the project work plan. The report will describe clearly and in sufficient detail for each of the three activities the targets which had been set for the period and the results actually achieved. Any problem encountered, which impeded or delayed achievement of targets should be documented. The format of the annual progress report will mirror the format of the annual work plan, in order to facilitate monitoring of programme activities.

CMAC will submit the annual progress report to UNDP no later than 1 month after the end of the reporting period.

### **Project Meetings/ Reviews / Evaluation/ Audit**

CMAC will support fully any audit undertaken by the UNDP Office of Audit and Performance Review, and external audits commissioned by UNDP. The objective of such audits will be to assure that UNDP resources are being managed in accordance with:

- the financial regulations, rules, practices, and procedures prescribed for the Project;
- the Project Document and work plans, including activities management and implementation arrangements, monitoring, evaluation and reporting provisions;
- the requirements for implementation in the areas of management, administration and finance.

CMAC will provide its assistance and co-operation during Project evaluations, as stipulated in the Project Document, and any other assessments that may be deemed necessary after due consultation between the UNDP, the Government and CMAC.

## **OBLIGATIONS OF THE UNDP**

### **UNDP Co-operation**

The UNDP Country Office will co-operate closely with and advise CMAC on matters pertaining to programme implementation. The Project Manager is the focal point in UNDP for day-to-day management of relations with CMAC.

The Project Manager will inform CMAC of the funding made available for CMAC operations and cooperate with CMAC in the preparation of the corresponding annual work plan or amendment to the workplan. The project, through the Project Manager, will provide assistance in order to promote results-based management practices in CMAC. This assistance will in particular include technical advice for planning and monitoring indicators.

The UNDP Country Office will promptly process CMAC disbursement requests, provided that:

- the disbursement request is in line with the agreed work plan,
- reporting requirements have been met, and

- UNDP is satisfied with progress made in the implementation of the project

In the case of planned delays in disbursements due to the late reception of donor contributions, UNDP will promptly notify CMAC in order that, after mutual consultation, appropriate arrangements and/or revisions of the Agreement may be agreed and made.

Annex 1 : CMAC Annual Work Plan (template)

## **CMAC Annual Workplan Clearing for Results Project**

Amount allocated: *to be advised by UNDP*

### **I. Clearance**

Total area to be cleared:

Purpose of clearance/ planned land use: *(pie chart with percentages)*

Total Direct beneficiaries:

Total Indirect beneficiaries:

Total cost for clearance:

List of minefields:

*(table including for each minefield: province, district, commune, village, surface area, intended land use, number of direct and indirect beneficiaries, MAPU/PMAC number/grid, CMAC number/grid)*

*Include minefields nominated for Adopt-A-Minefield*

*All proposed minefields must be certified approved by PMAC and investigated by MAPU*

*The list of minefields may be modified during the course of the year: CMAC submits proposed changes to UNDP with sufficient advance notice and explanations regarding the reasons for change (e.g. technical difficulties, access, land ownership issues, additional work over initial target). Once agreed by UNDP, CMAC may move forward with the implementation of the revised plan.*

### **II. Technical Survey**

Target area:

Total cost for Technical Survey:

### **III. Mine and UXO Risk Reduction / Awareness**

Number and type of teams deployed:

Target population/meetings: *Detail operational targets for each type of activity/team*

Total cost for Mine and UXO Risk Reduction / Awareness:

**IV. Administrative Overhead**

%:

**V. Schedule of payments**

1<sup>st</sup> quarter:

2<sup>nd</sup> quarter:

3<sup>rd</sup> quarter:

4<sup>th</sup> quarter:

---

Submitted by:

Director General  
CMAC

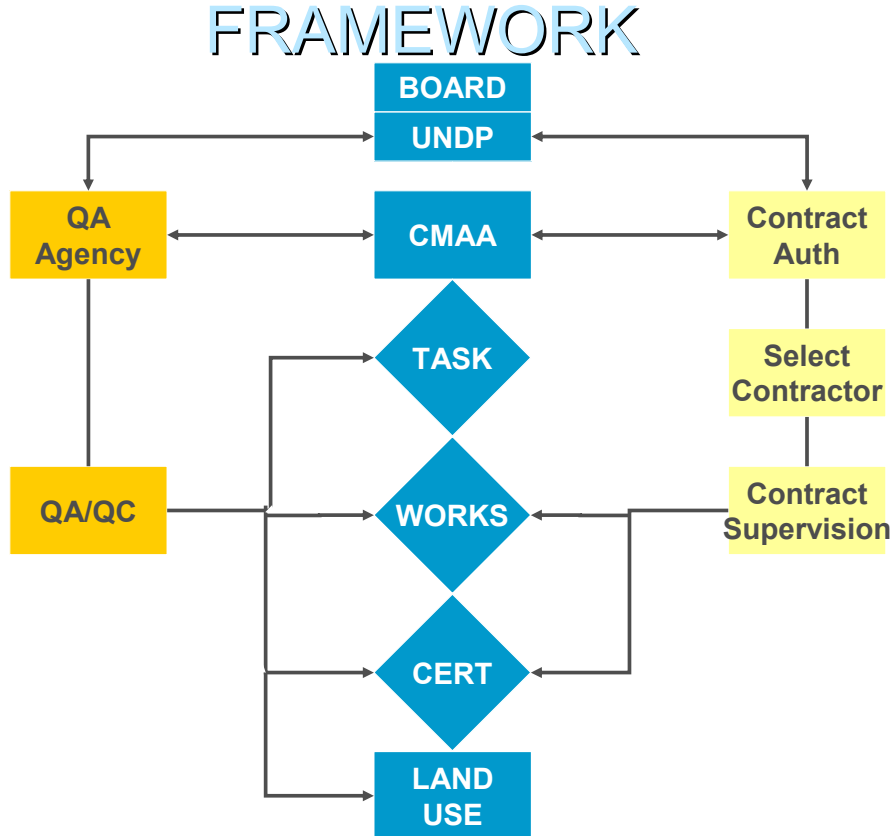
Date:

Approved by:

Programme Director &  
Deputy Resident Representative  
UNDP

Date:

**Proposed operational arrangements  
Clearing for Results Phase 2**



## ACTIVITY MATRIX

*(draft – Phase 2)*

<b>ACTIVITY</b>	<b>UNDP (Supervisory Board)</b>	<b>CMAA</b>	<b>Contracting Authority</b>	<b>QA Agency</b>
<b>Funding</b>	<b>X</b>		Receive	
<b>Estimate Task Area</b>		<b>X</b>	Advice	QA
<b>Select Tasks</b>	Endorse	<b>X</b>	Receive	QA
<b>Initiate Tender Process</b>			<b>X</b>	QA
<b>Select Contractor</b>	Member	Member	<b>X</b>	QA
<b>Works in Progress</b>		<b>X</b> (field staff)	<b>X</b> (contract supervision)	<b>X</b> (QC supervision)
<b>Works Completion</b>		<b>X</b> (Final Clearance Certificate)	<b>X</b> (Final contract report)	<b>X</b> (Final QC)
<b>Contract Completion</b>	<b>X</b> (Authorization)		<b>X</b> (Final payment)	
<b>Land Use</b>		<b>X</b>		QC
<b>Tender Completion Reports</b>	Receive		<b>X</b>	<b>X</b>



**CLEARING FOR RESULTS - CONTRACTING AUTHORITY**  
**TERMS OF REFERENCE**

*(Draft – to be updated upon implementation of second phase)*

The Cambodian Mine Action Authority (CMAA) intends to progressively introduce competitive tendering of humanitarian demining throughout the country. Over the next ... years it is anticipated that approximately .... dollars will be committed to the project spread over .... contracts each containing, as a guide, .... risk areas. Tenderers over the initial period are most likely to be Non Government Organizations or autonomous institutional authorities.

UNDP wishes to assist in this process through the appointment of a Contracting Authority which will be required to work in partnership with CMAA and under the direction of a Supervisory Board comprising senior government, CMAA, UNDP and donor representatives.

The Contracting Authority will be appointed for a period of one year with the possibility of extension for a further year. Note that the organization or individual contracted to perform this service may not engage in other forms of mine action in Cambodia while so contracted.

**Terms of Reference**

Based upon technical task specifications provided by CMAA and funds made available from the Supervisory Board through UNDP, initiate and manage the tender process through to selection of the most appropriate tender. This process will be based upon tender documentation and procedures, including the composition and operation of the Evaluation Committee, as developed and agreed between the Contracting Authority and the Supervisory Board.

Recommend, and subject to approval, implement a method by which:

(1) CMAA staff will be fully briefed on the processes involved in selecting the appropriate contractor, and empowered to play an increasingly important role in the mechanism

(2) CMAA Staff may be trained and employed to perform the function of field contract supervision under the control and responsibility of the Contracting Authority.

Be responsible to the CMAA and Supervisory Board for propriety and technical best practice in the tendering, implementation and completion of contracts. In this context UNDP, representing both CMAA and the Supervisory Board, will be the normal working partner and first point of contact; matters fundamental to the success of contracts, or requiring amendment to contracts, or of an unusual nature likely to attract extra-ordinary attention are to be referred to UNDP as quickly as is practicable.

Using authority delegated by the Supervisory Board in all respects act as Employer in the execution of contracts.

Provide monthly, quarterly, contract completion and annual reports to UNDP.

## Monitoring framework

### *Monitoring of outcomes*

Outcome indicator	Baseline	Means of verification
Land area cleared in sq.km.	2004: 1810 ha	Operators' reports and CMAA annual "Mine Clearance Analysis" and "Mine Action Achievements" reports
% productive use of cleared land	96% (partial results based on CMAA 2004 field checks on a sample of 6% of surface cleared from 1993 to 2003)	Annual report from the CMAA Socio-Economic Unit on its field investigations
% of cleared land allocated and titled to the right beneficiaries	n/a (first investigations to be carried out in 2006)	Annual report from the CMAA Socio-Economic Unit on its field investigations
Annual Mine/UXO casualties	2004: 898	Annual CMVIS report, issued by Cambodian Red Cross/ Handicap International

### *Monitoring of project outputs*

Output indicator	Baseline	Means of verification
Value of resources mobilized	0 (new project)	Annual UNDP project report
Land area cleared using the project's resources in accordance with provincial priorities	0 (new project)	CMAC quarterly and annual progress report to UNDP
Strengthened efficiency and effectiveness of quality assurance services	QA capacity in CMAA is relatively low (limited to monitoring of selected operators' SOPs). Procedures for the monitoring of compliance with national standards (CMAS) are being developed.	CMAA report and report from the project's quality assurance agent to UNDP (quarterly and annual)

Output indicator	Baseline	Means of verification
Positive audit reports	n/a (first year will serve as baseline)	Overall rating of project in external audit report (annual)
A user friendly prioritization methodology developed in cooperation with CMAA and PMAC/MAPU	Work on PMAC/MAPU procedures initiated by Australian Volunteers International, in cooperation with PMAC/MAPU	Availability of PMAC/MAPU procedures, including prioritization criteria
A revised and standardized set of outcome indicators, used by CMAA for monitoring purposes and analysis	CMAA has begun to collect socio-economic data, which remains to be analyzed and published	Annual CMAA report on "mine action analysis" to include data on socio-economic impact of mine-clearance
Evidence of understanding and use of socio-economic criteria for demining investments among stakeholders agencies	Most operators participate in the PMAC/MAPU process but the use of socio-economic criteria is not systematically monitored	CMAA and PMAC/MAPU reports on the prioritization process, including any issue encountered with operators/donors on priority-setting
Strengthened links between Mine Action authorities and local authorities/ line ministries at the national and provincial level	Mine Action still very much perceived as an isolated sector. Little evidence of line ministries follow-up on cleared land use. Little funding coming from development projects	UNDP project report, including evidence of CMAA follow-up/communications with line ministries and local authorities on post-clearance land use
Evidence of re-structuring, improved functioning, Government financing and coordination at CMAA	On-going budget and organizational reforms in CMAA	UNDP project report, including assessment of CMAA internal working procedures/practices
Existence of consulting facility and its utilization by TWG and CMAA on strategic policy issues	No financial or TA support available to the Technical Working Group	UNDP project report on funding available for TWG/CMAA studies, and requests from CMAA/TWG
<b>Phase 1 – Specific indicator</b>		
Achievement of CMAC annual targets including costs, socio-economic and technical results	n/a (new project), but CMAC overall operational targets for 2004 have been met	CMAC quarterly progress report to UNDP and annual report against agreed workplan targets
<b>Phase 2 -Specific indicators</b>		
Successful competitive bidding processes for demining contracts	No existing competitive bidding system	Reports from procurement agent and minutes of quarterly reviews by the supervisory board
Value of demining contracts	0 (new project)	UNDP financial report

## Acronyms

CDC	-	Council for the Development of Cambodia
CMAA	-	Cambodian Mine Action and Victims Assistance Authority
CMAC	-	Cambodian Mine Action Center
CMVIS	-	Cambodia Mine/UXO Victim Information System
DFID	-	Department for International Development
MAPU	-	Mine Action Planning Unit
NGOs	-	Non-Governmental Organisations
PMAC	-	Provincial Mine Action Committee
QA	-	Quality Assurance
RGC	-	Royal Government of Cambodia
TOR	-	Terms of Reference
TWG	-	Government-Donor Technical Working Group on Mine Action
UNDAF	-	United Nations Development Action Framework
UNDP	-	United Nations Development Programme
UNICEF	-	United Nations Children's Fund
UNOPS	-	United Nations Office for Project Services
UNTAC	-	United Nations Transitional Authority in Cambodia
UXO	-	Unexploded Ordnance