

United Nations Development Programme
Country: CAMBODIA
Project Document

Project Title: Clearing for Results
UNDAF Outcome: By 2015, more people living in Cambodia benefit from, and participate in, increasingly equitable, green, diversified economic growth.

Expected Country Programme (CP) Outcome: National and sub national capacities strengthened to develop more diversified, sustainable and equitable economy.

Expected Output: National structures and mechanisms ensure demining resources are effectively allocated promoting the release of land for productive use by the poor.

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

Brief Description

Building on the achievements and lessons learned from the first phase of the project (2006 – 2010), *Clearing for Results Phase II* intends to bring the Cambodian Mine Action and Victim Assistance Authority (CMAA) to a higher level where it effectively leads the implementation of the National Mine Action Strategy (NMAS) **resulting in resources being allocated to the RGC's national and local development priorities as well as in the enactment of policy frameworks that support increased levels of land released to communities for rural development and thus improved access to economic opportunities and growth. This will require building further the CMAA's capacity at the organizational and individual levels in key functional and technical areas as identified in its forthcoming 2010 capacity development plan and as required by the NMAS.** The CMAA will also take a leading role in the management of *Clearing for Results* resources for demining thereby gaining not only ownership of the project but also increased leadership in the management of the resources allocated to the sector.

Programme Period:	2011-2015
Key Result Area (Strategic Plan):	CPR
Atlas Award ID:	
Start date:	01/01/2011
End Date	31/12/2015
LPAC Meeting Date	09/12/2010
Management Arrangements	NIM

Total resources required	US\$ 24,152,640
Total allocated resources:	US\$ 21,247,323
UNDP TRAC	US\$ 1,000,000
Other:	
CIDA	CA\$ 10,000,000
AusAID	AU\$ 10,000,000
DFID	GBP 276,858
Government	
Unfunded budget	US\$ 2,905,313

Agreed by H.E. Prak Sokhonn, Vice President, CMAA

Date:

Agreed by Ms. Elena Tischenko, Country Director, UNDP

Date:

- This project is a continuation of UNDP *Clearing for Results* (2006-2010) project. It has been developed to respond to national priorities of the Royal Government of Cambodia (RGC) as spelled out in the National Mine Action Strategy (NMAS) 2010-2019 approved by the Prime Minister on 11 November 2010. It is consistent with the UNDP Country Programme Document (2011-2015) and builds on an in-depth review of achievements and lessons learnt under the previous phase of the project.¹
- The NMAS was developed through a consultative process led by the CMAA and represents the new strategic framework for mine action in Cambodia under which all programmes and projects will be **undertaken. While ambitious in its goals, it is a forward looking document which reflects Cambodia's** aspiration to become a country where women, men and children can live safely from the threat of mine and Explosives Remnants of War (ERW) and where development can take place in a safe environment. The NMAS has four goals:
 1. Reduce Mine/ERW casualties and other negative impacts
 2. Contribute to economic growth and poverty reduction
 3. Ensure sustainable national capacities to address the residual mine/ERW contamination
 4. Promote stability and regional and international disarmament
- The NMAS **was also formulated with a view of embracing Cambodia's obligations under the** Anti-Personal Mine Ban Convention (APMBC) and explicitly supports the targets set in Cambodia's **Article 5** Extension Request as well as obligations related to victim assistance, transparency reporting and international cooperation and assistance.
- A 2010 analysis of advancements made by Cambodia towards its Millennium Development Goals found that while considerable progress has been made to reach the 9th Millennium Development Goal (MDG) on landmine and victim assistance, more efforts are needed. Indeed, casualty rates have progressively been declining from over 2,700 per year in the late 1990s to 243 in 2009 and some 560 square kilometres of contaminated land have been cleared or nearly half of the total contamination has been cleared since 1992. However, some 650 square kilometers still need to be cleared from mines which will take another 10-15 years of intensive efforts.
- With the support of UNDP *Clearing for Results* (2006-2010), the Cambodian Mine Action and Victim Assistance Authority (CMAA) has made considerable advancements in leading the sector towards greater efficiency, accountability and the targeting of mine clearance resources on development priorities. Guidelines were disseminated for provincial authorities to prioritize and monitor clearance based on community needs (also known as the PMAC/MAPU² process); a National Mine Action Strategy (NMAS) was developed and the CMAA led the development of key initiatives such as the Baseline Survey and Land Release Policy/Standards which have the potential to dramatically improve the effectiveness of the sector in the future. These achievements **clearly demonstrate CMAA's** increased capacity in policy making, strategy formulation and monitoring of mine clearance. Indeed, the CMAA is now equipped with a solid regulatory capacity both at policy and operational levels; it ensures timely collection of mine clearance data and oversees a bottom-up system to plan and monitor the prioritization of mine clearance tasks.
- The project has also contributed directly to the clearing of mine/ ERW affected land for communities in support of local development. More than 35 square kilometres of affected land were cleared by the Cambodian Mine Action Center (CMAC) based on priorities established at provincial and local level. The CMAA has also been increasingly engaged in the management of *Clearing For Results* demining resources by taking part in the development of terms of reference for demining work, the assessment of project proposals for demining and the monitoring of demining activities; which has provided CMAA with a greater understanding of its role in the coordination and management of resources allocated to the sector. UNDP and CMAA partnership in overseeing UNDP-managed demining resources also enabled CMAC to make considerable advancements in the management of resources and increased compliance to national mine action systems and standards.
- In August 2009, the CMAA initiated a Baseline Survey (BLS) in order to collect data on the precise location of all remaining mined/ ERW affected areas. The survey is expected to cover 122 affected districts and to be completed by December 2012. Phase 1 of the BLS, to be completed by the end of

¹ See *Clearing for Results* Mid-Term Reviews 2008 and 2009.

<http://erc.undp.org/evaluationadmin/manageevaluation/viewevaluationdetail.html?evalid=3050>

² Provincial Mine Action Committee/ Mine Action Planning Unit

2010, required the three operators (CMAC, Halo Trust and MAG), to survey the 21 most mine-affected districts under the coordination and control of the CMAA. BLS data will be used in the development of the 2011 mine/ ERW clearance workplan. Furthermore, the BLS will also enable Cambodia to comply with Article 5 of the APMBT which request States Parties to identify and report on all areas containing anti-personnel landmines. After a competitive process *Clearing for Results* provided an award to two demining operators to conduct BLS activities in 2010.

- While *Clearing for Results* (2006-2010) is **implemented under UNDP's direct implementation (DIM)** modality, the CMAA was provided the opportunity to progressively develop its capacities in managing and delivering project activities, especially through the co-management of the 4 million USD clearance component. The CMAA had expressed its readiness to assume a more determinative role in setting the objectives and managing the results of the project in order to increase the **organization's ability to manage key planning and regulatory functions in its own right**. As a result, UNDP initiated in 2009 to increasingly involve the CMAA in all aspects of project management from planning to monitoring. In addition UNDP outsourced successfully the implementation of some key activities inscribed in the project 2010 workplan to the CMAA. Of particular importance is the co-management of the 2010 contracts with CMAC and Halo Trust for clearance and/ or Baseline Survey activities where the CMAA demonstrated its ability to play its authoritative role in an assertive manner.
- The Mine Action Technical Working Group (TWG) **chaired by the CMAA's Vice-President** serves as a platform for Government-Donor coordination of the Mine Action sector. While stakeholders recognize that there is no major donor fragmentation within the sector, the recent NMAS offers an opportunity for mine action stakeholders to better align to the **RGC's sector priority as well as to comply with the RGC's aid effectiveness agenda**. Accordingly, UNDP as the TWG Lead Donor facilitator is assisting the RGC in developing Partnership Principles with the aim of fostering Aid Effectiveness principles in the management of resources allocated to the sector.
- Cambodia also demonstrated its strong commitment to the Anti-Personal Mine Ban Convention (APMBC) by leading the formulation and promotion of a comprehensive and sound request for a ten-year extension of its deadline under Article 5 and by offering to host the 11th Meeting of States Parties in 2011. While Cambodia has yet to sign and ratify the Convention on Cluster Munitions, it is committed to do so following a review of the **Convention's implication**.
- Cambodia has also been at the forefront of gender mainstreaming in the global mine action sector. In 2007, the CMAA developed Strategic Directions in Gender Mainstreaming in partnership with the International Woman Development Agency (IWDA). As a result, the CMAA set-up a Gender in Mine Action Technical Reference Group, which provides a forum for discussion and advice on issues related to gender in mine action and seeks to develop stakeholder capacity to respond to gender issues in mine action, and to apply the UN gender guidelines. Consequently, gender considerations were integrated in the formulation of the NMAS and into various planning documents to ensure equal participation of both men and women in mine clearance planning processes³. CMAA participated in all international conferences organized by the UN Mine Action Team since 2007 on gender integration and shared experiences with other countries in this area. The CMAA promoted the employment of female deminers and today CMAC, MAG and Halo Trust are all employing female deminers.
- Despite considerable headways by the RGC in the overall management of the sector and its commitment to address the mine/ ERW problem, the contamination in Cambodia is still believed to be among the largest in the world. In its 2009 request for a ten-year extension of its deadline for mine clearance under the APMBC⁴, Cambodia estimated that 648.8 square kilometres of mine contaminated land require clearance in the next 10-15 years - provided similar levels of assistance are maintained or an estimated USD 470 million.
- Since 2006, development partners have contributed approximately USD 30 million each year for mine clearance, mine risk education, victim assistance and capacity development of which USD 21 million in 2009 supported mine clearance activities directly. **In addition, the RGC's contribution to the four national entities' mine action activities (CMAA, CMAC, Police, RCAF) has increased every year reaching USD 3.5 million in 2009.** The NMAS indicates that the RGC will increase its financial share of the mine

³ In 2008, over 20 MAPU staff were trained on gender-sensitive data collection and community facilitation; Guidelines on the Socio-Economic Management of Mine Action were revised to integrate gender considerations, as well as the MAPU Technical Instructions and Instructions on Village Mine Clearance Planning.

⁴ See www.apminebanconvention.org/background-status-of-the-convention/clearing-mined-areas/39-states-parties-in-the-process-of-implementing-article-5/cambodia/

action budget up to 30% in 2019. The main donors to the sector include Japan, the US, Australia, Canada, Germany and DFID. Donors contributing with smaller amounts include Ireland, Finland, Spain, Belgium, Norway and charity-based organizations. Japan provides mainly in-kind donation of demining equipment to CMAC. The US, Germany and DFID support mostly mine clearance activities undertaken by CMAC and other international NGOs, while Australia, Canada and UNDP's funds have been channeled through *Clearing for Results*. UNICEF also supports the CMAA with the coordination and implementation of Mine Risk Education activities by national and non-governmental organizations. Contribution to victim assistance amount to USD 3 million per year. *Clearing for Results* is the only project that supports comprehensive capacity development of the mine action sector regulatory body while clearing huge amounts of mine affected land. It is believed that over the last five years, the project represented the largest direct financial contribution to mine clearance activities.

- Financial assistance to the mine action programme in Cambodia has gradually been decreasing over **the last few years. If this trend isn't reversed, the RGC's ability to maintain its** demining capacity to achieve the goals of the APMBC and the NMAS would be at risk. It is therefore of vital importance to maintain if not increase levels of financial support to the Cambodia Mine Action programme against the goals set in the National Mine Action Strategy and the Article 5 Extension Request. The implementation of the sector strategy supported by Baseline Survey data will provide an opportunity for clearer targets and thus enhance visibility based on which, it is anticipated, donors will increase their aid to the sector. The 11th Meeting of States Parties of the APMBC that Cambodia will host and preside at the end of 2011 in Phnom Penh offers also a major opportunity for Cambodia to solicit increased financial assistance. In addition, this project will see the regulatory body (with the support of targeted capacity development measures) leading the allocation of the project mine clearance resources in support of national priorities by using competitive mechanisms that are expected to result in greater value for money and efficiency gains. This strategy paves the way for a programme-based approach and thus increased alignment and harmonization of practices in support of a result-based and efficient management of the sector. The result should lead donors to maintain long-standing commitment to the sector. The project should result in at least 35 sq km of land cleared or **15% of Cambodia's clearance targets under the Extension Request for the period 2011-2015.**
- Landmines and ERW continue to pose major obstacles to human security, national reconstruction and development, especially in the north western rural areas where poor people are resettling and looking for economic opportunities. The large extent of the remaining contamination results in delays in the rehabilitation of socio-economical infrastructures and entire areas not being farmed, thereby further depriving communities from basic health and education services as well as livelihood opportunities. As a result, mines and ERW still constitute a major blockage to rural development and economic growth.
- In reflecting on the effects of the economic downturn in the wake of the global economic crisis and to ensure further poverty reduction and achievement of the Cambodian MDGs, the National Strategic Development Plan identified mine clearance as a major requirement to reduce casualties, remove development constraints to rural development and shield the rural poor from future shocks.
- At the 2009 Cartagena Review Conference of the Anti-Personnel Mine Ban Convention, Cambodia also committed to achieve the targets set in its Article 5 Extension Request as well as adopted the **Cartagena Action Plan which lays out States Parties' priority action over the next 5 years. The National Mine Action Strategy** was developed with the aim of directly supporting the implementation of **Cambodia's Article 5 Extension Request as well as other obligations spelled out in the APMBC.**
- The Royal Government of Cambodia has put good governance at the core of its *Rectangular Strategy*, recognizing its importance in attaining the CMDGs. As pointed out in the National Strategic Development Plan (NSDP), the quality, efficiency and delivery of public services remain a key challenge in this respect. Early 2010, the CMAA concluded a capacity assessment which led to the formulation of a capacity development plan to improve the delivery of its services with respect to its mandate and the requirements of the NMAS. The implementation of the forthcoming capacity development plan has the potential **to strengthen CMAA's capacity to implement the NMAS** and thereby lead the sector with greater efficiency.

- In response to national priorities and challenges identified in the Common Country Assessment (CCA), the UNDAF focuses among other areas on the promotion of equitable, green, diversified economic growth. Drawing on this outcome, the UNDP draft Country Programme Document (2011-2015) aims to strengthen national and sub-national capacities to develop more diversified, sustainable and equitable economy. The project intends to contribute to this outcome by building further the capacity of national structures and mechanisms to ensure demining resources are effectively allocated, thereby promoting the release of land for productive use by the poor.
- This project builds on the achievements of *Clearing for Results* (2006-2010) and has been based on a **review of UNDP's comparative advantages as outlined in the 2008 and 2009 project Mid-Term Reviews (MTRs)**. The RGC has repeatedly expressed its satisfaction with the project and recognizes its considerable contribution in building capacity at the CMAA. The RGC also values the CMAA as a key actor to regulate the sector and enhance its performance and contribution to the development agenda. It should be noted that *Clearing for Results* has been the only project that has systematically and comprehensively supported capacity development at the CMAA and is the largest contributor to the sector in terms of monetary contribution to mine clearance capacity. Other development partners **currently supporting the CMAA include Norwegian People's Aid (NPA) in the area of information management and UNICEF for risk education**.
- The 2009 Mid-Term Review found that the CMAA had made considerable advancement in strategic and policy response as well as in some key technical areas and recommended that the CMAA be more involved in the management of the project. Concurrently, the CMAA expressed its desire to assume a decision making role in the management of the project as a way to strengthen its ability set the mine action agenda, convene donors and national actors and to push forward the Aid Effectiveness agenda. The 2011-2015 project will therefore be implemented under a National Implementation (NIM) modality whereby the CMAA is the entity responsible and accountable for managing the project, including the monitoring and evaluation of project interventions, achieving project outputs, and for the effective use of UNDP resources.
- The project recognizes that the transition to national implementation will require a shift in support from traditional UNDP areas. Further support will be required in all aspects of project management including planning, monitoring, budgeting and reporting which will require an increase in the delivery of capacity development and advisory support especially during the next 1-2 years of project implementation. **The CMAA's General Administrative Department** which has been supporting the entire organization since its inception has expressed the need to increase its capacity in those areas to **better support CMAA's overall operations and to effectively support the management of *Clearing for Results***. Specific support in the areas of finance, administrative and procurement management will start during the last quarter of 2010 based on a specific capacity assessment (see Capacity Development section under Project Arrangements).
- Capacity development in managerial and technical areas will build on the achievements of the current project and further needs are being identified through **CMAA's capacity development** exercise which will result in a capacity development plan. While the direction and broad components of such support have already been identified under each Key Deliverable (see below), specific activities such as training or development of work processes will be identified through the capacity development plan and will enable a more holistic and comprehensive approach to capacity development.
- **CMAA's forthcoming capacity development plan will provide** an opportunity to look for existing or new partnerships, in order to implement some key capacity building activities which might involve other UNDP programmes and projects in Decentralization and Deconcentration, Local Economic Development, Climate Change and Gender, other UN agencies (e.g. UNIFEM, UNCDF), regional, national or local research centres, training institutes or other mine action programmes. UNDP will also use its network of country offices to promote South-South cooperation and to seek opportunities for CMAA to participate in international forums and exchanges and to engage in high-level policy dialogue and development.
- The project will continue promoting gender equality in all aspects and contribute to the implementation **of Cambodia's Gender Equality Policy⁵ (2009-2013)** and achievement of CMDG Goal 3 on Gender Equality

⁵ National Strategic Development Plan 2009-2013

and Empowerment, and as informed by the UN Mine Action Gender Guidelines (2010) and UNDP's Gender Equality Strategy (2008-2011). The project will promote gender equality during the formulation of policy and strategic frameworks as well as in all operational guidelines and tools including the collection of data to ensure that both women and men benefit equally from mine action in Cambodia and that such aspects can be measured.

III. PROJECT OUTPUT

- The project output is: National structures and mechanisms ensure demining resources are effectively allocated promoting the release of land for productive use by the poor.
- In order to achieve this output, the project will adopt a three-pronged approach. Firstly, it will support the overall coordination of the sector through empowerment of the CMAA for the promotion and implementation of the NMA in support of other international instruments such as the APMBC and national development strategies at national and sub-national levels. Secondly, it will support developing the capacity of the national authority, the CMAA, to manage, regulate, coordinate and monitor the sector efficiently and effectively. Finally, it will continue playing an active role in surveying and clearing areas contaminated by mines and ERW with an emphasis in promoting efficiency and transparency to achieve greater release of land in support of poverty reduction and economic growth.
- The project strategy translates into three Key Deliverables: i) CMAA has proven capacity to develop and promote policy and strategic frameworks to ensure most resources are effectively allocated onto national priorities as defined by local planning processes and maximize the land available for local development; ii) The CMAA is equipped with the technical and functional capacities required (such as planning, coordinating, regulating and monitoring) to manage the sector within an evolving environment; iii) Survey of the remaining challenge and clearance of at least 35 square kilometers of mine/ERW affected land for poverty reduction and economic growth and in a way that promotes efficiency and transparency.
- The hand over to the CMAA of the leadership and ownership of the implementation of the project accompanied by distinct and measured capacity development initiatives shall give CMAA increased stewardship of the management of resources allocated to the sector in support of national and local development goals. Ultimately by the end of the project, the CMAA shall be able to assess gaps in the management of the sector and identify solutions in terms of activities, partnerships or resources required to address these gaps with limited or no assistance from UNDP.
- This project has been shared with all stakeholders through the Mine Action Technical Working Group **in line with the RGC's aid effectiveness principles of increased transparency and harmonization of the resources allocated to the sector.**

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

- The Mid-Term Reviews (MTR) found that the first phase (2006-2010) of the project has made considerable headways in affecting broader sector reform, most notably in assisting the development of strategic and policy documents (e.g. NMA, Extension Request and Baseline Survey) that effectively support the targeting and application of mine action resources, as well as the introduction and systematization of innovative approaches such as the Land Release methodology.
- The 2010-2019 NMA is the framework for the implementation of mine action and the CMAA is lead in ensuring it guides the sector by developing, coordinating, mobilizing resources and monitoring the implementation of Mine/ERW workplans (see NMA Objectives 1.1 & 1.2). Indeed, the NMA, associated plans, and policies are an important tool for CMAA to advocate for increase resource from **development partners and the Government (see NMA Objectives 1.1 & 2.1 "Mobilize resources to support the annual mine/ ERW workplan" and Objective 2.2, Activity "Advocate for Government policy on financing mine action for development")**; **as well as to report on its international obligations under the Anti-Personnel Mine Ban Treaty (APMBT) and the Convention on Certain Conventional Weapons (CCW) (see NMA Objectives 3.1, Activity "Reporting on demining progress"; "Report on victims & survivor assistance"; "Report on other APMBC issues")**.

- The project aims to provide the CMAA with the capacity required to effectively lead strategic development and policy dialogue and to ascertain its ownership and leadership of the sector. The project will work towards strengthening its capacity in the formulation, implementation, monitoring and evaluation of sound and comprehensive strategic and policy frameworks that will maximize the use and alignment of resources onto national, sub national and community priorities.
- This shall encompass providing advice and assisting with the development and monitoring of Mine/ ERW workplans that will lay out in more details specific targets and required inputs (see NMAS **Objective 1.1 & 2.2, Activity: “Produce annual mine/ ERW workplans integrating national/ sub national development priorities”; “Implement the annual Mine/ ERW Workplan”**); **as well as the update of or** formulation of policies to support the implementation of certain activities as necessary (e.g. land rights, planning, land release methodology etc.).
- While a number of monitoring activities are already taking place (post-clearance land use monitoring, Baseline Survey implementation monitoring), UNDP and CMAA are working in 2010 on the formulation of an impact assessment methodology that will identify indicators and a baseline to measure progresses against the NMAS and thus against development and poverty reduction goals. During the new term, the project will help consolidate a more comprehensive monitoring and evaluation framework (M&E) that will enable a more thorough measurement of progress in implementing the strategy and enable revision, corrective actions as necessary as well as regular reporting to the Technical Working Group on Mine Action.
- The definition of outcome indicators and regular measurement thereof will assist the CMAA in measuring the impact of mine action on development and poverty reduction. This, in turn, coupled with sound workplans and progress reports will enable the CMAA to clearly demonstrate to donors, sector progress and further requirements and hopefully trigger the mobilization of additional resources for the sector. Indeed, the NMAS and the Extension Request will require a substantial amount of financial support over the next 10-15 years and thus increased communication and public relations efforts to foster and maintain interest from development partners (see NMAS Objectives 1.1 & 2.1 **Activity “Mobilize resources to support the Annual Mine/ ERW workplan”**).
- Accordingly, the project will support the CMAA in communicating the sector needs and achievements to foster alignment and increase support from development partners. This includes promoting new strategies, plans, achievements and further requirements through maintenance of the CMAA website, publication of material, holding of mine action events. The project will also support the CMAA in increasing its accountability towards the sector by communicating regularly on its internal plans, activities and achievements towards the implementation of the National Mine Action Strategy and Extension Request.
- Furthermore, strengthening **CMAA’s role as the Chair** of the Mine Action Technical Working Group through supporting its **Secretariat in building its capacity to promote and monitor the sector’s alignment to RGC’s priorities, transparency, accountability and harmonization of the aid to the sector**. The project supports the RGC in developing Partnership Principles between the RGC and donors to mainstream aid effectiveness principles in the management of resource to the sector and to move towards a Program-Based Approach. The project will support the CMAA in advocating for the signature and enforcement of these principles and monitoring thereof. The project will also assist the CMAA with the review and **endorsement of donors’ programmes and projects as part of fostering alignment, harmonization and results-based management of programmes**. The project will also support mechanisms to collect, analyse and share information related to the aid allocated to the sector. The project assistance in conducting regular reviews of Aid Effectiveness progress and challenges will also lead to the identification of new activities to enhance Aid Effectiveness. Finally, tools and mechanisms shall be established to foster and monitor **development partners’ alignment to the NMAS and the sector’s progress towards a Programme Based Approach**. The Mine Action sector pioneering PBA in Cambodia, the lessons learned through that process will serve other TWG in Cambodia.

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

- The MTRs also found that while the project has been pivotal in consolidating the institutional and operational functioning of the CMAA, capacity strengthening and organizational alignment of the CMAA with the NMAS and its mandate as outlined in the 2010 Capacity Assessment will be required if the NMAS is to reach its goals. Therefore, the project proposes to continue focusing efforts on building and developing sustainable national capacity that will enable the CMAA to fulfil its role and mandate and to provide technical support to the implementation of NMAS specific activities. This will include the development of functional and technical capacities to enable the organization and its individuals to implement the NMAS and for the organization to respond and adapt to an evolving environment.
- The upcoming capacity development plan will frame the project's **specific** assistance in building and developing a sustainable national capacity both at the levels of the organization and its individuals which is aligned with the requirements of the NMAS. The formulation of the capacity development plan is based on the results of the 2010 Capacity Assessment Report and will clarify the specific functions and **corresponding skills, experiences and change management that are necessary for all of CMAA's** Departments including Socio-Economic Management (including the Monitoring and Evaluation framework), Regulation and Monitoring, Victim Assistance, Administration and Finance. The capacity development plan will indicate to the project and other supporters of the CMAA the more specific skills enhancement and training needs.
- As part of the formulation and implementation of a capacity development plan, the project will assist the CMAA in better defining and assuming its role in victim assistance in light of the National Plan of Action for People with Disabilities, the Anti-Personal Mine Ban Treaty and the Cartagena Action plan. This will include **CMAA's role in reporting, reaching out and mobilizing international cooperation and assistance for the** implementation of its obligations related to victim assistance. **CMAA's increased capacity in that field will contribute to the RGC's and more specifically MOSVY overall efforts and from other sectors and DPs to** address existing challenges to carry responsibility toward PWD.

➤ *Socio-Economic Management of mine clearance*

- As noted earlier, the CMAA has made noticeable advances in the Socio-Economic Management of Mine Clearance. Operational Guidelines for the Socio-Economic Management of Mine Action were launched in February 2007 and followed by a series of trainings of Mine Action Planning Units (MAPU) staff which at that time increased the transparency of the prioritization process and introduced greater uniformity across the provinces. At the same time, the Socio Economic Planning and Database Management Department was expanded to increase its monitoring coverage of the MAPU and led toward the handover of post-clearance monitoring from the CMAA to each provincial MAPU in 2009.
- In 2009-2010, the CMAA undertook a review of the current Planning and Prioritization as provided in the NMAS (**NMAS Objectives 1.1 & 2.1, Activity "Strengthen the current planning and prioritization process"**) **recognizing that Planning and Prioritization system should be enhanced to ensure that** clearance resources are allocated to affected areas (which are now being recorded through the **Baseline Survey**) **and contribute to Goal 1 "Reducing Mine/ ERW casualties and other negative impacts", and Goal 2 "Contribute to Economic Growth and Poverty Reduction". This will lead to a redefinition of** the Provincial Mine Action Committee (PMAC) and Mine Action Planning Unit (MAPU) **planning system and of CMAA's role in that regard with an emphasis on the use of Baseline Survey data and** casualty data and integration with local development and investment plans (see NMAS Objective 2.1, Activity: *Assist and support initiatives for Government D&D process*).
- **Cambodia's recent system of sub-national government promotes planning and management of** national plans at sub-national levels which include five categories: economics, social, administrative and security, environmental and natural resource, and gender. Mine action planning has until now been independent from this process and efforts are now underway to integrate mine action requirements as part of sub-national development project requirements. By integrating and using sub-national development planning mechanisms, mine action is better able not only to respond to specific development projects but to promote equal participation and environmental considerations.
- The objective of this project is to continue developing and guiding CMAA in its reform of the planning and prioritization system and integration with sub-national development planning mechanisms while taking into account BLS data will be key in targeting the allocation of demining assets to most impacted

areas and in support of local development in mine/ ERW affected communities as foreseen under Goal 1 and 2 of the NMAS. The integration will result in mine clearance needs being defined during the process of Communes formulating their development plans which includes and therefore directly in support of other development priorities such as rural development or infrastructure rehabilitation. Mine clearance needs will be directly inscribed in Commune Development Plans rather than in separate planning documents. As of November 2010, the CMAA was drafting policy and operational documentations to guide this integration. Starting from 2011, the project will assist with holding consultations with stakeholders to seek inputs, assisting further assessments and trials of the methodology; further review of guidelines and policies; coaching and training of CMAA, Provincial Mine Action Committee (PMAC) members and Mine Action Planning Unit (MAPU) staff in the new process, forms and collections, data gathering mechanisms and tools as well as other activities as they are being defined.

➤ *Regulation and Monitoring:*

- **Strengthening CMAA's Regulation and Monitoring capacity has been one of the most significant achievements of the project to date.** Six Quality Assurance (QA) teams were created and the Cambodian Mine Action Standards (CMAS) provide a comprehensive framework for monitoring and regulating operator compliance and thus the implementation of Mine/ ERW workplans (see NMAS, **Objective 1.1 & 2.1 "Implement the Annual Mine/ ERW workplan"**). **In 2010, the CMAA developed standards for Land Release which will lead to a more effective use of clearance assets by operators, as well as the development of a tracking mechanism of Quality Assurance outcomes at individual team and operator level.**
- As operators implement Cambodian Land Release requirements, there will be a need to examine practices, and identify where improvements or efficiencies can be gained. In addition, while a solid Quality Assurance Capacity has been developed, the CMAA wishes to create a quality control capacity **that can support CMAA's Regulation and Monitoring Department in delivering its quality management mandate.**⁶ The quality control teams would have a primary role in supporting handover of land released through non technical and technical survey practices and hence provide clarity on any resulting liability issues that may eventuate.
- **The project proposes to strengthen CMAA's Regulation and Monitoring function which will see the incorporation of a Quality Control capacity in order to provide additional confidence in areas released through non technical and technical survey methodologies. (NMAS Goal 1&2).** This will include support in the development and updating of standards as required, training and equipping of quality assurance and control teams. In addition, the project will help the Regulation and Monitoring function to monitor current practices and identify where improvements can be made, stay abreast of new methodologies and practices used in other programmes, and analyse their usefulness in the context of Cambodia.

➤ *Project Management:*

- With the CMAA becoming the Implementing Partner of the project, this will require the CMAA to strengthen its capacities in project management including planning, monitoring and reporting. The CMAA, as part of its routine function and internal control mechanisms already has mechanisms in place that include the development of annual plans, seeking approval and reporting on activities to **CMAA's management.**
- Upon appointment of the CMAA Project Team for the implementation of *Clearing for Results* and the definition of each individual specific role and function, UNDP and CMAA will jointly define specific support to be provided by UNDP to the Project Team. It is anticipated that UNDP support will be in the form of mentoring, coaching and training in the various disciplines of project management.

⁶ While the purpose of Quality Assurance is to confirm that management practices and operation procedures for demining are being applied and will achieve the state requirement in a safe, effective and efficient manner; the purpose of Quality Control is to inspect land once it has been "demined" and ensure that land is safe to use.

➤ *Mine clearance projects management*

- A key functional capacity to develop further will be CMAA's ability to manage results-based mine/ERW clearance projects as part of CMAA's efforts to gain ownership of the sector resources and ensure their alignment onto national priorities. Alongside the development of CMAA's technical capacity in maintaining planning and monitoring systems of the demining work, this will include the management of mine clearance or baseline survey projects under the Key Deliverable 3 of this project (Maximum release of mine/ ERW affected land and that promote efficiency and transparency).
 - UNDP will support the CMAA in establishing and running a competitive process to select demining projects to be funded by *Clearing for Results*. This mechanism will enable CMAA to gain capacity and confidence in managing projects and in allocating demining assets based on mine/ ERW workplan for the release of mine/ERW land that promote efficiency and transparency.
 - *Clearing for Results* will focus the demining projects in Battambang, Banteay Meanchey, with a secondary focus in Pailin. Additionally recognizing the importance of the Baseline Survey it will also issue project(s) in order to target the completion of the remaining phases. All money allocated under Activity Result 3 will be released through several projects ranging in value from 400,000 USD through to 1,000,000 USD.
 - Such process will be open to all accredited operators in Cambodia. A list of operators invited to bids will be assessed on a yearly basis and amendments made as necessary. The project will assist the CMAA in formulating and issuing Statements of Work against which any interested operator will be required to respond to. Interested operators will be asked to present a proposal detailing how many teams they will provide within a given cost ceiling and how many tasks they will complete within a maximum defined time frame. The type of teams proposed may cover the whole range of tools available such as manual, mechanical or dog demining teams as well as mine risk education or community liaison. As a prerequisite, each task must meet the minimum requirements of being approved through the Mine Action Planning Units system as well as being defined by a Baseline Survey polygon. Additionally the CMAA will identify a number of additional criteria to further decide whether to accept a task onto the project workplan. These criteria may include the frequency of mine accidents in a particular community, the presence of old road alignments or perhaps dense minefields (so called Baseline Survey A1 areas) that are on agricultural land and within proximity of a village. Through these criteria CMAA will be able to closely align its clearance project to the clearance needs identified through sub-national planning process. Operators will need to demonstrate that their activities are being conducted in accordance with the requirements of the Cambodian Mine Action Standards (CMAS). The project will then assist the CMAA in conducting technical and financial evaluations of the demining proposals and to elect the best proposal according to set criteria and contract the operator accordingly
 - The project will assist the CMAA in developing and applying a monitoring tool to measure the performance of each operator in completing a project which will further increase transparency and measure efficiency in the use of the resources. **Each quarter operators' performance against** a set of indicators will be measured and discussed with the operator and will allow CMAA to further decide whether the project is on track and can proceed. These results can also be used as performance scores to assess any future bidders providing proposals. The project monitoring tool shall assist the Project Manager to more effectively report results, present findings and propose next stages to the CMAA and as required to the Board. The CMAA will subject the teams in each proposal to the usual Quality Assurance monitoring regime.
- 3) *Key Deliverable 3: At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and transparency*
- Sustaining funding for the clearance of mine/ERW affected land will be key during the implementation of this project as it will not only enable Cambodia through the implementation of the NMAS to make progress towards the objectives of the National Strategic Development Plan and CMDG 9th for the clearance of mine affected land, but will also provide the CMAA with an opportunity to directly lead the allocation of *Clearing for Results* resources to the sector.

- The NMAS Goal 1 and 2 require that Baseline Survey data from the 122 affected districts are being collected by 2012. The project is therefore planning to contribute to the progress of the BLS during those two years with an amount of USD 800,000 annually. Progress towards Goal 1 and 2 of the NMAS through the implementation of mine/ERW clearance workplan will require an increase in financial assistance. The project aims at least initially to maintain similar levels of support for mine clearance as over the last period (around USD 4 million per annum), which corresponds to nearly 20% of the funds **required for clearance for the year 2011 according to Cambodia's Extension Request**. If additional funds become available, the project hopes to be able to support increase levels of land release.
- Goal 1 and 2 of the NMAS require mine/ ERW clearance activities to directly contribute to casualty **reduction as well as to promote poverty reduction and economic growth**. In **Cambodia's Rectangular Strategy** and 2009-2013 Strategic Development Plan, mine clearance is seen as a key activity to enhance agriculture and rural development. In addition, casualties today are concentrated in some 4 provinces. The project will therefore formulate a number of clearance sub-projects that with a focus on those areas with the largest contamination as well as with a strong rural and agriculture development outcome. However, specific tasks will be defined through community based planning and therefore on the basis of development priorities identified by communities in five key areas: economics, social, security, environmental and natural resource, and gender. By integrating mine/ERW clearance plans with sub-national planning process with the guidance of PMAC/MAPU, mine clearance work under this project will increasingly contribute to commune development plans and therefore project resources will directly contribute to priorities identified by local communities in the five areas here above mentioned.
- The project aims to release at least 35 square kilometers of mine affected land through full clearance throughout the period. Should the project be successful in mobilizing additional funds, the project will then be able to release even more land.
- Land will also be released through the application of technical and non-technical survey. Indeed, the project will apply land release standards requiring clearance to be targeted to defined BLS polygons only. Land release requires operators to exhaust non technical and technical survey methodologies prior to embarking on the more costly activity of full clearance. By exhausting non technical and technical survey it should ensure that the polygons defined for full clearance are as tight as possible. By promoting survey methodologies the project aims to release land in the quickest way possible and target clearance assets to the most appropriate tasks. Efforts are also made to ensure that the BLS information remains up to date and current. By using CMVIS data, updating village maps and annually confirming the land classification of the BLS with villages during the commune planning process, land that meets the reclamation classification shall be classified as such and no longer subject to clearance.
- Monitoring the actual clearance results against initial mine/ERW clearance plans will indicate whether development priorities at local level have been addressed and thereby the development outcome. In addition, the impact assessment methodology being developed in late 2010 will identify indicators that can measure contribution to the development outcome such as poverty reduction and economic growth.
- The project will also continue supporting Post-Clearance Monitoring activities undertaken by the MAPU/PMAC under the guidance of the CMAA. Post-Clearance Monitoring aims at monitoring whether land that has been cleared is being used by the intended beneficiaries and for the intended purposes as identified during the planning processes. Issues related to the misuse of the land will be reported and addressed by authorities at local, sub-national and national level as appropriate.

4) *Cross-cutting issues*

- As outlined beforehand, the project will continue to promote gender mainstreaming in all aspects of the management of the sector by the CMAA. Gender mainstreaming will be considered when new policies are being developed. For example, policies that have been developed over the last years and where gender has been mainstreamed included but were not limited to: the Baseline Survey, Interim Directive, and Partnership Principles. The National Mine Action Strategy also includes gender specific indicators which will provide an opportunity to measure the impact of the strategy on men and women.
- The project will also promote the Economic Empowerment of Women⁷ by ensuring that planning and prioritization mechanisms ensure equal participation of men and woman and result in mine/ERW

⁷ One of the Five strategic areas of the RGC Gender Strategic Plan. Other strategic areas are: Promotion of women and girl's education and attitude and behaviour change; Legal protection of women and girls; Promotion of health, nutrition and combating HIV/Aids among women and girls; Promotion of women's participation in decision-making in the public and political life.

clearance plan that are supportive of both men's and women's needs for the release of mine/ERW affected land. Commune councils that are core to development planning processes are elected representatives and more often male than female which makes it difficult to promote participation at that level. However, through the technical assistance provided to the MAPU, the project will ensure that planning mechanisms at village levels do promote equal participation of men and women so that mine clearance tasks priority list reflect both men and women preferences before they are being considered at commune, districts and provincial levels. As sub-national development planning processes focus on gender mainstreaming, a successful integration of mine/ ERW clearance planning with this of sub-national development planning shall ensure equal participation of men and woman in mine/ ERW clearance planning. Upcoming tools to monitor participation during mine clearance planning processes should also monitor the participation of women and PWD.

- The disaggregation of data collected through Post-Clearance Monitoring and the forthcoming Impact Assessment will measure how the clearance of mine/ ERW affected land benefits women, men, boy and girls, and feed into the monitoring and evaluation of the NMAS including and specifically how mine action contributes to poverty reduction and economic growth. It will also allow the review and strengthening of planning and prioritization processes, and other policies and tools.
- Activities supporting the release of mine/ ERW affected land planned under Activity Result 3 of this project will fully use national systems for planning and monitoring of clearance activities described beforehand and therefore should ensure that mine/ERW clearance activities benefit women, men, boys and girls. In addition, accredited operators submitting proposals under that project will meet the gender equality requirements of the project document.
- Finally, the project will continue to promote gender equity in the recruitment of government officials and contractual staff at CMAA and **thereby promote women's participation in decision-making** in the public sector, another strategic area of the RGC Gender Equality Policy. To that extent the project will ensure that from job advertisement or posting to interviews and contracting, that processes are not discriminatory and instead encourage both men and women equally.
- The project will also promote the application of the August 2010 sub-decree on the Quota for Recruitment of Disabled by encouraging PWD to apply to job vacancies at the CMAA and ensuring its facilities are accessible. Already, **two of CMAA's employees are persons with disability**. With a mandate that covers victim assistance to some extent, the CMAA is well placed to foster alignment of project activities with **Cambodia's policies and plans for increased socio-economic integration of PWD in the society**. The project will also promote disability inclusion especially at local levels such as through planning and monitoring of clearance activities.
- The environmental impact of this project is deemed minimal. Some landmine clearance activities potentially could have a negative impact by destroying vegetation in protected areas or opening up previously undisturbed land for exploitation. In Cambodia, every effort is made to mitigate this impact, and specific efforts are undertaken, such as avoiding the removal of trees with a diameter greater than 10 cm for example, not only to limit deforestation but also to protect arable soils. However, to allow effective mine clearance to occur vegetation and other hazards must be removed so that clearance can occur without putting deminers at further risk. These efforts are monitored by the CMAA Quality Assurance teams to ensure that effects are as minimal as possible. Clearance activities are planned under the premise that land is made available for sustainable and productive activities. CMAA works closely with land management on these issues by encouraging joint collaboration between Land Management Departments and PMAC/MAPU during planning of mine clearance activities – particularly concerning the protection of forestry areas. Throughout the clearance cycle, from establishing a clearance site, managing and maintaining accommodation areas, to maintaining heavy machinery environmental risks are considered and mitigated wherever possible.
- UNDP being a key partner in the implementation of this project, it will continue to promote the goals of the Convention on Cluster Munitions and encourage the Government of Cambodia to accede by providing information and assistance as required.
- While the RGC is in the process of identifying and assessing the requirements to prepare and successfully host the 11th Meeting of the States Parties to the APMB at the end of 2011, UNDP remains available to assist Cambodia in that regard by drawing on its experience in that field.

- Cambodia has been affected by land ownership issues since the end of the conflict and national efforts are underway to progressively address land ownership issues. In many instances, people settled on land or were given land to resettle without official land titling documentation. With regards the handover of cleared land to beneficiaries, the responsibility for the allocation of cleared land rests with the provincial authority and the Ministry of Land Management, Urban Planning and Constructions. However, it is foreseen that ongoing efforts to integrate mine/ERW clearance planning and monitoring with sub-national development planning processes, will result in greater cooperation between land management actors and mine action stakeholders and the institutionalizing of mechanisms to conduct proper assessment of land ownership and the sharing of information required to enable processes to provide ownership to beneficiaries of cleared land to happen. The CMAA will closely cooperate with authorities responsible for land management and avail mine clearance information to assist with the allocation of demined land to beneficiaries.
- The formulation of the project promotes transparency and accountability both at the output and activity levels. Through capacity development efforts, the national regulatory authority will be better able to identify and respond to the needs of the beneficiaries by allocating resources in a transparent manner on priorities identified at community levels while institutionalizing reporting on the use of resources against strategic goals and objectives.

I. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome (extracted from the CPAP RRF): National and sub national capacities strengthened to develop more diversified, sustainable and equitable economy				
Outcome indicators including baseline and target (extracted from the CPAP RRF): Percentage of land cleared annually through local planning process used for agriculture ⁸ . Baseline: 50% (2009); Target: 70% (2011) Number of countries that benefit from Cambodia expertise on demining. Baseline: 4 (2009); Target: 10 (cumulated by 2015)				
Applicable Key Result Area (from Strategic Plan): MDGs and Poverty Reduction				
Partnership Strategy: CMAA (IP), sub-national authorities (MAPU/PMAC), donors, national and international (NGO) demining organizations				
Project title and ID (ATLAS Award ID): Clearing for Results				
EXPECTED OUTPUT	OUTPUT TARGETS FOR (YEARS)	KEY DELIVERABLES	RP	INPUTS
<p>Output: National <u>structures</u> and <u>mechanisms</u> ensure <u>demining resources</u> are <u>effectively allocated</u> promoting the release of land for productive use by the poor</p> <p><i>Indicator 1:</i> <i>Capacity⁹ of the CMAA to lead the implementation of the NMAS annually</i> <i>Baseline: 0 point (2009)</i> <i>Target: 5 points (2015)</i></p> <p><i>Indicator 2: Percentage of annual tasks conducted in accordance with the MAPU workplan</i> <i>Baseline: 45% (2009)</i> <i>Target: 90% (2015)</i></p> <p><i>Indicator 3: Percentage of clearance assets applied on Baseline Survey polygons per year</i> <i>Baseline: pending 2011 clearance achievements</i> <i>Target: 100% (2015)</i></p>	<p><u>Year 2011:</u></p> <ul style="list-style-type: none"> - Revised guidelines on planning and prioritization issued and relevant staff at sub-national authorities (incl. PMAC/MAPU) staff trained - BLS Phase 1 results released and used in operators' workplans - Partnership Principles signed by RGC and donors - CMDG 9 indicators reviewed based on impact assessment methodology developed - Capacity development plan endorsed and actions under Year 1 implemented - 6 sq. km of land released (C2 – C3 areas) - Gender sensitive impact indicators defined <p><u>Year 2012:</u></p> <ul style="list-style-type: none"> - Guidelines on planning and prioritization fully implemented and clearance occurring in accordance with MAPU workplan - BLS Phase 2 results released and BLS Phase 1-2 used in operators' workplans - System in place for review and endorsement of donors' programmes and projects - Capacity development plan Year 2 implemented and progress 	<p>1. Mine action policy and strategic frameworks ensure most resources are effectively allocated onto national priorities as defined by local planning processes and maximize the land available for local development</p> <p>2. The CMAA is equipped with the technical and functional capacities required to manage, coordinate, regulate and monitor the sector within an evolving environment</p> <p>3. At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and transparency</p>	CMAA	<p><u>Key Deliverable 1:</u> USD 1,415,557</p> <p><u>Key Deliverable 2:</u> USD 1,979,083</p> <p><u>Key Deliverable 3:</u> USD 20,758,000</p> <p><u>Total budget (2011-2015):</u> USD 24,152,640</p>

⁸ Based on socio economic monitoring data. Indicator to be refined to reflect contribution to poverty reduction and economic growth based on Impact Assessment methodology and UNDP's forthcoming Local Economic Development strategy.

⁹ NMAS annual workplans (2 points) + progress reports (2 points) + NMAS integrated gender sensitive M&E system in place and endorsed by the TWG during Year 1 and sustained during Year 2-5 (1 point)

<p><i>Indicator 4: Square meters released using CFR resources (BLS C2 & C3 areas)</i> <i>Baseline: 37 million sqm (cumulated end 2010)</i> <i>Target: 72 million sqm (cumulated 2015)</i></p> <p><i>Indicator 5: Percentage of sector funding for mine action that is endorsed by CMAA</i> <i>Baseline: 0% (2010)</i> <i>Target: 80% (cumulated by 2015)</i></p> <p><i>Indicator 6: % of beneficiaries from mine clearance that are women and PWD</i> <i>Baseline: pending 2010 PCM data</i> <i>Target: 54% by 2015 (women) and 4% (PWD)</i></p> <p><i>Indicator 7: Reduction per year in the number of landmine casualties in Battambang, Banteay Meanchey and Pailin</i> <i>Baseline: 8% (2010)</i> <i>Target: 10% per year</i></p>	<p>reviewed</p> <ul style="list-style-type: none"> - Mine action development impact measured - 6.5 sq. km of land released (C2 – C3 areas) - Progress and challenges in gender equality assessed <p><u>Year 2013:</u></p> <ul style="list-style-type: none"> - Increased number of tasks cleared are in accordance with MAPU workplan - BLS Phase 3 results released and BLS Phase 1-3 used in operators’ workplans - Donors’ projects reviewed and endorsed by CMAA in a timely fashion - NMAS reviewed - Reduction in CFR advisory support - 7 sq. km of land released (C2 – C3 areas) <p><u>Year 2014:</u></p> <ul style="list-style-type: none"> - Increased number of tasks cleared are aligned with MAPU workplan - Increased volume of resources mobilized by CMAA for the sector - 7.5 sq. km of land released (C2 – C3 areas) - Extension Request workplan reviewed based on BLS results - Increased impact of mine clearance on poverty reduction and economic growth <p><u>Year 2015:</u></p> <ul style="list-style-type: none"> - Local investment plans include mine clearance budgets - CMDG 9 revised target achieved - Sector workplans and reports routinely produced and disseminated - 8 sq. km of land released (C2 – C3 areas) - Residual capacity strategy developed (cf. NMAS Goal 3) and residual threat defined - Increased impact of mine clearance on poverty reduction and economic growth 			
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II. INDICATIVE WORK PLAN

YEAR: 2011

EXPECTED OUTPUT	KEY DELIVERABLE	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>CP Output 1.3.: National structures and mechanisms ensure demining resources are effectively allocated promoting the release of land for productive use by the poor</p> <p><i>Indicator 1:</i> Capacity¹⁰ of the CMAA to lead the implementation of the NMAS annually <i>Baseline:</i> 0 point (2009) <i>Target:</i> 5 points (2015)</p> <p><i>Indicator 2:</i> Percentage of annual tasks conducted in accordance with the MAPU workplan <i>Baseline:</i> 45% (2009) <i>Target:</i> 90% (2015)</p> <p><i>Indicator 3:</i> Percentage of clearance assets applied on Baseline Survey polygons per year <i>Baseline:</i> pending 2011 clearance achievements <i>Target:</i> 100% (2015)</p> <p><i>Indicator 4:</i> Square meters cleared using CFR resources <i>Baseline:</i> 37 million sqm (cumulated end 2010) <i>Target:</i> 72 million sqm (cumulated 2015)</p>	<p>KEY DELIVERABLE 1: Mine action policy and strategic frameworks ensure most resources are effectively allocated onto national priorities as defined by local planning processes and maximize the land available for local development</p> <ul style="list-style-type: none"> - ACTION: Promote alignment of DPs, line ministries and other stakeholders with strategies and plans - ACTION: Enhance capacities in strategic and policy formulation based on accurate assessment of priorities and gaps - ACTION: Consolidate gender sensitive monitoring and evaluation systems (including impact assessment) of strategies and plans into one framework - ACTION: Raise awareness about the sector achievements and needs 					CMAA		<p>Project Advisor Publications Outreach/dissemination International travel TWG secretariat UNV/YPO Workshops M&E Impact Assessment Workshops GMS (7%) <u>Total:</u></p>	314,227
	<p>KEY DELIVERABLE 2: The CMAA is equipped with the technical and functional capacities required to manage, regulate, coordinate and monitor the sector within an evolving environment</p> <ul style="list-style-type: none"> - ACTION: Implement and monitor implementation of the capacity development plan 					CMAA		<p>Project Assistant/ driver Training Study tour Ops advisor Ops national advisor UNDP support service Senior Project Officer</p>	

¹⁰ NMAS annual workplans (2 points) + progress reports (2 points) + NMAS integrated gender sensitive M&E system in place and endorsed by the TWG during Year 1 and sustained during Year 2-5 (1 point).

<p><i>Indicator 5: Percentage of funding for mine action that is endorsed by CMAA (PBA)</i> <i>Baseline: 0% (2010)</i> <i>Target: 80% (cumulated by 2015)</i></p> <p><i>Indicator 6: % of beneficiaries from mine clearance that are women and PWD</i> <i>Baseline: pending 2010 PCM data</i> <i>Target: 54% by 2015 (women) and 4% (PWD)</i></p> <p><i>Indicator 7: Reduction per year in the number of landmine casualties in Battambang, Banteay Meanchey and Pailin</i> <i>Baseline: 8% (2010)</i> <i>Target: 10% per year</i></p> <p>Related CP outcome: National and sub national capacities strengthened to develop more diversified, sustainable and equitable economy <i>Indicator 1: Percentage of land cleared annually through local planning used for agriculture¹¹</i> <i>Baseline: 50% (2009)</i> <i>Target: 70% (2011)</i></p>	<p>- ACTION: Enhance capacity in project management and management of finance, procurement and human resources assets</p> <p>- ACTION: Strengthen capacities to determine priority areas for clearance, formulate and monitor clearance plans.</p> <p>- ACTION: Mainstream gender & disability in planning and prioritization, monitoring and reporting mechanisms.</p> <p>- ACTION: Further enhance quality assurance and quality control capacity to be responsive to sector's needs</p>							<p>Publications Workshop Equipments Technical adviser CMAA POC and travel allowances GMS (7%) <u>Total:</u></p>	664,943
	<p>KEY DELIVERABLE 3: At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and transparency</p> <p>- ACTION: Support completion of the Baseline Survey</p> <p>- ACTION: Select areas for clearance that promotes poverty reduction and economic growth based on annual clearance plans and promote use of improved methodologies for demining.</p>					CMAA		<p>BLS services Demining services GMS (7%) <u>Total:</u></p>	3,638,000
TOTAL									4,617,170

¹¹ Based on socioeconomic monitoring data. Indicator to be refined to reflect contribution to poverty reduction and economic growth based on Impact Assessment methodology and UNDP's forthcoming Local Economic Development strategy.

Indicative Actions for the period 2012-2015

KEY DELIVERABLE 1:

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

INDICATIVE ACTIONS :

- Formulate and implement a Resource Mobilization strategy to support the realization of the NMAS and the Article 5 Extension Request.
- Sustain and improve the Monitoring and Evaluation Framework to measure progress against the NMAS and the Article 5 Extension Request.
- Adapt, review and upgrade Planning and Prioritization mechanisms for mine action and ensure consistencies with national planning instruments.
- Record and share knowledge and experience by publishing knowledge/ practice material.
- Enhance capacity to identify policy gaps and formulation of corresponding policy response.
- Enhance communication outreach and advocacy activities that promote compliance to international, national policies and strategies.

KEY DELIVERABLE 2:

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

INDICATIVE ACTIONS

- Measure progress and review the implementation of the capacity development plan.
- Enhance capacity in project management as well as the management of finance, procurement, human resources assets.
- Ensure longer term Information Management response is maintained (in the event NPA would not continue its support to the CMAA)
- Continue improving quality management capacities (standards and teams) and alignment to the sector's needs.
- Assess outcomes of gender mainstreaming efforts and review or develop new policies and tools accordingly
- Forge partnerships to enhance effectiveness of practices.

KEY DELIVERABLE 3:

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

INDICATIVE ACTIONS

- Support completion of the Baseline Survey and in maintaining the BLS data updated.
- Contribute to achieving clearance targets of NMAS and Extension Request by selecting areas for clearance with highest return based on annual clearance plans and promote use of improved methodologies.

1) CMAA Institutional and Organizational Capacity

Clearing for Results (2006-2010) was implemented under a DIM (Direct Implementation) modality whereby UNDP implemented the project on behalf of the RGC with the CMAA, CMAC and other partners as responsible parties.

Over the last 5 years, *Clearing for Results* has been providing capacity development support to **strengthen CMAA's capacities for mine action policy-making**, monitoring, strategy formulation and prioritization of clearance activities. This assistance has resulted in the development of a solid quality assurance capacity within CMAA, increased leadership over the development of sector policies and strategies, as well increased capacity in the socio-economic management of mine clearance with the development of guidelines and tools at sub-national levels.

Over the lifespan of the project, the CMAA stressed its desire to take a stronger role in the implementation and oversight of the project in order to strengthen its management role of the mine action sector which would ultimately require greater investments in the provision of capacity development support.

Indeed, the CMAA recognized that there are several changes within the mine action sector, including the scale of the remaining mine/ERW problem and requirements for sustained or increased financial assistance, international obligations to achieve, new functions being carried out by the CMAA such as coordinating the Baseline Survey and controlling the application of land release methodologies, reforms to the existing prioritization process, and the implementation of the recently adopted National Mine Action Strategy (NMAS) **which establishes a framework to foster sector's alignment**, harmonization leading to a Programme Based Approach (PBA).

As a result, the CMAA undertook at the end of 2009 with UNDP support an analysis of CMAA's capacity to fulfil its mandate in light of the evolving context. This assessment provided critical inputs to the **Government's efforts to strategically review and strengthen the role and responsibilities of the CMAA** by addressing the core change management needed in order to improve the institutional effectiveness and efficiency (see Annex 9, CMAA Capacity Assessment, 2009 and CMAA Response, April 2010).

In the Capacity Assessment, the CMAA recognized among other needs, the critical need to define a clear **mandate through a review of the entire legal framework, to better define CMAA's role in certain areas** such as victim assistance and public relations, to put in place a systematic and institutional capacity development in planning. These considerations have been at the basis of the development in 2010 of a capacity development plan which will lay out training needs, realignment of tasks and responsibilities, human resources required for the CMAA to effectively coordinate the implementation of the NMAS and to fulfil its existing and future role and responsibilities.

Also, given the CMAA desire to take a more decisive role in the management of *Clearing for Results*, the project started end of 2009 to systematically involve the CMAA in decision-making processes affecting the implementation the project, as well as in monitoring of project activities in particular demining activities.

At the same time, the project outsourced in 2010 entire project activities to the CMAA and its associated budget, for the CMAA to start managing and directly implementing project activities. This exercise was successful and demonstrated not only that the CMAA effectively enhanced its ownership and leadership over the sector, but that capacity gains were achieved whereby CMAA was able to plan, implement, monitor and report on donor-supported project activities and budget.

Accordingly, in preparing this project, UNDP gave the CMAA the opportunity to take full ownership of the project by becoming the implementing partner. Such undertaking will imply that the CMAA will be responsible for the implementation, monitoring and reporting of all project activities and budget with support from UNDP and within a controlled framework. This provides an opportunity for the CMAA to clearly demonstrate that it has the requisite skills and knowledge to lead the sector.

While the CMAA has been able to implement and report on limited project activities, the CMAA did not yet lead important financial and procurement operations and in light of CMAA managing directly the procurement of demining services, its capacity in that regards will need to be enhanced.

The CMAA and UNDP are conducting late 2010 **an assessment of CMAA's financial, human resources and procurement capacity and recommend a plan for further strengthening and aligning CMAA's financial, human resources and procurement systems and staff with those of the RGC's that are applicable to CMAA.** The implementation of this plan will start from January 2011 and will outline clear targets and capacity development activities for the CMAA to adopt and use appropriate modalities, systems and procedures to engage, report and quality assure on donor or government funds. This includes, with UNDP support, the strengthening of best practice systems and procedures associated with contracting demining services, such as procurement and control mechanisms. This capacity development plan will set clear milestones based on which the Project Board can make decisions on **CMAA's ability to manage larger volume of project resources .**

The review will also assist in further A. It shall recommend measures required to mitigate risks in using donor or government funds which may include cash transfer modalities applicable for CMAA amongst other things. The capacity development plan will in turn indicate any further technical assistance required in order to implement the plan.

2) Assurance activities

Project assurance is the Board's responsibility which has been delegated to UNDP. The UNDP Country Office will undertake the project assurance role and support the Project Board by carrying out objective and independent project oversight and monitoring functions. A UNDP Programme Analyst typically holds the Project Assurance role. This role will ensure that:

- Appropriate project management milestones are managed and completed.
- Risks are being controlled
- Tolerances are not being exceeded
- Applicable UNDP rules and regulations are being observed
- Adherence to UNDP Results Management Guide (RMG) monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- **Project Board's decisions** are followed and revisions are managed in line with the required procedures

3) Programme and Project Management Roles

Project Board:

The Project Board contains three roles:

- The Executive: CMAA Vice-President representing the project ownership who chairs the Board.
- Senior supplier: representing the interest of the parties concerned which provide funding (donors, UNDP) and technical expertise (UNDP) to the project. Their primary function is to provide guidance regarding the technical feasibility of the project.
- Senior beneficiary (optional): individual or group of individuals representing the interests of those who will ultimately benefit from the project (to be defined). **The Senior Beneficiary's** primary function is to ensure realization of project results from the perspective of project beneficiaries.

The Project Board is responsible for making consensus, management decisions for the project when guidance is required by the Project Team including recommendation for approval of project plans and revisions. Project Board decisions should be made in accordance to standards that shall ensure

management for development results, best value for money, fairness, integrity, transparency and effective competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Country Office. The Project Board plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning.

Project reviews by the board will be made every six months during the running of the project, or as necessary when requested by the Project Team

The Board is consulted by the Project Team for decisions when the Project Director/ **Manager's** tolerance (exceeding 10% variation of budget, or two-month delay in activity delivery) has been exceeded.

Based on the approved annual work plan, the project board may review and approve project annual plans when required and authorizes any major deviation from these agreed plans.

The Project Board signs off the completion of each plan as well as authorized the start of the next plan. It ensures that resources are committed and arbitrates on any conflicts within the project or negotiates a solution any problem between the projects and external bodies. In addition, the approved the **appointment and responsibilities of the Project Team and any delegation of the Board's project assurance responsibilities.**

The CMAA:

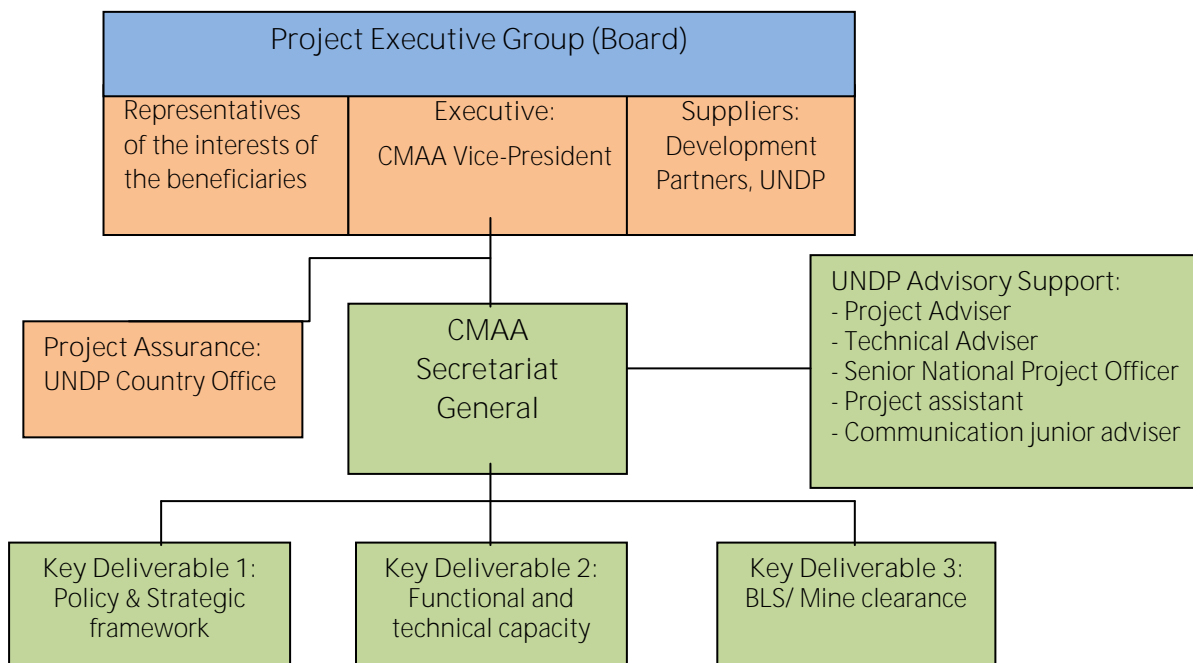
The CMAA is in charge of the day-to-day implementation of the project on behalf of the Executive with conditions laid down by the Board. The project should be implemented by CMAA staffs that have a direct role in the delivery of project activities.

CMAA Secretary General will assume the role of Project Director and will be responsible for the day-to-day oversight, management and will have authority to run the project and for decision-making for the project. The Project Director prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specific constraints of time and costs. The Project Director will ensure that the project team undertakes project activities and the delivery of project results as specified in the annual workplan.

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

The CMAA might also form a Project Steering Committee or Project Management Board led by the Project Director and inclusive of the CMAA staff members that have a primary role over the implementation of project activities. This Board/ Committee should meet on regular basis to discuss the implementation of the project, and make decisions. Such Board/ Committee will report to the CMAA Executive.

4) Programme & Project Management Organization Structure



5) UNDP Support Services

Support services to be provided by UNDP Country Offices are to be determined on annual basis based on the activities planned in the Annual Workplan and may include:

- Procurement of supplies, material or equipment
- Procurement of consultant services
- Contracting of UNDP staff

6) Prior obligations and prerequisite

- Specific capacity development activities such as specific training needs and organizational change to be implemented during this project are dependent on the completion of a capacity **development plan**. CMAA's initial capacity development plan shall be presented to Project Board together with the approval of the 2011 Annual Workplan.
- In addition, an assessment of CMAA's capacity in finance, HR and procurement is required in order for the CMAA to take an increasing responsibility in the management of the financial resources. Such assessment will define the specific capacity development activities, risk mitigation mechanisms and cash transfer modalities. Such assessment is being conducted end of 2010 and results will be made available to the Project Board early 2011.
- UNDP Advisory Support should also be clearly identified from the onset of the project so that it is known to CMAA where to request support and advice

7) Inputs to be provided by all parties:

The CMAA

Inputs: Project Director, Project Manager and other member staff with a role in the implementation of the project

Facilities: office space, water and lighting for UNDP staff.

UNDP

UNDP will manage the financial resources for the implementation of the project, provide advisory and capacity development support for the implementation of the project and quality assure on behalf of the Project Board.

The project recognizes that the level of UNDP capacity and advisory support at this stage is important given the objectives at hand. However, while the CMAA gains experience, maturity and capacity in the initiation and implementation of project activities, the need for advisers is to be reconsidered on a yearly basis based on the progress towards the output and capacity development gains. The successful provision of capacity development support alongside increased ownership by the CMAA should lead towards reduced levels of direct support from UNDP over the implementation of the project. Indeed, the Senior and Technical Adviser could become one after Year 1 or 2 of the project implementation. The needs for an Operation Adviser will depend on the results of the capacity assessment conducted in November 2010 at the General Administration Department. In any case, such support should be short term or temporary.

Inputs:

- At CMAA: Project Adviser, Technical Adviser, Senior Project Officer, Operations Advisor Part-Time (to be defined based on the results of the Finance, Admin and Procurement CD Plan), Communication Junior Adviser (YPO or UNV)
- At the Country Office: Finance, Administrative and Procurement Services, Project Assurance Officer (Part-Time), Overall guidance through the Board
- Office equipment as per last inventory and as foreseen in Project Annual workplans

Donors

Donors will provide financial support to the implementation of the project, and overall guidance and directions as members of the Board. Donors will not hold consultations about Clearing for Results with parties involved in the project without involving the CMAA and UNDP.

Statements of Work for the procurement of demining services will include mechanisms for operators to raise complains and issues to the management of project if any.

Priority Operating Costs (POC)

On 12 July 2010 The Royal Government of Cambodia (RGC) introduced, a new salary incentive mechanism, Priority Operating Costs (POCs), by Sub-Decree #66.

UNDP has aligned itself with the UN Country Team which sees POC as a positive step in harmonizing and aligning incentive payments to one mechanism and one grid. The UN Country Team and the Development Partner community acknowledge that POC is an interim mechanism. Each POC will undergo a review prior to the 2011 Cambodia Development Cooperation Forum and all POC payments will cease on 30 June 2012.

For this project POC payment is eligible from 1 January 2011 to 30 June 2012. POC is budgeted and reflected in the project Annual Work Plan and Budget which will be reviewed and approved by the Project Board. The project will fulfil all the requirements for establishing POC scheme which are: POC Terms of Reference; management contract, position descriptions, merit-based selection, POC work plan, personal service contracts, and a system to manage performance and accountability.

8) Audit arrangements

The project will be subject to NIM audit in accordance with UNDP rules and regulations.

IV. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored on a quarterly basis and a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. Project reports shall be submitted by the Project Manager with discretion of the Project Director to Project Board members through Project Assurance.

It should be noted that the project will contribute to the development and sustainment of an impact assessment methodology that will become part of the National Mine Action Strategy Monitoring and Evaluation framework which will enable to measure the impact of the project as part of a sector response on poverty reduction and economic growth.

Risk and issues will also be captured and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

Lesson-learned shall also be regularly updated as part of the quarterly reporting to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board, based on which, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

At least two external project mid-term or final reviews or evaluations will take place as requested by the Project Board and Terms of Reference will be endorsed by the Board.

Quality Management for Project Activity Results

OUTPUT: National structures and mechanisms ensure demining resources are effectively allocated promoting the release of land for productive use by the poor.		
Key Deliverable 1	Mine action policy and strategic frameworks ensure most resources are effectively allocated onto national priorities as defined by local planning processes and maximize the land available for local development	Start Date: 1 Jan 2011 End Date: 31 Dec 2015
Purpose	Ensure resources are effectively allocated onto national priorities and maximise the land available for local development.	
Description	<ol style="list-style-type: none">1. Promote alignment of DPs, line ministries and other stakeholders with strategies and plans.2. Enhance capacities in strategic and policy formulation based on accurate assessment of priorities and gaps.3. Consolidate gender sensitive monitoring and evaluation systems (including impact assessment) of strategies and plans into one framework.4. Raise awareness about the sector achievements and needs.	
Quality Criteria	Quality Method	Date of Assessment
Percentage of funding for mine action that is endorsed by CMAA, Baseline: 0%	Comparison of projects endorsed by the CMAA with the total fund to the sector each year, based on the ODA	Annually (December)

(2010), Target: 80% (cumulated by 2015)		database	Annually (February)
<p><i>Remark:</i> This indicator measures to what degree mine action follows the policy and strategies of the CMAA.</p> <p>Percentage of clearance assets applied on Baseline Survey polygons per year, Baseline: pending 2011 clearance achievements , Target: 100% (2015)</p> <p><i>Remark:</i> This indicator tracks the extent to which mine action is based on transparent evidence from surveys</p>		Review of clearance progress with BLS polygons, based on CMAA database reports and queries	
Key deliverable 2	The CMAA is equipped with the technical and functional capacities required to manage, coordinate, regulate and monitor the sector within an evolving environment		Start Date: 1 Jan 2011 End Date: 31 Dec 2015
Purpose	CMAA has the technical and functional capacities to manage the sector.		
Description	<ol style="list-style-type: none"> 1. Implement and monitor implementation of the capacity development plan. 2. Enhance capacity in project management and management of finance, procurement and human resource assets. 3. Strengthen capacities to determine priority areas for clearance, formulate and monitor clearance plans. 4. Mainstream gender and disability in planning and prioritization, monitoring and reporting mechanisms 5. Further enhance quality assurance and quality control capacity to be responsive to sector's needs. 		
Quality Criteria		Quality Method	Date of Assessment
<p>Capacity of the CMAA to lead the implementation of the NMAS annually, Baseline: 0 point (2009), Target: 5 points (2015)</p> <p><i>Remark:</i> This qualitative indicator tracks the technical capacity of CMAA in three key areas (workplans, reports, M&E), using a point system from 0 to 5.</p>		<ul style="list-style-type: none"> • NMAS annual workplans (2 points) • progress reports (2 points) • NMAS integrated M&E system in place and sustained (1 point) • Endorsement of workplans, reports and M&E system by TWG 	Annually (December)
<p>Percentage of annual tasks conducted in accordance with the MAPU workplan, Baseline: 45% (2009), Target : 90% (2015)</p> <p><i>Remark:</i> This indicator tracks CMAA's capacity to lead the planning of mine clearance work and to coordinate and regulate the implementation of mine clearance plans by operators</p>		Review of completion reports in the CMAA database units with MAPU workplans	Quarterly
<p>Percentage of beneficiaries from mine clearance that are women and PWD, Baseline: pending 2010 PCM data, Target: 54% women (2015), 4% PWD</p> <p><i>Remark:</i> Measure the degree to which the CMAA has been successful in mainstreaming gender and PWD equality in the allocation of resources.</p>			
Key deliverable 3	At least 35 sq km of contaminated land mapped through Baseline Survey, cleared and released for productive use through local planning and that promote efficiency and		Start Date: 1 Jan 2010 End Date: 31 Dec 2015

	transparency	
Purpose	Clearance of mine affected land and baseline survey of remaining contamination	
Description	<i>Planned actions to produce the activity result.</i> <ol style="list-style-type: none"> 1. Support completion of Baseline Survey. 2. Select areas for clearance with highest return based on annual clearance plans and promote use of improved methodologies for demining. 	
Quality Criteria	Quality Method	Date of Assessment
Square meters cleared using CFR resources, Baseline: 37 million sqm (cumulated end 2010), Target: 72 million sqm (cumulated 2015) <i>Remark:</i> This indicator tracks the contribution of the project to the clearance of land in a transparent, cost-effective manner.	Review and scoring of quarterly reports from contracted operators through a contract M&E tool based on: compliance to workplans and CMAS, productivity, use of BLS data, quality of reports and cost efficiency.	Quarterly
Reduction per year in the number of landmine casualties in Battambang, Banteay Meanchey and Pailin Baseline: 8% (2010, Target: 10% per year <i>Remark:</i> This indicator tracks the contribution of the project to the reduction in the casualty reduction in the provinces targeted by the project	Review of casualty data in the provinces targeted by the clearance activities as collected by the CMAA Cambodian Mine Victim Information System (CMVIS)	Annually

V. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the **safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the Implementing Partner.**

The Implementing Partner shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.**

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

List of Annexes

Annex 1: Indicator Monitoring Matrix

Annex 2: Risk Log

Annex 3: Project Director TOR

Annex 4: Project Manager TOR

Annex 5: Project Adviser TOR

Annex 6: Technical Adviser TOR

Annex 7: Senior National Project Officer TOR

Annex 8: National Mine Action Strategy 2010-2019

Annex 9: Capacity assessment and CMAA's response