



KINGDOM OF CAMBODIA
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THE ROYAL GOVERNMENT OF CAMBODIA

NATIONAL MINE ACTION STRATEGY
2018-2025



APPROVED BY THE ROYAL GOVERNMENT OF CAMBODIA

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FOREWORD

Samdech Akkak Moha Sena Padei Techo Hun Sen, the Prime Minister of the Kingdom of Cambodia, the President of the Cambodian Mine Action and Victim Assistance Authority.

Poverty reduction is the main development goal of the Royal Government of Cambodia (RGC). However, landmines and Explosive Remnants of War (ERW) has killed and maimed thousands of people and caused sufferings for Cambodia, and hold back development efforts. Until now, together with our partners we have successfully responded to the humanitarian and development imperatives by returning hundreds of thousands of hectares of contaminated land to communities. However, the negative impact of landmines and ERW on poverty reduction in Cambodia is still a major problem, which has led the RGC making mine action a key component of its national development plan.

After the integration of Cambodia into ASEAN Free Trade Area, agricultural production, infrastructure construction, economic development and tourism sector are growing at an increasing rate, requiring greater demining effort to provide more safe land in a very short time. Cambodian economy is one of the fastest growing economies in the region with the growth rate roughly 7% as the result of increasing foreign direct investments, the expansion of tourism sector and other sectors. In this regard, Cambodia will continue to increase demining effort in order to provide safe land for livelihood activities of the growing population.

The National Mine Action Strategy (NMAS) 2018-2025 responds to the challenges the RGC need to address in order to promote development and provide security to Cambodian people. The Strategy builds on previous mine action strategies as well as the knowledge and experience that Cambodia has acquired over the last 25 years of extensive demining efforts. Under the article 5 of the Anti-Personnel Mine Ban Convention, the strategy is designed to support Cambodia's second request for the 6-year extension of its clearance deadline from 2020 to 2025. At the Maputo Review Conference on a Mine-Free World, Cambodia endorsed the "Maputo + 15 Declaration" with the ambition to intensify efforts to complete clearance to the fullest extent possible by 2025. The strategy is prepared under leadership and coordination of Cambodian Mine Action and Victim Assistance Authority (CMAA), through consultative and participative approach with all relevant stakeholders in mine action sector.

The NMAS is strong, forward looking and ambitious document. It challenges the status quo by encouraging all actors to deliver results that can be measured, to find solutions to address the gaps and to review systems and processes to improve demining activities in Cambodia. It compels all stakeholders to target resources to the most impacted areas to ensure that the most vulnerable are the prime beneficiaries. It also aims to fulfil the RGC's good governance objectives by strengthening national capacities to manage an effective and coordinated response, by realizing the commitment under international law and setting sustainable institutions in place to address the residual problem in the long term.

The NMAS will serve as a single guiding reference document for all development partners involved or interested in supporting the mine action sector. The NMAS draws a number of measures and activities to achieve the strategic goals. It also sets key indicators, targets and timelines that help

development partners in formulating programs and projects in support of the strategy. For the NMA to be successful, it will require all stakeholders to cooperate, not only during the roll-out but also in collecting data and information to monitor its implementation and measure its contribution to Cambodian Sustainable Development Goals.

As the Prime Minister of the kingdom of Cambodia and the President of CMAA, I sincerely hope that all stakeholders, both within the government as well as development partners, will take the strategy as a common guideline that will enhance the effectiveness and impact of collective efforts. This will also show our commitment to Cambodia's declaration on Harmonization, Alignment and Managing the results to which will have all agreed. RGC looks forward to working with you in making Cambodia a country free from landmines and ERW.

Phnom Penh, 12 December 2017

(signed)
HUN SEN

ABBREVIATION

APM	Anti-Personnel Mines
APMBC	Anti-Personnel Mine Ban Convention
ARMAC	ASEAN Regional Mine Action Centre
BLS	Baseline Survey
CBMRR	Community Based Mine Risk Reduction
CBO	Community-Based Organisation
CCM	Convention on Cluster Mines
CCW	Convention on Certain Conventional Weapons
CDC	Cambodian Council for Development
CRDB	Cambodian Rehabilitation and Development Board
CRPD	Convention of the Rights of Persons with Disabilities
CSHD	Cambodian Self Help Demining
CMAA	Cambodian Mine Action and Victim Assistance Authority
CMAC	Cambodian Mine Action Centre
CMAS	Cambodia Mine Action Standards
CMDGs	Cambodia's Millennium Development Goals
CRC	Cambodia Red Cross
EOD	Explosive Ordnance Disposal
ERW	Explosive Remnants of War
GICHD	Geneva International Centre for Humanitarian Demining
Ha	Hectare
HALO	The HALO Trust
IO	International Organisation
NGO	Non-Government Organisation
IMAS	International Mine Action Standards
IMSMA	Information Management System for Mine Action
Km²	Square kilometres
LUPU	Land Use Planning Unit
L1S	Level One Survey
m²	Square meter
MAG	Mines Advisory Group
MAPU	Mine Action Planning Unit
MACC	Mine Action Coordination Committee
MBT	Mine Ban Treaty

MoEYS	Ministry of Education, Youth and Sports
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MRE	Mine Risk Education
NIMSMA	National Information Management System for Mine Action
NMAS	National Mine Action Strategy
NPA	Norwegian Peoples Aid
NPMEC	National Centre for Peacekeeping Forces Management, Mines and Explosive Remnants of War Clearance
NSDP	National Strategic Development Plan
PWD	People with Disability
PMAC	Provincial Mine Action Committee
RCAF	Royal Cambodian Armed Forces
RGC	Royal Government of Cambodia
SDG	Sustainable Development Goals
TWG-MA	Technical Working Group – Mine Action
TRG	Technical Reference Group
UNDP	United Nations Development Program
UXO	Unexploded Ordnance



EXECUTIVE SUMMARY

Cambodia faces very critical challenges regarding landmine and Explosive Remnant of War (Mine/ERW) problem, which is the result of a protracted sequence of internal conflicts that affected the country from the early 1960s until late 1998. The nature of Mine/ERW contamination in Cambodia is highly complex due to the civil war, and the openly and secretly aggressive wars, and lack of information record of where landmines were laid, the extensive periodic series of armed conflicts and US bombardment. As the result, Cambodia has suffered severe socio-economic losses and catastrophic humanitarian consequences.

Cambodia humanitarian mine action began in 1992. In 2000, Cambodia became a State Party to the Anti-Personnel Mine Ban Convention (APMBC). Article 5 of the Convention stipulates the obligation of all States Parties to destroy all anti-personnel landmines within ten years. In 2009, Cambodia requested a ten-year extension of its deadline to clear all known mined areas by 2019. Upon the feasibility assessment of the mine action sector in Cambodia considering the operational and financial challenges, the aim to comply with this extension request is out of reach. At the 2014 Maputo Review Conference on a Mine-Free World, Cambodia endorsed the “Maputo + 15 Declaration” with the ambition to intensify efforts to complete clearance to the fullest extent possible by 2025. In 2016, an independent review of the Mine Action Sector in Cambodia undertaken by the GICHD recommended that the Cambodia mine action sector should fine-tune and develop a new comprehensive strategic plan to guide the future directions for mine action program in Cambodia in alignment with National Strategic Development Plan and Rectangular Strategy Phase 3 implementation. Upon technical review and consultation with all stakeholders, the RGC decided to establish a new National Mine Action Strategy 2018-2025 (NMAS 2018-25) which is founded upon experience through lessons learned, momentum of the present and optimism of future cooperation.

Mine/ERW have claimed thousands of human casualties, caused unprecedented suffering, and hindered development. Since 1979 Mine/ERW have caused an unacceptable number of casualties, based on Cambodia Mine/ERW Victim Information System report 64,688 casualties were recorded from 1979 to 2017. After 25 years of demining, Cambodia has released **1,544,958,523 m²** of contaminated land for productive use; **1,036,376** anti-personnel mines, **24,251** anti-tank mines; and **2,660,638** items of explosive remnants of war were found and destroyed. The number of Mine/ERW casualties has been brought down from 4,320 per year in 1996 to an annual average around 100 in a year over the last five years. However, the current casualty number is still too high, and physical, psychological, socio-economic negative impacts are unacceptable, and a great social burden for the government by diverting fund from other prioritized sectors. To support Mine/ERW Victim assistance, CMAA is the coordination mechanism under the leadership of Cambodian Prime Minister to mobilize resources including technical and financial assistance as well as psychological support for the family. This mechanism is participated by line ministries such as Ministry of Social Affair, Veteran and Youth Rehabilitation, Ministry of Health, and other relevant ministries as well as subnational authorities, Cambodian Red Cross, NGOs and private sector.

The achievements were made possible because of generous contributions from the international community and significant effort of the Royal Government of Cambodia (RGC) to support the mine action program and related initiatives. Although, the RGC and development partners acknowledge

the significant progress which has been achieved in tackling mines/ERW problem, the presence of mines/ERW threat is still the main obstacle for development. The RGC has set economic goal that Cambodia will become a high middle-income country by 2030; therefore, Mine/ERW problem must be addressed in a timely fashion. According to the most recent comprehensive baseline survey report, approximately **1,970 km²** of land is still contaminated.

After the integration of Cambodia into ASEAN Free Trade Area, agricultural production, infrastructure construction, economic development and tourism sector are growing at an increasing rate, requiring greater demining effort to provide more safe land in a very short time. Cambodian economy is one of the fastest growing economies in the region with the growth rate roughly 7% as the result of increasing foreign direct investments, the expansion of tourism sector and other sector. Furthermore, to facilitate inter-regional trade, many special economic zones were established within the proximity of Cambodian border with our neighbouring countries, which lead to growing population, and expansion of the community along the borders. Since the most landmine contaminated areas are identified to be along the North-western border, the growing population and increasing development activities in the area will lead to higher risk of Mine/ERW accident. To address the problem, all stakeholders within the sector must work together in accordance to the principle of partnership in recognition of the RGC ownership to release these contaminated lands effectively, efficiently and safely to end the suffering and promote development in Cambodia.

The NMAS 2018-2025 aims to achieve the vision “Cambodia is mine free and the threat of explosive remnants of war is minimized, and human and socio-economic development takes place safely”. It outlines how Cambodia will address its Mine/ERW problem, specifically to release all known APM areas by 2025, and prepares to address Mine/ERW residual threats after 2025. To achieve this vision our mission will be “to release all known landmine and prioritized cluster munitions contaminated areas, and to minimize the residual risks caused by explosive remnants of war in Cambodia; and to advocate the rights and services for landmine and ERW survivors and indirect victims”. In carrying out our mission to attain the vision, eight strategic goals have been set together with 27 objectives, and their respective strategies, which will help to achieve these goals and objectives. The eight goals are:

Goal 1: Release all known landmine contaminated areas by 2025.

Goal 2: Release prioritized cluster munitions contaminated areas by 2025.

Goal 3: Address the threats from other explosive remnants of war.

Goal 4: Minimize mine/ERW including cluster munitions casualties, and improve livelihood of survivors and mine/ERW affected communities.

Goal 5: Contribute to economic growth and poverty reduction.

Goal 6: Promote regional and international disarmament and cooperation in mine action.

Goal 7: Establish a sustainable national capacity to address the residual threats after 2025.

Goal 8: Ensure mine action activities are supported by enhanced quality management system and effective information management, and are gender and environment protection sensitive.

In line with the Maputo +15 spirit, one of the enabling objectives is to release all known anti-personnel mine area by 2025. Cambodia will also make greater efforts to clear prioritized cluster contaminated areas. However, beyond 2025, what remains will be considered as residual threats.

Another specific strategy will be developed in time to address the remaining threats.

The Cambodian mine action sector is optimistic that it is capable of removing anti-personnel landmines from all known contaminated areas by 2025. This would require improving coordination efforts in the planning and prioritization process so that the scarce resources are best used; enhancing land release methodology, clearance tools and techniques; undertaking continuous surveys; and most importantly, securing adequate finance.

Cambodia situation remains dynamic; the sector therefore must remain alert and respond to changing circumstances to ensure the mine action program is always efficient and on track and take into consideration other national strategies and policies. To effectively manage the implementation of the NMAS 2018-2025, two implementing phases of the strategy are established. Phase I starts from 2018 to 2022 and phase II from 2023 to 2025. Under this national strategy, the sector will continue to apply the current institutional framework in separating regulatory, coordination and monitoring functions from demining and mine action related operations, where the same operators will remain active.

The current effective operational measures will continue and be further enhanced. They include baseline survey, planning and prioritization, land release, mine/ERW risk education, victim assistance, information management system, gender mainstreaming, environmental sustainability, capacity development, regional and international disarmament, and effort to sustain capacity beyond 2025.

Partnerships in humanitarian mine action in Cambodia have been instrumental for program implementation in saving lives and supporting Cambodia's economic development in tackling Mine/ERW issue in the country since 1992. International, multi and bilateral funding agencies have borne the bulk of the cost of the mine action program. To achieve strategic work plan 2018-2025, it is estimated that the sector need USD 354 million for releasing land, 0.6 million for conducting baseline survey and 46 million for mine risk education, victim assistance, advocacy and the sector management. Overall, the sector projected that it will need around **USD 406 million** to implement the strategy.

The fluctuation of international funding to mine action is subject to global uncertainty caused by both economic and political factors, under such consideration the appropriate actions will be taken to effectively mobilize resources. The steady and remarkable GDP growth enables Cambodia to become a lower middle-income country, which will be less favorable for emergency funding and grants. The resources are mobilized strategically to proactively engage both traditional and potential new donors for assistance, and further explore the possibilities of additional funding sources. Cambodia's mine action sector will further continue to innovate to figure out the most efficient way of conducting land release and attractive appeals to donors in promoting humanitarian demining projects. Mine action sector in Cambodia has reached a turning point where the transition from external to domestic funding will see the gradual withdrawal of international donors and RGC will deliberately take more responsibility in addressing Mine/ERW problem by 2025 and strengthen its capacity to tackle the residual threat after 2025.

The NMAS 2018-2025 is a path forward to fulfil the overall mission in accordance with its mandate. It takes into consideration the relevant national strategies and plans in mine action and related fields to

ensure its contribution to overall national initiatives. It also reflects the prevailing global mine action environment. It serves as a roadmap to gauge the sector activities and outlines specific Goals and Objectives to be achieved during the strategic period.



1. INTRODUCTION

Protracted sequence of internal conflicts from the early 1960s until late 1998 have left Cambodia as one of the most Mine/ERW contaminated country in the world. The eastern provinces of Cambodia are highly contaminated with cluster munitions and other ERW because of extensive aerial bombardment during the Vietnam War. According to bombing data given by US State Department from 1965 to 1973 an estimated 2.75 million tons of US bombardment including cluster munitions 27.9 million pieces. Moreover, chemical bombs were also found were dropped on Cambodia. Some 30%¹ of the bombs did not explode on impact as intended, leaving a deadly legacy of unexploded ordnance and other ERW contamination to this day. Moreover, the civil war and the openly and secretly aggressive wars from 1970 to 1998, also left millions of ERW scattered across the country, both on the ground and underwater.

In April 1975, under the Khmer Rouge regime two million people died as result of executions, forced labor, starvation and lack of healthcare. After the fall of the Khmer Rouge regime in January 1979, internal armed conflict continued until late 1998. During this period all warring factions laid estimated around four million landmines. Different warring factions used landmines from different countries. The commonly found mines include those made in Belgium, China, Former Czechoslovakia, Former East Germany, USA, Former USSR and Vietnam. The highest contamination was recorded along the North-western border and is thought to be one of the largest high density minefields in the world. Ground battles during this period resulted in high levels of UXO and stray ammunition across Cambodia.

Mine/ERW used during conflicts continue to cause socio-economic and humanitarian tragedy to the affected nations long after conflicts end. They deter efforts to restore livelihood capacity and weaken community resilience building of the affected nations. Eradicating them as well as ending the suffering they have caused is every nation's and their citizen's duty such as the global effort. Cambodia is one of the most heavily contaminated Mine/ERW countries in the world. Despite the persistent mine action efforts since 1992 the country remains affected.

In Cambodia, Mine/ERW contamination is complex. The North-western provinces are severely affected by both Mine/ERW, the central provinces moderately affected by both landmines and ERW, and the eastern provinces are highly affected by ERW including cluster munitions. A Landmine Level One Survey (L1S) conducted from late 2000 to April 2002 indicated that 46% of villages in Cambodia (6,416 villages) were affected by landmines and ERW, with the suspected presence of mines severely limiting access to people's livelihoods. Initial estimates found 4,544 km² of land suspected to be contaminated. In 2009, due to the necessity to quantify the remaining problem in Cambodia and better redefine the nature of the contamination in support of Ottawa Convention Article 5 extension request, a nationwide baseline survey (BLS) was initiated and implemented under the coordination of CMAA. Currently the results from the BLS show that 1,970 km² of land is still registered as contaminated, maintaining Cambodia among the top landmine and ERW affected countries in the world.

¹ Cluster munitions: <http://legaciesofwar.org/about-laos/cluster-munitions/>

To address the negative impact of the mine/ERW, the RGC has been very proactive in addressing Mine/ERW problem. Humanitarian mine action officially began in Cambodia in 1992.

On 1 January 2000, Cambodia became a State Party to the APMBC. Article 5 of the Convention stipulates the obligation of all States Parties to destroy all anti-personnel landmines within ten years. Due to extensive magnitude of contamination, Cambodia was unable to meet the deadline to clear all known mined areas. Cambodia requested for the extension, and in December 2009 Cambodia's request was approved and a ten-year extension granted (until 1 January 2020). Following the approval of the extension request, NMAS 2010-19 was established as a strategic guidance to clear all known landmine areas by the end of 2019.

Cambodia also joined in constructive international disarmament and humanitarian treaties namely the CCW (Protocol I II, III, and IV)², APMBC, Convention of the Rights of Persons with Disabilities (CRPD), as well as other cooperation initiatives in mine action. Even though Cambodia is not yet a signatory to the Convention on Cluster Munitions (CCM), it has participated in almost all of the Convention related meetings as an observer. Cambodia has expressed its support for the Convention and has continuously reviewed its ability to comply with the Convention's obligations. Cambodia is not known to have ever produced, used or exported cluster munitions.

Upon the feasibility assessment of the mine action sector in Cambodia considering the operational and financial challenges, the 2019 extension deadline will not be met. In term of operational challenges, the weather condition seem to become unpredictable due to impact of climate change, the rainy season seem to be much longer out of normality, and the terrain condition of minefield is getting more problematic for operation. If we look at financial challenges, due to changes in priorities of some donor country funding for mine action being diverted away from the sector.

At the Maputo Review Conference on a Mine-Free World in 2014, Cambodia endorsed the "Maputo + 15 Declaration" with the ambition to intensify efforts to complete clearance to the fullest extent possible by 2025. In September 2015, Cambodia has initiated a long and detailed process of reviewing and developing its new strategy. In 2016, an independent review of the Mine Action Sector in Cambodia undertaken by the GICHD recommended that the Cambodia mine action sector fine-tune and develop a new and well informed strategic plan to guide the future directions for Cambodia's humanitarian mine action program.

Since late 2015, Cambodia has begun to develop a new NMAS 2018-2025. CMAA was tasked to lead this development. With an adoption of the consultative and participative fashion, a Steering Committee was created to provide Strategic Directions on the NMAS. Five Technical Groups (on clearance, VA, MRE, IM and Gender) were appointed to provide technical inputs on their specialization areas, and a Task Force to manage the development process, draft the NMAS under guidance from the Steering Committee. In addition, stakeholder consultation workshops were organized to collect comments and inputs from mine action donors, development partners, relevant government institutions, and mine action operators to ensure that this NMAS 2018-2025 is comprehensive and realistically implementable. This NMAS (2018-25) has been developed by building

² Protocol I: Non-detectable fragments; Protocol II: Mines, booby-traps, other devices; Protocol III: Incendiary weapons; Protocol IV: Blinding Laser Weapons.

on lessons learnt and rich experience gained from the implementation of previous strategies, mine action sector and related sector strategies, reports and reviews, and the result of numerous stakeholder consultations. It serves as a strategic guidance to the follow on Implementation Plans which outlines how Cambodia will address its landmine/ERW) problems to support national development plan in terms of alleviating poverty and accelerating economic development in line to achieve international obligations, and prepare for what remained as Mine/ERW residual threats going forward.

To ensure effective management and accountability of the Mine Action sector, the RGC established the Cambodian Mine Action and Victim Assistance Authority (CMAA), presided over by **Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia**. The role of CMAA is to regulate, coordinate and monitor mine action activities throughout Cambodia. The sector consists of two national operators namely CMAC and NPMEC, and international operators including MAG, HALO Trust, NPA, JMAS, APOPO and CSHD as local NGO operator, along with other Mine Risk Education and Victims Assistance actors. Moreover, Cambodia has sent its deminers to affected countries as part of the United Nations Peacekeeping Operations, and has assisted other Mine/ERW affected countries.

Cambodia has adopted Mine Action as one of its Cambodian Sustainable Development Goals (CSDGs) as goal number 18 (CSDG18). Further, the Cambodian National Strategic Development Plan (NSDP) 2014-18 highlighted that an effective planning and prioritization of clearance is important for ensuring efficient use of limited resources and casualty reduction. It encouraged the CMAA to continue to improve the current planning and prioritization process, which is integrated with the Commune Investment Program. CMAA will also ensure close consultation between mine action and other relevant sectors at all levels to forge a cross-sector synergy and cooperation. Furthermore, the CMAA will continue to refine the application of land release methodologies to release contaminated lands in a cost-effective manner.

To ensure quality clearance requirement and guarantee that released land is safe to use, mine action operations are carried out based on several important mechanisms such as effective top-down and bottom up planning and prioritization process, effective coordination among all stakeholders, functioning information management system for mine action and efficient quality management system to ensure confidence building among stakeholders.

This current mine action management platform continues to demonstrate effectiveness and prove national ownership status of the RGC in the mine action sector. Although there have been a lot of positive development within the sector, some identified areas are needed improvement and will be addressed under this strategy.

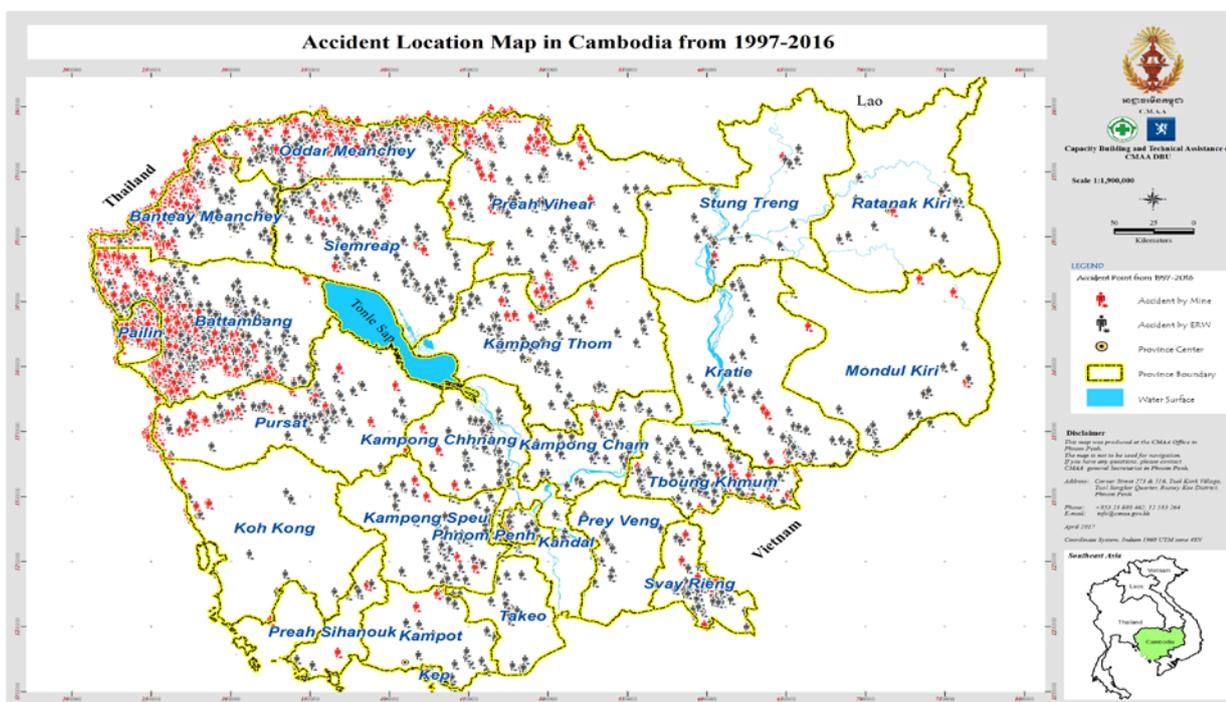
Since 1979, Mine/ERW problems have caused an unacceptable number of casualties. The Cambodia Mine/ERW Victim Information System (**CMVIS**) data reported 64,662 casualties between 1979 and 2016. The number of mine/ERW casualties has been brought down from 4,320 in 1996 to around 100 casualties on average per annum over the last five years. This significant reduction in casualty is achievable through effective planning and prioritization, large scale landmine and ERW clearance over 25 years, increased mine awareness through mine risk education efforts, improved socio-

economic development, and effective implementation of laws prohibiting the collection and storage of ordnance for scrap metal.

By the end of 2016, Cambodia has released **1,544,958,523 m²** of contaminated land for productive use; found and destroyed **1,036,376** anti-personnel mines, **24,251** anti-tank mines; and **2,660,638** items of explosive remnants of war.

These results have been possible due to generous contributions from the RGC and international community. However, international funding has slowly been declining. Therefore, the sector needs to re-energize and expand both internal and external funding in order to meet the aims of this strategy. The primary aim being a landmine free Cambodia by 2025, which will require an additional 1,000 deminers.

Figure 1: Accident location Map in Cambodia from 1997 to 2016.



2. VISION

Cambodia is mine free and the threat of explosive remnants of war is minimized and human and socio-economic development takes place safely.

3. MISSION

To release all known landmine and prioritized cluster munitions contaminated areas, and to minimize the residual risks caused by explosive remnants of war in Cambodia; and to advocate the rights and services for landmine and ERW survivors and indirect victims.

The guiding principles and values of this National Mine Action Strategy are:

- Needs-driven and people-centered.
- Mine action complies with high quality and safety standards.
- Mine action is effective, efficient and best value for money.
- Mine action information management is based on principle of integrity, accuracy, and accessibility.
- All relevant government agencies take ownership of the strategy and action plans.
- Decision-making and financial management are transparent and accountable.
- Fairness and equity are upheld at all times.
- Gender diversity are valued at all times.
- Continual improvement and innovation are encouraged.
- Consultative and participatory processes are used, especially for the end users.
- Survivor opportunities are a high priority.

4. GOALS AND OBJECTIVES

GOAL 1: Release all known landmine contaminated areas by 2025.

OBJECTIVES:

1. Complete national Baseline Survey of remaining districts by 2020.
2. Conduct Land Reclamation/Land Cancellation (NTS) and re-survey to update contamination data.
3. Release prioritized known mine contaminated villages by 2021 and remaining villages by 2025.
4. Review and enhance the existing operational systems and capacity.

GOAL 2: Release prioritized cluster munitions contaminated areas by 2025.

OBJECTIVES:

1. Plan and prioritize cluster munitions contaminated areas to be released.
2. Conduct survey and release confirmed cluster munitions contaminated areas.

GOAL 3: Address the threats from other explosive remnants of war.

OBJECTIVES:

1. Survey and release known ERW contaminated areas.
2. Provide timely EOD call-out responses as requested by community and authorities.

GOAL 4: Minimize mine, cluster munitions and other ERW casualties, and improve livelihood of survivors and mine/ERW affected communities.

OBJECTIVES:

1. Provide effective mine/ERW risk education to people in current and emerging high risk areas, appropriate for gender and age and strengthen local initiative network.
2. Support mine/ERW survivors and indirect victims to receive adequate and gender sensitive medical and mental care, and physical rehabilitation.
3. Improve livelihood capacity of mine/ERW survivors and indirect victims to enhance their inclusion and full participation in the society.

GOAL 5: Contribute to economic growth and poverty reduction.

OBJECTIVES:

1. Support local development priorities in communities affected by mine, cluster munitions and other ERW.
2. Support national and sub-national development priorities.

GOAL 6: Promote regional and international disarmament and cooperation in mine action.

OBJECTIVES:

1. Promote compliance of Anti-Personnel Mine Ban Convention (APMBC) obligations.
2. Promote compliance of Convention on Certain Conventional Weapons (CCW) obligations and support acceding to protocol V.
3. Support acceding to Convention on Cluster Munitions (CCM) by 2020.
4. Support demining operations under the framework of the United Nations Peacekeeping Operations.

5. Enhance international cooperation and assistance in mine action including South-South cooperation.

GOAL 7: Establish a sustainable national capacity to address the residual threats after 2025

OBJECTIVES:

1. Strengthen national capacity to manage and implement effective and efficient MA program
2. Preserve, enhance and share mine action knowledge within the sector and beyond.
3. Review by 2020 legal, institutional and operational framework, strategy and capacity needed to address the residual threats.
4. Develop, strengthen and maintain a sustainable national capacity to effectively address the residual threats after 2025.

GOAL 8: Ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environment protection sensitive.

OBJECTIVES:

1. Enhance Quality Management System.
2. Strengthen National Information Management System for Mine Action.
3. Promote gender mainstreaming in mine action.
4. Mainstream environmental protection in mine action.
5. Performance Monitoring System (PMS) for mine action applied.

5. STRATEGIC FRAMEWORK

5.1 STRATEGIC ANALYSIS

The nature of contamination remains very complex. Even with the most efficient survey methodology, there is still landmine/ERW contamination that falls outside of the baseline survey polygon. Some accidents occurred outside the baseline survey polygon. Based on this rationale, more rigorous survey is necessitated to capture better quality of landmine information not previously discovered due to the lack of local information at time of survey and to release of land reclaimed by affected communities where clearance is no longer required.

Upon the establishment of NMAS (2018-25), a 3-year implementation plan will be developed under the coordination of the CMAA with participation from all operators. The annual clearance target by land classifications will be agreed upon and included in the Performance Indicators Matrix (Annex C); and the proposed targets as in Land Release Projection 2018-2025 (Annex B).

The Cambodian mine action sector is reasonably optimistic that it is capable of removing landmines from all known contaminated areas by 2025. This would require improving coordination efforts in the planning and prioritization process so that resources are best used; enhancing land release methodology and clearance tools and techniques; and continuous survey.

There are number of inter-related factors that influence action taken within the sector toward each mine action pillar such as international treaty obligation, reported casualties, Post Clearing Monitoring Report, operational statistic, and government guideline and circular.

First, as a State Party to International Conventions, Cambodia must remain committed to meet its obligations to those Treaties and their respective action plans.

Second, with casualties reported on all types of contaminated land classifications, future demining operations will need to address all types of contaminated land. However, as Mine/ERW incidents continue to occur outside of surveyed areas, enhanced survey is encouraged and awareness programs should continue.

Third, according to the consolidated Post Clearing Monitoring report (PCM 2016), 60% of released land was used for agriculture activities; 30% for physical infrastructure and 7% for housing of the affected communities. Only 3% of released land has yet to be put to use at time of PCM. This indicates the effectiveness of the current planning and prioritization practice. The current planning and prioritization regime deemed very effective must continue, it nevertheless needs further strengthening.

Fourth, operational statistics documented at the CMAA indicated during land release operations that on the average a certain percentage of a minefield polygon was released through non-technical survey. For example, on average, 32% of land under A1 classification (Land containing dense concentration of Anti-personnel mines), and 51% under classification A4 (Land containing scattered or nuisance presence of Anti-personnel mines) was reclaimed. This means that no clearance assets were deployed, resulting in substantial saving of resources and faster release of clearance tasks. It is

essential that clearance assets are only deployed in areas where there is clear evidence of mines. Therefore, future clearance tasks should be prioritised on the basis of effective re-survey (Non-Technical Survey).

Fifth, Cambodia's socio-economic, humanitarian, development and border demarcation situation remain dynamic. Demining must be responsive to these needs employing existing planning and prioritization guidelines and government circular related to clearance of border areas.

With the more accurate and systematic methods of the Baseline survey (BLS) and the on-going conduct of the Land Release (through Non-Technical Survey, Technical Survey and Full Clearance), it is estimated that **1,970 km²** of contaminated land to be released. In order to respond strategically to individual problem, we divided the problems into three separate categories: Landmines, Cluster munitions, and other ERW. Chemical weapons remnant of war will be addressed in a separate strategy.

1. Landmines:

The total known landmine contaminated area remaining to be released is **946 km²**. Over the last three years (2014-2016), Cambodia has released an average of **94 km²** per year of mine areas. At this rate it will take about 10 years to release all known mine contaminated areas. However, in compliance with Maputo+15 Declaration, Cambodia is committed to clear all known mine areas by 2025. To meet this commitment within 8 years, Cambodia will need to increase its land release productivity of mine areas by 17%, to release **110km²** per year.

Analysis of the past 3-year data from the CMAA national database shows that of mine areas:

- a) 40% were released through non-technical survey as cancellation/land reclamation; and
- b) 60% were released through technical survey/clearance

In order to increase productivity to meet the target, Cambodia will speed up the process with the use of strengthened land release methodology, innovative technology and animal detection systems for more efficient and effective land release. A robust quality management system must also be maintained and strengthened to provide confidence to the beneficiaries, operators and the CMAA that clearance and quality requirements have been met, and that released land is indeed safe to use. Accordingly, more financial resource, equipment and human resource capacity will be required.

2. Cluster munitions:

Apart from the commitment to release all known mined areas by 2025, Cambodia will continue to address remaining cluster munitions and other ERWs. The current total known cluster munitions contamination is 645km², but this will be increased as result of additional survey.

Over the last three years (2014-2016) Cambodia has released an average of 11km² per year. Based on the increasing development activities and expert opinion Cambodia has prioritized and

committed to address 80% of the total known cluster contamination area or 499km² by 2025. The remaining will be left as residual threat.

To meet the 499km² target of prioritized cluster munitions land within 8 years, the sector will speed up the process using improved methodology, such as cluster munitions survey a combination of the non-technical and technical survey method to identify precisely a confirmed hazard areas, innovative technology and animal detection systems, for more efficient and effective land release.

Cambodia is confident that it can release approximately 30% through land reclamation/cancellation and the remaining 70% through land release methodology. Based on this analysis, approximately 44km² will need to be released per year through technical survey and full clearance. Accordingly, more resources will be required in terms of financial, equipment and human capacity.

3. Explosive Remnants of War

Due to limited past ERW survey the current known ERW contamination is recorded in the database is only 379km² and it is projected that 333km² will remain by the end of 2017 based on the current rate of ERW clearance. However, the nature of ERW contamination is that it is scattered across the country, which is difficult to be quantified, and further extensive survey must be conducted.

According to the statistics in the National Database, based on a three-year annual average from 2014 to 2016, 46km² of ERW contaminated land per year has been released. Accordingly, 42 km² per year will need to be cleared to reach the target of 100% of ERW clearance by 2025. The last 3 years combined operator responses to EOD spot task is 21,212, an average of 7,071 per year. Due to growing population and accelerating development activities, the number of EOD task response will be expected to increase in the foreseeable future.

Clearing ERW contamination requires significant effort since the contamination is randomly scattered. Global experience shows us that remaining ERW residual threats will need to be addressed long after the end of the initial intervention, therefore a sustainable national EOD call-out capacity to continuously respond to the residual risk will be required.

5.2 STRATEGIES

Addressing landmine and ERW problems goes beyond just clearing landmines/ERW. There are a range of activities undertaken proactively and reactively by the sector inter alia giving mine/ERW risk education; assisting mine/ERW victims; engaging in advocacy and stockpile destruction; mainstreaming gender in mine action; ensuring that environment is not adversely affected by mine/ERW clearance and removal; researching and developing innovative methodology and technology; and, effectively managing the sector. The sector must also link its demining activities with socio-economic development in the most efficient and effective way within its systematic planning and prioritization process.³ In order for Cambodia to be mine free and the threat of explosive remnants of war is minimized so that human and socio-economic development can take

³ National Strategic Development Plan 2014-2018, p.133

place safely, each inter-related strategic goal followed by each specific objective must be achieved through the implementation of each strategy below.

GOAL 1: Release all known landmine contaminated areas by 2025.

- **Objective 1: Complete national Baseline Survey of remaining districts by 2020.**
 - **Strategies**
 1. Develop baseline survey plan for remaining landmine/ERW contaminated districts
 2. Mobilize resources to support baseline survey
 3. Conduct Baseline Survey covering all remaining districts by 2020.
- **Objective 2: Conduct Land Reclamation/Land Cancellation (NTS) and re-survey to update contamination data.**
 - **Strategies**
 1. Develop concept paper and case study on Land Reclamation/Land Cancellation (NTS) and re-survey.
 2. Promote and roll-out Land Reclamation/Land Cancellation (NTS) and re-survey initiative.
 3. Expand the capacity to conduct Land Reclamation/Land Cancellation (NTS) and re-survey
- **Objective 3: Release prioritized known mine contaminated villages by 2021 and remaining villages by 2025.**
 - **Strategies**
 1. Develop 3-year operational work plan with annual review, based on prioritization process.
 2. Deploy clearance resources in priority villages considering local priority by 2021, and the remaining contaminated villages by 2025.
 3. Strengthen the compliance of Quality Management System in mine clearance activities.
- **Objective 4: Review and enhance the existing operational systems and capacity.**
 - **Strategies**
 1. Review and enhance Planning and Prioritization system.
 2. Review and enhance Land Release methodology.
 3. Diversify use of innovative technology in mine action.

GOAL 2: Release prioritized cluster munitions contaminated areas by 2025.

- **Objective 1: Plan and prioritize cluster munitions contaminated areas.**
 - **Strategies**
 1. Review current planning and prioritization guidelines applicable to cluster munitions contaminated areas.
 2. Conduct the prioritization of cluster munitions contaminated areas.
- **Objective 2: Conduct survey and release confirmed cluster munitions contaminated areas.**
 - **Strategies**

1. Develop national standards on cluster munitions survey and land release.
2. Increase capable survey and clearance capacity.
3. Conduct cluster munitions remnants survey.
4. Release prioritized cluster munitions contaminated areas.

GOAL 3: Address the threats from other explosive remnants of war.

- **Objective 1: Survey and Release known ERW contaminated areas.**
 - **Strategies**
 1. Review CMAS on ERW Land Release.
 2. Identify and release the known ERW contaminated areas.
- **Objective 2: Provide timely EOD call-out responses as requested by community and authorities.**
 - **Strategies**
 1. Review and strengthen current EOD capacity
 2. Establish sustainable national ERW reporting and recording system.

GOAL 4: Minimize mine, cluster munitions and other ERW casualties, and improve livelihood of survivors and mine/ERW affected communities.

- **Objective 1: Provide effective mine/ERW risk education to people in current and emerging high risk areas, appropriate for gender and age, and strengthen local initiative network.**
 - **Strategies**
 1. Strengthen the operator capacity to provide effective mine/ERW risk education.
 2. Coordinate the provision of MRE to the emerging high risk areas.
 3. Ensure MRE is mainstreamed in the school curriculum.
 4. Assess and reinforce community based risk education.
 5. Strengthen mine/ERW risk education aspect of the Village/Commune Safety Policy.
- **Objective 2: Support mine/ERW survivors and indirect victims to receive adequate and gender sensitive medical and mental care, and physical rehabilitation.**
 - **Strategies**
 1. Ensure documentation of mine/ERW survivors and indirect victims and make it available for relevant government agencies, development partners and NGOs.
 2. Strengthen national coordination mechanism on disability to ensure that needs and rights of mine/ERW survivors and indirect victims are being addressed in a timely and appropriate manner.
- **Objective 3: Improve livelihood capacity of mine/ERW survivors and indirect victims to enhance their inclusion and full participation in the society.**
 - **Strategies**
 1. Enhance survivor reintegration into society through the provision of accessible vocational training and livelihood activities.

GOAL 5: Contribute to economic growth and poverty reduction.

- **Objective 1: Support local development priorities in communities affected by mine, cluster**

munitions and other ERW.

▪ Strategies

1. Ensure planning and prioritization of mine action activities are aligned with local development priorities and plans.

○ Objective 2: Support national and sub-national development priorities.

▪ Strategies

1. Promote development projects in mine/ERW affected areas.
2. Advocate for allocation of mine action budget in national development projects.

GOAL 6: Promote regional and international disarmament and cooperation in mine action.

○ Objective 1: Promote compliance of Anti-Personnel Mine Ban Convention (APMBC) obligations.

▪ Strategies

1. Ensure APMBC obligations, particularly Article 7 on transparent measures and Article 5 on destruction of APMs are fully complied.
2. Ensure Cambodia's full participation in international mechanism to promote regional and international cooperation (APMBC 2025).

○ Objective 2: Promote compliance of Convention on Certain Conventional Weapons (CCW) obligations and support acceding to protocol V.

▪ Strategies

1. Ensure CCW obligations are fully complied.
2. Contribute to building consensus among national stakeholders to ensure acceding to Protocol V of CCW.

○ Objective 3: Support acceding to Convention on Cluster Munitions (CCM) by 2020.

▪ Strategies

1. Contribute to building consensus among national stakeholders to ensure that Cambodia becomes a State Party to CCM.

○ Objective 4: Support demining operations under the framework of the United Nations Peacekeeping Operations.

▪ Strategies

1. Ensure mine action operations under UN Peacekeeping Operations are accredited to IMAS.
2. Deploy RCAF's qualified demining and EOD teams under the United Nations Peacekeeping Operations.

○ Objective 5: Enhance international cooperation and assistance in mine action including South-South Cooperation

▪ Strategies

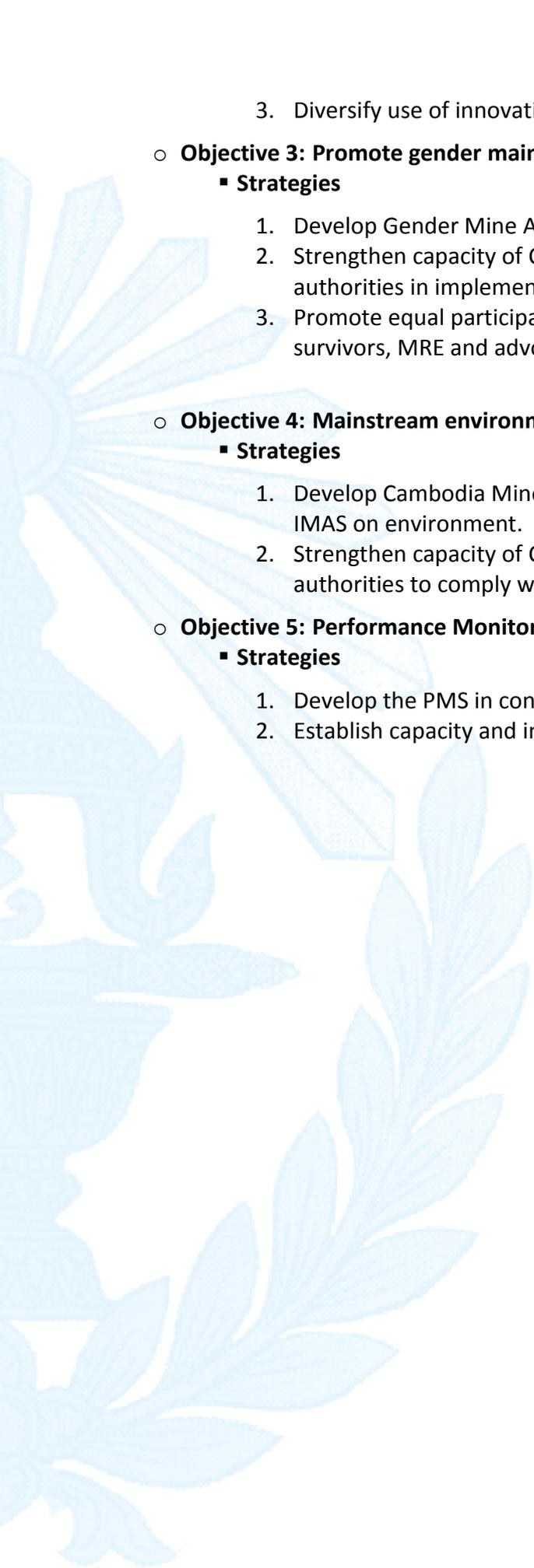
1. Institutionalize mine action capacity that can be used in enhancing international cooperation and assistance.
2. Support other mine/ERW affected states by mine clearance operation, and sharing good practices, and lessons learned from Cambodia's mine action activities.

GOAL 7: Establish a sustainable national capacity to address the residual threats after 2025

- **Objective 1: Strengthen national capacity to manage and implement effective and efficient MA program**
 - **Strategies**
 1. Conduct capacity development needs assessment and develop implementation plan.
 2. Strengthen and sustain national and subnational authority capacity and their mandate.
- **Objective 2: Preserve, enhance and share mine action knowledge within the sector and beyond.**
 - **Strategies**
 1. Develop a knowledge management strategy, including knowledge creation, storage/ retrieval, transfer and application.
- **Objective 3: Review by 2020 legal, institutional and operational framework, strategy and capacity needed to address the residual threats.**
 - **Strategies**
 1. Assess current legal, institutional and operational framework and capacity to address residual threats.
 2. Define necessary capacity building and resources needed to address residual threats.
- **Objective 4: Develop, strengthen and maintain a sustainable national capacity to effectively address the residual threats after 2025.**
 - **Strategies**
 1. Develop legal and institutional framework for sustainable national capacity.
 2. Develop operational framework, resources and capacity plan to address residual threats.
 3. Coordinate and implement national plan with assigned competent authorities for addressing residual threats.
 4. Develop coordinated monitoring and evaluation system for implementation of the national plan.
 5. Enhance information management capacity to support residual threats intervention.

GOAL 8: Ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environment protection sensitive.

- **Objective 1: Enhance Quality Management System.**
 - **Strategies**
 1. Review, update and develop relevant CMAS.
 2. Enhance and sustain the Quality Management system and capacity.
- **Objective 2: Strengthen National Information Management System for Mine Action.**
 - **Strategies**
 1. Enhance Information Management capacity and ensure sustainability of the national system.
 2. Review and enhance the relevant standards on Information Management.

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3. Diversify use of innovative technology to improve Information Management.
- **Objective 3: Promote gender mainstreaming in mine action.**
 - **Strategies**
 1. Develop Gender Mine Action Plan (GMAP) and Gender Mainstreaming Guideline.
 2. Strengthen capacity of CMAA, MAPUs, operators, sub-national and local authorities in implementing the gender mainstreaming guidelines.
 3. Promote equal participation of women in mine action processes, services for survivors, MRE and advocacy activities.
 - **Objective 4: Mainstream environmental protection in mine action.**
 - **Strategies**
 1. Develop Cambodia Mine Action Standards (CMAS) on environment in line with IMAS on environment.
 2. Strengthen capacity of CMAA, MAPUs, operators, sub-national and local authorities to comply with CMAS on environment.
 - **Objective 5: Performance Monitoring System (PMS) for mine action applied.**
 - **Strategies**
 1. Develop the PMS in consultation with relevant stakeholders.
 2. Establish capacity and implement the PMS.

6. ACTIVITIES

Once the NMAS 2018-2025 is adopted, the CMAA will initiate a series of activities to effectively and efficiently implement it. These activities ensure stakeholders awareness and their subsequent participation in its implementation. These activities are clustered into two phases. Phase I (2018-2022), and Phase II (2023-2025).

Phase I (2018-2022)

- Launch and disseminate NMAS 2018-2025.
- Develop Performance Monitoring System
- Develop detailed implementation plans.
- Develop resources mobilization plan in support of the strategy implementation.
- Develop request for the 2nd extension of deadline for the destruction of anti-personnel mines in mined areas in accordance with article 5 of the APMBC (2019).
- Undertake medium term review with the focus on transiting to residual 2020).
- Develop a comprehensive residual threats strategy.
- Establish residual threat legal and institutional framework
- Establish residual threats regulatory and operational frameworks including coordination, planning and prioritization, and sustained Information management system

Phase II (2023-2025)

- Develop residual threat capacity in preparation for transition from the traditional mine action program.
- Determine resource mobilization schemes to support the development of residual threat capacity and its future activities.
- Conduct post program evaluation of achievements and outcomes after the conclusion of this strategy in 2025 to evaluate the performance, lessons learned, recommendations for efficiencies and improvements in any remaining mine action.

7. INSTITUTIONAL FRAMEWORK

The architecture of the Cambodian Mine Action sector separates the policy and regulatory functions from the service provider function; i.e, the conduct of field operations; planning and prioritizing; and international response operations. This separation is considered in line with internationally recognized best practices and will be most likely to be continued.

a. National Authority

Cambodia established the CMAA to manage the sector. The CMAA was mandated by Royal Decree with the Prime Minister as the President, assisted by two Vice-Presidents and a Secretary-General who is responsible for day-to-day management.

CMAA is responsible for regulating, providing license and accreditation, coordinating, and monitoring all mine action activities, i.e. mine/ERW clearance, risk education and assistance to mine/ERW victims as well as for formulating national mine action strategies and plans to achieve the priorities identified by RGC's development policies.

b. Planning and Prioritization Body

Provincial Mine Action Committees (PMAC) and Mine Action Planning Units (MAPU) are effective bodies equipped with means of determining priorities in demining. Comprising local authorities and demining organizations working together, they are instrumental in ensuring community needs are taken into account during the prioritization of action plans and cleared land are assessed for use as intended

c. Service Providers, Demining, MRE and VA

With experience dating back to 1992, international and national operators both humanitarian and commercial will continue their critical roles to undertake surveys and demining operations throughout the country. There are about 5,850 well trained deminers active in the field.

Mine risk education and victim assistance are provided by a number of accredited demining operators, the Cambodian Red Cross (CRC), Ministry of Education, Youth and Sports (Mine Risk Education) and Ministry of Social Affairs, Veterans and Youth (MoSVY) (victim assistance) and a range of NGOs.

d. Expert Organizations

A number of mine action organizations provide periodic expert advice to Cambodia. The Geneva International Centre for Humanitarian Demining (GICHD), James Madison University (JMU), and the United Nations Mine Action Service (UNMAS) provide technical advice in a range of areas such as land release methodologies, gender mainstreaming, mine action standards and ISO standards. They can provide independent sector reviews. Another emerging regional organization is the ASEAN Regional Mine Action Centre (ARMAC), which has been established in Phnom Penh. It will ensure technical cooperation and information exchange between ASEAN member states on mine action.

e. Development Partners (DPs)

Bilateral and multilateral donors have been critical in providing the bulk of resources needed to date to undertake much of the policy development and clearance operations throughout the country. Without their contribution, Cambodia would not have made such remarkable achievement. Financial and technical support from DPs are still required to help Cambodia fulfil its obligation to the APMBC and accomplish its Mine Action strategy.



8. OPERATIONAL FRAMEWORK

A strategy implementation can only succeed with an effective and complementing operational arrangement. The followings are key to implementing NMAS 2018-2025.

a. Baseline Survey

The term “Baseline Survey” describes a survey activity undertaken to collect and analyse local information in order to determine size and classification of suspected mine/ERW land. The Baseline Survey proceeds to use land classification categories for suspected hazard area as Classification A as mine contaminated area and Classification B (Residual Threat) as ERW contaminated area, and Subsequent Baseline Survey (Non-technical survey) proceeds to use Classification C (End State Land) as released land.

The Baseline Survey results are the effective tools for the planning and prioritization of clearance. The essential objective is to complete Baseline Survey throughout the country. To achieve the objective, effective planning and extra effort will be required collaboratively by CMAA, donors, and operators.

The quality of survey will be based on well-trained surveyors with sufficient survey methodology, such as good communication skill, interview techniques, collecting/recording information, and understanding evidence-based approaches. Therefore, only accredited operators will conduct comprehensive surveys within their assigned areas of responsibility in systematic village by village, commune by commune approach, in compliance with Standard Operating Procedures (SOPs) in line with Cambodia Mine Action Standard chapter 14 (CMAS14) and all guidelines issued by CMAA.

The Baseline Survey will feed updated data on mined areas to the CMAA DBU who will work closely with Operators to validate and consolidate new information with existing datasets. CMAA DBU will play the central, leading role in analysis of the Baseline Survey data in order to support resource allocation policy at national level. The Baseline survey will be completed by 2020. The data will be maintained and available in the national database system. The official result of the Baseline Survey will be explained, shared and disseminated through CMAA organized stakeholder workshops.

b. Planning & Prioritization

Planning and prioritization is an essential process that directly influences the effectiveness and efficiency of the sector. The current Planning and Prioritization practice in Cambodia follows a combination of top-down and bottom-up approaches:

Top-down approach: Every year, CMAA establishes a list of priority communes based on mine/ERW, casualties for the last 5 years, and baseline survey data according to the Planning and Prioritization guideline. At least 75% of mine action resources and funding are allocated to selected priority communes as directed by the CMAA, leaving a maximum of 25% of mine action resources to address clearance needs outside of the priority communes, through the Mine Action Planning Unit (MAPU) process.

Bottom-up approach: Within the priority communes provided by CMAA, MAPU coordinate at the sub-national level to develop a list of priority minefields for clearance for submission to PMAC’s approval and CMAA’s endorsement. The process was designed to be transparent, participative, decentralized and community based. Through that process, mine clearance planning was intended to

be effectively integrated into commune investment plan (CIP). The current bottom up criteria includes level of fear, development needs, and intended beneficiary.

Going forward, the planning and prioritization will be reviewed and enhanced to effectively respond to the changing state of contamination, while ensuring resources are effectively allocated to the most needed villages first. The MAPU process will continue to play a central role in the planning and prioritization of clearance.

The sector will use the following top-down prioritization criteria to establish priority villages: high density of contamination, number of casualties, population proximity to threat, and high socio-economic impact (documented by the MAPU). Bottom up prioritization criteria will focus clearance on minefields based on level of fear, casualties, development needs, and post-clearance land use.

CMAA will regularly review its mine action planning and prioritization practice and criteria to respond to the evolving contamination situation and to ensure the sector completes clearance of all known minefields by 2025. The newly emerging criteria will be used for both top-down and bottom up processes.

c. Regulation and monitoring

Regulation and monitoring are essential parts of effective sector-wide management of mine action operations, and constitute mandates of the CMAA that must be enshrined and sustained. Regulation and monitoring facilitates compliance with the rules, regulations and standard procedures introduced by CMAA, to ensure that mine action operations are lawful, effective, efficient and safe, as well as complementing with the established national policies, strategies, and priorities. This includes licensing of mine action organizations, and monitoring and reporting on their performance against the national standards and guidelines.

Enhanced and continuous regulation and monitoring will optimize the implementation of the land release methodology in supporting the goals and objectives of this NMAS.

d. Land Release

The term “Land Release” describes the process of converting suspected or contaminated hazard areas into end-state land so that there is confidence that the land can be used safely by the end user or authorities. The Land Release policy is designed to target the available resources onto the areas with the greatest need through clearly defining the actual contamination status. The Land Release policy and standards can be improved to a level where they are agreed by all accredited operators. The operators shall conduct the Land Release process maintaining a strong level of engagement with the community or the land end users and other community mine action actors.

The expected improvements in operational efficiency should be considered:

- Reliable Non-Technical Survey is the key to efficient process. Guide on Application of Land Release Techniques both for Landmines/ERW (including Cluster Munitions) contaminated areas should be achieved through the efficient application of cancellation, reduction and clearance.

- Avoiding deployment of full clearance in hazardous areas where it is feasible to get sufficient information.
- To save more resources and time, apply more effort on the less expensive activities, for example, focus on good analysis and survey to get precise information relevant to where contamination is before applying the most expensive activities.
- A clear Guide on Risks and Liability should be developed to help National Authorities and operators to gain confidence and maintain strong engagement from the community, especially in regards to cancellation.

e. Mine Risk Education

Mine Risk Education remains an important component to achieve the goals of the NMAS in reducing the incidence of casualty and the negative impact of mines and ERW on communities. Mine Risk Education has been implemented in Cambodia since 1993. The main aim of MRE is to reduce high risk of behavior by people living or working in areas affected by mines and other explosive remnants of war.

CMAA coordinates MRE activities and strengthens the provision of mine risk messages to target groups. MRE is provided by a large range of accredited mine operators, the Ministry of Education, Youth and Sports (MoEYS) and a number of NGOs. Risk education messages and educational materials, including T-shirts, posters, books containing risk educational messages and telephone contacts for police and operators, have been developed to facilitate reporting when people notice the presence of mine/ERW.

Building on the successful MRE measures of previous years, consideration will be given to the Baseline Survey teams to provide MRE information. Community-based approach and tailored responses will also be considered. MRE programs will be target very high risk areas, children, mobile adult populations and poor segments of the population to maximize use of resources.

f. Victim Assistance

Victim Assistance (VA) is part of the large disability and rehabilitation sector, which has been delegated to Ministry of Social Affairs, Veteran and Youth Rehabilitation (MoSVY), to provide physical rehabilitation and socio-reintegration services to all People with Disabilities (PWD) in Cambodia. As a state party to APMBC, CMAA has an obligation to represent Cambodia to provide regular updates and progress reports on victim assistance, which is one of the Five Pillars of mine action.

Under the international framework of PWD, Cambodia has adopted APMBC and CRPD. Locally, Cambodia has a comprehensive legislative and policy framework to guarantee the rights and address the needs of PWD.

An improvement in the quality of daily life of PWD in the community is the core of victim assistance. Each village community will be strongly encouraged to treat survivors and other PWD with respect, acknowledge their abilities, uphold their rights and respond to their needs. CMAA will continue to promote the survivors' rights by expanding the quality of life survey through the expansion and

strengthening of survivor networks to reach survivors in remote and rural areas, who face difficulties to access available services.

CMAA will participate in the national coordination mechanism with Ministry of Health (MOH), MoSVY, Disability Action Council (DAC), People with Disability Foundation & Physical Rehabilitation Centre (PWD-F & PRC), relevant institutions and organizations on disability to ensure that emergency assistance is provided, and the rights and needs of survivor are being addressed, in the broader context of disability.

Another essential role to be undertaken in this new strategy is to carry on collecting disaggregate data on survivors receiving services obtained from relevant service providers. Sufficient and accurate data will help the PWD stakeholders to avoid overlap of responsibilities and allocate resources effectively and efficiently.

g. Information Management

Information Management is integrated into all parts of mine action activities and plays an important role in efficient and effective prioritisation, planning and implementation of all national demining activities. Complete, accurate, timely and consistent data are vital to support decision making at both national and provincial levels. The national database is the main data bank of all mine action programs in Cambodia and is overseen by the CMAA DBU. The CMAA DBU is responsible for collecting, storing, analysing and disseminating data in support of planning and prioritization, and demining activities. These datasets include: Baseline Survey, Land Release, Accident/Victim, Victims Assistance, Mine Risk Education, Post Clearance Monitoring, Explosive Ordnance Disposal, PMS, and Quality Management.

The Information Management strategy of NMAS aims to ensure that mine-action information is consistently available, and information management capacity is maintained and improved through greater use of new technology. Improved reporting mechanisms will enable Cambodia to demonstrate its progress and positive achievements against strategic goals in the NMAS.

h. Gender and Environmental Sustainability

The Gender Guidelines for Mine Action program developed by the United Nations before 2010 revealed that mainstreaming gender in mine action programming leads to better outputs in mine action. Specifically, mainstreaming gender will provide better services to all beneficiaries in the communities, ensure that mine action has a fair impact on women, girls, boys and men and ensure that they have improved access to decision-making roles related to the prioritization of mine action activities

The CMAA Gender Mainstreaming Team (GMT) has been established to coordinate with the Technical Reference Group on Gender (TRGG) that constitutes one of the five TRG ensuring coordination of the sector. TRGG is active and is composed of representatives from UNDP, Ministry of Women Affairs (MoWA), MoSVY, MAPU, operators as well as international and national organizations working in VA and MRE.

The NMAS (2018-2025) addresses challenges identified by the Gender in Mine Action Plan (GMAP) evaluation report 2016 and MA Sector Review 2016. It aims to effectively strengthen the planning

and implementation of gender mainstreaming in all aspects of mine action sectors at national, and sub national levels.

i. Capacity development

Continual improvements in capacity have always been a priority and will be maintained. Cambodia needs the world's best technicians and managers. Research and development, the use of appropriate demining equipment and skills, better documentation, improved and more timely data collection and presentation, IM, gender mainstreaming, mine risk education, victim assistance, planning and prioritization for mine/ERW including CM clearance, quality management, and the sector management are all important.

Ongoing capacity building provided by mine action local, regional and international experts in these areas remain significant to help Cambodia mine action community achieve more with less resources. Explicit Knowledge gained allows Cambodian experts also to enhance their confidence to share their expertise with other practitioners in mine/ERW affected countries. It includes developing a stronger spirit of cooperation across mine action agencies to share knowledge through south-south cooperation. Capacity will be built through stronger relations with regional and international partners through exchanges and cooperation.

j. Regional and International Disarmament

Cambodia is a responsible and committed international citizen in the humanitarian mine action sector and is a signatory to APMBC and the CCW (various protocols) and an observer to the Convention on Cluster Munitions. As previously mentioned, Cambodia is committed to meeting its obligations under various conventions, including acting in good faith in relation to conventions for which it is not yet a signatory.

Cambodia is an active participant in international peacekeeping and mine clearance operations under the auspices of the United Nations. In the spirit of cooperation, Cambodia will continue to participate in South-South capacity building initiative. This could include exchanges to provide training, host study tours and provide policy and organizational information with other mine action organizations in the region and elsewhere. Cambodia will continue to act in good faith, but also in the national interest, in demining efforts associated with border demarcation and the resolution of outstanding border issues to ensure regional stability.

Within its capacity to assist, Cambodia will continue to support mine action and disarmament initiatives as they emerge to bolster regional and international stability.

Cambodia is resolute in its commitment to regional and international cooperation and intends to continue with its current positive policy and practices.

9. COORDINATION MECHANISM

Technical Working Group on Mine Action (TWG-MA)

TWG-MA lead by CMAA is a consultative mechanism between the Government and development partners to discuss policy issues with the aim of improving overall coordination, promoting alignment and harmonization of aid for the mine action sector. The TWG-MA's mandate is to support Government leadership in coordinating with relevant RGC Ministries, TWGs from other sectors, development partners and NGOs led activities and resources, and to promote aid effectiveness consistent with the Cambodian Declaration on Enhancing Aid Effectiveness and the RGC's Action Plan on Harmonization, Alignment and Results. The TWG-MA is chaired by the CMAA Vice President. It aims to meet two times yearly.

Mine Action Coordination Committee (MACC)

Effectiveness and efficiency of mine action largely depends on better coordination led by the national authority, the CMAA. To ensure this, CMAA established a Mine Action Coordination Committee (MACC), which met regularly several times each year chaired by the CMAA Secretary General. The MACC mechanism has not been used in the last few years. Going forward, CMAA plans to reactivate it to allow key mine action stakeholders to discuss operational matters, share information on the development of the sector and allow CMAA to coordinate the sector more effectively. The CMAA plans to organize MACC meeting at least three times per year. .

Technical Reference Group (TRG)

At the technical level, the CMAA organizes six Technical Reference Groups (TRG) to facilitate coordination, and address technical issues with all operators active in the sector. The six TRGs are Mine Clearance and Survey, Information Management (IM), Performance Monitoring System (PMS), Mine Risk Education (MRE), Victim Assistance (VA) and Gender.

10. SUSTAINABILITY

The NMAS 2018-2025 includes the transitional and exit phase for international assistance, localization of ordnance removal and the dealing with any residual threat. As a first step, Cambodia has set an end date of 2025 to free the country of known landmines in accordance with Maputo action plan. It has determined an end state, (completion of APMBC Article 5) for the national mine action program in its current arrangement.

Early consideration will be given to mine action arrangements that will exist after 2025. A transitional exit strategy will involve a number of considerations and principles. These are:

- Preparation. Establishment or strengthening over time of new or existing institutions ready to assume the responsibility for remnant contaminations.
- Implementation. Gradual exit of international mining operators as the contaminated areas diminishes.
- Transfer of responsibility for any residual threat to Cambodian institutions and agencies.
- Transfer of assets, equipment, personnel to replacement organizations.

Following completion of demining in 2025, a residual risk will remain because it is impossible to clear every piece of ordnance. A national capacity is required to deal with any ordnance causing local interference.

A review by 2020 of Cambodia's legal and institutional framework will determine the organizations needed, and their roles to address the residual threats. The review will examine best practices in other countries. In response to this review, the Government will establish the effective institutional framework and capacity by 2021. To achieve this Cambodia will build an information management system, which will contribute to an appropriate documentation of the risk and effectively address the residual threats.

By 2025, Cambodia will have an appropriate national legal, institutional and operational framework, resources and capacity available to address residual threats. It is not yet possible to define exactly the type of framework at this stage; however, it will undoubtedly require a central agency with chief responsibility and the cooperation of other authorities.

11. FINANCIAL RESOURCE

Partnerships in humanitarian mine action in Cambodia have been critical to the success the sector has enjoyed to date and have been instrumental in substantially contributing to saving lives and supporting Cambodia's economic growth.

Cambodia has had the support of international partners, especially from Japan, the United States of America, the United Kingdom, Australia, European Union, Germany, Norway, Canada, France, Belgium, Denmark, the Netherlands, New Zealand, Switzerland, Sweden, China and the United Nation, philanthropic organizations and individuals in tackling the landmine and ERW issue in the country since 1992.

In the last 10 years, RGC has contributed more than USD110 million to mine clearance operations in support of public infrastructure projects such as hydropower plants, irrigation system, roads and bridges and so on. In addition, Cambodia has provided funding to the management of the institutions responsible for managing and delivering mine action in the country. Indirectly, tax exemptions on mine action equipment has contributed to humanitarian demining operations.

An analysis undertaken by the CMAA based on the average cost provided by operators combined has shown that Cambodia demining operation is cost efficient. Financial projection based on the average cost per square meter by land classification indicates that approximately **USD194 million** needed to release all known mine, and **USD121 million** for prioritized cluster munition areas, and **USD39 million** to address ERW problems within the 8-year period to 2025. For the first three years, the sector will need around **USD0.6 million** to complete the Baseline survey for the remaining 36 districts. The cost for overall management of the sector including operation coordination and regulation as well as advocacy Cambodia needs **USD 52 million**. Accordingly, Cambodia needs an average annual budget of USD24 million to complete landmine clearance, USD15 million to address prioritized cluster munition problem and USD5 million to tackle the ERW problem.

The above projection is based on the assumption that in 2017 Cambodia will release 136 km², which is the same amount of contaminated land released in 2016.

To release all known mine and prioritized cluster munitions and address ERW, Cambodia needs around USD406 million for a period of 2018 to 2025 under this National Mine Action Strategy.

With these resources, Cambodia will be able to release around **1,709 km²** (see Annex B-Land Release Projection 2018-2025). The remaining will be considered as residual threats, which need to be addressed after 2025.

The RGC recognizes that demands on the development dollar have increased in recent years. Emerging crises in the Middle East, and refugee flows as well as the impact of a downturn of the economic sector in many countries constrain aid dollars. Like Cambodia, there are many demands on a finite development budget. Future contributions are likely to be insufficient to meet the full

requirement for the NMAS target of 2025. As a consequence, Cambodia will be proactive in planning the final phase of addressing the remaining landmine and ERWs contamination issue. Cambodia will engage with both traditional and potential new donors, and further explore additional funding sources for assistance, and seek—to be more effective in the use of available resources and technologies all its DPs.

The transition from external to domestic funding will see the gradual withdraw of international donors and the acceptance by Cambodia of more responsibility for any residual clearance.

The approach that Cambodia will employ to ensure sufficient resources for the complete removal of landmines and ERW will be:

- The cost efficiency of the sector will be improved. An enhanced way of planning and of approaching the landmine/ERW issue as outlined in the operational framework under the planning and prioritization process, will be implemented particularly in relation to land release and task prioritization.
- The policy dialogue with development partners and the TWG-MA will be strengthened, through additional (at least two or three times) meetings each year. Meetings will be used to engage development partners, collect their opinion and listen to their advice and recommendations on the best strategy for the program. While the end is in sight, Cambodia needs continued external assistance both in the form of donors and operators to complete the task. Traditional ‘humanitarian donors’ will be encouraged to continue their support to the sector for as long as it is possible towards the ‘end state’ by 2025.
- New emerging donors already involved in other infrastructure development or education projects linked to mine action will also be encouraged to assist. East Asian (China and South Korea, for instance) and the Gulf region countries are of particular interest in this regard. Tasking traditional and new donors to address high priority aspects such as dense Anti-Personnel mine contamination which represent a high threat to local communities will be a focus.
- Another emerging pillar of global humanitarian action is private funding. Cambodia will explore a more direct targeting of philanthropic stakeholders possibly through intermediary actors such as philanthropic advisors.
- Broaden the donor base by examining other non-bilateral sources of support. This is likely to include sourcing soft loans from multilateral financial institutions. Cambodia will also seek to build on the approach of some international non-government organizations, which have successfully sourced support from private foundations.
- Realizing the negative aspects of contamination on national development and poverty alleviation, the RGC recognizes that more needs to be done. Cambodia will continue to provide a fuller disclosure of the monies it contributes to the various aspects of mine action in a more transparent and accountable manner.
- RGC will continue to support national coordination and regulatory functions of mine action through CMAA and will support national operators for contract demining and large infrastructure projects.

Supporting the above efforts, CMAA will develop a resource mobilization strategy after the NMAS 2018-2025 seeking financial and in-kinds support from below sources:

- The RGC contributions
- Development Partners
- Others including philanthropies.

12. MONITORING AND EVALUATION

In view of the critical role that monitoring, review and evaluation play in ensuring positive development outcomes, increased emphasis will be placed on ensuring quality control by strengthening existing systems. Issues of effectiveness, progress monitoring, continual improvement, reporting and forward planning are recognized as critical to good program management. Progress will be measured based on monitoring and analysis of NMAS 2018-2025's strategic indicators. It will be mainstreamed into Cambodia's mine action processes.

Performance Indicator Matrix (PIM) outlined in Annex C below is based on principles of Simple, Measurable, Attainable, Relevant, and Time bound (SMART), adapted to Cambodia and mine action in particular. It aims to provide means of measurement of mine action performance over the period of the strategic plan (2018-2025).

The monitoring, review and evaluation structure will comprise:

- a continual monitoring process of regular 6-month data collection/reviews of progress against performance indicators to be conducted by CMAA. It will be based on the annual work plans and the outcome of annual performance monitoring for the NMAS 2018-2025.
- a mid-term review either internally or using external expertise.
- a post project evaluation of achievements and outcomes after the conclusion of this strategy in 2025. It will evaluate the performance, lessons learned, recommendations for efficiencies and improvements in any remaining mine action. It will recommend improvements for any future planning processes.

As a process, monitoring review and evaluation will be open, fully consultative, transparent and participatory and based on continual data collection and analysis. A collective approach among all the development partners will ensure positive and effective outcomes.

To ensure a systematic approach of monitoring and evaluation the CMAA in consultation with donors, operators and relevant stakeholders will develop a well-coordinated Performance Monitoring System (PMS) that will put mine action in the forefront of all sectors in Cambodia, as well as put Cambodia in the forefront of all mine-affected countries in the world.

The PMS will allow the mine action sector to report mine action outputs (through the implementation of the NMAS 2018-2025) and development outcomes including poverty reduction and socio-economic development priorities.

To develop, implement and enhance the performance monitoring system, a joint Technical Reference Group on **(TRG-PMS)** with participation from MAPUs, operators, development partners, rural development organisations and relevant stakeholders will be established. The TRG-PMS will review the collection, analysis and reporting of socio-economic data, together with the plans for implementing and enhancing the PMS.

13. CONCLUSION

With nearly 65,000 victims as the result of landmine/ERW accidents, Cambodia has already paid too high a price. Landmines/ERW claim not only the lives of innocent poor people, they continue to pose obstacles to poverty reduction and broader development challenges in post-conflict environments. All the components for success are present – Cambodia’s humanitarian mine action program is world class best practice and the National Mine Action Strategy 2018-2025 builds on the success of previous phases to set a clear vision and mission, supported by achievable goals and objectives. Sustained commitment by and shared responsibility by the RGC all stakeholders and adequate resources (technical, human, equipment, and financial) will be required to back up the National Strategy to achieve its goals and objectives. The Success will be measured in terms of results such as precise mapping, focused planning and prioritization, cleared minefields, effective mine risk education and improved assistance for victims.

Cambodia has received technical and financial support from the development community to humanitarian mine action since 1992. It also contributed its own financial and in kind support. The Royal Government of Cambodia is absolutely committed to playing its part in leading role with support from the development community in meeting all the provisions of the APMBC by ensuring the total clearance of all known APM in Cambodia by 2025. This requires the support of other stakeholders including operators, national and sub national authorities, local communities and international partners.

Maintaining an ongoing capacity and infrastructure to respond to any residual threat will be the last chapter of a success story for Cambodia and the world. The Cambodian mine action sector must work together tenaciously to achieve the end state of land mine clearance. Moreover, Building on the strengths and experiences from over 25 years in mine action, Cambodia continues to share this expertise as part of disarmament initiatives around the world through south-south cooperation as well as to continuing contributions to UN peacekeeping operations.

The goal to clear Cambodia of landmines by 2025 is achievable with the goodwill and commitment of RGC and all stakeholders. The moral, economic and social responsibility is ours to guarantee a safe environment for this and future generations. A safe place in which to live and work is a basic human right. It is also critical prerequisite for economic development and poverty eradication.

ANNEXES

Annex A: Land classification

Annex B: Land Release Projection 2018-2025

Annex C: Performance Monitoring Matrix (PIM)



ANNEX A: LAND CLASSIFICATION

CLASSIFICATION	SUB-CLASSIFICATION	SUB-CLASSIFICATION DETAILS	REMARKS
<p>A (Mined Area) Land that presents evidence of mines</p>	<p>A1 Land containing dense concentration of AP mines</p>	<p>Strategically located, logical patterns of protective, defensive or denial mine laying such as mine belts, mines along road alignment, borders, military bases, and other infrastructures.</p>	<p>Deployment of humanitarian clearance resources should be concentrated on A1- A3 land provided it addresses community priorities.</p>
	<p>A2.1 Land containing mixed dense AP and AT mines</p>	<p>Land that is not in productive use with limited presence of AP and AT mines laid in a non-defined manner.</p>	<p>All polygons should be further investigated to delineate the perimeter of the mined area before deployment of full humanitarian clearance assets.</p>
	<p>A2.2 Land containing mixed scattered AP and AT mines</p>	<p>In-use or abandoned route alignment presenting threat of AT mines.</p>	<p>Allocation of clearance assets on A4 polygons should be limited to those where there is a development justification.</p>
	<p>A3 Land containing AT mines</p>	<p>Land that is not in productive use with limited presence of AP mines laid in a non-defined manner</p>	<p>Allocation of clearance assets on B land should be limited to those where there is a community requirement</p>
	<p>A4 Land containing scattered or nuisance presence of AP mines</p>		
<p>B (Residual Threat Land) Land that presents evidence of ERW or an indeterminate presence of mines</p>	<p>B1 Land containing ERW (not including mines)</p>	<p>Battle areas containing ERW. These areas are suitable for BAC</p>	
	<p>B1.1 Land containing aircraft bomb</p>	<p>Bomb data or evidence that single aircraft bombs may be present.</p>	
	<p>B1.2 Land containing cluster munitions/bombies</p>	<p>Bombing data or evidence that an area contains cluster munitions or bombies.</p>	
	<p>B1.3 Location of Ground Battles</p>	<p>Areas containing evidence of ground fighting only.</p>	
	<p>B1.4 Land containing stockpiles/caches</p>	<p>Locations where caches or stockpiles are existing.</p>	
	<p>B1.5 Abandoned military compounds</p>	<p>Locations which may be more highly suspected to contain munitions.</p>	
	<p>B2 Land with no verifiable mine threat</p>	<p>Previously suspected land that local population are putting back into productive use. No accidents or evidence of mines for a period of 3 years will result in reclassification as C1</p>	
<p>C (End State Land) Land that presents no obvious threat</p>	<p>C1 Reclaimed Land</p>	<p>Previously suspected land that has been put back into productive use without accident or evidence of mine in the past 3 years as per Cambodia Area Reduction Policy</p>	<p>Deployment of humanitarian demining assets on this land should not be considered.</p>
	<p>C2 Land Released through Survey (BLS/TS)</p>	<p>Previously mined or suspected land where as a result of approved survey methodology no obvious threat remains.</p>	
	<p>C3 Cleared Land</p>	<p>Land formally cleared by accredited mine clearance operators adhering to the national standards (CMAS).</p>	

**ANNEX B
LAND RELEASE AND FUNDING PROJECTION (2018-2025)**

Hazardous Area	2017 Assumption (km ²)	Total Area (after deduction 2017 Assumption) (km ²)	Prioritization (for 8-Yr) %	Total Area To Be Released (2018-2025) (km ²)	Planned Release 2018-2025									
					2018	2019	2020	2021	2022	2023	2024	2025		
Landmines	69	877	100%	877	109.6	109.6	109.6	109.6	109.6	109.6	109.6	109.6	109.6	109.6
Cluster Munitions	21	624	80%	499	62	62	62	62	62	62	62	62	62	62
Other Explosive Remnant of Wars	46	333	100%	333	42	42	42	42	42	42	42	42	42	42
TOTAL LAND RELEASE PROJECTION	136	1,834		1,709	214	214	214	214	214	214	214	214	214	214
LAND RELEASE BUDGET				\$353,988,945	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618	\$44,248,618
BASELINE SURVEY BUDGET				\$655,920	\$218,640	\$218,640	\$218,640							
OPERATOR AND SECTORE MANAGEMENT AND COORDINATION				\$51,464,487	\$6,446,726	\$6,446,726	\$6,446,726	\$6,424,862	\$6,424,862	\$6,424,862	\$6,424,862	\$6,424,862	\$6,424,862	\$6,424,862
TOTAL REQUIRED BUDGET				\$406,109,352	\$50,913,984	\$50,913,984	\$50,913,984	\$50,673,480						

Note: The figure above is extracted from IMSMAng as of 27/Mar/2017
 * Additional on-going process has been conducted after the original BLS.
 * We assume that clearance size in 2017 is the same as it was in 2016 (136 km²)

Annex C

Performance Indicator Matrix

National Mine Action Strategy (2018-2025)

Vision	Cambodia is mine free and the threats of explosive remnants of war is minimized, and human and socio-economic development takes place safely
Mission	To release all known landmine and prioritized cluster munitions contaminated areas, and to minimize the residual risks caused by explosive remnants of war in Cambodia; and to advocate the rights and services for landmine and ERW survivors and indirect victims

Goal 1:	Release all known landmine contaminated areas by 2025			
Impact:	Released known mine contaminated land available for productive use, socio-economic and infrastructure development			
Objective	Strategy	Indicators	Means of Verification	Risks/Assumptions
Objective 1: Complete national Baseline Survey of remaining districts by 2020	Strategy 1: Develop Baseline Survey plan for remaining landmine/ERW contaminated districts	<ul style="list-style-type: none"> - Baseline Survey plan for the remaining landmine/ERW contaminated district is developed - List of the remaining commune/districts to be surveyed 	<ul style="list-style-type: none"> - Approved Baseline Survey plan - Approved List of the target commune/district for survey 	Risk: <ul style="list-style-type: none"> - Lack of full participation of relevant stakeholders - Inaccessible areas - Key informants for the survey not available - Late data submission from operators Assumption: <ul style="list-style-type: none"> - CMAS on Baseline Survey is fully applied by all operators - Data for desk assessment available - Full quality monitoring support - All relevant BLS tools and inputs are available
Objective 2: Conduct Land Reclamation/Land	Strategy 2: Mobilize resources to support Baseline Survey	<ul style="list-style-type: none"> - Baseline Survey Resource mobilization strategy is developed as part of the overall mobilization strategy 	<ul style="list-style-type: none"> - Approved Baseline Survey resource mobilization strategy - Availability of funding to conduct Baseline Survey 	
	Strategy 3: Conduct Baseline Survey covering all remaining districts by 2020	<ul style="list-style-type: none"> - Data from Baseline Survey covering all remaining districts available 	<ul style="list-style-type: none"> - Baseline survey reports - BLS/NTS Quality Assurance assessment forms - National database 	
	Strategy 1: Develop concept paper and case study on Land Reclamation/Land	<ul style="list-style-type: none"> - Concept paper on Land Reclamation/Land Cancellation (NTS) and re- 	<ul style="list-style-type: none"> - Report of dissemination seminar - CMAA official endorsement 	Risks: <ul style="list-style-type: none"> - Limited resources to develop concept paper and case study on

Cancellation (NTS) and re-survey to update contamination data	Cancellation (NTS) and re-survey	<ul style="list-style-type: none"> - survey developed - Number of case study on Land Reclamation/Land Cancellation (NTS) and re-survey conducted 	<ul style="list-style-type: none"> - Reports of case studies 	<p>Land Reclamation/Land Cancellation (NTS) and re-survey</p> <ul style="list-style-type: none"> - Concept on Land Reclamation/Land Cancellation (NTS) and re-survey is not fully applied by operators - Turnover of the trained staff <p>Assumptions:</p> <ul style="list-style-type: none"> - The model is feasible for scaling up nation wide - Resources are well coordinated to roll-out the initiative - Sufficient support from stakeholders
	<p>Strategy 2: Promote and roll-out Land Reclamation/Land Cancellation (NTS) and re-survey initiative</p>	<ul style="list-style-type: none"> - Best practice of Land Reclamation/Land Cancellation (NTS) and re-survey disseminated - Size of mine contaminated area released through Land Reclamation/Land Cancellation (NTS) and re-survey - Size of new BLS captured through Land Reclamation/Land Cancellation (NTS) and re-survey 	<ul style="list-style-type: none"> - Report of dissemination seminar - Operators Reports and National database 	<ul style="list-style-type: none"> -
<p>Objective 3: Release prioritized known mine contaminated villages</p>	<p>Strategy 3: Expand the capacity to conduct Land Reclamation/Land Cancellation (NTS) and re-survey</p> <p>Strategy 1: Develop 3 year operational work plan with annual review, based on prioritization process</p>	<ul style="list-style-type: none"> - Resources to implement Land Reclamation/Land Cancellation (NTS) and re-survey increased - Approved 3-year operational work plan - Annual review reports 	<ul style="list-style-type: none"> - Approved work-plan and budget - MoU and contracts - CMAA official documents - Minute meetings 	<p>Risks:</p> <ul style="list-style-type: none"> - Lack of participation from stakeholders - Demining resources insufficient to

<p>by 2021 and remaining villages by 2025</p>	<p>Strategy 2: Deploy clearance resources in priority villages considering local priority by 2021, and the remaining contaminated villages by 2025</p>	<ul style="list-style-type: none"> - List of prioritized known mine contaminated villages identified - Size of prioritized known mine contamination released 	<ul style="list-style-type: none"> - Approved list of priority villages - Reports of size of prioritized known mine contamination released 	<p>achieve the set target in priority villages</p> <ul style="list-style-type: none"> - Inaccessibility to prioritized known mine contaminated villages - Limited resources to support CMAA Quality Management teams <p>Assumptions:</p> <ul style="list-style-type: none"> - Improved planning and prioritization guidelines is applied - Necessary tools and resources available - Operators comply with CMAS
<p>Objective 4: Review and enhance the existing operational systems and capacity</p>	<p>Strategy 3: Strengthen the compliance of Quality Management System in mine clearance activities</p>	<ul style="list-style-type: none"> - CMAS revised and applied by operators - Number of deminers accident reduced 	<ul style="list-style-type: none"> - Minute of CMAS review meetings - QA/QC reports - Accident reports 	<ul style="list-style-type: none"> -
<p>Objective 4: Review and enhance the existing operational systems and capacity</p>	<p>Strategy 1: Review and enhance Planning and Prioritization system</p> <p>Strategy 2: Review and enhance Land Release methodology</p> <p>Strategy 3: Diversify use of innovative technology in mine action</p>	<ul style="list-style-type: none"> - Revised Planning and Prioritization guidelines available - Revised Land Release methodology available - Types of new innovative technology (demining assets) introduced 	<ul style="list-style-type: none"> - Approved Planning and Prioritization guidelines - Approved Land Release Methodology - Reports of trial test of new innovative technology 	<p>Risk:</p> <ul style="list-style-type: none"> - Lack of participations from MAPU and operators - Limited resources to apply new innovative technology <p>Assumption:</p> <ul style="list-style-type: none"> - MAPU mechanism is still in place - Need driven and people center is central to Planning and Prioritization - CMAS on Land Release is applied by operators - Innovative technology is appropriate for Cambodian Mine Action context

Release prioritized cluster munitions contaminated areas by 2025				
Goal 2:	Released prioritized cluster munitions contaminated land available for productive use, socio-economic and infrastructure development			
Impact:	Released prioritized cluster munitions contaminated land available for productive use, socio-economic and infrastructure development			
Objective	Strategy	Indicators	Means of Verification	Risks/Assumptions
Objective 1: Plan and Prioritize cluster munitions contaminated areas	Strategy 1: Review current planning and prioritization guidelines applicable to cluster munitions contaminated areas	<ul style="list-style-type: none"> - Revised Planning and Prioritization guidelines applicable to cluster munitions available and applied 	<ul style="list-style-type: none"> - Approved Planning and Prioritization guidelines 	Risk: <ul style="list-style-type: none"> - Lack of participations from MAPU and operators Assumption: <ul style="list-style-type: none"> - MAPU mechanism is still in place - Need driven and people center is central to Planning and Prioritization - Planning and Prioritization on Cluster Munitions is applied
	Strategy 2: Plan and prioritize of cluster munitions contaminated areas	<ul style="list-style-type: none"> - Clearance Work Plan for Cluster Munitions Area - List of prioritized cluster munitions contaminated areas available 	<ul style="list-style-type: none"> - Approved clearance work plan - Approved list of prioritized cluster munitions contaminated areas 	
Objective 2: Conduct survey and release confirmed cluster munitions contaminated areas	Strategy 1: Develop national standards on cluster munitions survey and land release	<ul style="list-style-type: none"> - National standards on cluster munitions survey and land release available 	<ul style="list-style-type: none"> - Approved national standards on cluster munitions survey and land Release 	Risk: <ul style="list-style-type: none"> - Lack of participations from stakeholders - Turnover of the trained staff - Inaccessibility to cluster munitions contaminated areas Assumption: <ul style="list-style-type: none"> - CMAA and operators encourage and support on Cluster Munitions Survey and Land Release - Stakeholders are committed to sustain the capacity - National Standards of Cluster Munitions Survey is fully applied - Stakeholders fully participate in the survey process

	Strategy 2: Increase capable survey and clearance capacity	- Number of capable survey and clearance teams exist	- List of accredited survey and clearance teams - Operational deployment plan	-
	Strategy 3: Conduct cluster munitions remnant survey	- Size of cluster munitions contaminated (CHA) areas	- National database	
	Strategy 4: Release prioritized cluster munitions contaminated areas	- Size of prioritized cluster munitions contaminated areas released	- National database	
Goal 3: Address the threats from other explosive remnants of war				
Impact: Other ERW threats removed allowing livelihood and development activities to take place safely				
	Objective 1: Survey and Release known ERW contaminated areas	Indicators - CMAS on ERW survey and Land Release are reviewed	Means of Verification - Approved CMAS on ERW survey and Land Release	Risks/Assumptions Risk: - Lack of participation from stakeholders - Limited resources to support the release of ERW contaminated areas Assumption: - Reasons are sufficiently justifiable to review on CMAS - Revised CMAS on ERW Land Release is fully complied
	Strategy 2: Identify and release the known ERW contaminated areas	- Size of ERW contaminated areas released	- National database	-
	Objective 2: Provide timely EOD call-out responses as requested by community and	- EOD capacity reviewed and strengthened	- EOD capacity review and evaluation report	Risk: - Lack of support from stakeholders - Lack of sufficient EOD reports Assumption:

authorities					<ul style="list-style-type: none"> - Coordination and rapid EOD response mechanism of CMAA is in place - The mechanism of national ERW reporting is applied by stakeholders
	<p>Strategy 2: Establish sustainable national ERW reporting and recording system</p>	<ul style="list-style-type: none"> - Sustainable national ERW reporting and recording system established 	<ul style="list-style-type: none"> - Records of EOD call out requests and responses in the system 		
	<p>Goal 4: Minimize mine, cluster munitions and other ERW casualties, and improve livelihood of survivors and mine/ERW affected communities</p>	<p>Impact: Cambodians living in a safe environment and victims enjoying fulfilled, worthwhile and productive lives</p>			
	<p>Objective 1: Provide effective mine/ERW risk education to people in current and emerging high risk areas, appropriate for gender and age, and strengthen local initiative network</p>	<p>Strategy 1: Strengthen the operator capacity to provide effective mine/ERW risk education</p>	<p>Indicators</p> <ul style="list-style-type: none"> - MRE operator capacity assessed and capacity development plan developed 	<p>Means of Verification</p> <ul style="list-style-type: none"> - MRE operator capacity assessment report 	<p>Risks/Assumptions</p> <p>Risk:</p> <ul style="list-style-type: none"> - Limited participation of vulnerable persons - Lack of participations from stakeholders <p>Assumption:</p> <ul style="list-style-type: none"> - Resource is well allocated to support capacity building of MRE Operators - Accredited operators well comply with MRE's national action plan - Collaboration and coordination mechanism between mine action and MoEYS is already in place - CBMRR and CBURR still exist - The dissemination of Mine/ERW risk education aspect of the Village/Commune Safety Policy complies with CMAS on MRE
	<p>Strategy 2: Coordinate the provision of MRE to the emerging high risk areas</p>	<ul style="list-style-type: none"> - Number of high risk villages received MRE messages - Number of mine/ ERW 	<ul style="list-style-type: none"> - Cambodia Mine Victim Information System (CMVIS) report - Reports of MRE sessions 		

			casualties disaggregated by gender and age		
			<ul style="list-style-type: none"> - Existing MRE topics for primary school revised - MRE curriculum integrated in lower secondary school 	<ul style="list-style-type: none"> - Updated MRE topics for primary school - Endorsed MRE curriculum for lower secondary school by 2018 	
			<ul style="list-style-type: none"> - Existing Community Based Risk Education capacity improved 	<ul style="list-style-type: none"> - Training reports - Profile list of CBMRR and CBURR 	
			<ul style="list-style-type: none"> - Number of MRE trainings conducted - ERW police capacity sustained 	<ul style="list-style-type: none"> - Training reports - ERW Police report 	-
			<ul style="list-style-type: none"> - Documentation of mine/ERW survivors and indirect victims available for relevant stakeholders 	<ul style="list-style-type: none"> - Reports and case study of mine/ERW survivors and indirect victim assistance - Disaggregated data on mine/ERW victims receiving assistance services 	
			<ul style="list-style-type: none"> - Percentage of mine/ERW survivors and indirect victims who perceive that their needs and rights are appropriately addressed - Number of mine/ERW survivors and indirect victims received rights promotion and lives improvement 	<ul style="list-style-type: none"> - Perception survey report - Data of victim support generated from national database 	
			<ul style="list-style-type: none"> - Ensure documentation of mine/ERW survivors and indirect victims and make it available for relevant government agencies, development partners and NGOs 		
			<ul style="list-style-type: none"> - Strengthen national coordination mechanism on disability to ensure that needs and rights of mine/ERW survivors and indirect victims are being addressed in a timely and appropriate manner 		
Objective 2: Support mine/ERW survivors and indirect victims to receive adequate and gender sensitive medical and mental care, and physical rehabilitation					<ul style="list-style-type: none"> - Ineffective use of data and capacity response by relevant stakeholders <p>Assumption:</p> <ul style="list-style-type: none"> - Adequate national capacity to collect, store and disseminate information related to mine/ERW survivors and indirect victims <p>Risk:</p> <ul style="list-style-type: none"> - Availability of inclusive quality services for mine/ERW survivors and indirect victims rest on other government agencies and stakeholders <p>Assumption:</p> <ul style="list-style-type: none"> - Legal framework to support PWDs

<p>Objective 3: Improve livelihood capacity of mine/ERW survivors and indirect victims to enhance their inclusion and full participation in the society</p>	<p>Strategy 1: Enhance survivor reintegration into society through the provision of accessible vocational training and livelihood activities</p>	<ul style="list-style-type: none"> - Percentage of mine/ERW survivors and indirect victims who perceive more economic self-reliance - Average income of small-scale food producers who are living in former contaminated area, by sex and indigenous status 	<ul style="list-style-type: none"> - Livelihood capacity survey report 	<p>especially mine/ERW survivors and indirect victims is in place</p> <ul style="list-style-type: none"> - Existing national coordination mechanism to include mine/ERW survivors and indirect victim in disability, is maintained
<p>Objective 3: Improve livelihood capacity of mine/ERW survivors and indirect victims to enhance their inclusion and full participation in the society</p>	<p>Strategy 1: Enhance survivor reintegration into society through the provision of accessible vocational training and livelihood activities</p>	<ul style="list-style-type: none"> - Percentage of mine/ERW survivors and indirect victims who perceive more economic self-reliance - Average income of small-scale food producers who are living in former contaminated area, by sex and indigenous status 	<ul style="list-style-type: none"> - Livelihood capacity survey report 	<p>Risk:</p> <ul style="list-style-type: none"> - Priority of development partners in mine actions is more on mine clearance than victim assistance <p>Assumption:</p> <ul style="list-style-type: none"> - The RGC has a strong commitment and mechanism to support mine/ERW survivors and indirect victims
<p>Goal 5:</p>				
<p>Impact:</p>				
<p>Objective</p>				
<p>Objective 1: Support local development priorities in communities affected by mine, cluster munitions and other ERW</p>	<p>Strategy 1: Ensure planning and prioritization of mine action activities are aligned with local development priorities and plans</p>	<ul style="list-style-type: none"> - Percentage of local development priorities reflected in the approved annual clearance plan - Percentage of households in former mine contaminated area who have access to basic services (health, education, water and sanitation) 	<ul style="list-style-type: none"> - Report on mine/ERW clearing plan integrated into local development plans - Household survey report 	<p>Risks/Assumptions</p> <p>Risk:</p> <ul style="list-style-type: none"> - Local and national development priorities fail to focus its attention on impact of mine on the areas to be developed - Lack of capacity to obtain information about the local, and national development plans <p>Assumption:</p> <ul style="list-style-type: none"> - MAPUs and operators have maintained a good relationship with

<p>Objective 2: Support national and sub-national development priorities</p>	<p>Strategy 1: Promote development projects in mine, cluster munitions and other ERW affected areas</p>	<ul style="list-style-type: none"> - Number of development projects in mine, cluster munitions and other ERW affected areas integrated in mine action program 	<ul style="list-style-type: none"> - Report of mine action intervention in the development projects 	<p>local authorities</p>
	<p>Strategy 2: Advocate for allocation of mine action budget in national development projects</p>	<ul style="list-style-type: none"> - Number of national development projects receiving national budget for mine clearance 	<ul style="list-style-type: none"> - Report from the relevant ministries 	<p>Risk:</p> <ul style="list-style-type: none"> - Local and national development priorities fail to focus its attention on impact of mine on the areas to be developed - Lack of capacity to obtain information about the local, and national development plans - Lack of collaboration with relevant ministries <p>Assumption:</p> <ul style="list-style-type: none"> - MAPUs and operators have maintained a good relationship with local authorities - Document of national development project is available

Promote regional and international disarmament and cooperation in mine action				
A safer world and mine action best practices shared with other mine affected countries				
Goal 6:				
Impact:				
Objective	Strategy	Indicators	Means of Verification	Risks/Assumptions
Objective 1: Promote compliance of Anti-Personnel Mine Ban Convention (APMBC) obligations	Strategy 1: Ensure APMBC obligations, particularly Article 7 on transparent measures and Article 5 on destruction of APMs are fully complied	<ul style="list-style-type: none"> - Number of report on transparent measures (article 7) and destruction of APMs (article 5) developed and submitted to State Parties 	<ul style="list-style-type: none"> - Annual transparent and APM destruction reports submitted to State Parties 	Risk: <ul style="list-style-type: none"> - Donor became fatigue - Limited resources to participate in international mechanism Assumption: <ul style="list-style-type: none"> - All humanitarian operators still continue their operation in Cambodia
	Strategy 2: Ensure Cambodia's full participation in international mechanism to promote regional and international cooperation (APMBC 2025)	<ul style="list-style-type: none"> - Cambodia's participations in regional and international mechanisms documented 	<ul style="list-style-type: none"> - Reports of Cambodia's participations at regional and international meetings 	<ul style="list-style-type: none"> - All operators correctly apply Land Release methodology and comply with CMAS - Planning and prioritization process fully implemented according to CMAA guidelines - Mine action remains a strong commitment of RGC - Relevant support is available for key Cambodian representatives
Objective 2: Promote compliance of Convention on Certain Conventional Weapons (CCW) obligations and support progress toward protocol V	Strategy 1: Ensure CCW obligations are fully complied	<ul style="list-style-type: none"> - Number of compliance reports submitted to State Parties 	<ul style="list-style-type: none"> - Annual compliance reports submitted to State Parties 	Risk: <ul style="list-style-type: none"> - Regional political instability
	Strategy 2: Contribute to building consensus among national stakeholders to ensure acceding to Protocol V of CCW	<ul style="list-style-type: none"> - Cambodia accedes to Protocol V of CCW 	<ul style="list-style-type: none"> - Signed Protocol V of CCW 	Assumption: <ul style="list-style-type: none"> - Strong support from the government and relevant ministries
Objective 3: Support acceding to Convention on Cluster Munitions	Strategy 1: Contribute to building consensus among national stakeholders to ensure that Cambodia becomes	<ul style="list-style-type: none"> - Cambodia ratified the CCM 	<ul style="list-style-type: none"> - Cambodia becomes a State Party to CCM 	Risk: <ul style="list-style-type: none"> - Regional political instability Assumption:

(CCM) by 2020	a State Party to CCM			<ul style="list-style-type: none"> - Strong support from the government and relevant ministries
Objective 4: Support demining operations under the framework of the United Nations Peacekeeping Operations	<p>Strategy 1: Ensure mine action operations under UN Peacekeeping Operations are accredited to IMAS</p> <p>Strategy 2: Deploy RCAF's qualified demining and EOD teams under the United Nations Peacekeeping Operations</p>	<ul style="list-style-type: none"> - IMAS mine action operation accredited 	<ul style="list-style-type: none"> - Demining operations accreditation 	<p>Risk:</p> <ul style="list-style-type: none"> - Serious instability and conflicts in countries of operations - Demining not compatible with international standards, difficult geographical locations and extremely bad weather <p>Assumption:</p> <ul style="list-style-type: none"> - Operational standards known, accepted and met by RCAF for UN operations
Objective 5: Enhance international cooperation and assistance in mine action including South-South cooperation	<p>Strategy 1: Institutionalize mine action capacity that can be used in enhancing international cooperation and assistance</p>	<ul style="list-style-type: none"> - Qualified RCAF demining team accredited and effectively deployed - Qualified RCAF's EOD teams accredited and effectively deployed - Qualified RCAF demining team accredited and organized as capacity readiness system for UN operations - Qualified RCAF's EOD teams accredited and organized as capacity readiness system for UN operations 	<ul style="list-style-type: none"> - Report on deployment of RCAF demining teams - Report on deployment of RCAF EOD teams - Report on deployment of RCAF demining teams under the framework of UN operations - Report on deployment of RCAF EOD teams under the framework of UN operations 	<p>Risk:</p> <ul style="list-style-type: none"> - Turnover of experienced staff affect support for the capacity building - Deficiency of baseline and end-line assessment by recipient states <p>Assumption:</p> <ul style="list-style-type: none"> - Top management possess good will in documenting and sharing good practices of mine action in Cambodia

<p>Strategy 2: Support other mine/ERW affected states by mine clearance operation, and sharing good practices, and lessons learned from Cambodia's mine action activities</p>	<p>international levels</p> <ul style="list-style-type: none"> - Feedback report from recipient states obtained - Number of qualified Cambodian mine action experts/operators engaged in the South-South cooperation initiatives and programs 	<ul style="list-style-type: none"> - MOU/agreements/contracts/exchanges and communications - Feedback report 	<ul style="list-style-type: none"> - CMAA continue its existence to coordinate mine action capacity building at regional and international levels - Political commitment of recipient states at national and subnational levels
<p>Goal 7: Establish a sustainable national capacity to address the residual threats after 2025</p>			
<p>Impact: Strong national capacity responding properly to residual threats requirements</p>			
<p>Objective 1: Strengthen national capacity to manage and implement effective and efficient MA program</p>			
<p>Strategy 1: Conduct capacity development needs assessment and develop implementation plan</p>	<p>Indicators</p> <ul style="list-style-type: none"> - Capacity development implementation plan developed 	<p>Means of Verification</p> <ul style="list-style-type: none"> - Reports of capacity development needs assessment - Report of capacity development implementation plan 	<p>Risks/Assumptions</p> <p>Risk:</p> <ul style="list-style-type: none"> - Limited resources available to conduct the capacity development needs assessment - Limited budget available to reactive the existing mechanism to promote better coordination in mine action <p>Assumption:</p> <ul style="list-style-type: none"> - Capacity development needs assessment and implementation plan is fully supported by top management - Existing coordination mechanisms are in place and able to reactivate
<p>Strategy 2: Strengthen and sustain national and subnational authority capacity and their mandate</p>	<ul style="list-style-type: none"> - Number of coordination meetings held (for instance, TWG, MACC and TRG) - Number of trainings provided related to sustain national and subnational authority capacity and their mandate 	<ul style="list-style-type: none"> - Coordination meeting reports - Training reports 	<p>Risk:</p> <ul style="list-style-type: none"> - Limited resources available to develop a knowledge management strategy, including knowledge creation, storage/ retrieval, transfer and application
<p>Objective 2: Preserve, enhance and share mine action knowledge within the sector and beyond</p>	<ul style="list-style-type: none"> - Strategy on Knowledge management developed - Action plans for knowledge management developed - Established Library 	<ul style="list-style-type: none"> - Approved strategy - Approved action plan - Establishment of library and system for knowledge management 	<p>Risk:</p> <ul style="list-style-type: none"> - Limited resources available to develop a knowledge management strategy, including knowledge creation, storage/ retrieval, transfer and application

		<ul style="list-style-type: none"> - available Established system for storage retrieval, transfer and application available 		<p>Assumption:</p> <ul style="list-style-type: none"> - Knowledge management strategy, including knowledge creation, storage/ retrieval, transfer and application is available
<p>Objective 3: Review by 2020 legal, institutional and operational framework strategy and capacity needed to address the residual threats</p>	<p>Strategy 1: Assess current legal, institutional and operational framework and capacity to address residual threats</p>	<ul style="list-style-type: none"> - Legal, institutional and operational framework, capacity, and resources assessed and documented 	<ul style="list-style-type: none"> - Assessment report 	<p>Risk:</p> <ul style="list-style-type: none"> - Limited participation and cooperation from key stakeholders in mine action - Lack of global modality of institutional responsibility in mine action and of method in addressing residual threats
	<p>Strategy 2: Define necessary capacity building and resources needed to address residual threats</p>	<ul style="list-style-type: none"> - Necessary capacity and resources to address residual threats documented 	<ul style="list-style-type: none"> - Approval from top leadership for required capacity and resources 	<p>Assumption:</p> <ul style="list-style-type: none"> - Top leadership is clearly informed of the necessity for assessment - Good participation by all stakeholders and strong support from top leadership
<p>Objective 4: Develop, strengthen and maintain a sustainable national capacity to effectively address the residual threats after 2025</p>	<p>Strategy 1: Develop legal and institutional framework for sustainable national capacity</p>	<ul style="list-style-type: none"> - National capacity established 	<ul style="list-style-type: none"> - Royal degree/sub-degree issued 	<p>Risk:</p> <ul style="list-style-type: none"> - Limited resources in developing the plan
	<p>Strategy 2: Develop operational framework, resources and capacity plan to address residual threats</p>	<ul style="list-style-type: none"> - Appropriate national operational framework, resources and capacity building plan developed 	<ul style="list-style-type: none"> - Documentation of endorsed national operational framework, resources, and capacity building plan 	<ul style="list-style-type: none"> - Action plans of all stakeholders are neither coordinated nor aligned with the national plan - Inadequate resources to achieve the plan - Limited resource
<p>Strategy 3: Coordinate and implement national plan with assigned competent authorities for addressing residual threats</p>		<ul style="list-style-type: none"> - National plan delivered and implemented 	<ul style="list-style-type: none"> - Performance report 	<ul style="list-style-type: none"> - Malfunction of residual threat data storage <p>Assumption:</p> <ul style="list-style-type: none"> - Government agrees to new national

	<p>Strategy 4: Develop coordinated monitoring and evaluation system for implementation of the national plan</p> <p>Strategy 5: Enhance information management capacity to support residual threats intervention</p>	<ul style="list-style-type: none"> - Coordinated M&E system developed - Residual threat information management system available for use - IM technology with appropriate software and hardware functional 	<ul style="list-style-type: none"> - M&E tool and report - Residual threat data and information management system - Reporting tools 	<p>capacity to address the residual threats</p> <ul style="list-style-type: none"> - All data and necessary documents are available (As the results of the assessment) - Good participation from all actors and strong support from top leadership - National plan is well communicated and informed to all actors and stakeholders - Coordination mechanism is in place and working well - Good collaboration is required from all actors - All data and information are well documented - Information is refined to support residual threat clearance
Goal 8:	Ensure mine action activities are supported by enhanced quality management system, effective information management, and are gender and environment protection sensitive			
Impact:	Improved safety, effectiveness and efficiency; gender mainstreamed; and minimized negative environmental impacts of demining activities			
Objective	Strategy	Indicators	Means of Verification	Risks/Assumptions
Objective 1: Enhance Quality Management System	<p>Strategy 1: Review, update and develop relevant CMAS</p> <p>Strategy 2: Enhance and sustain the Quality Management system and capacity</p>	<ul style="list-style-type: none"> - Revised CMAS on Quality Management System is available - Number of dissemination meetings on CMAS Quality Management System - Number of QM teams operational 	<ul style="list-style-type: none"> - Minute of CMAS review meetings - Approved CMAS Quality Management System - Reports of dissemination meetings 	<p>Risk:</p> <ul style="list-style-type: none"> - Lack of participation from stakeholders - Lack of resources to ensure fully application of Quality Management System in Mine Action <p>Assumption:</p> <ul style="list-style-type: none"> - CMAS on Quality Management

				System is fully applied
<p>Objective 2: Strengthen National Information Management System for Mine Action</p>	<p>Strategy 1: Enhance Information Management capacity and ensure sustainability of the national system</p>	<ul style="list-style-type: none"> - Number of accurate reports and products analyzed and produced in a timely manner 	<ul style="list-style-type: none"> - Reports of IM trainings participated by staff - Report of IM trainings delivered - IM activity reports 	<p>Risk:</p> <ul style="list-style-type: none"> - Malfunction of the software and hardware - Lack of participation from stakeholders - Limited resources to apply new innovative technology
	<p>Strategy 2: Review and enhance the relevant standards on Information Management</p>	<ul style="list-style-type: none"> - Revised CMAS on Information Management is available 	<ul style="list-style-type: none"> - Minute of CMAS on Information Management review meetings - Approved CMAS Information Management 	<p>Assumption:</p> <ul style="list-style-type: none"> - IM technology is upgraded in a timely manner to prevent technical software and hardware problem - CMAS on Information System is fully applied - Appropriated technology applied in Mine Action sector
	<p>Strategy 3: Diversify use of innovative technology to improve Information Management</p>	<ul style="list-style-type: none"> - Types of new innovative technology (IM toolboxes) introduced 	<ul style="list-style-type: none"> - Reports of trail test of new innovative technology 	
<p>Objective 3: Promote gender mainstreaming in mine action</p>	<p>Strategy 1: Develop Gender Mine Action Plan (GMAP) and Gender Mainstreaming Guideline</p> <p>Strategy 2: Strengthen capacity of CMAA, MAPUs, operators, sub-national and local authorities in implementing the gender mainstreaming guidelines</p> <p>Strategy 3: Promote equal participation of women in mine action processes, services for survivors, MRE and advocacy activities</p>	<ul style="list-style-type: none"> - Gender Mine Action Plan (GMAP) developed - Gender Mainstreaming Guideline developed - Number of gender training sessions carried out - Sex-age disaggregated data available for use - Number/percentage of involvement by women and girls in all relevant 	<ul style="list-style-type: none"> - Approved GMAP - Approved Gender Mainstreaming Guideline - Periodic assessment reports of improved capacity on gender mainstreaming - Progress reports - Progress report 	<p>Risks:</p> <ul style="list-style-type: none"> - Local perception that mine clearance is not suitable job for women - Other concerned institutions do not see the priority of gender mainstreaming <p>Assumptions:</p> <ul style="list-style-type: none"> - The existing CMAA Gender Team continue to support the implementation of gender mainstreaming in mine action - Gender remains the focus of development partners

<p>Objective 4: Mainstream environmental protection in mine action</p>	<p>Strategy 1: Develop Cambodia Mine Action Standards (CMAS) on environment in line with IMAS on environment</p> <p>Strategy 2: Strengthen capacity of CMAA, MAPUs, operators, sub-national and local authorities to comply with CMAS on environment</p>	<ul style="list-style-type: none"> - mine action activities - Percentage of women present in the leadership position mine action sector (in CMAA, PMAC, MAPU, demining operators) - Environmental sustainability CMAS and guidelines/SOPs developed and launched - Number of environmental sustainability training carried out on erosion control, biodiversity conservation, climate change adaptation, and resource use efficiency and pollution prevention 	<ul style="list-style-type: none"> - Approved environmental sustainability CMAS and SOPs developed - Environmental sustainability progress Report - Periodic assessment reports of improved capacity on environmental and social management - Progress report 	<p>Risks:</p> <ul style="list-style-type: none"> - Low buy-in and capacity among stakeholders to develop - Guidelines/SOPs and lack of recognition of their importance in mine action among all stakeholders - Trained staff leave for other jobs <p>Assumptions:</p> <ul style="list-style-type: none"> - The guidelines are developed and CMAA and operators have the appropriate capacity to enforce guidelines - The CMAA focal point for environmental and social management plan is appointed
<p>Objective 5: Performance Monitoring System (PMS) for mine action applied</p>	<p>Strategy 1: Develop the PMS in consultation with relevant stakeholders</p> <p>Strategy 2: Establish capacity and implement the PMS</p>	<ul style="list-style-type: none"> - Monitoring framework developed in consultation with relevant stakeholders - PMS Taskforces and TRGs on SE Monitoring formed - Trainings on PMS conducted to stakeholders 	<ul style="list-style-type: none"> - Approved monitoring framework for PMS - Approved ToR of PMS Taskforce and TRGs on SE Monitoring - Training reports 	<p>Risks:</p> <ul style="list-style-type: none"> - Lack of participation from stakeholders <p>Assumptions:</p> <ul style="list-style-type: none"> - PMS allows CMAA management to report Mine Action contribution to wellbeing of effected to communities to government, donors and relevant stakeholders





អង្គការមីន
C.M.A.A

CAMBODIAN MINE ACTION AND VICTIM ASSISTANCE AUTHORITY (CMAA)

New building, Corner of Streets 273 & 516,
Sangkat Tuol Sangke, Khan Reusey Keo
Phnom Penh, Cambodia
Phone / Fax: +855 23 880 462 / 882 265
E-mail: cabinet@cmaa.gov.kh / info@cmaa.gov.kh
Website: www.cmaa.gov.kh