

Clearing for Results Phase III (CfRIII): Mine Action for Human Development

Mid-term Review

Final Report

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Acronyms

ARMAC	ASEAN Regional Mine Action Centre
CDNA	Capacity Development Needs Assessment
CDP	Capacity Development Plan
CfRII	Clearing for Results Phase II
CfRIII	Clearing for Results Phase III: Mine Action for Human Development
CMAA	Cambodian Mine Action and Victim Assistance Authority
CPAP	Country Programme Action Plan (UNDP)
DFAT	Australian Department of Foreign Affairs and Trade
MA	Mine Action
MAPU	Provincial Mine Action Unit
M&E	Monitoring and Evaluation
MTR	Mid-Term Review
OECD DAC	Organization for Economic Cooperation and Development's Development Assistance Criteria
PMAC	Provincial Mine Action Committee
PMS	Performance Monitoring System
RGC	Royal Government of Cambodia
RRF	Results and Resources Framework
SDC	Swiss Development Cooperation
SDG	Sustainable Development Goal(s)
TWG-MA	Technical Working Group Mine Action
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund

Section 1: Executive Summary

This mid-term review (MTR) of the 'Clearing for Results Phase III: Mine Action for Human Development' (CfRIII) has been commissioned by UNDP in order to provide an independent assessment for the Project Board on the progress of project delivery with regards to the mine action strategy, the mine action performance monitoring system, and land release.

The review was carried out by two consultants (one international, one national), beginning on 27 December 2017, and consisted of a desk review, individual and focus group interviews, analysis of findings and the development of recommendations to support the positioning of the project as the mine action sector in Cambodia transitions from a humanitarian phase to a community development focus.

Overall, the review team found the project's progress to be very positive. Below is a summary of the findings in accordance with the OECD DAC:

As the project proceeds through its third phase, the objectives and outputs continue to be highly relevant to the mine action sector - CfRIII's approach to helping CMAA transition from a purely humanitarian objective to a more sustainable development-oriented focus is timely and valued. Its activities to develop a socially and environmentally-sensitive Performance Monitoring System (PMS), in line with recommendations from the CfRII Final Evaluation and the 2016 Environment and Social Impact Assessment (ESIA), help to broaden the understanding of what communities need once mines are cleared and land is released.

Significant progress has been made against the project outputs. While a strong project management team has been critical to progress through 2017, other factors which have played an important role seeing the project through a relatively tough first half of Phase 3 is the long-standing relationship between UNDP and CMAA through the first two phases of the project, as well as the excellent cooperation between UNDP, DFAT and SDC to leverage political and diplomatic pressure to resolve procurement issues which were outside of the capacity of the project management team to resolve on their own. However, with a capacity building approach that primarily targets the individual, the constant rotation of government staff has held back to progress in capacity building which CfR (through all of its phases) could have had if a more comprehensive capacity development approach was applied.

The results of CfRIII have been few in terms of overall numbers, but extremely important in terms of strategic change – including pushing NMAS finalization, expediting the development of the PMS to lay the ground work to link land release with poverty reduction, and piloting the 'Safe Village' strategy, of which many sub-national stakeholders are requesting to be scale-up. Each of these results is likely to lead to a more coordinated, human development-focused and efficient mine action sector over the next two years.

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

The results of the project to date are very likely to be sustainable considering that they have focused on policy and strategy development (NMAS, 'Safe Village'), and mainstreaming tools and new practices

(PMS) into the day-to-day work of CMAA. However, strategies and tools only go so far, and *must be both owned and implemented by CMAA* to effect any change.

The change effected by the project has focused on laying the groundwork for a more cost-efficient mine action sector, and mainstreaming gender and poverty reduction themes into the sector through a more robust PMS and the piloting of the 'Safe Village' strategy. When assessing the short-term impact of the project, it's contribution to setting the stage for more development-oriented policies and strategies in the sector has been essential and has helped to tip the balance of mine action in Cambodia away from a focus on short-term clearance results to longer-term sustainable development objectives.

Based on these findings, the review team prepared five strategic recommendations for the project and CMAA. These are detailed below, in section 6 of this report. Three additional recommendations were developed which were not strategic in nature but aimed to improve the efficiency of project management and the project's risk management activities.

Section 2: Introduction

Overview of the Project

The 'Clearing for Results Phase III (CfRIII): Mine Action for Human Development Project' was developed at the request of the Royal Government of Cambodia (RGC) to continue support for the government in mine action, with a focus on the human development impacts of mine clearance and land release. Cambodia's land mine problem is the result of protracted internal and regional conflicts between the mid-1960s to 1998. Different regions of the country were impacted by varying degrees.

The project puts significant attention on the policy, planning and monitoring capacities of the government at national and local level, as well as supporting the quality assurance capacities of the government as regards on-the-ground mine clearance and land release. Additional financial grants and procurement support is provided for mine clearance and land release in the northwestern provinces of the country which were highly affected by landmines during the conflicts.

Purpose and Scope of the Evaluation

This mid-term review (MTR) has been commissioned by UNDP in order to provide an independent assessment for the Project Board on the progress of project delivery with regards to the mine action strategy, the mine action performance monitoring system, and land release.

In line with the OECD's Development Assistance Criteria for evaluations, as well as the UNDP Guidance for Conducting Final Evaluations, this MTR focuses on the relevance, effectiveness, results and efficiency of the project to-date, as well as assess the likelihood of the sustainability and impact of the results in the medium and longer-term. While focus has been placed on what has happened within the project to-date, as well as the challenges confronted, an amount of energy has gone into understanding where opportunities lie to improve effectiveness, efficiency and the sustainability of project results, as well as opportunities for project intervention with the recent approval of the National Mine Action Strategy (NMAS) 2018-2025. Lessons learned from a development effectiveness lens are assessed and presented. Points of action deemed urgent and necessary to reinforce ongoing activities to improve the likelihood of sustainability of results in the medium-term and impact in the longer-term are also presented for consideration by the government, UNDP and donors.

This MTR does not focus on activity-based challenges to the project which have not had an impact on overall implementation or effectiveness. While it is important to understand how certain activities can or should have been planned or implemented better, such a focus would detract from the overall purpose of this review and are best addressed through regular project monitoring and management.

Summary of the Contents of this Report

The remainder of this report details the methodology of the implementation of this review in Section 3. Section 4 provides a detailed analysis of the findings of the review team, based on each project output (key deliverable) in line with the OECD DAC for Evaluations. Section 5 provides some lessons learned which have been drawn from our analysis, and for further investigation by the project team and UNDP. Section 6 provides an overall analysis of the project as a whole, as well as providing key recommendations for CfRIII, CMAA and UNDP more generally in terms of on-going and future programming. Section 7 consists of Annexes to this report, including supporting documentation for follow-up to a number of the recommendations presented.

Section 3: MTR Implementation

Approach and Methodology of the Review

The review applied both inductive (identifying recurring themes and developing hypotheses about the project) and deductive (content analysis and understanding those themes) approaches to data collection and analysis. Numerous project and sector documents were consulted, from which some themes were drawn and hypotheses made, facilitating the development of a guiding questionnaire for use in key stakeholder interviews with both government stakeholders and project beneficiaries. These interviews served to triangulate data harvested from the reports, and support the development of conclusions around our hypotheses, or reconstruction of hypotheses and resulting recommendations as appropriate.

During the interview stage, the MTR team employed an open interview technique, using the questionnaire (see Annex 7) to guide the interview and test our hypotheses against the themes which emerged during the desk review process. We also employed focus group interviews with villagers in four target communities within the CfRIII project. These interviews were also guided by the themes deduced during the desk review process, complemented by questions which relate to community development and poverty reduction from within the Performance Monitoring System developed by the project and CMAA. These techniques, combined with direct observation of the communities which we visited, provided a fairly comprehensive picture of the context in which the project is operating, the overall progress of the project against its objectives, and revealed challenges both to implementation and assumed impacts of the project in the long-term, detailed below. The use of open interviews also allowed us to test various recommendations to obtain feedback to determine how feasible they would be for implementation, particularly from a government ownership perspective. The list of government stakeholders, donors and villages interviewed is provided in Annex 6.

The key informant interviews were followed by a period of analysis, cross-checking specific pieces of data obtained during interviews, and drafting of the final report for discussion amongst stakeholders.

Challenges and Limitations of the Review

The review team experienced few challenges implementing its workplan during the review period. All priority stakeholders were interviewed with the exception of the Ministry of Economy and Finance, which was unable to find a convenient time to meet with the MTR team. Numerous meetings were held in two target provinces: Banteay Meanchey and Battambang. The MTR team was able to meet with officials at the provincial, district and commune level, as well as hold focus group interviews in two villages in each province. While it was hoped that the focus group interviews could be somewhat structured, the composition of the groups precluded such an opportunity, with the exception of one village in Battambang province which consisted of primarily women. This provided an opportunity to explore some of the questions tied to the PMS Outcome Matrix in more detail and proved rewarding.

The review team was limited to some extent in exploring the gender and environmental aspects as laid out in the Terms of Reference for this review. This was largely due to the unavailability of the CMAA's new Gender Mainstreaming Action Plan in English, as well as the scope of the recommendations laid out in the Environment and Social Impact Assessment for CfRIII which would have required a number of additional days to follow up through additional documentation to determine how much progress has been made in implementing the recommendations. However, with the recent endorsement of the National Mine Action Strategy 2018-2025, CfRIII has a valuable opportunity to mainstream those issues and activities into its support for the implementation of Goal

8 on gender and environment in the mine action sector. A more specific information related to this is detailed below.

Review Team Members

Denika Blacklock (International Consultant and Team Leader) is a development professional focusing on results-based strategic planning, monitoring and evaluation with extensive experience in the Asia and Pacific regions. Her sectoral specializations are (local) governance, conflict, environment, climate resilience and food security. Cross-cutting areas of expertise include capacity development, policy and conflict analysis, vulnerability analysis and risk management. She has more than 13 years of experience working with UNDP, ILO, WFP and numerous NGOs.

Chey Tech (National Consultant) is a Research, Monitoring and Evaluation Specialist. He has over 16 years work experience with Cambodian Center for Study and Development in Agriculture (CEDAC), Adventist Development and Relief Agency (ADRA), Children Empowerment through Education Services (CHES) of Winrock International (WI), Demand For Good Government (DFGG) of World Bank, Trade Development Support Program (TDSP) of Multi-Donor Trust Fund (EU, WB, DANIDA, UNIDO), United National Development Program (UNDP), USAID, and Asian Development Bank (ADB) as Monitoring and Evaluation Specialist, Research and Policy Development Specialist, Social Protection Research Officer, and as Planning and Performance Management Expert.

Section 4: Analysis of Findings

This section presents an analysis of the findings of the desk review and interviews conducted by the consultants. The analysis is broken down by project output when necessary, but otherwise presents a more comprehensive analysis of the project's progress to date.

Relevance

As the project proceeds through its third phase, the objectives and outputs continue to be highly relevant to the mine action sector, and more importantly to the achievement of the SDGs in Cambodia. While the Royal Government of Cambodia has developed its own SDG 18 (on mine action), **CfRIII's approach to helping CMAA transition from a purely humanitarian objective to a more sustainable development-oriented focus is timely and valued.**

In particular, CfRIII's mandate to link mine action with human development is helping to broaden the lens of community needs beyond 'simple' (for lack of a better term) land release. **Its activities to develop a socially and environmentally-sensitive Performance Monitoring System (PMS)**, in line with recommendations from the CfRII Final Evaluation and the 2016 Environment and Social Impact Assessment (ESIA), **help to broaden the understanding of what communities need once mines are cleared and land is released.** This also links directly with the new National Mine Action Strategy 2018-2025 (NMAS) which mainstreams the need of the government (both national and provincial) to address economic growth and poverty reduction (Goal 5), and to ensure mine action is more gender and environmentally-sensitive through improved information management (Goal 8).

From a project design perspective, the chain of results clearly demonstrates a link between activities, outputs and outcomes. Two issues were identified by the consultants that need to be corrected in order to strengthen the chain of results and ensure evidence-based contributions to the national development strategy and UNDP's Country Programme. The first is the alignment of the project's Results and Resources Framework (RRF) with globally accepted terminology, and how the project RRF links to the UNDP Country Programme Action Plan (CPAP). In the first instance, acceptable UNDP terminology is Outcome (which is represented as an Output in the CPAP), Output, Activity and Action. In the current Project Document and RRF, outputs are referred to as Key Deliverables, while the CPAP output (Output 1.5, see below under 'Results') has been erroneously used as the project output, when in fact it should be the project outcome. Moreover, this misalignment of the RRF means that results-oriented indicators to monitor progress against the outputs (formerly key deliverables) were missing. The consultants have revised the project RRF in line with global UNDP guidelines, including developing indicators for the revised outputs, and have included those revisions as Annex 2 in this report. The second issue is the placement of activities related to support for CMAA participation in global and regional fora under Output 2 (PMS development). The consultants feel that these activities would better support the achievement of Output 1 (policy and strategy) as CMAA's international contributions and learning contribute much at the policy level and align with CMAA and CfRIII interest to support ARMAC, also placed under Output 1. This has been detailed in the revised RRF, for approval by the Project Board at its next meeting.

To date, CfRIII's capacity building support to CMAA and Provincial Mine Action Units (MAPU) has been essential to the smooth implementation of CMAA's mandate. However, as the mine action sector transitions from a humanitarian to development approach, **a new capacity building strategy is also necessary, to address sustainability of systems and the transition of knowledge to other sectors to manage residual mine issues beyond 2025.** More on this is detailed in the section on effectiveness below, with a specific recommendation for CfRIII to take action.

Linked to this is the **urgent need to make the Technical Working Group – Mine Action (TWG-MA) itself ‘relevant’ again**, so that CMAA can have a formal and robust mechanism at hand to coordinate and champion the mine action sector as the development environment changes. The TWG-MA has functioned previously but fell into disuse during times of fluctuating CMAA leadership in 2016 and 2017. Development partners are keen to see it revamped and become the key tool for sector coordination, lead by CMAA. Recommendations on how this can move forward are outlined below.

Effectiveness

Significant progress has been made against the project outputs (formerly ‘key deliverables’), measured against proxy indicators developed by the consultants at the beginning of this mid-term review. Although specific progress against the outputs is detailed in the ‘Results’ section below, the consultants have concluded **the project is very likely to achieved 90% of its targets by the end of 2019**. This is in spite of the fact that the project experienced a number of implementation delays, particularly in relation to Output 3, in 2017. Moreover, the full project team was not in place until early 2017. Many stakeholders noted that the addition of the Mine Action Specialist and the M&E Specialist were significant in terms of achieving key milestones – specifically the approval of the NMAS and development of the PMS to a level where piloting of the new tool can now take place.

The challenges faced in delivering on Output 3 on land release are not a result of poor project management, but link directly to leadership within CMAA itself. This is beyond the control of the project to manage. Such issues are encountered from time to time in development projects and are a lesson in the need for good risk management. A number of stakeholders noted that the delivery of activities and progress against the annual target for Output 3 despite the need to undertake the bidding process for a clearance contract three times can be linked back to the robust procurement and management systems in place within CMAA, as supported by CfR/UNDP and other partners over the years, the integrity of the CMAA technical staff and essential support provided by the CfR/III project team. The government’s decision in early 2018 to change the leadership of CMAA is welcomed by the consultants (and others) as essential for the continued, and perhaps expedited, implementation of CfR/III activities over the next two years to meet the project targets and implement the recommendations of this review.

This leads directly to an assessment of the factors which have had the most influence on implementation. While **a strong project management team has been critical to progress through 2017**, other factors which have played an important role seeing the project through a relatively tough first half of Phase 3 is the long-standing relationship between UNDP and CMAA through the first two phases of the project and the technical and financial support that has already been provided, as well as the **excellent cooperation between UNDP, DFAT and SDC** to leverage political and diplomatic pressure to resolve procurement issues which were outside of the capacity of the project management team to resolve on their own. This underscore the importance of the necessity of having true development partnerships, not simply donor-project relationships, to overcome major road blocks to implementation.

One area where CfR/III has the opportunity to improve effectiveness is in capacity development. During the interview process, stakeholders routinely noted the need for additional or refresher training, as often times the individuals who had been trained by the project (and other partners, for that matter) had either been reassigned to other departments or ministries, or had attended a particular training on behalf of another colleague who was unavailable on a specific date to attend training, and therefore was not in a position to transfer knowledge gained to other colleagues. In many cases, knowledge gained through the training of individuals is being drained out of CMAA and MAPUs alarmingly quick. It was also noted that in cases where particular individuals may be absent from the office due to

business trips, illness or annual leave, the work flow would come to a stop as there would be no back up plan for processes like approval of documents or payments, etc. These are **classic examples of a capacity building approach which targets the individual** instead of taking a more wholistic view of the organization or institution. **A more sustainable approach to capacity development**, as implemented by UNDP globally, **is to focus on the enabling environment and institution as well as the individual**. With a focus on policies, regulations, systems and other mechanisms, capacity building does not need to begin at square one each time a new staff member comes on board, and work does not come to a standstill when decision makers are absent. With the approval of the new NMAS and the need for a broader group of stakeholders to develop capacity to implement the NMAS strategies and take on residual mine action work post-2025, it is **highly recommended that CfRIII leverage UNDP's technical expertise to implement a Capacity Development Needs Assessment (CDNA) of the mine action sector against the needs detailed in the NMAS, and develop a Capacity Development Plan (CDP)**, which would serve as a menu of opportunities to address capacities at all three levels noted above, on institutional arrangements, leadership, knowledge and accountability. The CDP can be used as a tool to coordinate support to the MA sector by CMAA, improving efficiency in resources expended for such needs.

CfRIII also needs to improve its effectiveness by developing and implementing a more targeted partnership strategy. At this point, despite intentions outlined in the project document, the project has no formal strategy for cooperation and communication with partners or potential partners in the sector, to leverage other organizations' expertise and resources to ensure project activities are more efficient and results have a greater long-term impact. The development of such a strategy is detailed in the recommendations section below.

Results

As detailed in the previous section, the main factors which have influenced the project's achievement of results to date have been a strong project team, good partnerships with donor, robust systems within CMAA and the integrity of CMAA staff.

Specially, the project has made the following progress against each of the outputs as described below:

Output 1: Mine action policies and strategic frameworks are aligned to national and subnational sectorial policies and planning strategies

With the approval of NMAS 2018-2025, and CfRIII's significant contribution to this milestone with technical, financial and advocacy support, CMAA is well placed to formally transition from a humanitarian-approach to development approach in mine action. Of note is **CfRIII's contribution to ensuring that the NMAS aligned with the Maputo +15 Declaration**, to ensure that Cambodia meets its global demining commitments. While the end of project target of having a new NMAS in place has been achieved, the target for NMAS Phase I implementation will rely heavily on CfRIII's continued technical and advisory support and will benefit substantially from the implementation of a CDNA and development of a CDP in order for the objectives outlined in the NMAS to have sustainable impact.

Little progress has been made regarding support to ARMAC, however, under CMAA's new leadership, the consultants are optimistic that a more formal arrangement for support and cooperation between the two agencies will bear fruit, with the facilitation of CfRIII.

Output 2: A CMAA mine action programme performance monitoring system that links human development and mine action

Significant progress has been made on the PMS in the past 12 months, and the draft indicators for the PMS outcomes and outputs have been reviewed by the consultants. In order to ensure that the PMS can be used as a tool to address a number of recommendations outlined in the CfRII Final Evaluation, the ESIA and the Independent Sector Review 2016, the consultants worked with the project team to mainstream gender and social aspects into the indicators to improve possibilities for data collection that demonstrates the real poverty reduction challenges in communities after land release, to better link the PMS data analysis to community development planning in the future. As neither of the consultants are environmental impact experts, it is recommended that CfRIII draw on UNDP's in-house expertise to integrate environment indicators into the PMS outcomes as recommended by the ESIA.

Once the indicators are finalised (by end of Q1 2018), piloting of the PMS can take place in CfRIII target villages in each of the three provinces included in the project (Banteay Meanchey, Battambang, and later, Pailin). For the purposes of resource efficiency, one pilot village and one control village in each province during the PMS testing phase. **It is expected, and within reason, that the PMS can be rolled out by CMAA to all provinces by the end of 2019, with PMS data feeding into CMAA's coordination activities and more broadly to RGC poverty reduction programming.**

Output 3: A minimum of 27km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free

One of the biggest results of CfRIII activities so far has been the **decision to employ the use of both technical and non-technical surveys in land release activities**. Not only has this improved the efficiency in terms of over project costs \$/m² released, it has resulted in the project being able to nearly double its target of the area of land to be released. The original target of 27km² was set based on the results of previous phases of the project employing a singular methodology. **With the use of non-technical surveys, the project has increased its target area to 50km², with approximately 30km² to be released through clearance and 20km² to be released through non-technical survey.** Data on how the land already cleared is being used by communities was not available from the communes at the time of the review, however, interviews and village meetings suggest that the majority of land cleared so far (under this phase of the project) is used for agricultural purposes, with some community infrastructure as well. Most residential land was cleared under previous phases of the project.

The project should also be noted for its **introduction of the 'Safe Village' strategy**, the piloting of which will take place in all three provinces in 2018. As noted above, with the transition from a humanitarian to development phase in the MA sector, most of the areas of high humanitarian impact have been cleared. The 'Safe Village' strategy advocates for clearing an entire village of mines, which means that full-scale community development can take place once the area is declared impact-free. This approach has received many accolades at the provincial and district level, with officials (and villagers) noting that such a strategy would improve the efficiency in development planning and, more importantly, provide communities with peace of mind. It was also noted that this would lower the costs of development programmes as donors would no longer need to budget for clearance activities. It was suggested that alongside CMAA instituting a 'Safe Village' policy and implementing regulations, which would find champions in PMAC in each province, CMAA should also develop a 'certification' process so that once villages are declared 'safe' that data can be entered into a central database which various departments can refer to during their planning processes. See below for further details on a recommendation to move this forward.

Contribution to UNDP Country Programme Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities.

The project has contributed substantially to putting in place processes and mechanisms that measure and facilitate the development impact of mine action. Specifically, by ensuring that NMAS 2018-2025 prioritized linking mine action to poverty reduction and facilitating progress towards more gender and environmentally-sensitive mine clearance, **CfRIII has helped to lay the ground for more target community development in villages which are free of the impact of mines**. More importantly, but working together with CMAA to develop the PMS, CMAA (and the wider government) will have a tool which looks not only at the immediate impact of mine clearance in villages (safety and land use) but also links future 'safe villages' to improved poverty reduction and community development programming.

Wider South-South Cooperation. A broader theme of this project is to facilitate CMAA's participation in global and regional fora to ensure that the expertise and knowledge developed through 25 years of mine action in Cambodia benefits other conflict affected countries in the region and globally. More work needs to be undertaken to utilise the location of ARMAC in Phnom Penh to turn CMAA and its partners into a 'centre of excellence' for knowledge sharing, technical assistance and leadership in mine action. Recommendations on first steps towards a formal partnership are detailed below.

Efficiency

It was noted by a number of stakeholders at the provincial level, including CMAC, that **CfRIII is one of the most efficient projects in terms of demining, getting the best value for money in terms of \$/m²**. This is largely due to the fact that operators do not charge CfRIII for the cost of new equipment, keeping costs to, on average, less than \$0.20/m², despite larger project management overheads incurred by donors channelling funds through UNDP rather than directly through an operator. With the inclusion of non-technical surveys, this will increase the overall cost-efficiency of land release and will be complemented by decrease operational and transport costs if/when the 'Safe Village' strategy is rolled out to a larger number of communities.

However, **CfRIII can improve its cost-efficiency through some adjustments to project management in a number of ways**. First, all technical support to CMAA and MAPUs should be allocated under project outputs in the budget, rather than under project management costs. This can decrease project management costs from approximately 16% of the total budget to a little more than 12%. Moreover, such support should be considered technical/operational assistance and should not be considered a management cost. Secondly, employing a proper capacity development strategy will reduce the need to constantly provide basic training to new staff, which can be costly and have little impact in the long term. Finally, CfRIII needs to develop a partnership strategy with the view to leverage complementary resources and expertise among other actors in the sector to improve not only the effectiveness and long-term impact of project activities, but to increase overall activity efficiency. For example, utilising partnership with UNICEF or local NGOs to improve mine awareness in rural and remote communities.

Sustainability

The results of the project to date are very likely to be sustainable considering that they have focused on policy and strategy development (NMAS, 'Safe Village'), and mainstreaming tools and new practices (PMS) into the day-to-day work of CMAA. **However, strategies and tools only go so far, and *must be both owned and implemented by CMAA to effect any change***. The recommendations laid out below should be considered essential to ensuring that the project's results are sustainable in the medium term and have the potential for longer-term impact on poverty reduction in mine-affected communities.

Impact

As noted throughout this report, the **change effected by the project has focused on laying the groundwork for a more cost-efficient mine action sector, and mainstreaming gender and poverty reduction themes into the sector through a more robust PMS and the piloting of the 'Safe Village' strategy.** Until these tools and strategies have been tested and their results reviewed, the longer-term impact of the project's move to focus on mine action for human development is difficult to assess. However, when assessing the short-term impact of the project, it's contribution to setting the stage for more development-oriented policies and strategies in the sector has been essential and has helped to tip the balance of mine action in Cambodia away from a focus on short-term clearance results to longer-term sustainable development objectives.

Section 5: Lessons Learned

One of the challenges faced by the project was the shortfall in anticipated funds, as the project was designed and budgeted with the expectation that the RGC would commit to cost-sharing or co-financing some of the activities. However, the project document was signed before any commitments were agreed to, and it was difficult and finally impossible to get the Ministry of Economy and Finance to agree to cost-sharing in any form. The project has managed to undertake budget revisions to cover the short-falls to a large extent, but there will still be a gap in financing by the end of the project in 2019. Thus, one of the most important management lessons to take away from this project is that **cost-sharing or co-financing arrangements with government should be agreed – in writing – prior to the signing of a project document**. Moreover, it would be valuable to explore different modes of government cost-sharing, such as ‘in-kind’ contributions like the communications and basic office administration costs incurred through the implementation of project activities. An impact of the lack of formal cost-sharing, co-financing or ‘in-kind’ contributions is the fact that many CMAA staff view the products or mechanisms developed via CfRIII activities to be a ‘UNDP thing.’ The project team and CMAA senior management need to **put concerted effort into ensuring CMAA takes full ownership of the project and its results**, regardless of financing issues, for the long-term impact of the change effected by the project to eventuate.

Another issue which was raised, particularly at the sub-national level, was the question of monetary compensation for implementing project activities. There would appear to be a fairly consistent misunderstanding – at the national level as well, but to a lesser degree – that the project is a UNDP project, rather than a government project. In fact, the project is implemented within the government workplan, consistent with UNDP’s National Implementation Modality (NIM), so any activities carried out by government employees (or contractors, as is the case in many instances within CMAA), are not stand-alone project activities. The consultants routinely heard that staff implement this project ‘without compensation.’ It is therefore important for CMAA and UNDP to **ensure that all staff (CMAA and MAPUs) understand that CfRIII is a government project**, with technical and financial support from UNDP, to dispel misconceptions of ‘extra work’ or the need for ‘compensation.’

From a technical perspective, there was one theme that was raised a number of times in terms of training. National and sub-national officials routinely noted the need for extra training due to the rotation of staff or the fact that training was not attended by the most appropriate individual (for example, MAPU staff would attend trainings in Phnom Penh, but because they were not the most appropriate staff member for such training, they did not have the capacity to transfer knowledge to other MAPU staff upon their return to their office). As a result, much of the knowledge that is imparted to training participants is lost – either due to a change in staff or an inability to apply the knowledge used. This is a classic example **of capacity building activities focusing too heavily on the individual rather than on the institution or system**, where enhanced capacities or tools are more sustainable in the longer term. The next phase of the project should be able to rectify this through the development of a Capacity Development Plan (through the CDNA process), but this is an important lesson to take away for CMAA as it anticipates working closely with ARMAC in the future for improved South-South Cooperation.

Finally, this project is in its third phase, and with demining planned for completion by 2025, **UNDP needs an exit strategy from the sector**. In particular, UNDP (and its partners) need to assess how to transition away from a purely capacity development and demining approach to the sector, to focus more concretely on supporting the RGC to link the results of demining (land release) to more concerted poverty reduction and community development efforts, in particular supporting provincial and district governments to diversify local economies to support more robust community development and sustainable poverty reduction, in line with the SDG tag line ‘leave no one behind.’

Section 6: Recommendations and Next Steps

Based on the above findings and lessons, this review offers some strategic, programmatic recommendations that should be seriously considered by CMAA, UNDP and other partners. These recommendations provide an opportunity for CMAA, through the support of CfRIII, to position itself to lead and coordinate the mine action sector within the purview of the new NMAS 2018-2025. More importantly, these recommendations provide a pathway for UNDP to transition away from a purely demining approach to the sector, towards more robust and sustainable community development as demining comes to an end in 2025, and aim to incorporate residual recommendations from the CfRII Final Evaluation, ESIA and Independent Sector Review that have not already been addressed by CfRIII in the NMAS and PMS. Suggested time frames for the implementation of these recommendations are provided in Annex 1 to this report.

1. The project should lead a Capacity Development Needs Assessment (CDNA) of CMAA and MAPUs (as well as related agencies anticipated to pick up residual MA work after 2025) using UNDP's global Capacity Development Framework. This would address a number of issues. First, it would solve the problem of current capacity building activities being too focused on the individual, creating gaps in capacity and workflow as government staff are routinely reassigned to new duties, departments or ministries. Secondly, it would address coordination of capacity building activities amongst partners in the sector, with a Capacity Development Plan serving as the main coordination tool for such activities. Finally, it would address capacity building issues for CMAA, MAPUs and other sectors as noted in the NMAS 2018-2025. Moreover, the last full assessment of CMAA was undertaken in 2014 and as such, the institution is well over-due for a follow-up.
2. CMAA, with CfRIII support, should develop a 'Safe Village' policy and necessary implementing regulations to scale-up the 'Safe Village' strategy being piloted by CfRIII in three provinces. As noted above in the findings section, the 'Safe Village' strategy has found much favour at the sub-national level and provincial leaders are keen to champion such an approach, as it will allow more comprehensive development planning to take place, and thereby reduce the costs for both government and donors in project implementation. It was noted that guidelines on what constitutes 'safe' would be needed (for example, shallow clearance, deep clearance and under water clearance), and a formal certification process to declare a village 'safe' be developed. The policy and implementing regulations should tangibly link land release with community development, encouraging donors to plan for activities in 'Safe Villages', most appropriately through the TWG-Mine Action (see below). The new PMS will be an excellent tool to support these links, as the data being collected will be more socially and environmentally-conscientious, and demonstrate a commitment to community needs and well-being, rather than simply a focus on the total area of land released.
3. CMAA should prioritize the activities of the TWG-Mine Action to improve development effectiveness in the mine action sector. Using the NMAS 2018-2025, the proposed Capacity Development Plan and data collected through a more robust PMS, CMAA will have the tools it needs to effectively coordinate actors and activities in the sector, improve development effectiveness, and advocate for more, or at the least more strategic, resources for mine action and resulting community development needs. Engaging an advocacy and communications specialist to support the development of a workplan in this regard would be a worthwhile investment. CMAA should also explore options of setting up a Mine Action Trust Fund to pool financing for the sector to improve coordination, transparency and efficiency in land release, particularly as funding for the sector decreases. Such a fund would be administered through the Ministry of Economy and Finance, with the support of a Secretariat of seconded CMAA staff.

4. The project should develop a formal partnership strategy to improve efficiency in capacity development within the mine action sector and within CMAA specifically. The results of the CDNA and development of a Capacity Development Plan can serve as the basis for this, and should be guided by the coordination efforts of the TWG-Mine Action so as not to undermine their leadership in coordinating the sector.
5. CfRIII, together with CMAA, needs to develop an action plan to support the work of ARMAC, which would leverage CMAA and other local stakeholders' knowledge and experience to make ARMAC a centre of excellence, and facilitate Cambodia as a leading contributor to South-South Cooperation in the Mine Action Sector. Some initial ideas include surveying sector counterparts in the Southeast Asia region to identify particular needs or knowledge gaps, and designing training programmes or similar to which CMAA could lend its particular knowledge and expertise as trainers or facilitators.

During the review, the consultants also encounter a number of smaller issues, which were not noted in the findings section so as not to distract from the more strategic focus of this review, that could directly impact project implementation if not addressed effectively and in a timely manner. Below are proposed courses of action to be taken by CMAA and CfRIII project staff to rectify these issues:

6. The issues related to the inconsistent information on the Planning and Prioritization (P&P) process in Battambang province. It is recommended that CMAA undertake spot checks of the planning process to investigate what is actually happening on the ground, and who is participating in the process. The overall impression of the consultants was that irregularities in the P&P process were not related to capacity or knowledge gaps, but rather to attitudes within the MAPU office. While recommending staffing changes are not within the scope of this MTR, the consultants propose peer-to-peer learning, potentially seconding the Chief of MAPU from Banteay Meanchey for three to six months, to problem solve within the unit, and get the P&P process back on track.
7. The consultants were privy to a number of comments suggesting an over-familiarity between operators and the Quality Monitoring teams which oversee their work. While there was no suggestion of wrong-doing, such as inaccurate reporting of non-compliance issues, it is important that Quality Monitoring teams retain a certain degree of impartiality towards operator activities. Moreover, ensuring that operators are abiding by mine action safety standards is of increasing importance as climate change impacts (such as flooding and landslides) can shift mines around and Quality Monitoring teams need to ensure that operators are taking these risks into account. This is particularly important in the case of CfRIII, in which the Quality Monitoring teams financially supported by the project oversee the operators undertaking land release activities funded by the project. It was recommended by another stakeholder that CMAA should institute a policy whereby Quality Monitoring teams are rotated between provinces (all teams, not just those financially supported by the project) on a regular basis to reinforce the integrity of their work. The MTR consultants fully agree with this recommendation.
8. The MTR consultants, both results-based management specialists, noted that support for CMAA senior management to participant in international forums and meetings has been budgeted under output 2 of the project (support to monitoring and data collection). We were unclear as to the rationale for the placement of this activity under this output. However, with the implementation of the NMAS 2018-2025, and the recommendation for CfRIII to place some priority on developing a relationship with ARMAC to facilitate CMAA's South-South Cooperation as part of NMAS, the consultants recommend that all activities related to CMAA participation in international fora be transitioned to output 1 of the project (policy and strategy), so that the results of such activities

can make a strategic contribution to the achievement of this output and to the intended outcome of the project.

Section 7: Annexes

Annex 1: Proposed Timeframe and Responsibility for the Implementation of the MTR Recommendations

No.	Finding	Recommendation	Proposed Timeframe for Action	Responsible Party/Lead by
1	Capacity building for CMAA and MAPUs has been fairly piecemeal, and needs a more comprehensive approach to address capacities beyond the individual level	Implementation of a CDNA and development of a CDP	Q1-Q3 2018	CfRIII Project Staff
2	The piloting of the 'Safe Village' approach has found favour with provincial and district authorities, particularly to improve demining efficiency and improved comprehensive village development in the short term	Development of a 'Safe Village' Policy to scale-up implementation of the strategy in all provinces	Q1-Q3 2018	CMAA supported by the CfRIII Mine Action Specialist
3	With the new NMAS 2018-2025, CMAA needs to take ownership of the sector, including being a strong leader in its coordination. The TWG-MA can serve numerous purposes, from coordination, information sharing, advocacy and resource mobilization, potentially by leading the development of a Mine Action Trust Fund	Re-generation of the TWG-Mine Action, including revised SOPs for coordination in line with the needs of NMAS 2018-2025 implementation, development of a communication and advocacy plan, and a study on the possibility for a Mine Action Trust Fund	Q1-Q2 2018	CMAA Senior Management, supported by CfRIII Project Staff and UNDP Country Office
4	CfRIII has been very weak in terms of leveraging the resources and expertise of partners in the MA sector (and other sectors that could contribute to the sector) leading to inefficiency activity implementation in some cases	CfRIII Partnership Strategy	Q3-Q4 2018	CfRIII Project Staff
5	There is a small window of opportunity for CMAA and CfRIII to influence to the programmes of ARMAC, and to take a leading partnership role with the institution	Action Plan to support and engage with ARMAC and promote CMAA's leadership on South-South Cooperation in mine action	Q3-Q4 2018 (after ARMAC is operational)	CfRIII Project Staff supported by CMAA
6	Irregularities in the description of how villages are selected for land clearance among provincial and district officials has raised some red flags as to	Spot Check of MAPU BTB Province	Q1 2018	CMAA SEP Department

No.	Finding	Recommendation	Proposed Timeframe for Action	Responsible Party/Lead by
	whether the P&P process is being implemented properly.			
7	During interviews, there were a couple of mentions of 'overfamiliarity' between operators and QM teams in the provinces. While no suggestion of wrong doing was made, there needs to some sort of safety measure in place to keep bias among QM teams to a minimum	Internal CMAA regulation to ensure regular rotation of Quality Monitoring provincial teams	Q2 2018	CMAA R&M Department
8	Activities related to supporting CMAA participation in international events would be better allocated under Output 1, to support MA policy and strategy development.	CfRIII budget revision to move activities supporting CMAA participation in international fora under Output 1 of the project	Q1 2018	CfRIII Project Staff

Annex 2: Revised CfrIII Results and Resources Framework

The Results Framework of CfrIII was revised to align it to UNDP best practice in results-based project management, to include results indicators for the outputs (formerly key deliverables) of the project, and include baseline information and annualised targets against each indicator for more accurate planning, monitoring and reporting. Proposed changes are in red, while information required from the project team is highlighted in yellow. Resources required for each output have not been included in this revised document, and can be undertaken by the project team within Q1 2018.

Project Title and ID: Clearing for Results Phase III (CfrIII): Mine Action for Human Development				
Contributing to CDP Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities				
Indicator 1.5.1: The extent to which mechanisms measure and facilitate the development impact of mine action				
Contributing to 2014-2017 Strategic Plan Output 1.1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable, and employment- and livelihoods-intensive				
Outputs	Proxy Indicators for MTR Purposes	Baseline	Targets (annualized)	Activity Results
1. Mine action policies and strategic frameworks are aligned to national and sub-national sectorial policies and planning strategies and attached to pro-poor facilities	<p>1.1 Existence of mine action strategic framework that aligns with Maputo +15</p> <p>1.2 Existence of mine action strategies within the national development strategies/plans</p> <p>1.3 Existence of human, financial and advocacy capacity to implement mine action strategy.</p> <p>1.4 Type of CMAA contributions to international and South-South Cooperation on mine action</p>	<p>1.1 National Mine Action Strategy 2010-2019</p> <p>1.2 Planning and Prioritization (P&P) Process is in place</p> <p>1.3 Last capacity assessment of CMAA undertaken by DFID/NPA in 2014</p> <p>1.4 Statements at international fora, no strategy on South-South Cooperation on mine action</p>	<p>2016:</p> <p>1.1</p> <p>1.2</p> <p>1.3</p> <p>1.4 CMAA actively participates in international and national relevant fora</p> <p>2017:</p> <p>1.1</p> <p>1.2</p> <p>1.3 CMAA has the capacity to advocate for the inclusion of mine action within national policy and strategy development</p> <p>1.4 CMAA actively participates in international and national relevant fora</p> <p>2018:</p>	1.1 Develop a National Mine Action Strategy for 2017-2025 that will align Cambodia to the Maputo+15 Declaration

			<p>1.1 NMAS launched and Phase 1 under implementation</p> <p>1.2 Support review of P&P Guidelines</p> <p>1.3 Development of 3 year NMAS implementation plan</p> <p>1.4 CMAA actively participates in international and national for a and TWG-MA and MACC supported; TA and networking support to ARMAC</p> <p>2019:</p> <p>1.1</p> <p>1.2</p> <p>1.3 CMAA has the capacity to advocate for the inclusion of mine action within national... ??</p> <p>1.4 CMAA actively participates in international and national relevant fora</p>	
<p>2. A CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcome/impact</p>	<p>2.1 Existence of a mine action performance monitoring system which links mine action to poverty reduction and human development</p> <p>2.2 Existence of capacity to collect and use data through the system to improve mainstreaming of mine action in other sectors</p>	<p>2.1 Information Management System within CMAA does not link mine action to further poverty reduction</p> <p>2.2 Data collection is limited to mine field verification and post-clearance monitoring of released land</p>	<p>2016:</p> <p>2.3 TORs for a CMAA mine action programme performance monitoring system that links human development and land release</p> <p>2.4 N/A</p> <p>2017:</p> <p>2.1 Performance monitoring indicators including adequate gender indicators developed</p> <p>2.2 Appropriate data collection, storage and analysis tools developed</p>	<p>2.1 Establish a CMAA mine action programme performance monitoring system that links human development and mine action</p> <p>2.2 Training of trainers (ToT) for the collection and reporting of the new set of indicators for the mine action sector</p> <p>2.3 Strengthen the CMAA's international and</p>

			<p>2018:</p> <p>2.1 N/A</p> <p>2.2 Pilot MAPU's are trained in the collection of the new set of indicators</p> <p>2019:</p> <p>2.1 N/A</p> <p>2.2 Scale up of PMS application - MAPU's are trained in the collection of the new set of indicators</p>	national participation in relevant fora
<p>3. A minimum of 50km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free</p> <p><i>* Note: The original target for the project was 27km², however with the implementation of by technical and non-technical land release, the target area was increased to 50km² in August 2017, approved by the Project Board</i></p>	<p>3.1 Existence of Baseline Impact Assessments in target villages in target provinces</p> <p>3.2 Average cost (USD) per m² cleared</p> <p>3.3 % km² of land cleared of mines/ERW in selected provinces</p> <p>3.4 Existence of impact monitoring reports in villages cleared of mines/ERW through this project</p>	<p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p>	<p>2016:</p> <p>3.1 A Baseline Impact Assessment on the target provinces, to be cleared;</p> <p>3.2 A desk review on the more cost-effective land release technologies available in the market and applicable to Cambodia</p> <p>3.3 Mine action services based upon the results of the BIA are contracted</p> <p>3.4 The development and implementation of the impact monitoring plan in villages declared free from the impact of mines/ERW is supported</p> <p>2017:</p> <p>3.1 N/A (BIA conducted in 2016)</p> <p>3.2</p> <p>3.3 Clearance of the targeted 50km² is on track %</p>	<p>3.1 Conduct an Impact Assessment of priority mine-ERW-impacted areas and villages in the target provinces to be cleared</p> <p>3.2 Contract mine action services to clear a minimum of 27km² in areas located among the most affected and poorest provinces from the impact of mines/ERW by the CMAA</p>

			<p>3.4</p> <p>2018:</p> <p>3.1</p> <p>3.2</p> <p>3.3 44.9%</p> <p>3.4 Development and implementation of the impact monitoring plan in villages declared free from the impact of mines/ERW is supported</p> <p>2019:</p> <p>3.1</p> <p>3.2</p> <p>3.3 Clearance of the targeted 50km² is completed</p> <p>3.4 Development and implementation of the impact monitoring plan in all the villages declared free from the impact of mines/ERW is supported</p>	
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Annex 3: Suggested Revisions to the Performance Monitoring System (PMS)

These revisions are proposed to better capture the links between demining and poverty reduction at the village level. While demining creates a safe space in which to invest in livelihood opportunities, the original draft of the PMS Outcome and Indicators was narrowly focused on land use, which does not provide the opportunity to assess overall poverty reduction and development. By widening the focus of the indicators to include more HH income and expenditure information, the data collected will create a more accurate picture of the nuances of poverty and development at the village level. While these suggested revisions incorporate the recommendations from the Environment and Social Impact Assessment 2016, it is advised the CMAA/CfRIII seek further advisory support to ensure that environment sustainability and risk reduction indicators are included.

Below is an abridged version of PMS Outcome Matrix, with selected changes in red.

Indicator Number (Original, if applicable)	Indicator
Outcome 1 – Demining Support HH Poverty Reduction and Human Development	
PMSOC-01	Area of released land handed over to HH (sqm – residential; ha - agricultural)
PMSOC-02	Area of released land used by HH (sqm and ha)
	Area of agricultural land purchased by HH (ha)
	Area of agricultural land rented to others by HH (ha)
	Area of agricultural land rented for use by HH (ha)
PMSOC-05	Quantity of crops harvested on released land (t)
PMSOC-07	Income (after expenses) from crops from released land sold (USD)
	% of HH income from farm labour
	% of HH income from migration remittances
	% of HH income from other livelihood sources
	% of HH income used to repay microfinance or bank loans
	% of HH income used to invest in agricultural assets
	% of HH income used to invest in housing improvements
	% of HH income used to invest in transportation
	% of HH income used to invest in other livelihood opportunities
PMSOC-13	Quality of house constructed on released land (need 3-4 basic categories, including materials, access to water and electricity, fencing, etc)
PMSOC-15	Value of other HH assets (USD)
	# of HH which have migrated (locally or internationally) for employment
	# of individuals who have migrated (locally or internationally) for employment
Outcome 2 – Demining supports poverty reduction and development in the community	
PMSOC-17	# of poor HH (level 1 and 2) in a selected contaminated commune
PMSOC-18	% of poor HH in the commune
PMSOC-20	# of accidents in the commune in the past 5 years
PMSOC-28	# of direct beneficiaries in a commune, disaggregated by sex and vulnerability
PMSOC-29	# of indirect beneficiaries in a commune, disaggregated by sex
PMSOC-30	% of direct beneficiaries with improved access to schools
	% increase in school attendance, disaggregated by age group
PMSOC-31	% of direct beneficiaries with improved access to markets, disaggregated by sex and vulnerability
	# of new micro or small businesses developed after clearance
	% of market vendors reporting increased income
PMSOC-32	% of direct beneficiaries with improved access to health care services, disaggregated by sex and vulnerability
	% of direct beneficiaries able to afford health care services, disaggregated by sex and vulnerability
	% of health care providers reporting increased use of services by local communities
Outcome 3 – Demining supports efficient local and national development projects	

Indicator Number (Original, if applicable)	Indicator
	# of provincial/district/commune development projects which are implemented as a direct result of released land
	# of provincial/district/commune development projects which are developed specifically for 'safe villages'
	Value (USD) of provincial/district/commune development projects implemented on released land
	% increased in value of provincial/district/commune development projects from year to year as a result of demining
	# of national development projects which are implemented as a direct result of released land
	Value (USD) of national development projects implemented on released land

Annex 4: Terms of Reference for the Mid-Term Review

TERMS OF REFERENCE

Midterm Review (MTR) International Consultant

Location: Phnom Penh, with travel to project sites in Battambang, Banteay Meanchey, and Pailin provinces and other as required

Duration of Initial Contract: 30 working days (from 13 November 2017)

BACKGROUND

Cambodia's landmine problem is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid of 1960s until the end of 1998. The nature of landmine and explosive remnants of war (ERW) contamination in Cambodia is highly complex. The north-western provinces highly affected by landmines, the central provinces moderately affected by both landmines and ERW, while the eastern provinces highly affected by ERW, including cluster munitions.

By end of 2016, the Royal Government of Cambodia (RGC) has estimated that some 1,970 km² of land would require clearance for the next eight years. The 2018 - 2025 National Mine Action Strategy (NMAS) aims to significantly address Cambodia's remaining mine and ERW problem through the achievement of the eight goals of the NMAS.

The RGC has requested continued support from donors for this purpose. UNDP, together with the Australia and Swiss Governments, is currently supporting mine action through the Clearing for Results Phase III - Mine Actions for Human Development (CFRIII/MAfHD) Project (2016-2019). The project seeks to support the government in the development of holistic approaches that would help maximise mine action results on human development impacts by putting in place institutional measures to strengthen the contribution of the national mine action programme to the development of poor communities.

CFRIII/MAfHD is implemented by the Cambodian Mine Action and Victim Assistance Authority (CMAA) with technical and financial support from UNDP. It builds on the successful implementation of the first and second phases of the project (Clearing for Results, 2006-2015) during which considerable gains were achieved in building CMAA's capacities in the areas of quality assurance, strategic and policy formulation as well as the socio-economic management of mine clearance of land for productive use.

The CFR III/MAfHD is originally articulated around three key deliverables as follows:

1. Mine action policies and strategic frameworks are aligned to national and sub-national sectorial policies and planning strategies,
2. CMAA mine action programme performance monitoring system exists that delivers quality evidence on sustainable development outcome/impact and
3. A minimum of 27 km² of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free.

Various evaluations were also conducted in 2016 which may have an impact on CFRIII/MAfHD, including the Independent Review of the Mine Action Sector, Environmental and Social Impact Assessment, CFRII Final Evaluation and the Gender Mainstreaming Strategy.

CFRIII is now looking to hire a qualified and experienced mid-term review international consultant to conduct a mid-term review of the project and lead the mid-term review team consisting of one national consultant (also recruited by UNDP):

1. Provide an independent assessment for the CfrIII project board on the progress of the CfrIII project delivery in the following aspects:
 - a. Mine action strategy
 - b. Mine action performance monitoring system
 - c. Land release
2. Identify issues requiring decisions and actions;
3. Identify initial lessons learnt about project design, implementation and management; and

4. Examine measures to improve the likelihood of sustaining the results of the project. Findings of this evaluation will be incorporated as recommendations for mid-course adjustments of the project as needed.

DUTIES AND RESPONSIBILITIES

Geographical areas: The work of the team will mainly be in Phnom Penh with travel to the provinces of Battambang, Banteay Meanchey and Pailin to validate and/or collect additional information.

Timeframe of the evaluation: Maximum 30 working days from second week of November to 22 December 2017.

Scope of Evaluation: The international consultant is expected to frame this evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Final Evaluations of UNDP:

Relevance: to review the relevance of the CFRIII's strategy, design and implementation arrangements in today's development context while also considering future challenges. This includes overall relevance of the CFRIII in the national and local context.

- To what extent does the CFRIII intervention meet the needs of local mine affected communities and does the intervention align with national priorities?
- Are the activities and outputs of CFRIII consistent with the overall project objectives and goal?
- Related to activities and capacity level, was the project timeframe (including each result) reasonable to achieve the outputs and outcomes.

Effectiveness: to evaluate how effective CFRIII was in achieving its objectives during each year of its two years of implementation. The evaluation will also look at how the project identified, managed and mitigated risks and will provide practical recommendations concerning the improvement of future project effectiveness.

- To what extent were the project objectives achieved / are likely to be achieved by end of December 2019?
- What were the major factors influencing the achievement or non-achievement of the objectives?
- To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme?
- Review and assess the CMAA management and implementation capacity and processes against all KD3 deliverables of CFRIII (planning, implementing and procurement processes);
- Assess partnership effectiveness amongst all key project partners (CMAA, UNDP, donor agencies) in achieving the project's intended results. The consultant may consider the effectiveness on assurance support, strategic guidance, etc.
- To what extent has the project established partnerships, or lack thereof, with other key stakeholders, especially through sector coordination mechanisms, e.g. Technical Working Group – Mine Action, has impacted the achievement of project's intended results?

Results: assessment of intended results elaborated in the project document shall be conducted to measure to what extent CFRIII has achieved and to be achieved the stated results in the project document.

- Define what the main factors are that have affected the achievement of CFRIII outputs;
- Assess the extent to which CFRIII has achieved its outputs and how have these have contributed to the CFRIII outcomes;
- Identify lessons learnt / strategies to improve project delivery;
- Assess the extent to which CFRIII has implemented the recommendations from the various reviews conducted in 2016 (independent review of the mine action sector, CfrII final evaluation, environment and social impact assessment and gender mainstreaming strategy) and the extent to which these were incorporated into the new NMAS, and prioritise the recommendations from these reviews;
- Assess extent to which CfrIII have contributed to UNDP Country Programme Action Plan (CPAP) outcomes;
- Recommend revisions and/or adjustments to the contents of the project document including the project Theory of Change and ME framework, as deemed necessary;
- Identify possible entry points for CMAA to collaborate with the ASEAN Regional Mine Action Centre once established.

Efficiency: To the extent possible, the evaluation will compare the benefits from CFRIII with the budget to assess how efficient the project is. The review will provide practical recommendations regarding how to improve the efficiency, as required.

- Were project activities cost-efficient?

- Are the current procurement processes to contract demining services an efficient method to achieve value for money and deliver high-quality clearance services?
- Were project annual outputs achieved on time?

Impact: while CFRIII releases mine/ERW contaminated land to promote agricultural and livelihood development, a key component of the project is on building the national capacity of the CMAA to manage the mine action sector. The review should analyses how capacity has been developed and how project achievements contribute to future strengthening of capacities.

- What were the changes resulting from CFRIII intervention in the way in which Cambodia is addressing Cambodia's national mine action programme issues?
- What were the impacts of CRFIII on developing the institutional capacity of CMAA?
- Did the intended beneficiaries benefit from the project and in what way? What should the project do otherwise to maximize its impact?

Sustainability: The review will assess how the project's achievements contribute to sustainability by engaging appropriate Government, non-Government and community level stakeholders.

- To what extent are the benefits of CFRIII likely to continue after its completion?
- Identify a strategic approach for a gradual handover of project implementation responsibilities from UNDP to CMAA;
- What were the major factors which influenced the achievement or non-achievement of sustainability?
- Identify CMAA capacity for securing funding through the governmental cost-sharing and/or domestic financial resources to fund mine action/RGC sustainable development goal 18.

Gender:

- Has the CFRIII project ensured that it has delivered an inclusive approach?
- Has gender mainstreaming at all levels of the project cycle been delivered to ensure this?

Environment:

- Identify extent to which CFRIII/CMAA have implemented the recommendations from the 2016 Environmental and Social Impact Assessment.

EXPECTED OUTPUTS, DELIVERABLES AND FORMATS

Deliverables:

Deliverable 1: Evaluation inception report/work plan and evaluation matrix, and Presentation of inception report/work plan to CMAA, UNDP, SDC and DFAT

Deliverable 2: Preliminary findings and recommendations presented to CMAA, UNDP, SDC and DFAT. Draft evaluation report and recommendations circulated to CMAA, UNDP, SDC and DFAT for review/comments.

Deliverable 3: Final evaluation report that addresses comments received from CMAA, UNDP, SDC and DFAT.

Total Days: 30 days

Expected Format of final report:

- a. Cover page, containing project identification, entity evaluated, date and author;
- b. Content;
- c. Executive Summary – not more than 3 pages, wherein are presented the major points of analysis, major finding (relevance, impact, effectiveness, efficiency, sustainability, gender equality, capacity development, etc.), major recommendations, lessons learnt and best practices, and the principal conclusion;
- d. Introduction – shall explain the purpose, expected uses of evaluation results, and the structure contents of the report, etc.;
- e. Intervention: - shall include evaluation objectives, scope, coverage, criteria and methodology, and limitation;
- f. Answered questions / findings;
- g. Overall assessment – based on the evaluation criteria;
- h. Conclusions and recommendations, including action item with responsible entity;
- i. Lessons learnt and best practices; and
- j. Annexes.

There should be a minimum of the following annexes:

- a. Evaluation consultant's ToR/short CV;
- b. Terms of Reference of the review;
- c. Glossary and Abbreviations;
- d. List of persons/organizations consulted;
- e. List of literature/documentation consulted;
- f. Evaluation work plan executed;
- g. Problems and adjustments table; and
- h. Findings synthesis table with performance rating.

Main text excluding annexes should be a maximum 50 pages.

INSTITUTIONAL ARRANGEMENT

The MTR team shall consist of the following members:

- A. International consultant (team leader); and
- B. National consultant

Under overall direct supervision of the UNDP Mine Action Specialist, oversight of UNDP Programme Analyst and guidance from National Project Management Director and Manager, the MTR team will be responsible to deliver the outputs stated above:

Role of the international consultant (team leader):

- The international consultant will be designated as the team leader and will be responsible to lead the MTR and deliver the expected outputs;
- The international consultant shall report to the assigned focal person from UNDP project team, the Mine Action Specialist;
- The international consultant needs to maintain daily communication with the UNDP project focal person as and if/when problems emerge during the consultancy period, especially if they affect the scope of the job.

Role and tasks of the national consultant:

The national consultant will work under the guidance and direction of the international consultant and is expected to:

- Compile and review key resources, including those that are available in Khmer only, and provide summary findings to the team leader for inclusion in the MTR report;
- Provide analysis, other input and assistance as relevant to the team leader to ensure the relevance of the MTR to the Cambodian context, including contributing to the draft MTR;
- Conduct consultations with stakeholders and key informants if relevant and as agreed with the team leader;
- As a resource person throughout the process, discuss trends and findings with the team leader to enrich and complete the analysis;

The national consultant is responsible to provide her/his technical expertise to deliver the expected outputs as per her/his ToR;

Role of UNDP:

- UNDP focal person, Mine Action Specialist, will act as the focal person to interact with the MTR team to facilitate the assignment, to facilitate the review of each outputs and ensure the timely generation of the comment from stakeholder on each output.
- The UNDP programme unit will review deliverables for payment release;

A short weekly update is expected from the international consultant outlining significant achievements and events for the week and expected significant achievements and events for the following week. This will be submitted to the UNDP mine action specialist by Friday afternoon of every week.

The MTR team will be allocated office space, access to existing office equipment and supplies as well as an internet connection at the CfrIII office at CMAA. However, the MTR team is expected to be self-sufficient in terms of food, accommodation, communication, transportation within Phnom Penh and other support the MTR team deems necessary to deliver the expected outputs.

The international consultant will bring their own personal computers to conduct this assessment and will also make their own travel arrangements, i.e. air tickets, accommodation etc.

The project/CMAA will provide the MTR team with transportation when travelling to the provinces. The MTR team shall cover their own food and accommodation costs during travel to the provinces.

Within the CfrIII project office and UNDP, English is the working language.

Duration of the Work

The assignment is expected to be completed within 30 working days. In Cambodia, the working week is from Monday to Friday. The MTR team is expected to be in country and start the assignment by 13 November 2017. It is expected that the final report will be submitted by 22 December 2017.

The MTR team can expect a two-working day turnaround for feedback on any material developed and submitted, except for the final report which will be at least three weeks.

Duty Station

The MTR team will be based at the CfrIII office at CMAA in Phnom Penh. However, given the nature of the assignment, the MTR team may opt to report to the CfrIII office at CMAA on Monday and Tuesday mornings between 0900H and 1200h. Outside of this, the MTR team may find alternative working locations at their own expense.

The MTR team is expected to travel to the provinces of Battambang, Banteay Meanchey and Pailin to validate and/or collect information. It is expected that this will be up to 20% of the assignment's duration. The transportation cost to provinces will be arranged by project.

The MTR team is required to undertake the Basic Security in the Field (BSIF) training (<https://dss.un.org/dssweb/WelcometoUNDSS/tabid/105/Default.aspx?returnurl=%2fdssweb%2f>) prior to travelling.

CD ROMs must be made available for use in environments where access to technology poses a challenge.

COMPETENCIES

Core Competencies:

- Good facilitation and presentation skills.
- Demonstrated ability to communicate effectively with various partners including the government, civil society, private sector, UN and other development donors and high quality liaison and representation at local and national levels.
- Excellent organizational and time management skills.
- Strong interpersonal skills, ability to work with people from different backgrounds to deliver quality products within short timeframe.
- Be flexible and responsive to changes and demands.
- Be client oriented and open to feedback.

Functional Competencies:

Results-based Programme Development and Management: Contributes into results through primary research and analysis

- Assesses project performance to identify success factors and incorporates best practices into project work
- Researches linkages across programme activities to identify critical points of integration

- Monitors specific stages of projects/programme implementation
- Analyses country situation to identify opportunities for project development
- Participates in the formulation of project proposals and ensures substantive rigor in the design and application of proven successful approaches and drafts proposals accordingly

Innovation and Marketing New Approaches: Enhancing processes or products

- Generates new ideas and proposes new, more effective ways of doing things
- Documents and analyses innovative strategies/best practices/new approaches
- Documents bottlenecks, problems and issues, and proposes effective solutions
- Embraces new approaches

Promoting Organizational learning and Knowledge Sharing: Basic research and analysis

- Generates new ideas and approaches, researches best practices and proposes new, more effective ways of doing things
- Documents and analyses innovative strategies and new approaches
- Identifies and communicates opportunities to promote learning and knowledge sharing
- Develops awareness of the various internal/external learning and knowledge-sharing resources

Job Knowledge and Technical Expertise: Fundamental knowledge of own discipline

- Understands and applies fundamental concepts and principles of a professional discipline or technical specialty relating to the position
- Possesses basic knowledge of organizational policies and procedures relating to the position and applies them consistently in work tasks
- Identifies new and better approaches to work processes and incorporates the same in his/her work
- Analyses the requirements and synthesizes proposals
- Strives to keep job knowledge up-to-date through self-directed study and other means of learning
- Demonstrates good knowledge of information technology and applies it in work assignments
- Demonstrates in-depth understanding and knowledge of the current guidelines and project management tools and utilizes these regularly in work assignments

Client Orientation: Establishing effective client relationships

- Researches potential solutions to internal and external client needs and reports back in a timely, succinct and appropriate fashion
- Organizes and prioritizes work schedule to meet client needs and deadlines
- Establishes, builds and sustains effective relationships within the work unit and with internal and external clients
- Actively supports the interests of the client by making choices and setting priorities to meet their needs
- Anticipates client needs and addresses them promptly

Denika Blacklock (Karim)

Phone: +66948125777 (Thailand)

Email: djbkarim@gmail.com

Nationality: Canadian

Professional Skills

Development professional focusing on results-based strategic planning, monitoring and evaluation and with extensive experience in the Asia and Pacific regions. Sectoral specialization in (local) governance, conflict, environment, climate resilience and food security. Cross-cutting areas of expertise include capacity development, policy and conflict analysis, vulnerability analysis and risk management.

Numerous monitoring frameworks designed, monitoring and evaluation tools and trainings designed and implemented, advisory and mentoring services provided. Evaluation focus on results and knowledge management. Strategic planning work has focused on position papers, developing theories of change and knowledge products for organizational or programme positioning.

Experience working with a range of institutions, including UNDP, ILO, WFP, the Commonwealth Forum, American Bar Association and Asia Foundation. Recent work has taken place in Asia and the Pacific, including multi-country programming in the Pacific. Extensive networks within UN organizations, NGOs and governments across both regions.

Significant writing and advocacy work as the facilitator of the learning and advocacy initiative 'Pacific Risk Management and Resilience' (www.facebook.com/PacificSDGAdvocacy), focusing on volunteerism and community empowerment to increase resilience and DRR in the face of climate change and disaster. Lead contributor to "Theory in Practice" (www.theory-in-practice.net) assessing the gaps between development theory and practical implementation through case studies and commentary.

Professional Experience

Monitoring and Evaluation - Framework Design, Capacity Building, Advisory Support

- **Consultant – Monitoring and Evaluation Framework Design** (*ILO Thailand, Bangkok, June-September 2016*)
 - Designed the monitoring and evaluation framework for the project 'Combating Forced Labour in the Fishing Sector in Thailand', including providing advisory support on technical issues pertaining to legal sensitivities in monitoring in this sector in Thailand
- **Results-based Monitoring and Evaluation Trainer** (*ARC Innovation, Bangkok Thailand, May 2014*)
 - Designed and implemented a training programme on infrastructure development for Government of Afghanistan, including understanding results, indicator development, target setting, preparing for baseline studies, monitoring implementation plan and accompanying tools
- **Planning, Monitoring and Reporting Advisor** (*UNDP Indonesia, November-December 2013*)
 - Support to planning, monitoring and evaluation activities for governance and poverty reduction programmes, including proposal review, drafting results frameworks, reviewing reports and evaluations from a results-based management perspective
- **Consultant - Monitoring Framework Design and Baseline Study, JURIS Project** (*The Asia Foundation and American Bar Association China Programs, December 2012-January 2013*)
- **Retainer Strategic Planning, Monitoring and Evaluation Advisor, Pacific Region** (*Commonwealth Local Government Forum; home based/Fiji, August 2011-December 2014*)
 - Provision of technical support and capacity building for the development of the monitoring and evaluation framework including a Quality Assurance system and mentoring of staff for its implementation; Drafting of the regional and country baseline analysis and reports; Development of a new strategic vision in line with the post-2015 development agenda, including a transition plan, capacity building for knowledge management, networking and advocacy.
 - Co-facilitator of the 3rd Pacific Local Government Forum, including facilitation of the Pacific Capital Cities Forum and development of the PCCF Strategic Plan in line with the post-2015 development agenda process

- **Programme Analyst – Planning, Monitoring and Reporting** (*UNDP Indonesia, Jakarta, July 2008 – December 2010*)
 - Development of the monitoring framework and tools for recovery, conflict prevention and disaster risk reduction and governance programmes (annual delivery for the programme USD 30 million for 10 projects ranging in size from USD 400,000 to USD 15 million). Included capacity building (training, mentoring and on-the-job coaching) of all project monitoring officers, project managers and programme officers to implement the framework, including capturing and analyzing project data; developing, managing and analyzing the impact of partnerships; implementing gender mainstreaming action plans; identifying and evaluating risks and risk mitigation plans; and capturing and disseminating lessons learned.
 - Design and oversight of programme and project evaluations.
 - Reporting, quality assurance and donor relations for all programmes and projects.
 - Project development and planning. Consultation and identification of strategic areas of intervention for Crisis Prevention and Recovery and Democratic Governance. Defining strategic approach, partnership strategies and applying lessons learned and good/innovative practices from previous projects and programmes.

Evaluation and Lessons Learned

- **Team Leader, Mid Term Evaluation of the Clearing for Results Phase III Programme: Mine Action for Human Development** (*UNDP Cambodia, Phnom Penh, December 2017-January 2018*)
- **Editor, Lessons Learned in Climate Public Expenditure Reviews** (*UNDP Asia-Pacific Regional Bureau, Bangkok, May-June 2015*)
- **Lessons Learned in Disaster Risk Reduction in Aceh, Indonesia** (*UNDP Indonesia, Banda Aceh, April-May 2012*)
- **Report on Best Practices from the Papua Development Programme** (*UNDP Indonesia; Jakarta, December 2011*)
- **Revision of Outcome Evaluation – Crisis Prevention and Recovery Programme 2006-2010** (*UNDP Indonesia; November 2011*)
- **Outcome Evaluation - Environment Programme 2006-2010** (*UNDP Indonesia; Jakarta, July 2011*)
- **Final Evaluation - Post-Conflict Fund** (*World Bank Indonesia; Jakarta, June 2011*)
- **Mid-Term Review - Nias Islands Transition Project** (*UNDP Indonesia; Nias/Jakarta, May 2011*)

Policy Analysis and Strategic Planning

- **Consultant – Pacific Food Security** (*WFP Asia-Pacific Office, Bangkok, September-December 2016*)
 - Developed the ‘Atlas’ on food security vulnerabilities and scenarios in the Pacific islands, with a focus on Samoa, Tonga, Fiji, Vanuatu and Solomon Islands, including analysis of income and expenditure data, and food production and consumption trends and coping mechanisms
- **Consultant - Strategic Plan for the Commonwealth Local Government Forum Pacific Programme 2015-2020** (*Commonwealth Local Government Programme, Fiji/Papua New Guinea, May-June 2014*)
- **Consultant - Strategic Planning and Design of Monitoring Framework – Solomon Islands NGO Partnership Agreement/SINPA Program** (*Oxfam Australia Solomon Islands Program, October 2012*)
- **Intern** (*Slovak Institute for International Studies, Bratislava, June 2002-September 2002*)
 - Support to research on trends in racism in Slovakia and Eastern Europe, particularly against the Roma community

Programme Management

- **Interim Program Director, Trafficking in Persons Project** (*American Bar Association Rule of Law Initiative, Solomon Islands, May-September 2012*)
 - Revise the project logframe, identify partnerships with local organizations for activity implementation, organize and manage training implementation, supervise data and information gathering for knowledge product development, work closely with government counterparts to raise awareness on trafficking in persons, initiate awareness campaigns and advocacy to increase knowledge on trafficking among the general public and encourage government to include trafficking in persons within the Family Protection bill under preparation at that time
- **Programme Analyst - Local Governance and Decentralisation** (*UNDP Kosovo, Pristina, April 2006-June 2008*)
 - Programme and project development and implementation.

- Capacity building/Advisory support to Kosovo Government institutions. Preparation of policy/issue papers, advisory support on work flow management and organizational development, and the design and of a medium-long term Government programme to implement the decentralization component of the Status Proposal for Kosovo.
- Partnership development and management.
- **Programme Officer - South East Europe and Caucasus** (*European Centre for Minority Issues, Flensburg, Germany, September 2004-April 2006*)
 - Oversight, monitoring and reporting of project implementation.
 - Project management of two multi-country research projects on the Meshketian Turks and developing minority inclusion indicators

Publications

- 'An Arms Embargo on Myanmar Would Not Save the Rohingya,' Al Jazeera, 24 September 2017
- 'The 'Asia-Pacific' Concept is Ridiculous,' in AidLeap, April 2015, www.aidleap.org/2015/04/
- 'Disaster Resilience: Why We're Not Reaching the Most Vulnerable,' in Theory in Practice, April 2015, www.theory-in-practice.net
- 'The 10 Year Cycle: Peace Agreements and Conflict Resolution,' in Theory in Practice, January 2015, www.theory-in-practice.net
- 'Accelerated Development: Who Benefits?' At the Pacific Local Government Research Roundtable, Port Moresby, Papua New Guinea, 19 May 2014
- 'Whose Development? The Need for Conflict Sensitive Development in Papua, Indonesia,' Denika Blacklock Karim (Journal of Peacebuilding and Development, October 2012)
- 'The Protection on Minorities in the Wider Europe.' Co-editor with Marc Weller and Katherine Nobbs (Palgrave MacMillan, October 2008)
- 'Securing Implementation of the Ohrid Agreement.' Marija Nasokovska and Denika Blacklock, ECMI Report 58 (March 2006) www.ecmi.de.
- 'Decentralization in the Context of Conflict Prevention and Resolution: Examples from Post-Communist States,' with Ben Lloyd-James, (Territorial Politics in Perspective, Belfast, Northern Ireland, 11-13 January 2006).
- 'Finding Durable Solutions for the Meskhetians.' Denika Blacklock, ECMI Report 56 (August 2005) www.ecmi.de.

Educational Background and Continuing Education

MA International Conflict Analysis, University of Kent, Canterbury, UK (November 2004)

BA (Honours) Political Science, Carleton University, Ottawa, Canada (June 2002)

Qualitative Research Methods (University of Amsterdam, December 2017)

The Age of Sustainable Development (Columbia University, January 2015)

The Changing Global Order (Universiteit Leiden, 17 December 2014)

Risk and Opportunity: Managing Risk for Development (World Bank, 4 August 2014)

Language Skills

English (mother tongue)

French (fluent)

Bahasa Indonesia (working knowledge)

Referees

Mr Kristanto Sinandang, Former Head, Crisis Prevention and Recovery Unit, UNDP Indonesia

Kristanto.sinandang@gmail.com

Mr. Oliver Lacey-Hall, Head, ASEAN Liaison Office, UN-OCHA

Lacey-hall@un.org

Ms Karibaiti Taoaba, Regional Programme Manager, Commonwealth Local Government Forum Pacific Programme;

Taoaba@clgfpacific.org.fj

CURRICULUM VITAE

1. **Family name:** **Chey**
2. **First name:** **Tech**
3. **Date of birth:** **12.12.1977**
4. **Passport holder:** **Cambodia**
5. **Residence:** **Cambodia**
6. **Education:**

Institution (Date from - Date to)	Degree(s) or Diploma(s) obtained:
St. Clements University, British West Indies, 2015 – 2017	Ph.D. in Philosophy
International University, Cambodia, 2008 - 2010	Master's Degree in Rural Development
Royal University of Agriculture, Cambodia, 1997 - 2002	Bachelor's Degree in Animal Health and Production

7. **Language skills:** Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
Khmer	1	1	1
English	1	1	1

8. **Membership of professional bodies:** Member of International Farmers' Dialogue "Initiative for Change", Advisor for Wathnakpheap Organization, and Chairman of the board of the Community Resource Improvement for Development (CRID).
9. **Other skills** (e.g. Computer literacy, etc.): Major software packages (MS Office, Internet Explorer, E-mail, ...); Development and Management of Databases; Data Analysis in SPSS, MS Excel, and MS Access; Project Cycle Management, Planning and Performance Management; Research and Policy Development, Project and Programme Evaluation; Design and Conduction of Socio-Economic Surveys; Baseline Studies, Participatory Rural Appraisals.

10. **Present position: Present position: Self-Employed Consultant**

11. **Years within the firm: 16**

12. **Key qualifications** (Relevant to the project):

Over fourteen (14) years' work experience as **Researcher, Monitoring and Evaluation Specialist, Good Governance and Social Accountability, Sub-National Democratic Development, and Project Management Specialist** with UNDP, Cambodian Centre for Study and Development in Agriculture (CEDAC), Adventist Development and Relief Agency (ADRA), Winrock International (WI), UNICEF, World Bank, European Union (EU)/UNIDO/DANIDA, USAID, and Asian Development Bank (ADB).

13. **Specific experience in the region:**

Country	Date from - Date to
Cambodia	From 2002 to Present

14. Professional experience:

Date from-to	Location	Company/Organization	Position	Description
Aug – Dec 2017	Cambodia	UNICEF – CARD/MEF	National Technical Expert	Evaluation of the CARD and UNICEF Cash Transfer Pilot Project for Pregnant Women and Children in Cambodia
Feb-May 2017	Cambodia	National Committee for Sub-National Democratic Development – Secretariat (NCDD-S)	National Consultant	Qualitative Governance Survey
Nov 2016 – Feb 2017	Cambodia	Ministry of Environment - UNDP	National Consultant	The Cambodia Climate Change Alliance (CCCA) Programme Mid-Term Review
Sep-Dec 2016	Cambodia	DanChurch Aid (DCA)	Team Leader	Study on Increasing Linkages between Cooperatives, Markets, and the Private Sector
Jun – Sep 2016	Cambodia	Euro Plus Consulting and Management / European Union (EU)	Planning and Performance Management Expert	Mid-Term Review of the National Programme for Sub-National Democratic Development (NP-SNDD)
Aug 2015 - Sep 2016	Cambodia	Tetra Tech ARD	Local Consultant	Proposal Preparation for Cambodia Feed the Future (HARVEST project phase II) of USAID Cambodia
Feb – Apr 2016	Cambodia	MarketShare Associate	Research Consultant	Scaling Technology Adoption Research Stream (MSME/USAID)
Sep 2014 to Jun 2015	Cambodia	Dexis Consulting Group M&E Division	Local Research Consultant	Evaluation of State/EAP Lower Mekong Initiative (LMI) Program
Feb to Apr 2015	Cambodia	USAID/Cambodia	National Assignment Manager	Formulation of a Value Chain Analysis of Horticulture, Fisheries, and Rice Sector
Sep to Dec 2014	Cambodia	UNDP Governance Unit	National Consultant	Outcome Evaluation of UNDP Cambodia Country Program Action Plan 2011-2015 for Democratic Governance Outcomes
Oct 2014 to Mar 2015	Cambodia	UNDP	Livelihood Specialist	Strengthening the Resilience of Cambodia Rural Livelihoods and sub-National Government System to Climate Risk and Variability (Project Preparatory Grant)
Dec 2013 to Sep 2014	Cambodia	UNDP	National Consultant	Adaptive Social Protection (SP), Disaster Risk Reduction (DRR), and Climate Change Adaptation (CCA) Situation Analysis
Feb-Mar 2014	Cambodia	Oxfam Australia, Phnom Penh,	Evaluation Team Leader	Program Evaluation on Community Based Fishery

		Cambodia		Management and Advocacy for Sustainable Water Resource Management
Feb-Mar 2014	Cambodia	Kampuchean Action for Primary Education (KAPE)	Evaluation Team Leader	Final Evaluation of the Beacon School Initiative project
Apr-Aug 2015	Cambodia	Asian Development Bank (ADB)	Project Management Specialist	Collaborative Management for Watershed and Ecosystem Service Protection and Rehabilitation in the Cardamom Mountains Upper Prek Thnot River Basin
Jan-Dec 2013	Cambodia	Trade SWAp, EIF and TDSP Secretariat, Dept. International Cooperation (DICO)	Monitoring and Evaluation Specialist	Trade Development Support Program (TDSP), Multi Donors Trust Fund (EU, DANIDA, UNIDO, and WB)
Feb 2011– Feb 2012	Cambodia	Demand For Good Governance (DFGG)	National Planning, Monitoring and Evaluation Specialist	Demand For Good Governance (DFGG) of World Bank (WB)
Oct 2007 to Jan 2011	Cambodia	Winrock International (WI)	Monitoring and Evaluation Specialist	Children Empowerment through Education Services (CHES) of Winrock International/US Department of Labor (USDOL)
Oct 2006 to Oct 2007	Cambodia	Adventist Development and Relief Agency (ADRA)	National Coordinator for Monitoring and Evaluation for Learning (MEL)	Monitoring and Evaluation for Learning (MEL)
Sep 2002 to Oct 2006	Cambodia	Cambodian Center for Study and Development in Agriculture (CEDAC)	Researcher, and Monitoring and Evaluation Officer	Development of Monitoring and Evaluation System

15. Other relevant information (e.g. Publications):

Publications:

Year		For Whom
Dec 2017	Evaluation of the CARD and UNICEF Cash Transfer Pilot Project for Pregnant Women and Children in Cambodia	UNICEF, CARD and MEF
May 2017	Qualitative Governance Survey	National Committee for Sub-National Democratic Development –Secretariat (NCDD-S)
Feb 2017	The Cambodia Climate Change Alliance (CCCA) Programme Mid-Term Review	Ministry of Environment - UNDP
Dec 2016	Study on Increasing Linkages between Cooperatives, Markets, and the Private Sector	Dan Church Aid (DCA)
Nov 2016	Mid-Term Review of the National Programme for Sub-National Democratic Development (NP-SNDD)	National Committee for Sub-National Democratic Development –Secretariat (NCDD-S)

Jun. 2015	Adaptive Social Protection (ASP) in Cambodia - Situation Analysis http://www.kh.undp.org/content/dam/cambod	United Nations Development Program (UNDP)
Feb. 2015	Livelihood Assessment Report in Siem Reap and Kampong Thom province	United Nations Development Program (UNDP)
Nov. 2014	Outcome Evaluation of UNDP Cambodia Country Programme Action Plan 2011-2015 for Democratic	United Nations Development Program (UNDP)
Aug. 2014	Project Design – Reducing the vulnerability of Cambodian rural livelihoods through enhanced sub- national climate change planning and execution of priority actions http://www.thegef.org/gef/sites/thegef.org/files/gef_nri_docs/GEFProjectDocuments/Climate%	United Nations Development Program (UNDP)
Aug. 2014	Cambodia Country Report, TA 7601-REG: Updating	Asian Development Bank (ADB)
Mar. 2014	Background report on Social Protection (SP), Disaster Risk Reduction (DRR), and Climate	United Nations Development Program (UNDP)
Mar. 2014	Final Program Evaluation on Community Based Fishery Management and Advocacy for	Oxfam Australia (OAU)
Nov. 2013	Community Needs Assessment report, Program on Prevention, Protection, and Recovery of	Cambodian Centre for the Protection of the Children’s Rights (CCPCR)
Jan. 2012	Project Final Evaluation of Cambodia Action for	Adventist Development and Relief
Dec. 2011	Cambodia Country Report, TA 7601-REG: Updating	Asian Development Bank (ADB)
May. 2011	Baseline Survey on the impact of Toxic Herbicide	Wathnakpheap/Green Cross
May. 2011	Research on Agro-tools Market Mapping and	CAVAC/AusAID
Apr. 2011	Studying Cooperative in Cambodia in Siem Reap,	Heifer International Cambodia
Oct. 2010	Livelihood Assessment in Batheay district of	Private donor from Holland
Oct. 2009	Research on Child Labor in Agriculture Sector in	International University (IU)
Apr. 2009	Research on hazardous child labor in tobacco	Winrock International
Apr. 2009	Research on hazardous child labor in tobacco	Winrock International
Feb. 2008	Baseline survey on child labor in agriculture sector	Winrock International
Aug. 2006	Final Project Evaluation: Sustainable Livelihood for	CEDAC
May. 2006	Mid-term Project Evaluation: Sustainable	CEDAC
2005 &	Annual Country Progress Report of SRI in Cambodia	Ministry of Agriculture, Forestry and
Apr. 2006	SRI Impact Assessment in Cambodia from 2001-	CEDAC
Sep. 2004	Mid Term Project Evaluation: Sustainable Rural	CEDAC
Jun. 2004	Project Mid Term Evaluation: ILFARM-TK Project in	CEDAC
Sep. 2003	Final Project Evaluation: Food Security Project in	Banteay Srei (BS) Organization
Jun. 2003	Crop Cut and Socio Economic Survey for Steung	GRET/CEDAC
Apr. 2002	Research on Emergence and Development of	Japan International Cooperation Agency

Annex 6: List of Documents Review and Interviews Conducted

The following documents were reviewed by the consultants:

1. CfRIII Project Document
2. CfRII Final Evaluation
3. CfRIII Quarterly Progress Reports (2016 and 2017)
4. CfRIII Annual Report (2016)
5. CfRIII Annual Work Plan and Budget (2017 and 2018)
6. Environmental and Social Impact Assess for Clearing for Results (CfR) Phase III Project 2016
7. 'Finishing the Job' An Independent Review of Cambodia's Mine Action Sector 2016
8. National Mine Action Strategy (NMAS) 2018-2025
9. Maputo +15 Declaration
10. 'Introduction to PMS' and PMS Output and Outcome Matrices

The following key informant interviews were conducted by the consultants:

1. H.E. Ly Thuch, Senior Minister and First Vice President, CMAA
2. Mr Seng Samath, Director of General Administration Department, CMAA (and including the Head of Finance, Procurement and Human Resources)
3. Mr Mol Roeup Seyha, Deputy Secretary General, TWG-Mine Action, CMAA
4. Mr Chhim Chansideth, Direct of Regulation and Monitoring Department, CMAA
5. Mr Vong Vanny, Direct of Socio-Economic Planning Department, CMAA
6. Mr Leng Ranin, Chief, MAPU, Banteay Meanchey Province
7. Mr Yong Yeurn, Deputy Governor, Pouk District, Banteay Meanchey Province
8. Mr Nai Pov, Chief, Kork Romeant Commune Council, Pouk District, Banteay Meanchey Province
9. Mr Noum Chhayroum, Chief, MAPU, Battambang Province
10. Mr Choet Sothea, Deputy Governor Samlot District, Battambang Province
11. Mr Yem Yorn, Chief, Meanchey Commune Council, Samlot District, Battambang Province
12. Mr Ly Panharith, Executive Director, ASEAN Regional Mine Action Center (ARMAC)
13. Mr Heng Ratana, Director General, Cambodia Mine Action Center (CMAC)
14. Mr Leng Ranin, Chief, CMAC Demining Unit 1, Banteay Meanchey Province
15. Mr Net Nath, Chief, CMAC Demining Unit 2, Battambang Province
16. Mr Lars Buechler, First Secretary, and Mr Sovannarith Hem, Programme Manager, SDC
17. DFAT
18. Mr Oum Sang Onn (Sam), Project Manager, DFID Mine Action Capacity Development
19. Mr Edwin Faigmane, Mine Action Specialist, CfRIII, UNDP
20. Mr Tong Try, Senior National Project Officer, CfRIII, UNDP
21. Mr Samrithea Sron, Monitoring and Evaluation Specialist, CfRIII, UNDP

The following focus group interviews were led by the consultants:

1. Provincial Mine Action Committee (PMAC) – Banteay Meanchey province
H.E. Chhoeuy Channa, Deputy Provincial Governor and Chair of PMAC
Mr Run Thanara, Deputy Director, Provincial Department of Agriculture, Forestry and Fisheries
Mr Yim Kosal, Deputy Director, Provincial Department of Planning
Mr Chun Khlaing, Deputy Director, Provincial Department of Environment
Mr Sour Sovanda, Deputy Director, Provincial Department of Rural Development
Mr Long Vuth, Deputy Director, Provincial Department of Land Management
2. Boeng Sokram Village, Kork Romeant Commune, Pouk District, Bantaey Meanchey Province
(8 men, 4 women)
3. Kdeb Thmor Village, Kork Romeant Commune, Pouk District, Bantaey Meanchey Province
(9 men – including two mine survivors, 4 women)
4. Provincial Mine Action Committee (PMAC) – Battambang province
H.E. But Kimsean, Deputy Provincial Governor and Deputy Chair of PMAC
Mr Houb Khvek, Military Police
Mr Liv Sitha, Military Police Military
Mr Kheur Sophal, Deputy Director, Provincial Department of Land Management
Mr Sok Tola, Deputy Chief, Provincial Police

Mr Hem Sovan, Deputy Director, Provincial Department of Rural Development

Mr Chan Bunthoeurn, Chief Officer, Provincial Department of Planning

Mr Ear Kimchheng, Deputy Director, Provincial Department of Environment

5. Kampong Touk Village, Meanchey Commune, Samlot District, Battambang Province
(2 men, 5 women)
6. Sre Chipov Village, Meanchey Commune, Samlot District, Battambang Province
(5 men, 7 women)

Annex 7: Questionnaire

This questionnaire was used to guide the open interviews with key informants and beneficiaries of the project, to confirm themes and test hypotheses emanating from the desk review process. The questions were aligned with OECD Development Assistance Criteria (DAC) for Evaluations.

Question
Relevance
RV1. To what extent does the CfRIII intervention meet the needs of local mine-affected communities and does the intervention align with national priorities?
Is there a baseline assessment on what the targeted communities need in terms of mine action?
Does the baseline assessment account for the views of men, women and the disabled?
How does the project contribute to the NMAS 2010-2019?
RV2. Are the activities and outputs of the project consistent with the overall project objectives and goal
Is there a direct link between activities and outputs?
Do output indicators measure inputs or results contributing to the project goal?
RV3. Related to activities and capacity level, was the project timeframe (including each result) reasonable to achieve the outputs and outcomes
How is capacity being measured by the project?
Are targets for various interventions (policy, technical assistance/capacity, demining/land clearance) appropriate for each context (national/provincial)?
Effectiveness
ET1. To what extent were the project objectives achieved/are likely to be achieved by the end of December 2019
Achievements as at December 2017 vs anticipated achievements in December 2019
Challenges encountered which have delayed or slowed project implementation
Have targets been set as too ambitious/too low?
ET2. What were the major factors influencing the achievement or non-achievement of the objectives
What has been the primary factor influencing how the project has been implemented?
What has been the secondary factor?
Have these factors been positive or negative?
What can be done to learn from positive/negative factors?
What could be done to mitigate against negative factors in the future?
ET3. To what extent has the project's capacity building process been effective in helping the CMAA to effectively manage and coordinate Cambodia's national mine action programme
Does the project have a capacity development strategy?
What is the focus on capacity building assistance? Does it target institutional arrangements, leadership, knowledge, accountability within the framework of enabling environment, organization and individuals?
ET4. Review and assess the CMAA management and implementation capacity and processes against all KD3 deliverables of CFRIII (planning, implementation and procurement processes)
Do capacity interventions respond to capacity needs (was a capacity assessment undertaken)?
What challenges is CMAA management facing in planning, implementation and procurement, and why?
ET5. Assess partnership effectiveness amongst all key project partners (CMAA, UNDP, donor agencies) in achieving the project's intended results, including effectiveness of assurance support, strategic guidance, etc
Is there a partnership strategy? If so, is it being implemented and how?
How effective is communication between various partners?
How are non-implementing partners involved in the project?
ET6. To what extent has the project established partnerships, or lack thereof, with other, key stakeholders, especially through sector coordination mechanisms, (eg, TWG Mine Action) has impacted the achievement of the project's intended results
Are coordination mechanisms used to inform project implementation?
How involved are other sectoral stakeholders in improving project efficiency and effectiveness?
Results
RT1. Define what the main factors are that have affected the achievement of the project outputs

RT2. Assess the extent to which the project has achieved its outputs and how these have contributed to the project outcomes
Key Deliverable 1: Mine action policies and strategic frameworks are aligned to national and subnational sectorial policies and planning strategies
Key Deliverable 2: A CMAA mine action programme performance monitoring system that links human development and mine action
Key Deliverable 3: A minimum of 27km2 of the total mine/ERW contaminated areas located in the most affected and poorest provinces are impact-free
RT3. Identify lessons learned/strategies to improve project delivery
RT4. Assess the extent to which the project has implemented the recommendations from various reviews conducted in 2016 (including CfrII final evaluation) and the extent to which these were incorporated into the new NMAS, and prioritize the recommendations from these reviews
CfrII Final Evaluation
Environment Sustainability and Impact Assessment and Management Responses
2016 Independent Sector Review and Management Responses
RT5. Assess the extent to which the project has contributed to the UNDP CPAP outcomes/outputs
Output 1.5: Institutional measures are in place to strengthen the contribution of the national mine action programme to the human development of poor communities
Indicator 1.5.1: The extent to which mechanisms measure and facilitate the development impact of mine action
RT6. Recommend revisions and/or adjustments to the contents of the project document including the project Theory of Change and ME framework as necessary
RT7. Identify possibly entry points for CMAA to collaborate with the ASEAN Regional Mine Action Centre once established
Efficiency
EC1. Were the project activities cost-efficient?
How were partnerships used to improve the efficiency of activity implementation?
What is the ratio of programme management vs output costs? Is technical assistance considered an activity or management cost?
EC2. Are the current procurement processes to contract demining services an efficient method to achieve value for money and deliver high-quality clearance services
What is the priority of the project/government: value for money or quality?
How do donor priorities and requirements influence project balance between cost efficiency and quality?
EC3. Were project annual outputs achieved on time
See RRF and Project Annual Reports
Impact
I1. What were the changes resulting from project intervention in the way in which Cambodia is addressing Cambodia's national mine action programme issues
I2. What were the impacts of the project on developing the institutional capacity of CMAA
I3. Did the intended beneficiaries benefit from the project and in what way?
Sustainability
S1. To what extent are the benefits of the project likely to continue after its completion
S2. Identify a strategy approach for a gradual handover of project implementation responsibilities from UNDP to CMAA
S3. What were the major factors which influenced the achievement or non-achievement of sustainability
S4. Identify CMAA capacity for securing funding through the governmental cost-sharing and/or domestic financial resources to fund mine action/RGC sustainable development goal 18
Gender
G1. Has the project ensured that it has delivered an inclusive approach
Does the project have a gender mainstreaming strategy in line with UNDP gender mainstreaming guidelines?
Does the project have a budget to support gender mainstreaming activities?
G2. Has gender mainstreaming at all levels of the project cycle been delivered to ensure this
How are gender mainstreaming tools utilized in project planning, budgeting, implementation, monitoring and reporting?

Does project monitoring go beyond sex disaggregated data to account for the different views and experiences of men and women?
How is gender mainstreaming undertaken in relation to the various project interventions: policy and planning support, capacity building and project management?
Environment
EN1. Identify the extent to which CfR/III/CMAA have implemented the recommendations from the 2016 Environmental and Social Impact Assessment
TBD with UNDP