

**TERMS OF REFERENCE (ToR)**  
**Capacity Development Needs Assessment (CDNA) of the Cambodian Mine Action and  
Victim Assistance Authority (CMAA) and Mine Action Planning Units (MAPUs)**

**Project Information**

Assignment Title:	International Consultant for Capacity Development Needs Assessment (CDNA) of the Cambodian Mine Action Authority and Mine Action Planning Unit (MAPU)
Cluster/Project:	Clearing for Results, Phase III (CfRIII)
Post Level:	Senior Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Home base, Phnom Penh with travel to provinces
Expected Place of Travel:	Phnom Penh, with travel to project sites in Battambang, Banteay Meanchey, and Pailin provinces, and other travel as required
Contract Duration:	35 Working Days (from 15 September to 15 December 2019)

**Background and Context**

Cambodia's landmine contamination is the result of a protracted sequence of internal and regional conflicts that affected the country from the mid-1960s until the end of 1998. The northwestern regions bordering Thailand have some of the highest concentrations of anti-personnel mines in the world. Other areas of the country, mainly in the east, have been impacted primarily by the presence of explosive remnants of war (ERW), including cluster munitions.

Mines and ERW have killed and injured more than 64,800 people in Cambodia since 1979. Although, the number of annual casualties has been brought down from 4,320 in 1996 to 58 in 2018, Cambodia has some of the highest numbers of casualties in the world. In addition, mines and ERW prevent reconstruction and development from taking place in a safe environment. Most community, provincial and national development projects would not have taken place without the support of mine/ERW clearance. In a mine affected country like Cambodia, mine/ERW clearance is important, and is the backbone for rural and national economic development.

Humanitarian mine action in Cambodia started in 1992 by national and international operators. To ensure proper management, effectiveness and efficiency of the mine action sector, the Royal Government of Cambodia (RGC) established the Cambodian Mine Action and Victim Assistance Authority (CMAA) in late 2000. The CMAA is mandated to plan, regulate, coordinate and monitor mine action activities to ensure contribution to the national development priorities.

From the inception of humanitarian mine action in Cambodia in 1992 until 1998, demining operators selected minefields to clear in consultation with local people and sometime with military commanders who has some knowledge on the location of minefields. Because of this,

some cleared lands were not used properly and sometimes they fell in the hand of the powerful and the rich. Learning from this experience, in 1999 a provincial body, similar to current MAPU, were established to coordinate planning for mine clearance to ensure that mine clearance address the needs of the affected communities.

Provincial Mine Action Committees (PMAC) and Mine Action Planning Units (MAPU) were established in 2004 with the issuance of a Sub-Decree. The PMAC and MAPU were tasked with responsibilities to establish clearance priorities in consultation with the affected communities to ensure that clearance addresses the needs of the affected communities for housing, agriculture, infrastructure development etc.

With support from the international donor community, development partners, national and international operators, RGC has made great efforts over the past 27 years to remove mines and ERW throughout the country. Despite these efforts, there remains approximately 1,900 km<sup>2</sup> of mine and ERW contaminated land to be addressed. The National Mine Action Strategy (NMAS 2018-2025) envisions a mine-free Cambodia by 2025 and seeks to address prioritized cluster munitions contaminated area. Although ambitious, the 2025 deadline is an attainable target if the RGC, international donor communities and development partners step up their support to the sector.

To support the RGC to address landmine problem UNDP with financial support from development partners, has partnered with CMAA to implement mine action projects, known as Clearing for Results (CfR) since 2006. Thus far, three phases of the project have been implemented:

1. CfRI (2006-2010) aimed to build the national capacity of the government to manage Cambodia's national mine action programme.
2. CfRII (2011-2015) aimed to enhance national structures and mechanisms to ensure demining resources are effectively allocated. It also sought to support the United Nations Development Assistance Framework (UNDAF) wherein by 2015, more Cambodians benefit from, and participate in increasingly equitable, green and diversified economic growth.
3. CfRIII (2016-2019) aims to help CMAA transition from a purely humanitarian objective to a more sustainable, development-oriented focus, as it is a multi-donor project implemented by CMAA with technical and financial support from UNDP.

In 2018, the Royal Government of Cambodia requested continued donor assistance for the mine action sector, including the UNDP's Clearing for Results Phase IV (CfRIV: 2020-2025).

A Mid-Term Review (MTR) of CfRIII commissioned by UNDP identified the need for a new capacity building strategy to address the sustainability of CMAA's systems and the transition of knowledge to other sectors to manage residual mine issues beyond 2025.

It was determined that a more sustainable approach to capacity development, which focuses on the enabling environment as well as the individual, would greatly benefit the mine action sector and capacity development of CMAA and MAPUs. Stakeholders have routinely expressed the need for additional training, as oftentimes individuals who had been trained by the project were reassigned or unable to transfer knowledge gained to other colleagues. As such, the UNDP mid-term review recommended a Capacity Development Needs Assessment (CDNA) be undertaken, assessing CMAA's capacity and enabling institutions against the needs detailed in the NMAS 2018-2025.

The MTR also recommended a CDNA be undertaken in order to develop and implement a formal targeted partnership strategy. While intentions for a partnership strategy were outlined in the project document, no formal strategy for cooperation and communication with partners in the mine action sector exists.

Against this background, the UNDP CfRIII Project will commission a consultancy service to assess CMAA's institutional capacities and develop a comprehensive Capacity Development Plan (CDP) aimed at strengthening the CMAA to manage their current strategic objectives. The CDP will serve as a key mechanism to address capacities at three levels, including institutional arrangements, leadership, and knowledge and accountability. The CDP will also inform the development of a formal partnership strategy with the aim of leveraging complementary resources and expertise among others in the mine action sector to improve not only the effectiveness and long term impact of the CfR project, but to also increase overall efficiency.

### **Objectives of the Assignment**

The overall objective of this assignment will be to assess the institutional capacity of CMAA and MAPUs in order to provide recommendations for enhanced capacities or tools which will be more sustainable in the longer term. The Consultant will undertake a Capacity Development Needs Assessment of the current structure, operation and mandates of CMAA and MAPU.

This shall be done by assessing structures and priorities of mine action including planning and prioritization, coordination, regulation, monitoring, administrative functions and the degree of their effectiveness and efficiency in managing mine action programme in Cambodia. This assessment will take into consideration the guidelines, policies, procedures, goals and objectives set forth in the NMAS 2018-2025.

This assessment will also develop a formal partnership strategy to improve efficiency in capacity development within the mine action sector and within CMAA specifically. The CPD will serve as the basis for this strategy but will also be guided by the coordination efforts of the Technical Working Group for Mine Action (TWG-MA).

This assessment should seek to:

- (1) Address the current institutional and functional capacity of CMAA/MAPU, and their technical capability in addressing their mandates. This must reflect the institutional

arrangements of the CMAA and MAPU, including the mandates, roles and responsibilities of both, and their capability to meet expected responsibilities.

- (2) Identify institutional, functional and technical performance gaps within the organizational arrangement of CMAA and MAPU and associated functions; and
- (3) Draft a Capacity Development Plan (CDP) for institutional development to bridge inefficiencies based on the capacity assessment's findings and recommendations. The CDP should also provide an outline for a formal partnership strategy, as recommended by the MTR.

### **Scope of Work**

The Consultant will assess the institutional capacity of CMAA and MAPU in order to determine their functionality and ability to both coordinate and lead the mine action sector. This process includes assessing CMAA's entire capacity for mine action planning, prioritization, coordination, regulation and monitoring.

As such, this assessment will require gathering current and accurate information that reflects CMAA's and MAPU's current institutional and functional capacity in addressing government mandates, reveals institutional and functional performance gaps and identifies key challenges that CMAA and MAPU may have faced.

In particular, this assessment will seek to:

- Carry-out a **gap analysis** on **CMAA** and **MAPU** structures, mandate, personnel, plans and funding, relevant to the effective implementation of their core functions, with special focus on roles and responsibilities.
- **Review and assess** the extent to which the CMAA currently manages, regulates, coordinates and monitors the mine action sector, and identify the critical gaps/prioritized areas, opportunities and improvements to be made that will provide input for further capacity development of CMAA to meet the NMAS: 2018-2025.
- **Review and assess** the extent to which **MAPUs** prioritize, coordinate, monitor and report mine action programs at the provincial level, and identify the critical gaps/prioritized areas for opportunities and improvements that will provide input into the further development of MAPUs.
- **Analyze** the capacity of **CMAA** and **MAPU** to mainstream gender, social accountability, the environment and human rights and fully a human development approach in line with the Mine-Free Village Strategy.
- Recommend approaches/methodologies and a Capacity Development Plan (CDP) aimed to enhance CMAA's and MAPU's capability to efficiently and effectively deliver

their mandates, and inform efforts to develop a formal partnership strategy with other stakeholders in the mine action sector.

### Expected Outputs

The following outputs are expected:

1. Inception report: The Consultant will prepare an inception report which details their understanding of the assessment and how it will be conducted. This is to ensure the consultant and key stakeholders (UNDP and CMAA) have a shared understanding of the assignment. The inception report will include the assessment design, methodology questions, data sources and collection analysis tools. The report will include the scope of work, work plan and time frame.
2. Draft Assessment Report and Capacity Development Plan: The Consultant will prepare a draft assessment report and capacity development plan, including a detailed action plan with recommendations. The draft assessment report and capacity development plan will be submitted to the UNDP. UNDP will share the documents with CMAA and key stakeholders for review and comments. UNDP will provide feedback comments back to the Consultant for consideration.
3. Final Assessment Report and Capacity Development Plan: The final report which includes the institutional gap analysis, the action plan prioritizing areas of reform and the capacity development plan with recommendations, will be submitted to UNDP with a copy to CMAA.

### Outputs and estimated due dates

No	Outputs	Due dates
1	<b>Output 1:</b> Present to the CMAA/UNDP management and selective MAPUs a CDNA inception report and assessment methodology relevant to the assignment	3rd week of Sep 2019
2	<b>Output 2:</b> Present preliminary findings and recommendations to the CMAA/UNDP management and selective MAPUs in a form of a meeting/workshop	2 <sup>nd</sup> week of Oct 2019
3	<b>Output 3:</b> Present draft CDNA report to the CMAA/UNDP project team for comment and inputs	2 <sup>nd</sup> week of Nov 2019
4	<b>Output 4:</b> Deliver final CDNA report to the CMAA/UNDP project team	1 <sup>st</sup> week of Nov 2019

### Methodology

The assessment methodology should include both qualitative and quantitative assessment methods including empirical / representative, sampling methods for selecting key informants, sampling methods for selecting beneficiaries at the local level, and methods for assessing results stated in the project document using methods as follows:

- ✓ Desk reviews;
- ✓ Interviews with the CMAA/MAPU teams (at least 5 teams)
- ✓ Interviews with CMAA Senior Management;
- ✓ Interviews with UNDP project staff / senior management team;
- ✓ Interviews with mine action project contractors;
- ✓ Interviews with other relevant stakeholders;
- ✓ Field visits to contractor project sites (at least two project sides)
- ✓ Key informant interviews at the national and local levels; and
- ✓ Interviews and focus groups discussions with beneficiaries.

The UNDP project team and the CMAA team will work closely with the Consultant to facilitate this process, including:

- a) providing relevant documents related to CfRIII for desk review,
- b) identifying stakeholders and sources of information,
- c) assisting in organizing meetings with stakeholders,
- d) assisting in arranging field visits, and
- e) identifying key issues that are necessary during the assignment period and
- f) assisting to resolve these whenever possible.

However, the Consultant will be fully impartial and independent and will retain enough flexibility to determine the best approach to collecting and analyzing data for the assessment. The final methodological approach including interview schedule, field visits and data or information to be used in the assessment, should be fully discussed and agreed between UNDP, stakeholder.

Methodologies used by the Consultant should identify:

1. What areas of capacity CMAA and MAPU should have to perform their institutional and organizational roles and mandates
2. What are the required levels of capacity to meet each institutional and organizational role with reasonable technical competency, and assess these competency gaps
3. Identify capacity development priorities, activities and tasks
4. Identify capacity development methods to be used
5. Make recommendations on a capacity development program, including a rigorous monitoring system

## **Institutional Arrangements**

The international Consultant will report to the Programme Analyst and Project team overseeing CfRIII project. The International Consultant will work with a National Consultant in producing the report. The national Consultant is expected to work closely with the international Consultant and will subsequently manage and facilitate logistic arrangements. UNDP will recruit a National consultant for maximum 10 working days to support the International consultant. The outputs generated by the international Consultant will be approved and accepted by the UNDP/CMAA. A short weekly update is expected from the

international Consultant outlining significant achievements and activities and expected outputs for the following week.

The international Consultant is expected to meet with mine action operators, key Government ministries, donors to mine action in Cambodia, PMAC/MAPU and others as necessary.

The international Consultant will be allocated a desk, access to existing office equipment and supplies and the internet at the CfRIII office at CMAA. The national Consultant will provide interpretation from Khmer to English (and vice versa) when necessary.

The international Consultant is expected to be self-sufficient in terms of their own food, accommodation, communication, transportation within Phnom Penh and other support the international Consultant deems necessary to deliver the expected outputs.

The Consultants (international and national) shall cover all their food and accommodation costs during travel to the provinces. However, the project/CMAA will provide the Consultants with transportation to the provinces.

### **Duration of the Work**

The assignment is expected to be completed within 35 working days. The Consultant is expected to be in country (one in country mission) for 10 working days, Home based 20 days and travel to the Provinces for 5 days under this assignment. The Consultant will submit the final CDNA report by 30 November 2019. The Consultant 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 two weeks.

### **Duty Station**

During the 10 workings in Phnom Penh, the international Consultant will be based at the CfRIII office at CMAA in Phnom Penh. However, the Consultant may find alternative working locations at the Consultant's own expense.

The international Consultant is expected to travel to the provinces of Battambang, Banteay Meanchey and Pailin to validate and/or collect information.

The selected Consultant is required to undertake the BSAFE Training [through https://training.dss.un.org/course/category/6](https://training.dss.un.org/course/category/6)

### **Minimum Qualifications of the Individual Contractor**

<b>Education</b>	Minimum of a master's degree or post -graduate qualifications in natural resource management, environment, international development studies or related field demonstrably relevant to the position.
<b>Experiences</b>	- At least 7 years of experience in conducting monitoring and

	<p>evaluation of mine action projects and the principles of Linking Mine Action and Development (LMAD);</p> <ul style="list-style-type: none"> <li>- Strong technical background of the mine/ERW problem in Cambodia;</li> <li>- Good experience with project management, monitoring and evaluation;</li> <li>- Experience working with local communities and rural livelihood development;</li> <li>- Good experience in conducting vulnerability reduction assessments;</li> <li>- Previous relevant work experience with United Nations or other multilateral/bilateral development assistance agencies.</li> </ul>
<b>Competencies</b>	<ul style="list-style-type: none"> <li>- Good understanding of RGC and Cambodia's national mine action programme. Familiarity with NIM programming and procedures will be an asset;</li> <li>- Understands how organizations and CMAA work together.</li> <li>- Good writing and communication skills in English and networking;</li> <li>- Excellent organizational skills with attention to details;</li> <li>- Experience of technical translation / interpretation (Khmer-English) is an asset</li> <li>- Excellent interpersonal, coordination and planning skills, and ability to work in a team;</li> <li>- Ability and willingness to travel to provincial areas;</li> <li>- Computer literate (MS Office package).</li> </ul>
<b>Language Requirement</b>	<ul style="list-style-type: none"> <li>- English, with knowledge of Khmer an advantage</li> </ul>

#### **Criteria for Evaluation of Level of Technical Compliance of Individual Contractor**

<b>Evaluation Criteria</b>	<b>Obtainable Score</b>
- At least 7 years of experience in conducting monitoring and evaluation of mine action projects	30
- Strong technical background of the mine/ERW problem in Cambodia and the principles of Linking Mine Action and Development (LMAD)	30
- Experience working with local communities and rural livelihood development and good experience in conducting vulnerability reduction assessment	20
- Good understanding of the Royal Government of Cambodia and Cambodia's national mine action programme	20
<b>Total score</b>	<b>100 points</b>



### Schedule of Payments

No	Outputs/Deliveries	Payment Schedule	Payment Proportion
1	After submission of the Evaluation inception report/work plan and evaluation matrix	Sep 2019	30%
2	After submission of the draft version of the evaluation report and recommendations to CMAA, UNDP, DFAT and SDC for review and comments	Oct/Nov 2019	40%
3	After submission of the Final evaluation report that is accepted by CMAA and UNDP	Dec 2019	40%

### Annexes

- National Mine Action Strategy (NMAAS 2018-2025)
- Mid-Term Review: Clearing for Results Phase III
- Project Document: Clearing for Results Phase III
- Sub-Decree on establishment of CMAA
- Sub-Decree on establishment of PMAC/MAPU
- Code of Conduct for Evaluators in the UN System