

ព្រះរាជាណាចក្រកម្ពុជា

ជាតិ សាសនា ព្រះមហាក្សត្រ

Kingdom of Cambodia

Nation Religion King



មជ្ឈមណ្ឌលសកម្មភាពកំចាត់មីនកម្ពុជា  
Cambodian Mine Action Centre

# INTEGRATED WORKPLAN 2023





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## Foreword

The Cambodian Mine Action Centre (CMAC) is pleased to introduce the ambitious Integrated Workplan 2023 (IWP 2023) as joint efforts in the implementation of the strategic plan for landmine/ERW clearance so as to eliminate the threats to public safety and the obstacles to national economic development on the whole. This workplan integrates technical expertise to increase operational efficiency and safety. At the same time, the goals set out in this IWP arose from discussions in the field of expertise, evaluation of past experiences, and in particular, taking very good account of time-limited hypotheses, resources and organizational capacity. IWP 2023 is designed to support CMAC's activities in accordance with the national policy of "Cambodia Mine-Free 2025", which is the commitment of the Royal Government under the wise leadership of Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of the Kingdom of Cambodia.

In 2023, CMAC will continue its ambitions not only to focus on demining operations in response to the Royal Government's policy of "Cambodia Mine-Free 2025", but also to take into account the local and international trainings through good cooperation with JICA as well as the breeding and training of local dogs without having to import from foreign countries. Also in 2023, CMAC will start implementing the project to build the Peace Museum of Mine Action (PMA) in Siem Reap province and the Technical Institute of Mine Action (TIMA) in Kampong Chhnang province, a generous grant from the Government of Japan to the Royal Government of Cambodia.

On behalf of CMAC management, we all would like to express our gratitude and thanks to the Royal Government of Cambodia for having Samdech Akka Moha Sena Padei Techo Hun Sen as the only Greatest Founder of Complete Peace for Cambodia and to the international communities as well as our donors and development partners for their commitment for continued support in demining operations in the Kingdom of Cambodia. These supportive gestures enable CMAC to continue its operations, which have been seen as joint contribution to improving the daily lives of people residing in areas vulnerable to landmine/ERW.

Taking this opportunity, we would also like to thank the Cambodian Mine Action and Victim Assistance Authority (CMACC) and local authorities at all levels for their continued cooperation and support for CMAC's humanitarian demining activities.



**Khem Sophoan**  
Delegated Chairman  
Governing Council of CMAC



**Heng Ratana**  
Delegate of the Royal Government  
in charge as Director General of CMAC



## Executive Summary

CMAC's IWP 2023 is designed in accordance with the National Mine Action Strategy 2018-2025 (NMAS 2018-2025) and the National Policy of "Cambodia Mine-Free 2025" which are the driving forces speeding up the demining clearance in Cambodia and the active participation of donors and development partners as well as the full support from the Royal Government of Cambodia. In response to this acute goal, CMAC has clearly defined its mission of "increasing the efficiency and effectiveness of Mine/UXO clearance operations in order to participate in the implementation of the Royal Government's National Mine Action Strategy to turn Cambodia into an anti-personnel-mine-free country by the end of 2025 and reduce maximum amount of UXO" and has 10 realistic goals. Meanwhile, CMAC changed its strategic plan for 2022 and achieved proud results.

The demining operation in 2022 reflected positive results despite the changes in the demining plan. CMAC achieved 155.61% of its original plan and 91.59% of the new revised plan (because the revised plan has only been implemented from May 2022, so it will take time to prepare, train and equip) by having found and destroyed a total of 61,277 mines/UXOs.

### Summary Table of Operational Productivities in 2022

<b>Area Released</b>	<b>194,523,982 m<sup>2</sup></b>
▶▶ Minefield Released	141,330,670 m <sup>2</sup>
▶▶ UXO-field Released	53,193,312 m <sup>2</sup>
<b>Mine/UXO Found and Destroyed</b>	<b>61,277 items</b>
▶▶ Anti-Personnel Mine	17,667
▶▶ Anti-Tank Mine	98
▶▶ Improvised Mine	14
▶▶ Aerial Bomb	34
▶▶ UXO	35,725
▶▶ Submunitions	7,739
<b>Small Arm</b>	<b>362 kg</b>
<b>EOD Call Responded</b>	<b>3,235 requests</b>
<b>Landmine/ERW Free Village</b>	
▶▶ Number of Village Released	168
▶▶ Number of Minefield	309
▶▶ Land Area of Minefield Released	21,549,259 m <sup>2</sup>
<b>Anti-Personnel Mine Free Province: 9 Provinces</b>	
▶▶ Samdech Tech Project under the scheme of "Providing Safety, Creating Smile": 5 provinces such as Kampong Chhnang, Kampong Cham, Svay Rieng, Kampot, and Takeo	
▶▶ Bilateral Project: 4 provinces/capital such as Preah Sihanouk, Kep, Kandal, and Phnom Penh	
<b>Minefield Information and Survey</b>	
▶▶ Marking Minefield	57,185 m
▶▶ New landmine/ERW Suspected Areas Found	712 polygons (90,540,641 m <sup>2</sup> )

In particular, the results of CMAC's Mine Risk Education (MRE) exceeded the plan by 34.27% in 2022. During the reporting period, the teams provided MRE messages to a total of 1,342,794 audiences (women 39.91%, Children 24.04%, children in school 17.59%, children outside school 6.45%).



Reflecting the positive results in 2022, CMAC in 2023 will continue its demining ambitions to participate in the implementation of the above national plan by planning to clear and release **268,050,099 m<sup>2</sup>** of landmine/ERW contaminated areas which consists of **202,023,945 m<sup>2</sup>** of minefield areas and **66,026,154 m<sup>2</sup>** of UXO-field areas. At the same time, CMAC EOD experts have been ready to respond to **4,000** requests from local authorities and communities, collect and destroy about **55,000 to 60,000 UXOs**, and conduct mine/UXO-field survey with land areas up to **9,000 or 10,000 hectares**.

In the **268,050,099 m<sup>2</sup>** of targeted areas, CMAC currently has budget to clear and release only **249,223,145 m<sup>2</sup>**, and regarding another land areas of **18,826,954 m<sup>2</sup>**, CMAC is awaiting the approval of support budget.

#### Estimated Budget in 2023

Project	Quantity	Est. Budget (\$)
<b>A. Landmine/ERW Clearance Project</b>		
▶ I. Confirmed Project	17	\$31,242,479.95
▶ II. Pending Project	5	\$3,365,515.00
<b>Total</b>	<b>22</b>	<b>\$34,607,994.95</b>
<b>B. Post Clearance Development, Demining Equipment and Technical Cooperation</b>	10	\$3,239,708.03
<b>Grand Total (A + B)</b>	<b>32</b>	<b>\$37,847,702.98</b>

Note: The budget for the above projects is not only for the implementation of expenditure in 2023, but some projects have continued from 2022, while some continue to 2024 and 2025.



## 1. Introduction

The National Mine Action Strategy (NMAS) 2018-2025 was officially announced by Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of the Kingdom of Cambodia, at the National Mine Action Congress “Towards Mine-Free Cambodia 2025” in Peace Palace, Phnom Penh, May 16-17, 2018. The purpose of the congress was to mobilize all demining operators and officially announce NMAS 2018-2025 in order to strengthen the vision of mine action in Cambodia.

Based on NMAS 2018-2025 approved by the Royal Government of Cambodia on December 12, 2017, it shows that Cambodia still has 1,970 km<sup>2</sup> of landmine/ERW contaminated areas throughout the country, which consists of 946 km<sup>2</sup> of minefield areas, 379 km<sup>2</sup> of UXO-field areas, and 645 km<sup>2</sup> of cluster-munitions-field areas.

In response to the remaining issues, the Royal Government has established the "Cambodia Mine-Free Fund" to achieve the goal of clearing all mines from Cambodia by 2025 so as to ensure security, safety and harmony for the people. The sub-decree establishing the fund was signed by Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of the Kingdom of Cambodia, on December 3, 2022, stating that these funds will be allocated to clear Landmine/ERW. The Cambodia Mine Free Fund was established after the Samdech Techo Mine Action Project ended on July 4, 2022.

CMAC management has been working to find ways for CMAC itself to accelerate the landmine/ERW clearance in response to the Royal Government's policy and goal for the upcoming “Cambodia Mine-Free 2025.” IWP 2023, a roadmap for CMAC, has been designed with thorough consideration of CMAC's potential and operational capabilities in line with national and international mine action contexts as well as in response to the Royal Government's policies. This IWP 2023 will highlight the Landmine/ERW Clearance Plan in 2023 which is in line with the Operational Management Plan, the Mine/UXO Risk Education Plan, and the Budget and International Cooperation Plan by clearly defining the key action plan for 2023 and the future path ahead as well as the risk management of CMAC itself.

## 2. Summary of Demining Operations in 2022








The CMAC activities in 2022 changed so rapidly. In fact, in late 2021, CMAC set the **operational plan for 2022 to clear 125,000,000 m<sup>2</sup>** of landmine/ERW contaminated areas. However, that plan was changed during the first half of the year in response to the national strategy "Cambodia Mine-Free 2025". Therefore, CMAC has carried out large-scale change in its operational plan. **The new revised plan was to clear 212,380,000 m<sup>2</sup>** of landmine/ERW contaminated areas in 2022 and launched in early May 2022. Hence, the implementation period of the new plan was only 8 months in 2022 since the first 4 months was the period of preparation for trainings, force reform and equipping experts with professional equipment.

### 2.1. Operational Outputs

**Total Landmine/UXO found and destroyed : 61,277 Items**

CMAC has utilized all means by integrating mechanical demining with manual demining, mine detection dog with mechanical demining, mine detection rate with manual, mechanical, and dog demining and suchlike. In total, in 2022, CMAC cleared 194,523,982 m<sup>2</sup>, representing 155.61% of the original plan and 91.59% of the revised plan.

### Summary Table of Operational Productivities in 2022

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 <b>Minefield Information and Survey</b>	
▶▶ Marking Minefield	57,185 m
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## 2.2. Mine Risk Education (MRE)

CMAC’s MRE teams visited households and communities to directly provide MRE messages to vulnerable groups, especially school children in mine-affected areas, so that they will be able to identify landmine/UXO and their hazards and to report to CMAC directly or through local authorities or volunteer network when they encounter mines, UXOs, or other suspected objects. CMAC has built its volunteer network of mine/UXO from the provincial level to the village level to provide services to the grassroots—in other word: to provide services in front of the homes of vulnerable people. Thus, CMAC’s MRE teams attained the results in 2022 as below:

- Provided MRE messages to the target audiences:
  - ▶▶ 20,275 courses, exceeding the plan: 35.16%
  - ▶▶ 846,853 households, exceeding the plan: 69.37%
  - ▶▶ 1,342,794 audiences, exceeding the plan: 34.27%
 (Women: 39.91%, children: 24.04% - in-school:17.59% and outside-school: 6.45%)
- Note: The reason why it exceeded the plan was because CMAC provided MRE messages to the police officials and built network with them in 6 more provinces.



### 3. Integrated Workplan 2023

CMAC's Integrated Workplan (IWP) 2023 is designed based on the National Mine Action Strategy 2018-2025 (NMAS 2018-2025) and the progress of the implementation of the Ottawa Convention (Request for second extension: 2021-2025) as well as the status quo of budget and assistance in mine action sector. Moreover, this plan is even more inseparable from the CMAC Strategic Plan 2019-2025 and in line with the Royal Government's policy of "Cambodia Mine-Free 2025" –with a clear mission and objective.

#### Mission

"Increasing the efficiency and effectiveness of Mine/UXO clearance operations in order to participate in the implementation of the Royal Government's National Mine Action Strategy to turn Cambodia into an anti-personnel-mine-free country by the end of 2025 and reduce maximum amount of UXO"

#### Objectives

1. Increase the capacity and efficiency of landmine/ERW clearance upto 268 km<sup>2</sup> and provide MRE messages to more than 1.6 million people by the end of 2023 so as to participate in the implementation the Royal Government's policy of "Cambodia Mine-Free 2025" and reduce a maximum extent of UXO.
2. Continue to strengthen landmine/ERW clearance operations in order to respond to the existing policies of humanitarian demining and socio-economic development.
3. Strengthen the cooperation with the inter-ministerial working group and the Royal Cambodian Armed Forces (RCAF) to clear landmine/ERW along Cambodia's border with the neighboring countries.
4. Prioritize to release landmine/ERW contaminated areas so as to promote national economic development, such as areas for natural tourism, environment, temples, socio-development, and other areas for physical infrastructure.
5. Continue to strengthen the multi-skilled capacity of the staff members to meet the new demand of tackling landmine/ERW problems in line with the progressive advancement of technologies and the changes in operational geographies.
6. Continue to enhance the efficiency of providing safe and professional services to customers and demanders.
7. Strengthen the capacity of human resources, technical material resources, and infrastructure (classroom buildings, accommodation buildings, meeting hall, and training ground) to carry out the trainings at both national and international levels.





8. Strive to promote the implementation of the construction of the Peace Museum in Siem Reap so as to collect and compile documents, evidences, and life stories of Cambodians during and after the war for disseminating and indicating the legacy of war and the value of peace.
9. Continue to expand relationships with development partners and international friends to raise funds, technical materials, and cooperation in demining work and trainings for both nationals and foreigners.
10. Continue to monitor and improve the welfare and livelihood of staff members in accordance with the general living standard and the economic and social changes.

### 3.1. Workplan for Landmine and ERW Clearance in 2023

#### 3.1.1. Operational Plan

Based on the efforts and commitment combined with the past experiences, the recent implementation of Land Release (LR) in operations and analysis of clearance results, as well as the implementation of new methods and techniques, CMAC has successfully maintained its operational results in 2022. The demining plan for 2023 is calculated by taking into account the demining forces and the actual projects for 2023. CMAC will continue to focus on providing more multi-skills to all specialized teams so that they maintain their full capacity to operate mine action faster and more efficiently in response to the national demining plan targeted by the Royal Government (Table 1).

Table 1: Land Release Projection (Source: CMAA)

Hazardous Area	Total Areas to be Released (2018-2025)	Planned Release 2018-2025							
		2018 (Km <sup>2</sup> )	2019 (Km <sup>2</sup> )	2020 (Km <sup>2</sup> )	2021 (Km <sup>2</sup> )	2022 (Km <sup>2</sup> )	2023 (Km <sup>2</sup> )	2024 (Km <sup>2</sup> )	2025 (Km <sup>2</sup> )
Landmines	877	109.6	109.6	109.6	109.6	109.6	109.6	109.6	109.6
Cluster Munitions	499	62	62	62	62	62	62	62	62
ERW	333	42	42	42	42	42	42	42	42
<b>Total LR Projection</b>	<b>1,709</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>	<b>214</b>

\*\*\*Note: The figure above is extracted from NMAS 2018-2025 Annex B: Land Release Projection 2018-2025

CMAC is ready to participate in the implementation of the above national demining plan and committed to releasing 268,050,099 m<sup>2</sup> of landmine/ERW contaminated areas in 2023:

Minefield	202,023,945 m <sup>2</sup>
UXO-field	66,026,154 m <sup>2</sup>
Response to EOD Calls	<b>4,000 requests</b>
Mine/UXO Found and Destroyed	<b>55,000 – 60,000 items</b>
Survey for New Minefield/UXO-field	9,000 – 10,000 ha



### 3.1.2. Project Plan

<b>A</b>	Confirmed Projects	249,223,145 m <sup>2</sup>
<b>B</b>	Pending Projects	18,826,924 m <sup>2</sup>

### 3.1.3. Operations and Projects

No	Description	Land Areas to Release (m <sup>2</sup> )
1	Operational Plan for 2023	268,050,099
2	Confirmed Projects	249,223,145
3	Pending Projects	18,826,954

### 3.1.4. Plan by Demining Unit (DU)

Description	Operational Plan for 2023 (m <sup>2</sup> )	
	Minefield (m <sup>2</sup> )	UXO-field (m <sup>2</sup> )
DU1	16,796,000	
DU2	31,834,875	
DU3	14,550,663	
DU4	65,530,185	
DU5		35,580,000
DU6	35,054,118	23,523,077
PFU	18,497,491	
DDU		6,923,077
HQ	19,760,613	
<b>Total</b>	<b>202,023,945</b>	<b>66,026,154</b>
<b>Grand Total</b>	<b>268,050,099</b>	

### 3.1.5. Operational Deployment

In 2023, the CMAC has organized the dispatch of its demining forces/tools to the targets areas to be released in their respective directions. Conducting the right integration is key to success in demining operations, saving time and attaining qualitatively high outputs.

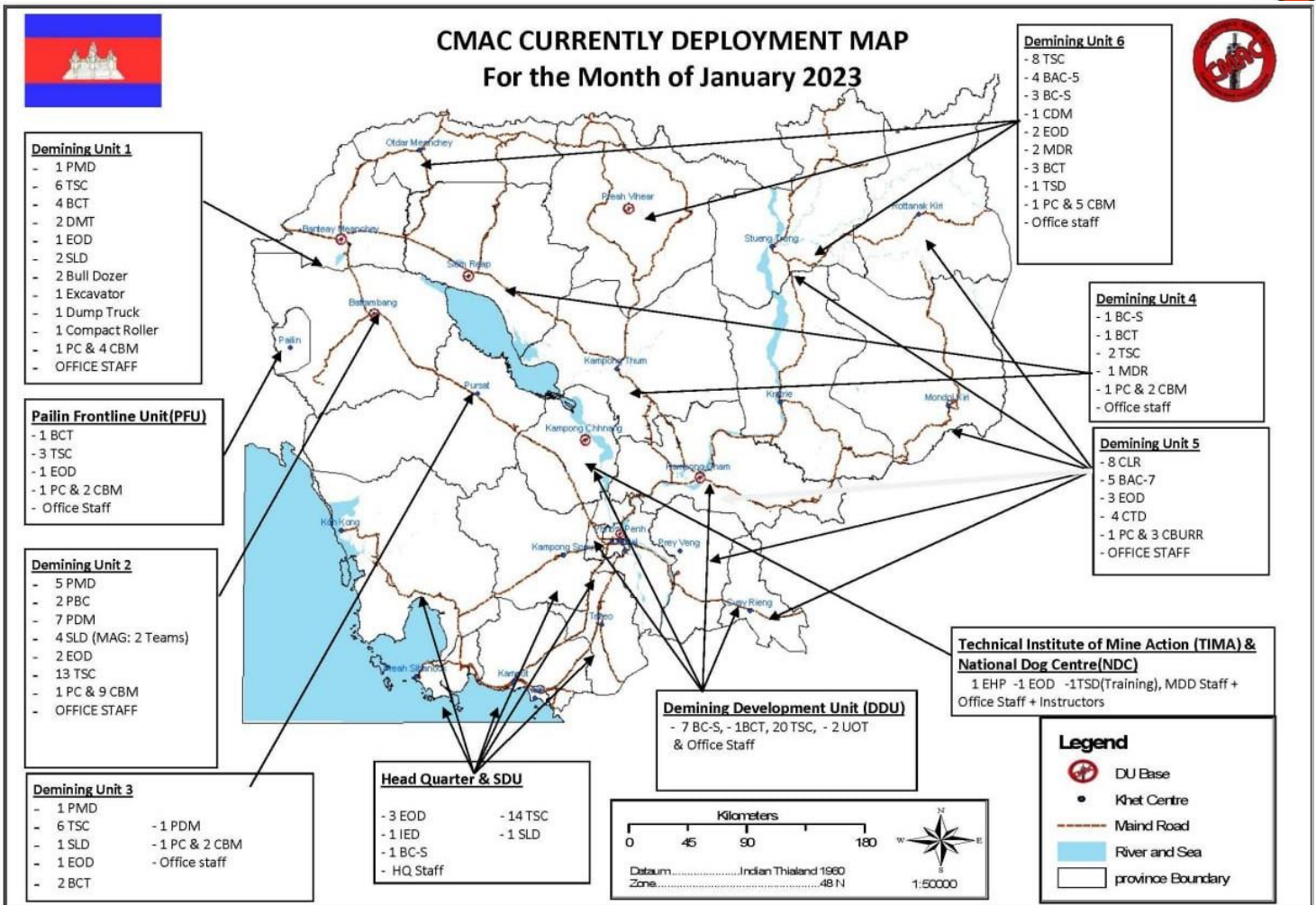
No	Demining Teams	Abbreviation	Team Quantity
1	Platoon Manual Demining	PMD	7
2	Platoon Brush Cutter	PBC	2
3	Brush Cutter Team	BCT	15
4	Brush Cutter Support Team	BC-S	11
5	Brush Cutter Development Team	BC-D	3
6	Platoon Demining Machine	PDM	8



7	Demining Machine Team	DMT	1
8	Cluster Demining Machine Team	CDM	1
9	Short Leash Dog Team	SLD	8
10	Cluster Munitions Technical Dog Team	CTD	4
11	Technical Survey Detection Dog Team	TSD	1
12	Technical Survey and Clearance Team (7 members)	TSC-7	72
13	Technical Survey and Clearance Team (5 members)	TSC-5	1
14	Cluster Munition Land Release Team	CLR	8
15	Battle Area Clearance Team (7 members)	BAC-7	5
16	Battle Area Clearance Team (5 members)	BAC-5	4
17	Explosive Ordnance Disposal Team (5 members)	EOD-5	12
18	Explosive Ordnance Disposal Team (3 members)	EOD-3	2
19	Mine Detection Rat Team	MDR	3
20	District Focal Point + Provincial Coordinator	DFP+PC	32
21	Improvised Explosive Devise Dog Team	IED	1
21	Underwater Operations Team	UOT	2
<b>Total</b>			<b>203</b>

### 3.1.6. Deployment Map

CMAC deployment in 2023 is based on the Demining Unit's standing position; therefore, each DU has responsibility for mine action activities in different or same provinces depending on the deployment plan e.g., DU1 for Banteay Meanchey; DU2 for Battambang; PFU for Pailin; DU3 for Pursat; DU4 for two provinces such as Siem Reap and Kampong Thom; DU5 for five provinces consisting of Prey Veng, Svay Rieng, Monduliri, Ratanakiri, and Steng Treng; DU6 for three provinces like Steng Treng, Preah Vihea, and Oddar Meanchey; DDU for four provinces like Kampong Speu, Kampong Chhnang, Svay Rieng, and Tbong Khmum; TIMA and NDC for Kampong Chhnang; and Phnom Penh HQ for Koh Kong, Preah Sihanouk, Kep, Kampot, Kampong Speu, Takeo, Kandal and Phnom Penh itself.



### 3.2. Workplan for Operational Management

#### 3.2.1. Operational Objectives

- Adjust the demining forces in accordance with the changing situation of needs and projects (especially the Cambodia Mine-Free 2025 Fund).
- Expand the demining on prioritized public land (such as conservation areas, tourism areas, environment, and social land concessions) and privately-owned land of poor families for safety and development.
- Continue to implement the land release for mine-free village in the South, West and North of the country.
- Continue to conduct technical survey (TS) on the existing non-technical survey (NTS) to increase the clearance of suspected areas and to more clearly identify the location of actual landmine/UXO in order for future clearance plan.
- Strengthen and reform operational forces, technical survey and clearance of cluster munitions in the east, especially the projects supported by the US.



- Collaborate with relevant authorities and ministries on the survey for chemical bomb locations.
- Increase cooperation with the military through technical assistance training and demining along the borders.
- Continue CMAC-TMAC demining cooperation along the Cambodian-Thai borders.
- Implement the Royal Government's project of Cambodia Mine-Free 2025 by utilizing the procedures and techniques in an innovative, efficient and safe way.

### 3.2.2. Technique, Methodology, and Procedure

- Preparing land release application for cluster-free sites in villages and communes located in the recorded BLS polygon and identifying the areas of cluster site in the eastern country.
- Increase attention on improving the existing SOP up to date and continue to conduct research and development on new technologies such as new types of mine detectors, safety tools, survey drones, and technical survey dogs.
- Implement and expand the use of online reporting systems through tablets for sending information and reports from the field to the headquarters.
- Expand the scope and enhance the efficiency of managing and using database system.
- Organize the exchange of experience of field operation management by shifting demining forces from project to another project.
- Strengthen the implementation and improvement of SOP as requested and continue to develop new methodologies and technologies.
- Strengthen the procedures and inspection of minefield selection planning.
- Utilize the innovative and effective techniques to eliminate the threats of landmine in each province.

### 3.2.3. Enhancement of Quality, Safety, and Efficiency

- Strengthen operational QA/QC at all levels.
- Respond in a timely manner and effectively address requests and technical assistance needs from all units.
- Regularly monitor and analyze the operational outputs and the implementation of projects in accordance with the content of the project and agreement.



- Continue to reform various operational teams such as mine detection dog teams, mechanical demining teams, mobile teams, etc. in line with the development of technology, techniques and realities aimed at increasing the operational efficiency.
- Monitor and control the discipline, uniform, technique, quality, efficiency and standard implementation of all operational teams.
- Organize internal workshops to study, evaluate and explore new innovatory aimed at strengthening quality, discipline, safety and operational efficiency.
- Strengthen operational management to be 100% secure and safe.

#### **3.2.4. Research & Development and Training**

- Continue to conduct the trial of Advanced Landmines Imaging System (ALIS) in minefields.
- Continue to test the ability of ALIS to distinguish mines and fragments.
- Continue to conduct the trial and test the ability of Air-compressor with Japanese company Innovative Operations System (IOS) instead of unearthing/excavating anti-personnel mines by man.
- Conduct the trial of the newly arrived mine detection rats.
- Continue to conduct trail of Technical Survey Dog in collaboration with APOPO.
- Continue to improve training materials and to provide demining technical training to CMAC trainees, the Royal Cambodian Armed Forces, the police and demining organizations/units from countries around the world.

#### **3.2.5. Demining Force Management**

- Determine the need and change of demining forces as well as adjusting the operational teams in accordance with the operation situation and the objective/character of the projects.
- Recruit new generation of demining forces as well as training and equipping them to replace the retirees.
- Plan and train the new generation of demining expertise (all skills).
- Conduct assessment on the needs and provide additional skills training for implementing actual operations and providing international trainings.



### 3.3. Workplan for Mine/UXO Risk Education (MRE)

<b>A</b>	<b>MRE Plan (Target Audiences)</b>	20,000 courses
		900,000 households
		<b>1,600,000 people</b>
<b>B</b>	<b>Coordination of EOD Calls</b>	<b>4,000 to 5,000 requests</b>
<b>C</b>	<b>Trainings and Capacity-Building</b>	<b>420 trainees</b>
	➤ New trainings for police officials, monks, and CMAC staff	320 trainees
	➤ Refresher for MRE volunteer network (CBMRR and CBURR) and CMAC staff	100 trainees
	➤ Installation of signs ban on landmines in front of police station	25 billboards
<b>D</b>	<b>Production of MRE materials</b>	
	➤ MRE Poster	4,000 sheets
	➤ MRE Leaflet	45,000 sheets
	➤ MRE Flip Chart	300 flip charts
	➤ Lesson book	200 books
	➤ Notebooks	5,000 books
	➤ T-Shirt	1,200 T-shirts

### 3.4. Workplan for Project Management and International Cooperation

#### 3.4.1. Projects for Mine/UXO Clearance:

No	Donor/Partner	Location	Project Name	Duration (month)
<b>1. Projects for Mine/UXO Clearance</b>				
<b>I. Confirmed Projects</b>				
1	UNDP - CMAA	DU1	Mine/ERW Clearance in Banteay Meanchey	12
2	Norway- NPA	DU1	Survey and Mine/UXO Clearance in Banteay Meanchey	3
3	JPN - CA	DU2	The Project for Integrated Mine Clearance and Landmine Victim Assistance Phase 2	12
4	IMCCD- IMCCD	DU2	Community Anti-tank Mine Clearance	12
5	MAG - MAG	DU2	CMAC-MAG Cooperation Project	12
6	UNDP - CMAA	PFU	Mine/ERW Clearance in Pailin	12
7	PRC - MEF	DU4/6	The China-Aided Cambodia Landmines Elimination Project Phase 3	12
8	APOPO- APOPO	DU4	Animal Detection Systems- MDR and TSD Integrated with CMAC Demining Capacity	12
9	JPN- IOS		Demining Robot (DMR)	9
10	USA -NPA	DU5	Clearance of ERW in the East of Cambodia	12
11	BEL- APOPO	DU6	Mine Detection Rats	12
12	UNDP - CMAA	DU6	Mine/ERW Clearance in Oddar Meanchey	3
13	UNDP - CMAA	DU6	Mine/ERW Clearance in Preah Vihear	12
14	RGC- MEF	DDU	Underwater UXO Clearance Operations	12



15	RGC	DDU	Infrastructure Project	12
16	RGC - STP	HQ	Samdach Techo Project II (2022-2023)	7
17	RGC - MEF/CMAA	HQ	Foundation for Cambodia Mine Free 2025 (2023-2024)	12
<b>II. Pending Projects</b>				
1	GER- NPA	DU1	The Project for Humanitarian Demining in Cambodia	12
2	RGC- RGC	DU2	Counterpart Fund (For PIMV 2)	12
3	JPN-JMAS	DU1	RSDB	12
4	JPN-JMAS	DU6	RSCS	12
5	RGC- RGC	DUU	NR#5 Infrastructure Project	12

**3.4.2. Projects for Post Clearance Development, Demining Equipment and Technical Cooperation:**

No	Donor/Partner	Location	Project	Duration (month)
<b>2. Projects for Post Clearance Development, Demining Equipment and Technical Cooperation</b>				
1	JPN -JMAS	DU1	The Project of Safety Village Construction (SVC)	12
2	JPN/CA	DU2	Community Development Assistance	45
3	JPN/CA	DU2	Equipment Procurement	45
4	JPN -JICA	HQ	The Construction of Training Complex and Outreach Facility	36
5	JPN -JICA	HQ	South-South Cooperation (Lao)	12
6	JPN -JICA	HQ	South-South Cooperation (Colombia)	36
7	JPN -JICA	HQ	Strengthening CMAC Function	36
8	JPN -SPF	HQ	Project on memory and documentation	3
9	JPN -JIC	HQ	Ukraine Training	1
10	JICA- Okinawa	HQ	TCP Museum Management with Okinawa Prefecture	36
<b>3. Pending Projects for 2024</b>				
1	JPN	DU3	The project for Integrated Mine Clearance and Landmine Victim Assistance (PIMV) in Pusat Province	36

**3.4.3. Estimated Budget for 2023**

Project	Quantity	Budget (\$)
<b>A. Projects for Mine/UXO Clearance</b>		
▶ I. Confirmed Projects	17	\$31,242,479.95
▶ II. Pending Projects	5	\$3,365,515.00
<b>Total Budget of Projects for Mine/UXO Clearance (I+II)</b>	<b>22</b>	<b>\$34,607,994.95</b>
<b>B. Projects for Post Clearance Development, Demining Equipment and Technical Cooperation</b>	<b>10</b>	<b>\$3,239,708.03</b>
<b>Total (A + B)</b>	<b>32</b>	<b>\$37,847,702.98</b>

**Note:** the budget for the above projects is not only for the implementation of expenditure in 2023, but some projects have continued from 2022, while some continue to 2024 and 2025.

**3.4.4. Workplan for International Cooperation in 2023**

- Continue to provide trainings to trainees from UXO-Lao under the South-South Cooperation Project supported by JICA:
  - Phase 5 is the last phase.





- Organize the meeting on evaluation on the final training.
- Continue to provide trainings to Ukrain demining experts.
- Provide Training to Colombia, Phase IV:
  - Sign the MOU of the Project (Minute of the Project) in June or July in the first opening ceremony.
  - After the first opening ceremony in June or July 2023, the trainers will pay visit to Colombia and management in mine action of Colombia will participate in a training course in Cambodia.
- Organize workshop on Cooperation and Training in Mine Action Sector:
  - Venue: any country in Africa
  - Co-organizer: JICA, UNMAS, CMAC

### 3.5. Key Action Plans for 2023 and Path Ahead

#### 3.5.1. Operation and Human Resource

- Continue to review and revise the Mine/UXO-field planning procedures in the new context.
- Continue to review and flexibly and efficiently adjust the use of demining forces and deployment in accordance with the new plan.
- Continue to review, revise and reform the operational team and use of technical equipment in accordance with the needs.
- Continue to review and revise SOPs.
- Increase quality control (QC) while the increasing clearance areas.
- Continue and increase the research and development on demining equipment, minefield survey technology, and modern landmine/ERW clearance technology.
- Prepare and increase cooperation on demining along the borders.
- Study, evaluate and understand all the challenges and issues that affect the quality, safety and efficiency of the operations.
- Study and evaluate the needs and innovations to increase the efficiency and competitiveness of the organization's operations as a whole

#### 3.5.2. Services for Supporting the Training and Strengthening the Software

- Improve the efficiency and the responsive quality of support service (supply of equipment, means of transportation, machinery, and finance).



- Review and revise the existing procedures so as to improve the overall support service system.
- Take care to collect, compile, edit and maintain documents, knowledge of all disciplines and create an archive.
- Develop, adjust and implement human resource development strategies, multi-skilled trainings, new generation trainings and long-term specialized trainings.
- Increase the education and strengthen the quality of professional teachers.
- Increase the focus on motivation for working and improvement of staff livelihood.
- Prepare specific plans for internal and external trainings (Royal Cambodian Armed Forces, Police ...).
- Continue strengthening the quality systems and training materials for training abroad, such as Colombia (focus on demining efficiency), Ukraine (technology), Laos (management work), etc.

### 3.5.3. Communication, Project Implementation and Strategic Planning

- Continue to strengthen the relationship between partners and donor countries, the management of project implementation, including technical cooperation projects.
- Strengthen the preparation of reports, advertising materials, both through printed and electronic documents (website, facebook, CMAC Helps App, etc.).
- Prepare an action plan and prepare for the necessary implementation of the project of the construction of training complex and outreach facility (TIMA Kampong Chhnang) and the Peace Museum in Siem Reap (including internal planning) under the grant aids from the Government of Japan through JICA.
- Continue to develop a medium-term strategy (Cambodia Mine-Free 2025) and a long-term strategy for CMAC after 2025.

## 3.6. Risk Management

The organizational risk management planning is a necessary activity in demining that must be carried out in unpredictable situations. On one hand, each plan, when implemented, may have internal or external issues that need to be addressed; for example, projects may be suspended, postponed, adjusted or reduced due to budget shortages or lack of funds. On the other hand, unpredictable weather factors or disasters due to war and social unrest can also disrupt the plan.

Therefore, it is important to identify key risks that may arise during the implementation of the plan to find solutions as soon as possible. In IWP 2023, the following key risks have already been identified:



- **The Heavy Dependency on Donors:** CMAC is almost entirely dependent on donors, which is a risk factor for the organization. Approximately 95% of CMAC's current activities have been supported by different donors, development partners and contracting clients. Technically, each source of funding has its objectives, hence making CMAC under pressures. Through practical work experience, only good communication can lead to a lasting alliance between CMAC and donors, and CMAC is loved and considered an important organization. Although the plan for 2023 has been acknowledged by donors and development partners, the budget situation may change as some projects may be suspended, postponed or reduced. In dealing with this issue, CMAC will strive to implement appropriate mechanisms to ensure that this organization is not adversely affected.
- **The Dangerous Nature of Demining Work:** It has been generally accepted that demining work is a dangerous task; deminers require a high level of concentration and must strictly follow the Standard Operating Procedures (SOPs) as a safety guideline and maintenance of work standards. The plan for 2023 highlights CMAC's efforts to achieve its demining ambitions in response to the Royal Government's policy of Cambodia Mine-Free 2025 under the leadership of Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of the Kingdom of Cambodia. This ambition may be a concern, but CMAC has already considered in detail its ability and capability to achieve the above ambitions through the actual situation, challenges, working experiences, techniques, and work methods that have been experienced in the past, combined with the management's thorough attention on safety and comfort of its staff.
- **The Spread of COVID-19:** The presence of COVID-19 in the Kingdom of Cambodia since the start of 2020 has posed insurmountable difficulties in everyone's living conditions and in mine action sector as well. COVID-19 has posed a major obstacle to CMAC's demining operations, both for work and for living as a group. In response to the spread of this viral virus, the Royal Government of Cambodia (RGC) imposed the curfew and then the complete lockdowns for many times in 2021 and 2022 in the entire country. At the same time, the Royal Government of Cambodia's policy of vaccination and campaign of three-pronged don't and three-pronged protection under the guidance of Samdech Akka Moha Sena Padei Techo Hun Sen, the Prime Minister of Cambodia, has successfully reopened Cambodia's economy in November 2022. However, all CMAC staff members still have been ambient regularly to the guidance of the Prime Minister thus far.
- **The Environmental factor:** The environmental condition has been be one of the biggest impacts on demining activities. Experience shows that environmental factors, including terrain, weather conditions and density of vegetation, slowed down demining work considerably. Appropriate solutions must be found to address these issues at the field level. To address this, new approaches to landmine/UXO clearance and technology will be introduced, demining teams will be retrained and refreshed, multi-skills training will be provided, thus allowing field personnel to appropriately respond to prevailing environment.



**ទីបញ្ជាការ CMAC ភ្នំពេញ**

អាគារ CMAC ផ្លូវខ្ពង់រៀប ភូមិទ្រង់មាន់  
 សង្កាត់អូរបែកក្រុម ខណ្ឌសែនសុខ រាជាធានីភ្នំពេញ,  
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# Integrated Workplan 2023

