

ព្រះរាជាណាចក្រកម្ពុជា

ជាតិ សាសនា ព្រះមហាក្សត្រ

Kingdom of Cambodia

Nation Religion King



មជ្ឈមណ្ឌលសកម្មភាពកំចាត់មីនកម្ពុជា
Cambodian Mine Action Centre

INTEGRATED WORKPLAN 2024





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Foreword

The Cambodian Mine Action Centre (CMAC) is pleased to introduce the ambitious Integrated Workplan 2024 (IWP 2024) 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 2024 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 former Prime Minister of the Kingdom of Cambodia.

In 2024, 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 2024, CMAC has been implementing "the project for the construction of training complex and outreach facility of Cambodian Mine Action Centre" in Siem Reap province and the Technical Institute of Mine Action (TIMA) in Kampong Chhnang province, a generous grant from the People and Government of Japan to the Royal Government of Cambodia.

On behalf of CMAC leadership, 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 Samdech Thipadei Hun Manet, the Prime Minister of the Kingdom of Cambodia for continued commitment to demining operations in 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 (CMAA) and local authorities at all levels for their continued cooperation and support for CMAC's humanitarian demining activities.

A blue ink signature of Khem Sophoan, consisting of a large, stylized initial 'K' followed by a series of loops and a long horizontal stroke at the end.

Khem Sophoan
Delegated Chairman
Governing Council of CMAC

A blue ink signature of Heng Ratana, featuring a large, circular initial 'H' followed by a series of loops and a long horizontal stroke at the end.

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



Executive Summary

CMAC's IWP 2024 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 19 realistic objectives. Meanwhile, CMAC changed its strategic plan for 2023 and achieved proud results.

The demining operation in 2023 reflected positive results despite the changes in the demining plan. CMAC achieved 105% of its original plan by having found and destroyed a total of 83,814 mines/UXOs.

Summary Table of Operational Productivities in 2023

✚ Area Released	281,975,328 m²
▶▶ Minefield Released	233,850,163m ²
▶▶ UXO-field Released	48,125,165 m ²
✚ Mine/UXO Found and Destroyed	83,814 items
▶▶ Anti-Personnel Mine	18,870
▶▶ Anti-Tank Mine	127
▶▶ Improvised Mine	28
▶▶ Aerial Bomb	36
▶▶ UXO	57,662
▶▶ Cluster Munition	7,091
▶▶ Unidentified Munitions	5
✚ Small Arm	2,828 kg
✚ Fragment	2,192,034 pieces
✚ EOD Call Responded	3,459 requests
✚ Landmine/ERW Free Village	
▶▶ Number of Village Released	87 villages
▶▶ Number of Minefield	2,602 minefields
▶▶ Land Area of Minefield Released	274,831,021 m ²
✚ Anti-Personnel Mine Free Province: 10 Provinces	
Anti-Personnel Mine Free Province (10 Capital/Provinces and 4 City/Districts of Pursat Province): Phnom Penh, Preah Sihanouk, Kampot, Takeo, Kandal, Kampong Chhnang, Kampong Cham, Svay Rieng, and Kep Provinces as well as Pursat City, Bakan, Krakor, and Kandieng Districts of Pursat Province.	
✚ Minefield Information and Survey	
▶▶ Marking Minefield	695,497m
▶▶ New landmine/ERW Suspected Areas Found	865 Polygons (161,548,438 m ²)

In particular, CMAC's Mine Risk Education (MRE) teams satisfactorily achieved its outcome as planned by approaching vulnerable groups of school children living in mine and ERW affected areas to enable them to know how to understand and avoid the hazards of landmine and ERW, and how to report CMAC directly or their local authorities and CMAC volunteer



network when they found dangerous objects or unidentified items on the ground. Furthermore, CMAC’s mine/ERW volunteer network has been deeply built up down to village level in order to provide in door services to the grassroot people. In 2023, CMAC’s MRE teams provided its messages of 24,513 courses to 1,261,956 households with 1,951,485 audiences those of whom are Men: 34.42%, Women: 39.99%, student: 18.22% and outside-school: 7.33%.

Reflecting the positive outputs in 2023, CMAC in 2024 will keep positive in term of its demining operations to take part in implementing the national plan. The mandate in 2024 CMAC will clear **274km²** of landmine/ERW contaminated areas, of which **199,196,260 m²** is minefield, and **75,118,462 m²** is UXO field. 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 **60,000 to 75,000 UXOs**, and conduct minefield survey with the areas from **2,000 to 3,000 hectares**, and Bombs and Cluster Munitions Survey of **9,301 polygons or 859,044 ha** as well as National Impact Survey on Bombs and Cluster Munitions (in collaboration with Hatfield- Canada) approximately **14,000** Affected Villages.

The purposes of the target clearance plan of **274km²** of landmine/ERW contaminated includes 50% agricultural areas, 20% resettlements & agricultural plantation and 30% other Purposes. In the **274,314,721m²** of targeted areas, CMAC currently has budget to clear and release only 270,262,219m², and regarding another land areas of 152,378,096m², CMAC is awaiting the approval of supporting budget.

Estimated Budget in 2024

Project	Quantity	Budget (\$)
A. Projects for Mine/UXO Clearance		
▶ I. Confirmed Projects	23	19,563,369.00
▶ II. Expecting Projects	3	8,233,127.26
Total Budget of Projects for Mine/UXO Clearance (I+II)	26	\$27,796,127.26
B. Projects for Post Clearance Development, Demining Equipment and Technical Cooperation	9	\$5,879,006.27
Total (A + B)	24	\$33,675,133.53

Note: the budget for the above projects is not only for the implementation of expenditure in 2024, but some projects have continued from 2023, while some continue to 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 Cambodia Mine-Free 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 km² of landmine/ERW contaminated areas throughout the country, which consists of 946 km² of minefield areas, 379 km² of UXO-field areas, and 645 km² 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 in July 4, 2022.

CMAC management has been working to find ways for CMAC itself to speed up the landmine/ERW clearance in response to the Royal Government's policy and goal for the upcoming “Cambodia Mine-Free 2025.” IWP 2024, 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 2024 will highlight the Landmine/ERW Clearance Plan in 2024 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 2024 and the future path ahead as well as the risk management of CMAC itself.

2. Summary of Demining Progress from January to December 2023

CMAC's ambitious clearance plan in 2023 was well formulated by considering its existing resources and tools to achieve the top target of 268 km² of landmine and ERW contaminated areas. This targeted clearance plan has been set to meet the Royal Government's goal “Cambodia Mine-Free in 2025” and the Cambodia's effort toward the Ottawa Convention.

2.1. Operational Outputs

Total Landmine/UXO found and destroyed : 83,814 Items

CMAC has utilized all means by integrating mechanical demining with manual demining, mine detection dog with mechanical demining support, mine detection rate with manual, mechanical and dog demining and suchlike. In 2023, CMAC cleared over 282 km² of hazardous terrain, surpassing annual target by a staggering 105%. This feat constitutes a commanding 5% of the annual goal of 268 km². A total of 83,814 landmines and ERWs have been successfully eliminated, while 2,828 kg of small arms, 2,192,034 fragmentation pieces, and 5 unidentified munitions have been safely collected. CMAC's swift response to 3,459 appeals for intervention underscores its role as a safeguard for communities at risk.

Summary Table of Operational Progress from January to December 2023

✚ Area Released	281,975,328 m²
▶ Minefield Released	233,850,163m ²
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▶ Land Area of Minefield Released	274,831,021 m ²
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Anti-Personnel Mine Free Province (10 Capital/Provinces and 4 City/Districts of Pursat Province): Phnom Penh, Preah Sihanouk, Kampot, Takeo, Kandal, Kampong Chhnang, Kampong Cham, Svay Rieng, and Kep Provinces as well as Pursat City, Bakan, Krakor, and Kandieng Districts of Pursat Province.	
✚ Minefield Information and Survey	
▶ Marking Minefield	695,497m
▶ New landmine/ERW Suspected Areas Found	865 Polygons (161,548,438 m ²)

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 2023 as below:

- Provided MRE messages to the target audiences:
 - ▶▶ 24,513 courses
 - ▶▶ 1,261,956 households
 - ▶▶ 1,951,485 audiences
 (Men: 34.42%, Women: 39.99%, student: 18.22% and outside-school: 7.33%)



3. Strategic Vision and Future Planning

“Towards Cambodia Mine-Free 2025” set in the National Mine Action Strategy (NMAS) 2018-2025 is an official announcement of the Kingdom of Cambodia to commit Anti-Personnel Mine Ban Treaty, aiming at destroying anti-personnel landmines in Cambodia by the end of 2025. What if the Cambodian’s second extension of Article 5 will not be achieved in some reasons.

3.1. Anti-Personnel Mine Ban Treaty

The issue of anti-personnel mines, which has been the central focus of Cambodia's mine action efforts for the past 31 years, is anticipated to be comprehensively addressed in all known areas by the end of 2025, in which the second extension of article 5 of the Anti-Personnel Mine Ban Convention, known informally as the Ottawa Treaty or often simply the Mine Ban Treaty has been granted to Cambodia. This significant milestone has been supported by the commitment of substantial funding from numerous key donors, including the Royal Government of Cambodia, directed towards the Cambodian Mine Action Centre (CMAC) up to 2025.

There is growing curiosity and inquiry about the post-2025 landscape: the role CMAC will assume, the future contours of the mine action sector, and the direction of donor funding. Questions have arisen regarding the potential reallocation of donor resources to alternative sectors post-2025.

In light of the current knowledge within the mine action sector and in alignment with the strategy of the Seventh-Mandate Royal Government, it is clear that considerable work remains, particularly concerning the remnants of past conflicts. This strategy aims to evaluate the achievements to date and to identify the tasks that lie ahead.

1992	2000-2009	2010-2019	2020-2025
Mine action (CMAC) was established	Cambodia became State Party to Mine Ban Treaty	First Extension of Article 5	Second Extension of Article 5

3.2. National Mine Action Strategy

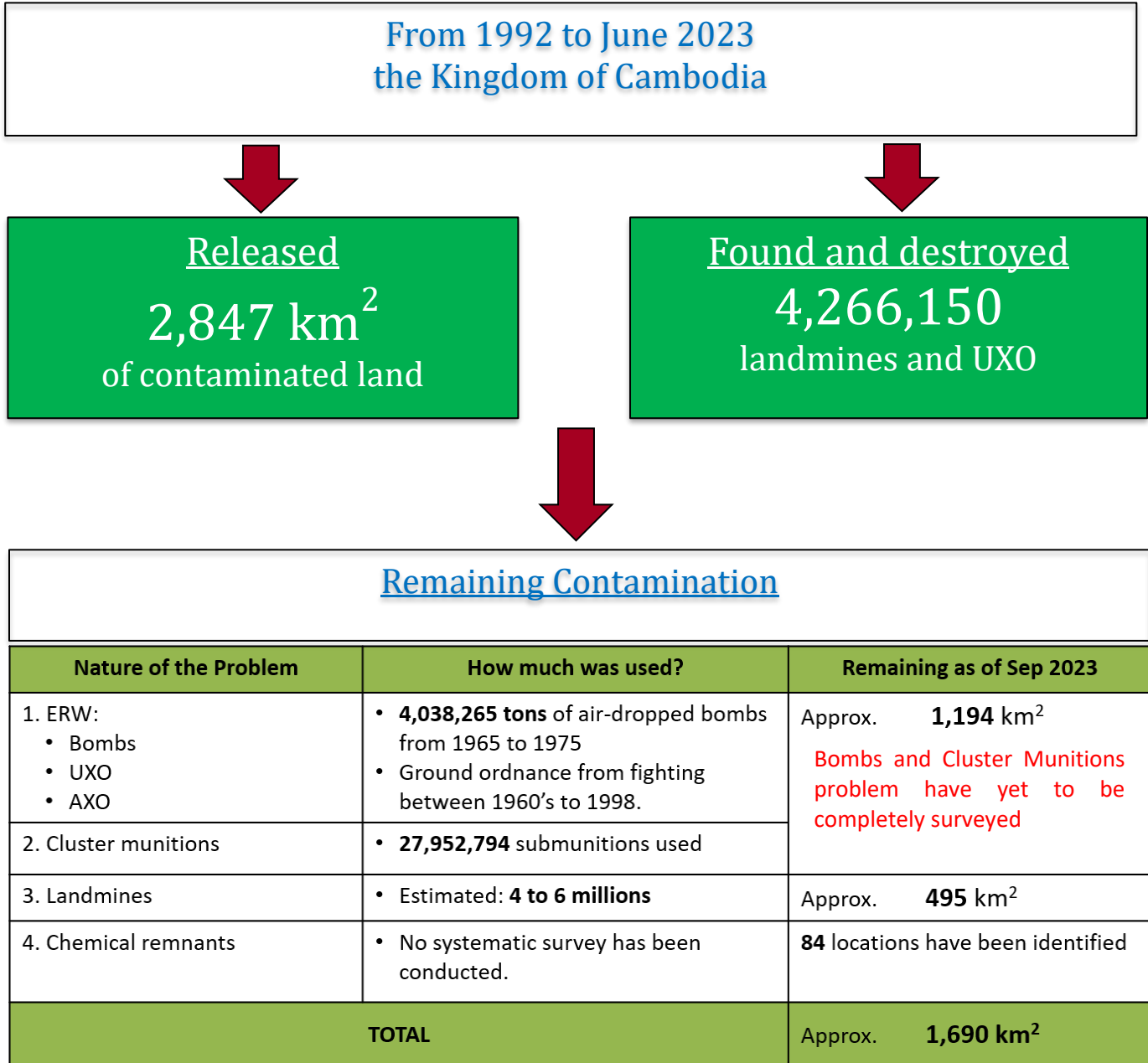
The formulation of CMAC’s IWP 2024 has been an inclusive extraction of information and reference from the differently appropriate sources:

- National Mine Action Strategy 2018-2025 and 2026-2030,
- 7th Mandate RGC's Pentagonal Strategy: This strategy represents a multifaceted approach by the Royal Government of Cambodia (RGC), addressing critical national issues. It serves as a foundational framework for mine action, influencing policy decisions and resource allocation.
- 7th Mandate RGC's Strategy for Mine Action: Cambodia Mine Free 2025 and Maximum Reduction of ERW 2023-2028: This ambitious strategy sets clear targets for mine action, aiming for a mine-free Cambodia by 2025 and a significant reduction in Explosive



Remnants of War (ERW) within a defined timeframe. It underscores the government's commitment to addressing these pressing issues, backed by substantial financial planning and international cooperation.

- Political Platform of the Royal Government of Cambodia of the seventh legislature of the national assembly for the nation building and defense 2023-2028





3.3. Outlook and Key Strategies in Mine Action

1. To Commit to AP landmine clearance by 2025 and maximum reduction of ERW contaminated areas in consistent with the 7th Mandate RGC's Strategy for Mine Action: Cambodia Mine Free 2025 and Maximum scale of UXO and Anti-Personnel Mine Ban treaty
2. To conduct bombs and cluster munitions survey by the end of 2025
3. To support the establishment of bomb and cluster munitions national database
4. To support the preparation of the National Strategy and CMAC's Medium-Term Strategy (2026-2028) and Long-Term Strategy (2026-2035) on Bomb and Cluster Munition Clearance
5. To formulate CMAC's Strategy 2026-2035 and submit to CMAC Governing Council for approval by the end of 2024
6. To continue strengthen capacity building, mobilize resources, technical equipment, and knowledge based soft skill, ready for new tasks both local and overseas mission, in particular to implement CMAC's strategy 2026-2035

3.4. Formulation of CMAC's Strategy 2026-2035

1. December 15, 2023: Sharing CMAC's Draft Strategy for additional comments and advises
2. December 29, 2023: Internal comments and advises received to improve the first draft strategy
3. January 12, 2024: First draft strategy completely improved through internal feedback
4. January 19, 2024: Reviewing the second draft strategy
5. By the end of January, 2024: the second draft strategy completely improved
6. By the end of February, 2024: Comments and advises on the second draft completely received and improved for the third draft strategy
7. May, 2024: Internal workshop on the third draft strategy will be launched under the leadership of CMAC Director General
8. From June to October 2024: Sharing and Exchanging ideas and comment on CMAC's Strategy and being modified and improved
9. From November to December 2024: Submitting to CMAC Governing Council to ratify CMAC's Strategy 2026-2035



3. Integrated Workplan 2024

CMAC's Integrated Workplan (IWP) 2024 is formulated based on the National Mine Action Strategy 2018-2025 (NMA 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, it 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 objectives as well Political Platform of the Royal Government of Cambodia of the seventh legislature of the national assembly for the nation building and defense 2023-2028

Mission

"Implementing 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 scale of UXO"

Objectives

1. Increase the capacity and efficiency of landmine/ERW clearance up to 274 km² and provide MRE messages to 1.8 to 2 million people by the end of 2024 so as to participate in the implementation the Royal Government's policy of "Cambodia Mine-Free 2025" and reduce a maximum scale of UXO.
2. 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.
3. Continue to survey the remaining landmine affected areas and the areas where landmine accident currently happened.
4. Conduct bombs and cluster munitions survey and establish the national database for bomb and cluster munitions.
5. Continue to promote and enhance an active service for disable people and landmine/UXO victim.
6. Continue to improve and reform staff number, form of operations, demining technology and methodology to effectively and safely implement the integrated workplan 2024.
7. Continue to conduct research on new technologies, and methodology to modernize and speed up CMAC demining operations.
8. 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.



9. Strengthen the capacity of human resources, technical equipment, and infrastructure (classroom buildings, accommodation buildings, meeting hall, and training ground) to carry out the trainings at both national and international levels.
10. Continue to strengthen support service for effective operations and continue to successfully implement “The project for Strengthening of CMAC’s Functions” as plan to enhance CMAC roles after 2025.
11. Continue to formulate CMAC’s Strategy 2026-2035 and submit to CMAC Governing Council for approval by the end of 2024
12. Continue to strengthen capacity building, mobilize resources, technical equipment, and knowledge based soft skill, ready for new tasks both local and overseas mission after 2025.
13. Continue to monitor and improve the welfare and livelihood of CMAC’s personnel in accordance with the general living standard and the economic and social changes.
14. Strengthen and promote public relation activities and campaign to engage national and international support
15. Continue to enlarge international and technical cooperation with demining organizations in landmine and UXO affected countries to share our training and demining experience.
16. Continue to expand relationships with development partners and international friends to raise funds, technical equipment, and cooperation in demining work and trainings for both nationals and foreigners.
17. To get ready with the Royal Government and CMAA in organizing the 5th Review Conference of the implementation of the Anti-Personnel Mine Ban Treaty which will be launched in December 2024
18. Continue to promote cooperation with development partners and international key players in mobilizing both financial and technical equipment supports as well as both local and overseas collaboration in demining operations
19. Get ready to be with the Royal Government and CMAA in organizing the 5th Review Conference of the Anti-Personnel Mine Ban Treaty which will be launched in December 2024

4.1. Workplan for Landmine and ERW Clearance in 2024

4.1.1. Operational Deployment

In 2024, the CMAC is going to organize the dispatch of its demining servicemen/tools to the targets areas to be released in their respective directions. Conducting the right integration is a key to success in demining operations, saving time and attaining qualitatively high outputs.



SR	Demining Teams	Abbreviation	Pers/Team	Quantity (Team)	Persons
1	Platoon Manual Demining	PMD	17	4	68
2	Platoon Brush Cutter	PBC	15	1	15
3	Brush Cutter Team	BCT	9	15	135
4	Brush Cutter Support Team	BC-S	2	11	22
5	Brush Cutter -Development Team	BC-D	1	3	3
6	Platoon Demining Machine	PDM	16	6	96
7	Demining Machine Large Team	DML	9	3	27
8	Demining Machine Team	DMT	2	1	2
9	Cluster Demining Machine Team	CDM	2	1	2
10	Short Leash Dog Team	SLD	10	8	80
11	Cluster Munitions Technical Dog Team	CTD	6	4	24
12	Technical Survey Detection Dog Team	TSD	6	2	12
13	Technical Survey and Clearance Team (7pers)	TSC-7	7	76	532
14	Technical Survey and Clearance Team (5 pers)	TSC-5	5	1	5
15	Cluster Munition Land Release Team	CLR	7	8	56
16	Battle Area Clearance Team (7 members)	BAC-7	7	5	35
17	Battle Area Clearance Team (5 members)	BAC-5	5	4	20
18	Explosive Ordnance Disposal Team (5 pers)	EOD-5	5	12	60
19	Explosive Ordnance Disposal Team (3 pers)	EOD-3	3	2	6
20	Mine Detection Rat Team	MDR	15	3	45
21	District Focal Point + Provincial Coordinator	DFP+PC	1	45	45
22	Improvised Explosive Devise Dog Team	IED	6	1	6
23	Underwater Operations Team	UOT	70	2	150
		Total		218	1.446

4.1.2. Deployment Map

CMAC deployment in 2024 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; 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, Kracheh, and Steng Treng; DU6 for three provinces like Steng Treng, Preah Vihea, and Oddar Meanchey; 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.

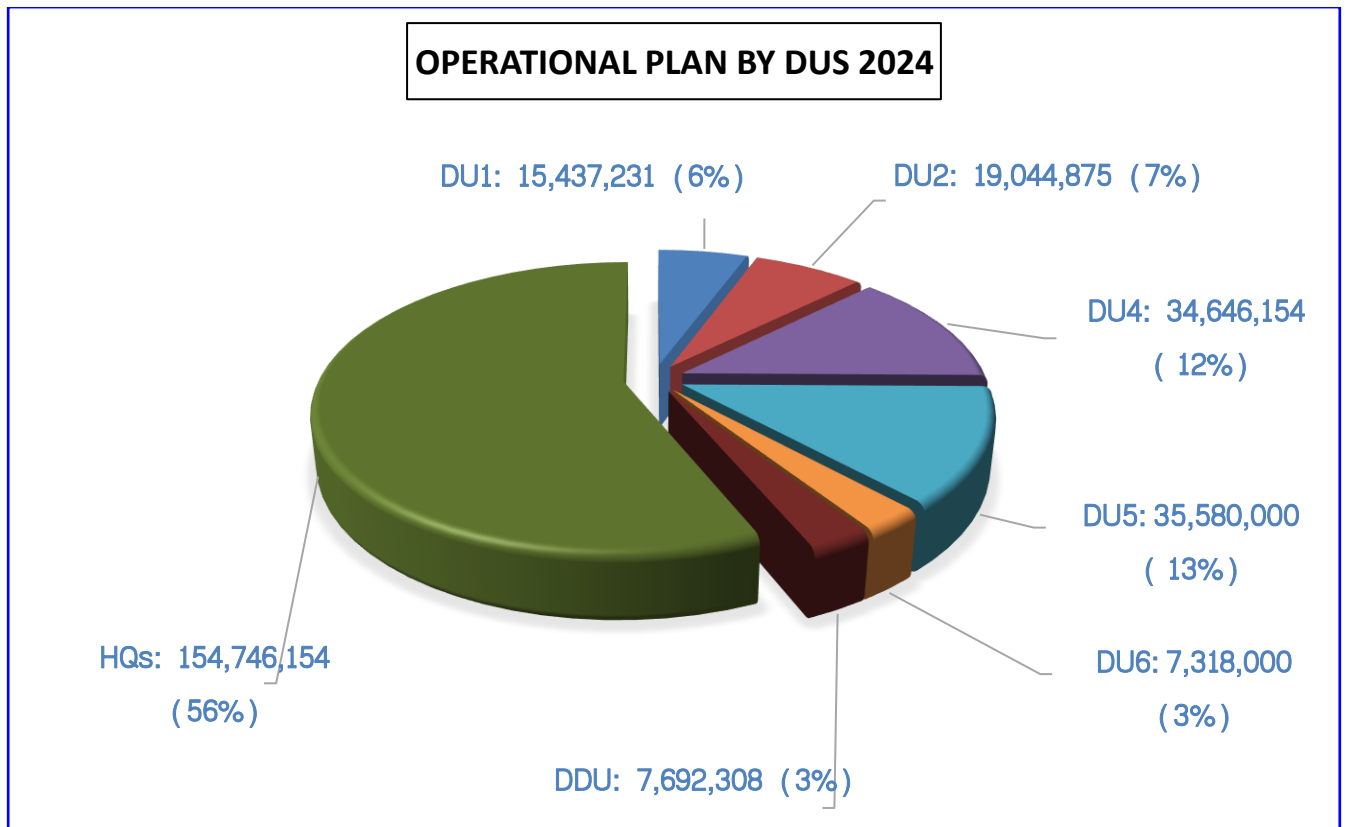


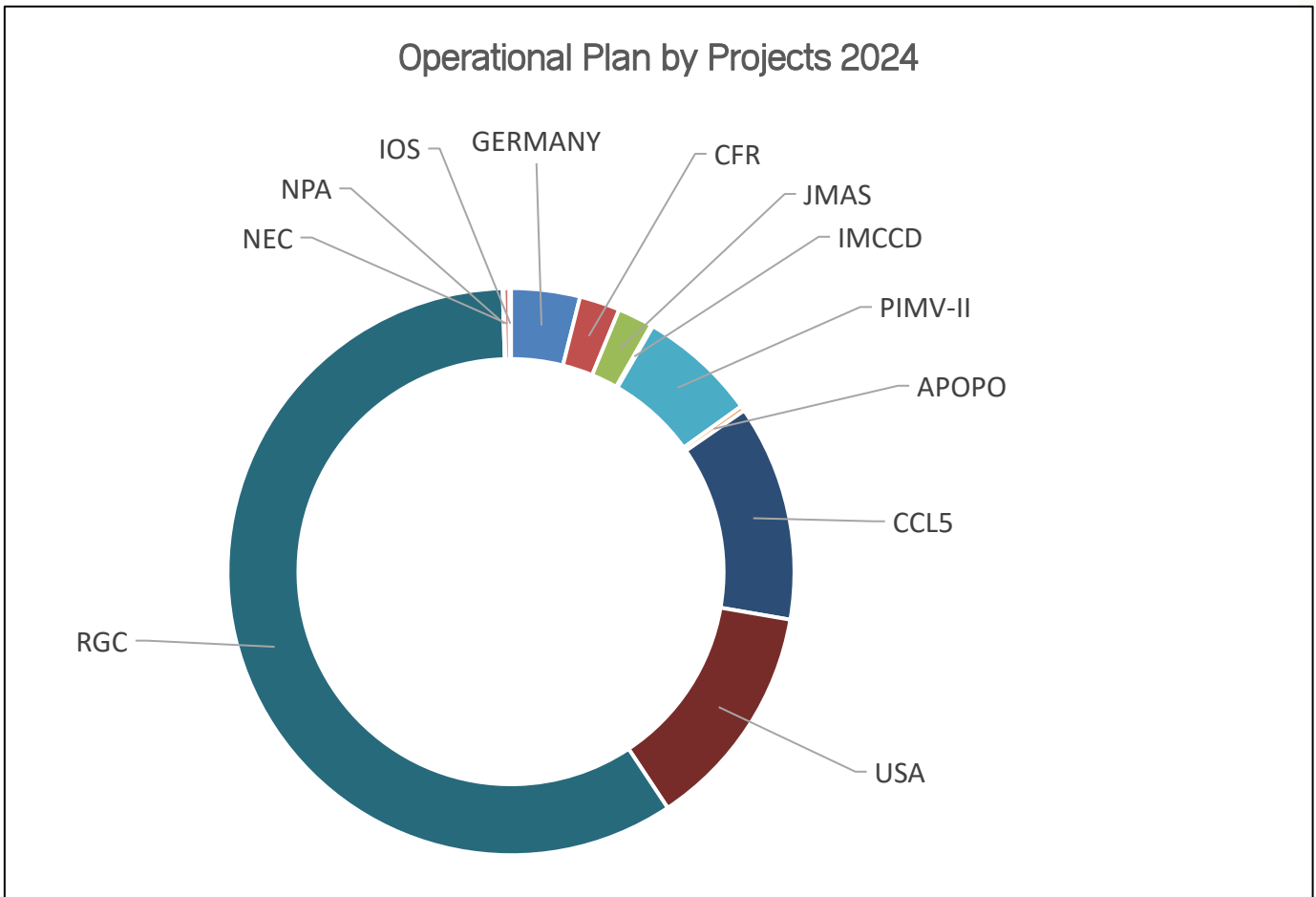
CMAC is ready to participate in the implementation of the above national demining plan and committed to releasing up to **274km²** of landmine/ERW contaminated areas in 2024:

Minefield	199,196,260 m²
UXO-field	75,118,462 m²
Response to EOD Calls	4,000 requests
Mine/UXO Found and Destroyed	60,000 – 75,000 items
Underwater Operations	CMAC will deploy its underwater operations at 3 main locations encompassed about 178ha situated at Peamchor District of Prey Veng Province

4.1.4. Plan by Demining Unit (DU)

Description	Operational Plan for 2024 (m ²)	
	Minefield (m ²)	UXO-field (m ²)
DU1	15,437,231	-----
DU2	19,044,875	-----
DU3	-----	-----
DU4	24,492,308	10,153,846
DU5	-----	35,580,000
DU6	3,168,000	4,000,000
Kampong Thom- KFU	-----	-----
DDU	-----	-----
HQ	137,053,846	25,384,615
Total	199,196,260	75,118,461
Grand Total	274,314,721	



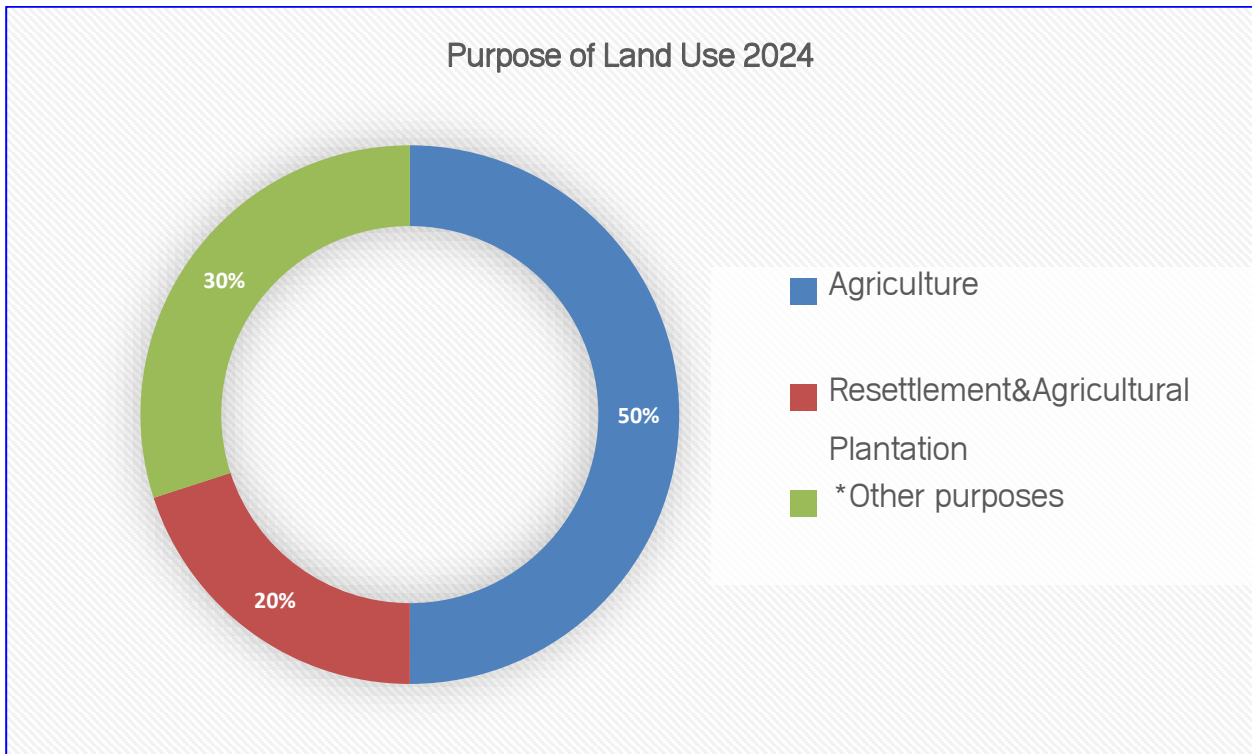


4.1.5. Social Economic Planning

Among the most cleared land of **274km²** is considerably in the purposes of agricultural activities and resettlements plus family agricultural plantation. The rest will be for other economic and development purposes in 2024.

Land Use Purpose	Area (m ²)
Agricultures	137,157,361
Resettlements & Agricultural Plantation	54,862,944
*Other Purposes	82,294,416
Total Land Use	274,314,721

** Other purposes include the construction of pagoda, health centers, tourism development sites, pump-well, ponds, resort centers, archeological sites etc.*



4.1.6. Survey Planning

A. Minefield Survey	2000-3000 ha
B. Bombs and Cluster Munitions Survey	9,301 polygons or 859,044 ha
C. National Impact Survey on Bombs and Cluster Munitions (in collaboration with Hatfield- Canada)	Appr. 14,000 Affected Villages

4.2. Workplan for Mine/UXO Risk Education (MRE) and Victim Assistance

4.2.1. Mine/UXO Risk Education

A	MRE Plan (Target Audiences)	28,000 courses
		1,500,000 households
		1,800,000 to 2,000,000 people
B	Coordination of EOD Calls	3,500 to 4,000 requests
C	Annual UXO Collection and Response	15,000 to 20,000 requests
D	Trainings and Capacity-Building	2,152 trainees
	➤ New trainings for police officials, monks, and CMAC staff	1,800 trainees
	➤ Refresher for MRE volunteer network (CBMRR and CBURR) and CMAC staff	352 trainees
E	Production of MRE materials	
	➤ MRE Poster	4,000 sheets
	➤ MRE Leaflet	4,500 sheets
	➤ MRE Flip Chart	300 flip charts



	➤ Lesson book	200 books
	➤ Notebooks	5,000 books
	➤ T-Shirt	1,200 T-shirts
F	Monitoring and Evaluation	2 shifts a year

4.2.2. Mine/UXO Victim Assistance

A	Artificial legs repair	1,500 persons
B	Agricultural Training, economic and health consultation with disable people who received CMAC services in collected communities	200 persons
C	Well trained disable people will be a focal point for MRE in the communities	2,000 persons
D	Target locations reported by disable people	200 UXO targets

4.3. Training and Research & Development

4.3.1. Local Training

A. CMAC Staff Training

No.	Description	Course	Trainee (Pers)	DUs
1	Basic Demining (Vocational Certificate)	3	175	All DUs
2	Refresher Training in Basic Demining (Applying Vocational Certificate)	6	584	All DUs
3	Refresher Training in UXO Clearance and UXO Demolition (Certificate 1)	1	34	All DUs
4	Refresher Training in UXO Clearance and UXO Demolition (Certificate 2)	1	35	All DUs
5	UXO Clearance and UXO Demolition (Certificate 1)	1	31	All DUs
6	UXO Clearance and UXO Demolition (Certificate 2)	1	30	All DUs
7	UXO Clearance and UXO Demolition (Certificate 3)	1	54	All DUs
8	Bomb and Cluster Munitions Survey	2	140	All DUs
9	Bomb and Cluster Munitions Clearance	2	70	All DUs
10	Underwater Clearance Operations (Certificate 1)	2	62	All DUs
11	Brush Cutter Operations (Certificate 1)	1	34	All DUs
12	Cluster Munitions Survey Dog	2	30	All DUs
13	Driving Skill	2	60	All DUs
14	Front Line Operation Management	2	65	All DUs
15	Middle Operation Management	1	30	All DUs
16	Senior Operation Management	1	30	All DUs
	Total	29	1,464	All DUs



B. Military and Police Training

No.	Description	Course	Trainee (Pers)	Staff from
1	Basic Demining (Professional Certificate)	1	125	RCAF
2	Basic Demining (Professional Certificate)	1	50	National Police
	Total	2	175	

C. Overseas Training

No.	Description	Course	Trainee (Pers)	Staff from
1	Museum Management in Japan (one month)	1	4	Museum
2	Heavy Mechanical Training in Japan (one year)	1	3	HQs
3	AI Training in Japan (one month)	1	3	HQs
	Total	3	10	

4.3.2. International Training

No.	Description	Course	Trainee (Pers)	Staff from
1	Basic Demining Training	1	15	Colombia
2	Demining Machine Training	1	25	Ukraine
3	Basic Demining Training	1	12	Laos
4	Demining Machine Training	1	25	Vietnam
5	Workshop on Demining with some African countries	1	5	Somalia, South Sudan, Nigeria, Ethiopia
	Total	5	82	

4.3.3. Dog Breeding and Training

A. Dog Breeding

No.	Description	Dog (s)
1	Female Dog	20
2	Male Dog	10
3	Expected Puppy	100



B. Dog Training

No.	Description	Dog (s)
1	Green puppy	40
2	Semi-training	60
3	Full-training	47
Total		147

C. Mine Detection Dog Training

No.	Description	Dog (s)
1	Short Leash Dog (SLD)	10
2	Long Leash Dog (LLD)	30
3	Explosive Detection Dog (EDD)	5
4	Technical Survey Dog (TSD)	10
5	Cluster and Technical Survey Dog (CTD)	10
Total		65

D. Social and Security Dog Training

No.	Description	Dog (s)
1	IED	8
2	Protection Dog	6
3	Patrol Dog	6
	Tracking Detection Dog	7
	Drug Detection Dog	15
Total		42



E. Training by National Dog Centre

No.	Description	Course	Trainee (Pers)	Dog (s)
1	Basic Dog Handling Course	2	40	20
2	Kennel Handling Course	1	10	5
3	Para Vet Course	1	15	5
4	MDD/EDD Team Leader Course	1	10	10
5	Dog Instructor Course	1	20	10
6	Close Marker Course	2	35	15
7	Advance Dog Handling Course	5	53	29
8	Refresher Course	17	104	104
Total		30	287	198

4.3.4. Research & Development

No.	Description	Partner	Duration
1	Applying Advanced Landmines Imaging System (ALIS) in Minefields	Japan	One month
2	ALIS Capability Searching Trial to differentiate landmine and fragments	Japan	2 months
3	Air-compressor Capability Trial with Innovative Operations System (IOS)	Japan	6 months
4	Technical survey dogs	APOPO	3 months
Total		287	198

4.3.5. Dispatching CMAC Technical Expert (Overseas Trainer, Operations, and as TA)

No.	Trainer	Number	Country Destination	Training Purpose
1	Operational Experts	x	Colombia	Demining Operations Training
2	Demining Machine Experts	x	Vietnam	Demining Machine Training
3	Mine Detector Experts	x	Laos	Demining Operations Training
4	Demining Machine Experts	x	UKRAINE or Cambodia	Demining Machine Training



4.4. Workplan for Operational Management

4.4.1. Operational Objectives

- Adjust the demining servicemen 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 by upgrading transportation means, especially the projects supported by the US.
- Collaborate with relevant authorities and ministries on the survey for chemical bomb locations.
- Promote 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.

4.4.2. Technique, Methodology, Procedure and Information Management

- 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.

4.4.3. 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 demining 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.

4.4.4. Research & Development and Training

- Continue to conduct the trial of newly advanced Technology and demining equipment to improve operational capacity, efficiency, and safety
- Conduct the trial of the newly arrived mine detection rats.
- Continue to conduct trail of Technical Survey Dog in collaboration with APOPO.
- Prepare the establishment of demining technical research committee for planning and implementing research activities to search the newly existing technology and document all related documents and reports on demining equipment as well as all new technologies
- 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.



4.4.5. 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.

4.5. Workplan for Project and Budget Management

4.5.1. CMAC’s Donors and Development Partners

No.	CMAC’s Donors and Development Partners
1	Royal Government of Cambodia (Through CMAA and Council of Minister)
2	Japanese Government and NGO
	<ul style="list-style-type: none"> ▪ Integrated Mine Clearance and Landmine Victim Assistance Project (PIMV-Crown Agent - CA) ▪ Reconstruction Support with Demining Disposal in Banteay Meanchey - JMAS ▪ International Training- JICS ▪ Grant Aid Project for the Construction of Training Complex and Outreach Facility- JICA ▪ Technical Cooperation- JICA ▪ International Cooperation and Training-South South Cooperation Scheme- JICA
3	People’s Republic of China (Through Ministry of Economy of Finance)
4	The Federal Republic of Germany (Through NPA)
5	The United States of America (Through NPA)
6	UNDP (Through CMAA)
7	APOPO



4.5.2. Nature of the Projects:

CMAC is mainly implementing mine/ERW and cluster munitions clearance projects. At the same time, CMAC is responsible for conducting survey on mine/ERW and cluster munitions filed and mine and UXO risk education and victim assistance project. In addition to this, CMAC not only engages local mine action training project but also cooperates with its partner in providing mine action training to international trainees from mine affected countries in the world. CMAC also serves post clearance and development projects as well.

A. Projects for Mine/UXO Clearance

Sr	Donor/Partner		Project Location	Project Name	Project Period		
					Period (mths)	From	To
I- ON-GOING HUMANITARIAN DEMINING PROJECTS							
1	GER	NPA	DU1	The Project for Humanitarian Demining in the Kingdom of Cambodia	16	1-May-23	31-Aug-24
2	UNDP	CMAA	DU1	Mine/ERW Clearance in BMC (CFRV/2024)	12	1-Jan-24	31-Dec-24
3	JPN	JMAS	DU1	Reconstruction Support with Demining Disposal in Banteay Meanchey. (RSDB-II)	12	19-Dec-23	18-Dec-24
4	JPN	IMCCD	DU2	Community Anti-tank Mine Clearance	12	16-Aug-23	15-Aug-24
5	JNP	CA	DU2	Integrated Mine Clearance and Landmine Victim Assistance Project (PIMV) Phase 2	45	1-Apr-22	31-Dec-25
6	MAG	MAG	DU2	Mine Advisory Group (SLD 12)	3	1-May-24	31-Jul-24
7	MAG	MAG	DU2	Mine Advisory Group (SLD 12)	12	1-May-23	30-Apr-24
8	MAG	MAG	DU2	Mine Advisory Group (SLD05)	5	1-Mar-24	31-Jul-24
9	APOPO	APOPO	DU4	Mine Detection Rats Integrated with CMAC Demining Capacity	12	1-Jan-24	31-Dec-24
10	CHINA	MOF	DU4	The China-Aided Cambodia Landmines Elimination Project (Phase 3)	12	1-Mar-23	28-Feb-24
11	IOS	IOS	DU4	Operational Field Evaluation of Demining Robotic to Assist Deminer Working in minefield.	12	1-Jun-23	31-May-24
12	USA	NPA	DU5	Clearance of ERW in the East of Cambodia	42	1-Jun-22	30-Nov-25
13	JPN	JMAS	DU6	Reconstruction Support with Cluster Disposal in Steung Treng.(RSCS-II)	12	19-Dec-23	18-Dec-24
14	UNDP	CMAA	DU6	Mine/ERW Clearance in Preh Vihear (CFRV/2024)	12	1-Jan-24	31-Dec-24
15	NPA	NPA	DU6	Landmine/UXO clearance in Ratanakiri	2	1-Dec-23	31-Jan-24
16	CHINA	MOF	DU6	The China-Aided Cambodia Landmines Elimination Project (Phase 3)	12	1-Mar-23	28-Feb-24



17			DDU	Infrastructure Projects	12	1-Jan-24	31-Dec-24
18	GWHF	GWHF	TIMA	Cambodia Explosive Harvesting Program	12	1-Jan-24	31-Dec-24
19	RGC	MOF	HQ	Underwater Operations	12	1-Jan-24	31-Dec-24
20	RGC	CMAA	HQ	Cambodia Mine Free 2025 Foundation	12	1-Jan-23	31-Dec-23
21	Japan MOFA	NEC	HQ	Digital Transformation of CMAC'S Operation with Big Data and AI	12	14-Feb-24	14-Feb-25
22	JPN	JPN	HQ	National Aerial Bomb and Cluster Munitions Survey Technical Assistance (Phase 1)	12	1-Jan-24	31-Dec-24
23	JPN	IC NET	HQ	The Project for Human Resources Development to Implement Comprehensive Mine (ACMA) in Colombia		1-Jun-23	30-Sep-26

II- EXPECTING and NEGOTIATING HUMANITARIAN DEMINING PROJECTS

1	USA	NPA	DU5	The Residual ERW Risk Management and EOD Interventions Project	12		
2	JPN	JPN	HQ	National Aerial Bomb and Cluster Munitions Survey	18		
3	CHINA	CHINA	HQ	Small and Smart Project	12		

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

III- ON-GOING VICTIM ASSISTANCE, POST CLEARANCE DEVELOPMENT AND TECHNICAL COOPERATION PROJECTS

1	JPN	JICA	HQ	Technical Cooperation (COLOMBIA-Phase III)	12		
2	JPN	JICA	HQ	Technical Cooperation with 4 African Countries	12		
3	JPN	JICS	HQ	Internation Training (ALIS- Lao)	12		
4	JPN	JICS	HQ	Internation Training (AIIS- UKRAINE)	12		



5	JPN	JICS	HQ	International Training (BC-Vietnam)	12		
6	GWHF		TIMA	Ammunition Neutralization and Explosive Recycling	12		
7	JPN	JICA	HQ	Strengthening CMAC Functions	36		
8	JPN	JICA	HQ	Grant Aid Project for the Construction of Training Complex and Outreach Facility	36		
9	KOMATSU	JMAS	DU1	Safety Village Construction (SVC)	9	1-Apr-24	31-Dec-24
10	CMAC		HQs	Victim Assistance Project (MRE)	12		

4.5.3. Estimated Project and Budget for 2024

Project	Quantity	Budget (\$)
A. Projects for Mine/UXO Clearance		
▶ I. Confirmed Projects	23	19,563,369.00
▶ II. Expecting Projects	3	8,233,127.26
Total Budget of Projects for Mine/UXO Clearance (I+II)	26	\$27,796,127.26
B. Projects for Post Clearance Development, Demining Equipment and Technical Cooperation	9	\$5,879,006.27
Total (A + B)	24	\$33,675,133.53

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

4.5.4. Operations and Project Plan

A	Confirmed Projects	270,262,219 m ²
B	Expecting Projects	152,378,096 m ²

No	Description	Land Areas to Release (m ²)
1	Operational Plan for 2024	274,314,721
2	Confirmed Projects	270,262,219
3	Expecting Projects	152,378,096



4.6. Support Services in 2024

Support service plays a key role in assisting operations to succeed its operational target. CMAC management is responsible for the quality of its services and accountable to its demining experts to ensure their safety and good working environment.

4.6.1. Human Resources Planning

A. Human Resources Management

- Establish multi-skill training courses in line with the professional Cambodian National Qualifications
- Update and restructure all demining and special units to align with the new working contexts.
- Reform the process and operation of the Technical Institute of Mine Action (TIMA) to align its training programs with the requirements outlined in the Cambodian National Qualifications framework
- Establish training courses in Administration, Finance, English, and other subjects to meet the needs of the labor market
- Enhance the functionality and utility of the Asset Management System (AMS) for seamless operation and improved accessibility
- Coordinate and ensure that all CMAC staff members are enrolled in and receive the benefits of the National Social Security Fund (NSSF) in 2024
- Continue preparing all necessary legal documents in compliance with relevant laws and human resources statutes throughout 2024
- Continue collaborating with inter-departments to plan and reform all demining forces as needed in 2024
- Continue to focus on policy-making, planning, and capacity building processes for newly recruited staff members to replace retired personnel
- Continue to prioritize the improvement of well-being, safety, health, and working environment for all CMAC staff members.

B. Capacity Enhancement and Soft Skill

- Provide an intensive course on Book Compilation for 45 CMAC staff members
- Provide a pedagogical course for 15 main instructors
- Edit textbooks on 25 subjects
- Strengthen, expand, and continue archiving hard documents
- Strengthen, expand, and continue archiving soft documents
- Continue implementing “The Project for Strengthening CMAC's Functions” to achieve planned results, strengthening capacity and enhancing soft skills
- Gather, compile, and update technical standards, policy documents, and legal documents to create a repository of knowledge for future reference
- Translate documents essential for sharing experiences with international visitors/trainees
- Study, survey, and gather information on CMAC's structure and operations to evaluate and adjust them in alignment with the principles and practices of ministries and government agencies, as well as CMAC's development and strategic plans.



4.6.2. Support Planning

4.6.2.1. Equipment Maintenance and Management

- Continue preparing the inventory of state assets at CMAC for 2023 and submit it to the Office of the Council of Ministers promptly
- Continue to facilitate the preparation of certificates of real estate for state-owned assets that are not yet compliant with the Ministry of Economy and Finance directive
- Enhance the implementation of the inventory management database and real estate management using the Asset Management System (AMS)
- Collaborate with all units to enhance the numbering or labeling of real estate for easier management and to specify their locations of use
- Continue to inspect the management, use, and maintenance of equipment in all demining and special units
- Continue to inspect, evaluate, and enforce the principle of removing damaged, expired, obsolete, and unusable assets from the inventory

4.6.2.2. Equipment and Explosive Management

- Continue to ensure timely supply of equipment, including uniforms and various operational gear
- Collaborate with relevant departments to review and update each demining team's Equipment Table to meet operational needs
- Review legal procedures to streamline the overall support system, ensuring alignment and effectiveness
- Promote the establishment of spare stockpiles of essential materials to supply newly formed platoons/teams
- Continue collaborating with the Research and Development (R&D) office and suppliers to modernize the operation team by researching and developing operational materials
- Enhance the system for managing and storing explosives in all CMAC demining units and demining NGOs in Cambodia
- Continue collaborating with relevant institutions and organizations on national security efforts related to explosives
- Facilitate the distribution of explosives received from CMAC's Special Unit of Ammunition Neutralization (SUAN) to demining units and demining NGOs, such as Halo Trust, MAG, and CSHD.

4.6.2.3. Demining Machine and Vehicle Maintenance and Management

- Study and evaluate the effectiveness of managing and delivering fuel through mobile support operations
- Strengthen the management, maintenance, and repair of machinery and vehicles to meet operational needs
- Continue to inspect, evaluate, and update vehicles and machinery
- Collaborate with the General Department of Taxation to prepare vehicle support documents for the payment of transportation taxes in 2024



- Increase the rehabilitation and improve the quality of machinery and vehicles that are damaged and lack maintenance
- Strengthen the servicing of engine oil and hydraulic oil for machinery and vehicles in a technically proficient manner, ensuring their safe use
- Enhance drivers' capacity and discipline through additional training in traffic laws and basic maintenance
- Monitor and evaluate all drivers and grant incentive to any drivers who have diligently maintained their machinery and vehicles

4.6.2.4. Mine Detectors Maintenance and Management

- Strengthen the inspection and repair of all types of mine detection machines that are damaged and lack maintenance by CMAC maintenance personnel
- Inspect and provide guidance to teams/platoons on the use and maintenance of all types of mine detection machines, including VHF communication systems, by CMAC technical experts
- Provide refresher courses on mine detection machines: Vallon VMH3-CS UXO and Ebinger UPEX 740M3
- Collaborate with relevant offices to assess the repair capability within the team/platoon by providing a Tool Kit that can fix minor issues
- Provide technical training on the use and maintenance of mine detection machines to teams/platoons as needed
- Establish a spare parts management system to facilitate repair work
- Collaborate with research and development (R&D) offices and suppliers of mine detection machines to modernize our operations

4.6.2.5. Logistic and Procurement Management

To enhance procurement procedures in accordance with CMAC's guidelines and the public procurement principles of the Ministry of Economy and Finance:

- Continue to implement procurement work in accordance with CMAC's policies and procedures and public procurement principles of the Ministry of Economy and Finance
- Enhance sourcing capabilities to ensure timely and sustainable provision of quality services and facilities
- Maintain and strengthen partnerships with the Council for the Development of Cambodia, the Ministry of Economy and Finance, the General Department of Customs and Excise of Cambodia, and relevant institutions to ensure the timely importation of operational equipment, with taxes borne by the state.

4.6.3. Internal Quality Management

The aim of the Department of QA/QC and Internal Audit is to conduct internal quality audits within all CMAC areas to find the risks that CMAC faces and provide recommendation to reduce the risks, to make judgments on the technical merit of the work and on the use of all financial and in kind donations as an independent observer, and assist the Director General and the Deputy Director General of CMAC, the Directors of Departments and Managers in the effective discharge of their responsibilities.



QA/QC and Internal Audit Department, in 2024, is really focusing on SHE concept which has to be reinforced in such a disciplinary workplace like CMAC. It is also advised to follow up field operations, especially mobile teams, MDD teams and mechanical clearance tools, as well as support function. In addition to this to ensure the financial transparency in the project implementation, internal financial audit on each project is required

4.6.3.1. Quality Assurance and Control:

1. Conducting timely spot check on safety, health and working environment as well as to observe the office management and administrative arrangement at DU Level (DU1, DU2, DU4, DU5, DU6, TC and CWS) every 3-month basis
2. Conducting field monitoring and evaluation on the operations of the following teams:
 - mechanical clearance machines
 - EOD teams
 - mine detection dog teams
 - medical performance
3. Conduct field revisit at some major projects: CFR DU1, CFR DU2, DU4, DU5, DU6, etc.,

4.6.3.2. Internal Audit

To conduct financial Audits on potential projects which has been finished in 2023 and will be finished at the end of 2024

- ❖ Leasing MDD to MAG Cambodia Program (SLD12– MDD3):
 - For 12 months: from 01 May 2023 to 30 April 2024
 - For 4 months: from 01 November 2023 to 29 February 2024
- ❖ Cluster Munition Remnant Survey (CMRS) and Clearance in Eastern Cambodia for 45 months: from 01 March 2022 to 30 November 2025
- ❖ Animal Detection Systems MDR/TSD Integrated to CMAC Demining Capacity for 12 months from 01 January 2023 to 31 December 2023
- ❖ The project for Integrated Mine Clearance and Landmine Victim Assistance (PIMV) Phase 2 for 45 months from 01 April 2022 to 31 December 2025
- ❖ Community Anti-tank Mine Clearance (IMCCD) from 12 months from 16 August 2023 to 16 August 2024
- ❖ Cambodia Mine Free-2025 ending by 31 December 2025
- ❖ Reconstruction Support to Demining in Banteay Meanchey _CMAC-JMAS DU1 from 19 December 2023 to 18 December 2024
- ❖ Reconstruction Support to Cluster Disposal in Steung Treng _CMAC-JMAS DU6 from 19 December 2023 to 18 December 2024
- ❖ Safety Village Construction-CMAC-JMAS DU1 from 01 April to 31 December 2024

4.6.4. Workplan for International Cooperation in 2024

- Continue to coordinate training activities and share experience with landmine and UXO affected countries in the world under the South-South Cooperation Project supported by JICA:



- Continue to provide trainings to Ukrain demining experts funded by Japanese Grant aid on Demining Equipment Project
 - Colombia Training Phase 4
 - Provide training to Vietnamese demining experts funded by Japanese Grant aid on Demining Equipment Project
 - Organize workshop on Cooperation and Training in Mine Action Sector in Cambodia with any country in Africa
- Continue to collaborate with UXO Lao and initiate cooperation with Vietnamese Mine Action Centre _VNMAC for training plan preparation under south south cooperation project 2025 -2027.
 - Continue to successfully implement “The Project for Strengthening of CMAC’s Functions”
 - Continue to follow up international news and assess the the requirement of landmine and UXO clearances so as to promote internationa cooperation
 - Enhance international cooperation to promote training collaboration and sharing experience.
 - Coordinate and participate in the fifth conference of the OTAWA Convention which will be held in December 2024
 - Prepare international cooperation plan for medium-term period from 2025-2028 and long-term period from 2026-2035.

4.6.5. Compilation and Publication Planning

4.6.5.1. Compilation Planning:

- Updating all CMAC leaflets as required by CMAC management
- Consolidating CMAC 6-month report 2024 in July
- Consolidating CMAC annual report 2024
- Consolidating and publishing CMAC IWP 2024

4.6.5.2. Publication Planning

- Digital Publication
 - Platforms: broadcasting through Website, Facebook, YouTube, Telegram, Instagram and TikTok
 - Contents: IWP, Annual Report, Leaflets, magazine, video feature, national and international video news, and selected pictures.
 - Modify and rearrange both platform and contents of CMAC Website to attract the audience and be available full information
- Audience Induction
 - Attracting Website/Facebook viewers at least 0.5 million viewers
 - Attracting YouTube/TikTok viewers at least 0.5 million viewers
 - Attracting Telegram/Instagram viewers at 100,000 viewers
- Testimonial Video Production
 - Continue testimonial video production (disable and retired CMAC service men) to launch in Techo Peace Museum in Siem Reap



- Video production on landmine and UXO awareness in the communities.
- Leaflet production (Manual Demining, BC, Diving, MDD, MDR, etc.)
- Brief Report Production on landmine and UXO clearance operations and output in each project supported by donors and development partners.
- Continue to successfully implement “The Project for Strengthening of CMAC’s Functions” as planned.

4.6.6. Techo Peace Museum and TIMA Construction Planning

4.6.6.1. Training Building at TIMA

A. Responsibilities of the Project

Training complex building with the floor areas of bigger 4,000 square meters will be constructed in the TIMA compound under “the project for construction of training complex and outreach facility of Cambodian Mine Action Centre” granted by the people and Government of Japan with amount of 2,451 million yen. The construction works will be ended in the middle of 2025. The training complex facilities include:

- One two-floor Classroom Building with 10 rooms
- One meeting room with the capacity of 300 audiences
- Twin homestay buildings of 30 bedrooms with the capacity of 180 trainees
- One Canteen building
- One WC building and
- One generator house.

Remarks: Construction bidding process was completely conducted in Tokyo, Japan from 29 October to 11 November 2023. CMAC management is in discussion with Japanese consultants, JICA and Japanese Construction Company who win the tender to arrange the contract for building the training complex facilities.

B. Responsibilities of the Royal Government of Cambodia and CMAC

To implement the construction of the training complex facilities, CMAC has to apply roles and responsibilities identified in the Grant Agreement as follows:

- Ground preparation works (land fulfills and tamping)
- Fencing works
- Sewage Preparation works
- Electricity System works
- Clean water system works
- Tender Letter for Construction
- Environment Management Planning. etc.

4.6.6.2. Construction Works and Techo Museum Preparation Works

A. Construction Works

The 52 meters multiply by 52 meters building of Techo Peace Museum, of two floors, with the floor areas of 4,012 square meters will be constructed in CMAC compound in Siem Reap under the People and Government of Japan's Grant Aid and will be finished by 2025. Techo Peace Museum's shape will be biggest in the world and Anti-Personnel Landmine lookalike.

- CMAC is preparing the construction of complementary infrastructures in addition to the Techo Peace Museum Building as follows:
 - ERW Showroom Building
 - Frontline Battlefield Trench Prosthetics Areas
 - Demining Machine Displays
 - Underwater ERW Building
 - Garden and Parking Areas
 - Building Location Preparation
 - Sewage Preparation works
 - Tree Planting, etc.

B. General Management Works and Human Resources Capacity Building

- Improving the current structures of Techo Peace Museum
- Human Resources Capacity Building:
 - Study tour to national and international museums
 - Recruitment process of the skillful and experienced employees
 - Dispatching CMAC young generation staff to join museum management training courses in Japan:
 - Course 1: Two staff from 26 October to 14 December 2022 in Hiroshima
 - Course 2: Four staff from 14 January to 10 February 2024 in Okinawa
 - Course 3: by the end of 2024

4.7. Risk and Challenges

The organizational risk and challenges are crucial issues 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 and challenges that may arise during the implementation of the plan to find solutions as soon as possible. In IWP 2024, the following key risks and challenges have already been identified:

- The problem of ageing staff is increasing and their health condition is in trouble and the recruitment of young generation
- Economic condition of CMAC staff and their daily living is an important and caring issue so that they are able to adapt to the global socioeconomic evolution.
- Border challenging issue in particular with Thailand in which demining operations is moving closer.
- Global climate change, unusual hot weather or flooding which hinder demining operations
- Funding mobilization to replace the old existing equipment and materials and equip newly advanced technologies.
- International issues of UKRAINE and Middle-East and other Economic Sanctions affecting commodity prices such as fuel price

4.8. Assumption

Based on past experiences, especially, in 2022 and 2023, approved project budgets, available existing equipment and materials in hand, and existing human resource capacity, it is assumed that IWP 2024 is successfully implemented as plan, although risks and challenges are identified, except any unforeseen strategic changes.

Basic demining equipment and tools as well as hard wares will be improved through, especially, Japanese grant aid.

International cooperation affairs and partnership will be promoted and enlarged by continuing to collaborate with the current partners and building up new partner countries such as Vietnam, and African countries.





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Integrated Workplan 2024

