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Resilient nations.*

**Project Document**

**“Support for the institutional  
Strengthening of the National Regulatory  
Authority for the UXO/Mine Action Sector  
(NRA) and the Lao National UXO  
Programme (UXO Lao), 2013-2015”**

**Vientiane, September 2013**



Empowered lives.  
Resilient nations.

The Lao People's Democratic Republic and UNDP  
Project Document  
2013 - 2015

**Project Title: Support for the institutional Strengthening of the National Regulatory Authority for the UXO /Mine Action Sector (NRA) and of the Lao National UXO Programme (UXO Lao) 2013-2015**

**Primary National Priority or Goal:** UXO Action (MDG 9)

**Primary UNDAF/ UNDP Country Programme Outcome(s):** By 2015, national and local governments and communities have significantly reduced the impact of UXO on people in the Lao PDR.

**Associated National Priority or Goal:**

To contribute to attaining the goals of the 7<sup>th</sup> National Socio-Economic Development Plan (NSEDV VII) – ensuring inclusive and sustainable growth and to achievement of the MDGs as the basis for exiting from Least Developed Country (LDC) status by 2020.

**Key Result Area From UNDP Strategic Plan:**

Crisis Prevention and Recovery and Poverty Reduction

**Expected Outputs:**

**OUTPUT 1: The National Regulatory Authority is able to effectively provide policy guidance, coordinate, and regulate the UXO sector in support of national development goals, implementing the national UXO sector strategy "Safe Path Forward II", and fulfilling international treaty obligations**

The **National Regulatory Authority for the UXO/Mine Action Sector (NRA)** has an improved capacity to:

- (i) provide policy guidance, coordinate and regulate all activities in the UXO sector (ii) plan and establish appropriate priorities for clearance and other activities that are consistent with Government directives, humanitarian and development considerations (iii) assess and accredit operators (iv) monitor and evaluate activities and ensure that activities undertaken by operators meet national standards (v) provide timely and substantive reports to Government and donors (vi) maintain open and transparent financial and other records and to remain fully accountable for all funds received (vii) to engage and cooperate with other relevant actors in other sectors, and (viii) to maintain open and effective communication with all stakeholders.

**OUTPUT 2: UXO Lao is better able to manage clearance and risk education programmes for the needs of communities at risk.**

The **Lao National Unexploded Ordnance Programme (UXO Lao)** has an improved capacity to:

- (i) effectively and efficiently deliver clearance and risk education programmes wherever it is active in the country (ii) carry out activities that are consistent with national priorities established for the sector (iii) ensure all programme activities meet national standards (iv) coordinate with other operators active in Lao PDR (v) report on progress and remain transparent and fully accountable for financial and technical resources, and (vi) maintain open

and effective communication with all stakeholders.

### Key Output Indicators:

- Priority UXO contaminated land released (Between 18,000 and 30,000 hectares, depending on resource availability)
- UXO destroyed (est. 200,000 items)
- Individuals benefitting (est. 800,000)
- District surveys and clearance plans completed (est. 23)
- Operators monitored and accredited (est. 100%)
- Operators reporting regularly to the NRA (est. 80%)
- Survivors tracked and, where required, supported (all known survivors)
- UXO Sector Multi-Year Work Plan until 2020 based on *Safe Path Forward II* and the *Convention on Cluster Munitions*, with strengthened links to *National Socio-Economic Development Plan (NSED)* is developed, approved, implemented and monitored
- All relevant treaty obligations under the *Convention on Cluster Munitions* are being met
- There is a progressive, increased financial contribution from the Government of Lao to the UXO sector<sup>1</sup>

### Implementing Partners:

- National Regulatory Authority for the UXO/Mine Action Sector (NRA)
- Lao National Unexploded Ordnance Programme (UXO Lao)

**Responsible Parties:** The Ministry of Foreign Affairs (MoFA)

### Project Location

Nationwide with respect to responsibilities of the NRA and primarily in the following provinces in the case of UXO Lao: Luangprabang, Huaphanh, Xiengkhuang, Khammuane, Savannakhet, Saravane, Sekong, Champasack, Attapeu, and Vientiane Capital. (N.B. Activity for UXO Lao will be planned incrementally throughout the programme period.)

### Brief Description

Lao PDR has some of the world's highest levels of UXO contamination, a legacy of the Second Indochina War from 1964 to 1973. UXO poses an ongoing humanitarian threat and a significant obstacle to development. Although the number of direct casualties has dropped to under 100 per year recently, much of Lao PDR will suffer the humanitarian and development impact of UXO for many decades to come. The key areas of activity in the UXO sector are: survey and clearance of contaminated areas, risk education so that vulnerable people can avoid danger until ordnance is cleared, and victim assistance.

The overall objective of this three year programme of cooperation between the UNDP and the Government of Lao PDR is to support and further strengthen the institutional capacity of (i) the **National Regulatory Authority for the UXO/Mine Action Sector (NRA)** and (ii) The **National Unexploded Ordnance Programme (UXO Lao)**, the national UXO Sector operator.

The NRA has lead responsibility for the regulation, coordination and oversight of all work in the UXO sector, and to ensure that Lao PDR fulfils its legal obligations as a State Party to the *Convention on Cluster Munitions*. UXO Lao is the only national operator in Lao PDR, and currently undertakes more than half of all UXO survey, clearance and risk education work throughout the country.

<sup>1</sup>Will seek a minimum of \$1M annually, with a view to a significant increase over time. This will include the value of Government 'in-kind' contributions.

Corresponding UNDAF / UNDP Country Programme Period: **2012-2015**

Programme title: **Support to the Institutional strengthening of the National Regulatory Authority and the Lao National UXO Programme**

Duration: **April 2013 – 31 December 2015**

Total Resources Required: **USD 26,686,787**

Key Result Area (Strategic Plan): **Crisis Prevention and Recovery and Poverty Reduction**

ATLAS Award ID: \_\_\_\_\_

Start date: **April 2013**  
End Date: **31 December 2015**

PAC Meeting Date: **12 February 2013**

Management Arrangement: **NIM**

**2013-2015 Project budget: USD 26,686,787**

(As of January 2013)

**Total allocated resources: USD 10,788,558**

• Regular	USD	1,190,000
• Other:		
o Australia	USD	2,040,445
o Belgium	USD	143,000
o UN/DFID	USD	126,000
o EU	USD	1,595,110
o Ireland	USD	2,597,403
o Luxembourg	USD	546,045
o New Zealand	USD	1,439,305
o SDC	USD	1,096,250
o Republic of Korea	USD	15,000

Unfunded budget: USD 15,898,229

Agreed by:



05 SEP 2013

Mr. Bounheang Douangphachanh, Chairman of the NRA Board

Date:

Agreed by:



Ag 28, '13

Mr. Minh Pham, Resident Representative, United Nations Development Programme

Date:

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## List of Acronyms

1MSP	First Meeting of States Parties to the Convention on Cluster Munitions
APR	Annual Project Review
ARR	Annual Review Report
ATP	Attapeu Province
AusAID	The Australian Agency for International Development
AWP	Annual Work Plan
CA	Community Awareness
CCM	Convention on Cluster Munitions
CCW	Convention on Certain Conventional Weapons
CD	Capacity Development
CDR	Combined Delivery Report
CP	Country Programme
CPAP	Country Programme Action Plan
CPR	Crisis Prevention and Recovery
CRPD	Convention on the Rights of Persons with Disabilities
CTA	Chief Technical Advisor
DFA	District Focused Approach
DFID	Department For International Development (UK)
EOD	Explosive Ordnance Disposal
ERW	Explosive Remnants of War
EU	European Union
FACE	Fund Authorization and Certificate of Expenditures
GDP	Gross Domestic Product
GGP	Japan's Grant Assistance for Grassroots Human Security Project
GICHD	The Geneva International Centre for Humanitarian Demining
GMS	General Management Support
GoL	Government of Lao People's Democratic Republic
GPAP	Governance and Public Administration Reform
GPS	Global Positioning System
HACT	Harmonized Cash Transfer
HDI	UNDP Human Development Index
HI	Handicap International
IMSMA	Information Management System for Mine Action
ISS	Implement Support Services
ITSU	International Treaties Support Unit
JMAS	Japan Mine Action Service
Lao PDR	The Lao People's Democratic Republic
LAU	Legal Advisory Unit
LDC	Least Developed Country
LLDC	Landlocked and Least Developed Countries
LoA	Letter of Agreement
M&E	Monitoring and Evaluation
MAG	Mines Advisory Group
MBT	Mine Ban Treaty
MDG	Millennium Development Goal(s)
MfDR	Managing for Development Results
MoFA	Ministry of Foreign Affairs
MoV	Method of Verification

MRE	Mine Risk Education
NEX	National Execution
NCDP	National Committee for Disabled Persons
NGOs	Non-Governmental Organizations
NIM	National Implementation Mechanism
NLCRDPE	National Leading Committee for Rural Development and Poverty Eradication
NPA	Norwegian People's Aid
NPA	Non-Profit Association
NRA	National Regulatory Authority for the UXO Sector
NSC	National Steering Committee
NSEDP	National Socio-Economic Development Plan
PM	Project Manager
PPR	Project Progress Report
PSD	Phonsackda UXO Clearance Co.,Ltd
PWD	Persons with Disabilities
QA/QC	Quality Assurance/Quality Control
QM	Quality Management
QPR	Quarterly Project Review
QR	Quality Representative
RBM	Results-based Management
RE	UXO Risk Education
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
SBH	SBH UXO Clearance Co.,Ltd
SDC	Swiss Agency for Development and Cooperation
SODI	Solidarity Service International
SOP	Standing Operating Procedures
SPF II	The Safe Path Forward II
TA	Technical Assistance/Technical Advisor
TF	Trust Fund
TWG	Technical Working Group
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Fund for Children
UNIDO	United Nations Industrial Development Organization
UXO	Unexploded Ordnance
UXO Lao	Lao National Unexploded Ordnance Programme
UXO Trust Fund	Trust Fund for Support to the Full Implementation of the Convention on Cluster Munitions
UXO/MA	UXO/ Mine Action
VA	Victim Assistance
WWM	World Without Mines

### 1.1 Situation Analysis

Lao PDR is, per capita, the most heavily bombed nation in the world. Throughout the 1964 to 1973 Second Indochina war, it suffered intensive aerial bombardment and extensive ground battles. Records indicate that in excess of two million tons of bombs were dropped on Lao PDR, including more than 270 million cluster sub-munitions, commonly referred to as “bombies”.

Because of their wide-area effect and high failure rate, the impact of cluster submunitions on the civilian population and on the nation as a whole, has been devastating. Up to 30% of bombies failed to detonate upon impact and remained post conflict. An estimated 20,000 UXO casualties have occurred since the war ended.

Bombies and other UXO continue to pose a direct threat to people who live in contaminated areas throughout the country. They also severely restrict access to valuable land that could be used for agriculture and other national development purposes. The provinces and districts displaying the highest levels of UXO contamination are most often the poorest areas of the country.

In summary, UXO—particularly cluster munitions—remain a serious humanitarian threat and a significant obstacle to the achievement of the Millennium Development Goals (MDG) in Lao PDR. Among other things, the prevalence of UXO inhibits poverty reduction and rural development, and could contribute to preventing Lao PDR from realizing its aspiration to graduate from the list of LDCs by 2020.

National efforts to address the problem of UXO contamination began as soon as the war ended in the early 1970s, with some assistance from aligned countries including the then USSR. Wider international assistance was first offered in the 1990s, initially through specialist Non-Governmental Organizations (NGO) and then by other states and United Nations agencies. In 1996, the Government of Lao PDR, with the support of UNDP and UNICEF, established UXO Lao, a national implementation ‘operator’, to clear contaminated areas and to provide risk education. Over the years, numerous commercial and other non-commercial, national and international operators have become active in the sector as well.

In the early 2000s, a strategic plan entitled *The Safe Path Forward, 2003 to 2013* was adopted and a National Regulatory Authority (NRA) was created to regulate and coordinate UXO sector activities throughout the country. The NRA became operational in early 2006.

In 2007-2008, Lao PDR actively engaged in the negotiation of the *Convention on Cluster Munitions* (CCM) and was the second state to become party to the Convention in December 2008. The Convention entered into force on August 1, 2010 after 30 states had ratified and Lao PDR hosted the first Meeting of States Parties (1SMP) to the CCM in November 2010.

### 1.2 Government of Lao PDR Institutional and Coordination Arrangements for the UXO Sector<sup>2</sup>

The NRA now falls under the authority of the Minister to the Government Office as directed by Prime Ministerial Decree No 604/PM, dated September 8, 2011. The NRA Board, chaired by the Minister

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<sup>2</sup>From the Government of Lao Strategy for the UXO Sector to 2020 “*The Safe Path Forward II*”



responsible for the National Leading Committee for Rural Development and Poverty Eradication (NLCRDPE), reporting directly to the Office of the Prime Minister, is the highest institution overseeing the UXO sector. It is composed of 17 members nominated by the Prime Minister, under the (amended) Decree 406/PM, dated 8 November 2011. See Annex 5 for list of Board Members.

### **1.3 National Regulatory Authority (NRA)**

The NRA has overall responsibility for the implementation of the UXO sector strategy. As such, it leads in policy formulation, priority-setting, progress monitoring and coordination. The specific responsibilities of the NRA are:

- The periodic review and implementation of the national UXO Sector Strategy;
- The definition and provision of policy direction;
- Accreditation, licensing, and oversight of all UXO/Mine Action operators;
- The management of the database;
- Prioritization and oversight of tasking of all UXO/Mine Action operators;
- The coordination of all UXO/Mine Action activities;
- External Quality Assurance and Quality Control of UXO/Mine Action operators' activities;
- The conduct of post clearance assessment and post clearance impact reviews;
- Reporting on UXO/Mine Action activities to Government and other stakeholders; and,
- Coordinating with relevant agencies at the local, provincial, national and international levels.

The NRA Office is also the Secretariat of the NRA Board and assists the Board in all matters related to its oversight function. Working in close coordination with the Ministry of Foreign Affairs (MoFA), the NRA is the focal point for issues related to the CCM and the UXO sector in general. It prepares and submits an annual progress report on the implementation of the strategy to the NRA Board and the UXO Sector Working Group. The NRA Office represents the Government of Lao PDR and is the legal regulatory and standards authority with respect to all organizations that carry out UXO operations in the country.

In accordance with Prime Ministerial Decree 406, all UXO/Mine Action operators, national or international, work under the direction, coordination and oversight of the NRA. Each operator is nonetheless an independent entity that is also fully accountable to its supporters, as well as to the NRA. All operations are conducted in accordance with national standards promulgated by the NRA. Operators include national and international:

- UXO/Mine Risk Education operators;
- Survey and Clearance operators, whether humanitarian, commercial or military; and,
- Victim Assistance operators.

### **1.4 UXO Lao**

UXO Lao maintains a national office in Vientiane and currently operates in nine of the most UXO impacted provinces in the country (Luangprabang, Huaphanh, Xiengkhuang, Khammuane, Savannakhet, Saravane, Sekong, Champasack and Attapeu). UXO Lao currently has more than 1,100 staff in the nine

provinces, a fleet of almost 1,000 detectors and more than 200 vehicles (including cars, trucks, motor bikes and boats).

### *UXO Lao Operations*

Operations reflect the generic principles of humanitarian mine action. Several components make up clearance operations in Lao PDR: mobile roving teams remove or destroy UXO reported by villagers on the surface and area clearance teams detect and destroy UXO on and under the ground. Survey teams support detailed planning activities by analyzing land to see if it is appropriate for clearance to take place and subsequently provide detailed maps and information for the database to help prioritize work and monitor progress.

UXO Lao also implements Community Awareness (CA) activities that seek to raise awareness among rural communities of the continued dangers of UXO, and to educate villagers on ways to minimize the risks caused by UXO through behavioral change. CA teams support survey operations by noting locations of UXO pinpointed by villagers during such activities. Survey teams map these UXO and designate these as either roving or clearance tasks.

Training and capacity building are also integral to the programme. This includes both formal (provided at the National Training Centre) and on-the-job training provided by Lao and international trainers.

### *UXO Lao Quality Management*

The overarching goal of Quality Management (QM) in UXO Lao is to ensure effectiveness, efficiency and safety of operations. This requires ensuring comprehensive Standing Operating Procedures (SOP) that are in compliance with National Standards and donor requirements, and effective internal compliance control instruments are in place at different organizational levels (team, province and national level). In addition, good follow-up systems are required to ensure that deficiencies are adequately addressed.

Over the past years, the QM Unit at the National headquarters has established a sound capacity to maintain the organization's Operating Procedures and to perform QM inspections on virtually all functional areas of the organization. The substantial increase in QM capacity at HQ level was concurrent with a decrease of international EOD technical assistance in the field.

QM operations covers two main areas: UXO Lao Field Operations are inspected by three mobile QM teams, each team covering three provinces. Further, Operations Support Services are inspected by 10 Internal Audit teams, one team in each provincial office and one team at the National HQ. Inspection follow-up is supported by a network of 18 provincial Quality Representatives (QR), each province having one QR operations and one QR for operations support.

Each province receives at least four QM field inspection visits per year, each visit taking 10 to 15 inspection days. This means about 400 individual QA/QC assessments take place per year. Inspections on operations support functions are carried out with the assistance of existing provincial administration staff performing an extra duty as an internal auditor. Each year, two to four internal audits take place in each UXO Lao office, covering areas such as finance, procurement, human resources, general administration, stores and asset management, information technology and others.

## **1.5 Sector Working Groups and Technical Working Groups**

Within the framework of the Round Table Process, the Government of Lao PDR has established a UXO Sector Working Group chaired by the NRA Board Chairman and co-chaired by the UNDP Resident Representative and the United States Ambassador, that brings together various levels of government with a wide range of domestic and international development partners in accordance with the Vientiane Declaration on Aid Effectiveness. Among other things, it oversees the work of three Technical Working Groups that address clearance, risk education and victim assistance. The Sector Working Group and Technical Working Groups enhance coordination and help to ensure that work in each sub-area is carried out as effectively and efficiently as possible and in full compliance with national standards.

## **1.6 Results**

With the support of UNDP and other partners, over the period 1996 to July 2012, 1,378,629 items of UXO were destroyed, including:

- 6,485 large bombs
- 571,929 cluster sub-munitions/bombies
- 6,878 mines
- 793,337 other UXO items.

To date, 31,702 hectares of land have been cleared. Of this area, 22,816 were used for agricultural purposes and 8,885 hectares were used for development purposes. Also during this period, 14,808 risk education village visits (including re-visits) were conducted, including participation by 1,328,170 children and 1,384,117 adults. The most significant result has been a reduction in the number of UXO casualties from approximately 300 per year as recently as 2008 to 99 in 2011 and 56 in 2012.

## **1.7 Government of Lao PDR: Strategic Direction for the UXO sector to 2020**

Clearly the most daunting challenge remains responding to the magnitude of UXO contamination in Lao PDR. It is the intention of the Government of Lao PDR, therefore, to expand and accelerate clearance activities significantly between 2013 and 2020 in order to reduce the humanitarian and development impact of UXO and help Lao PDR to achieve its goal of graduating from LDC status by 2020.

An additional major challenge is to better ensure that all UXO victims receive the full range of services required to help them regain their physical and psychological health and to return to their communities as fully accepted and productive members. Note that the definition of a victim within the CCM includes direct victims as well as affected members of their families and communities.

In June 2012, the Government approved a revised UXO Sector Strategy entitled – *The Safe Path Forward II (SPF II)* - that will guide work in the UXO sector through to 2020. SPF II is aligned with the most recent 5-year National Socio-economic Development Plan (NSEDV VII) and will bring together humanitarian and national development priorities for the UXO sector to a far greater extent than in the past. The Government seeks to achieve an end-state where “people from the most highly impacted communities live free from the impact of UXO”.

For maximum efficiency, clearance operations will continue to combine pre-planned, systematic activities with roving clearance operations that can address high risk situations on a rapid-response basis, when and wherever they emerge.

### **1.8 Strategic Objectives Established in the National UXO Sector Strategy: Safe Path Forward II**

Objective 1: Reduce the number of UXO casualties from 300 in recent years to fewer than 75 per year; (Please note that at the time SPF II was written, there were approximately 300 casualties per year. In 2012, this was reduced to fewer than 60);

Objective 2: Ensure that the medical and rehabilitation needs of all UXO survivors and other victims are met in keeping with treaty obligations;

Objective 3: Release priority land and clear UXO in accordance with national standards;

Objective 4: Ensure effective leadership, coordination and implementation of the national Programme;

Objective 5: Establish sustainable national capacity fully integrated into the regular institutional architecture and budgets of the Government; and,

Objective 6: Meet international treaty obligations.

See Annex 6 for a list of major actions corresponding to each objective.

### **1.9 Funding Requirements for the Sector**

The scale of operations in Lao PDR is directly linked to the availability of financial and technical resources. Expenditure in the sector in 2011-12 was \$31M, including approximately \$10M by the private sector. In order to achieve the targets set by the GoL, significant additional financial resources must be allocated to the sector and those resources must be used to best effect. The Government of Lao PDR seeks to mobilize a total of \$50M annually to support an accelerated programme of clearance, as well as increased activity in risk education and victim assistance.

### **1.10 Priority Actions and Activities for the Sector**

#### *Survey and Clearance*

The number of direct victims has been reduced dramatically over the past 3 years and high-risk situations should be addressed on a rapid response basis, either within planned clearance operations where on-going, or by roving explosive ordnance disposal (EOD) teams.

Given this context, planned survey and clearance operations will increasingly focus on areas within districts which have been identified as development priorities by the National Leading Committee for Rural Development and Poverty Eradication (NLCRDPE), particularly those for which funding has been already been allocated.

There are currently approved development priority projects in 88 of Lao PDR's 145 districts. An estimated 341 projects in 65 contaminated districts have funding commitments (tbc) and will, therefore, be designated highest priority for survey and, if required, for clearance over the programming period (2013-2015).

The organization(s) that will undertake the survey and/or clearance work in each location will be determined by the NRA on the basis of an analysis of comparative technical capability, cost and programme efficiency, current contractual and other commitments, activities and location, timelines and estimated cost of redeployment of assets, if required.

### *Role of the Lao Army*

In order to further develop a sustainable national capacity for on-going survey and clearance, the Government of Lao has directed that the Lao army undertake these activities, after necessary training, accreditation and equipping of army UXO survey and clearance units. This work will be undertaken under NRA oversight and to national standards that have been established for the sector. The army will focus its efforts on development priority areas.

### **1.11 Priority Locations for Survey and, if necessary, Clearance**

Development priority projects which have funding commitments are in the following UXO contaminated provinces and districts:

Province: Phongsaly; Districts: May and Samphanh

Province: Oudomxay; Districts: La, Hoon, Nga, Beng and Xay

Province: Bokeo; Districts: Phaoudom and Paktha

Province: Luangprabang; Districts: Ngoi, Nambark, Parkxeng, Chomphet, Viengkham, Phonxay, Phoukhone, Luangprabang

Province: Huaphanh; Districts: Xamtay, Viengxay, Sopbao, Xiengkhor; Add, Xamneua, Huameuang, and Viengthong

Province: Xayabury; Districts: Khob, Xienghone, Ngeun and Hongsa

Province Xiengkhuang; Districts: Khone, Thathom, Phookood, Nonghed and Mouangkham

Province: Vientiane; Districts: Vangvieng, Hom and Kasy

Province: Borikhamxay; Districts: Viengthong, Khamkeuth and Bolikhanh

Province: Khammuane; Districts: Hinboon, Bualapha, Mahaxay and Gnommalard

Province: Savannakhet; Districts: Sepone, Nong, Xonbuly, Atsaphangthong, Thapangthong, Vilabuly, Atsaphone, Phalanxay and Songkhone

Province: Saravane; Districts: Samoui, Taoi and Lao ngarm

Province: Champasack; Districts: Pathoomphone, Sanasomboon and Khong

Province: Sekong; Districts: Lamarm, Kaleum and Dakcheung

Province: Attapeu; Districts: Phouvong, Sanxay and Sanamxay

Other important factors such as level of poverty, degree of contamination, humanitarian risk and priorities of operators will also factor into the prioritization process. Careful consideration will be given to the sequencing of activities to reflect priorities established on the basis of all relevant factors.

## 2.1 Past Support from UNDP

UNDP is a longstanding partner of the Government of Lao PDR in the UXO sector and in development. In addition to Co-chairing the Sector Working Group and providing institutional support to the NRA and UXO Lao, UNDP has helped to develop the capacity of the GoL to clear contaminated areas, to provide effective risk education and to assist UXO accident survivors and affected members of victims' families and communities.

UNDP supports GoL efforts, in particular, to provide appropriate training and technology to increase the pace and reduce the cost of clearance. UNDP also supports efforts to reduce risk and to assist victims, within the context of broader efforts in the area of poverty reduction and rural development.

UNDP supported preparations for the historic first global Meeting of States Parties to the CCM held in Vientiane in 2010 that brought together approximately 110 signatory countries and States Parties, as well as numerous observer states and representatives of international organizations and civil society from around the world. The MSP demonstrated the strong support of Lao PDR for the CCM, as well as its active engagement in the UXO sector. This meeting also provided an opportunity for cluster munitions survivors to be acknowledged and heard by the international community. The intentions and aspirations of participants in the MSP were captured in the Vientiane Declarations and specific actions for States Parties to the CCM were set out in the Vientiane Action Plan. UNDP assisted the GoL throughout the following year of its Presidency of the CCM (2010-2011) and continues to provide support.

In order to help mobilize and manage international assistance, a UXO Trust Fund was established in Lao PDR in 2010, managed by UNDP, building upon a previous Trust Fund established in 1995. The Trust Fund operates under the framework of the national UXO strategy and UXO policies approved by the NRA Board. It operates under the authority of a Steering Committee chaired by the GoL (MoFA) and co-chaired by UNDP, in close consultation with the UXO Sector Working Group. Financial resources contributed through the Trust Fund allow for an enhanced UXO sector-wide approach and increased Government ownership, leadership and discretion over resource allocation in the UXO sector. The Trust Fund complements other funding options available to donors, including bilateral support and direct funding to UXO operators.

### *UXO Programme Evaluation (2003-2011)*

In mid-2012, UNDP undertook a programme assessment of UNDP's support to NRA and UXO Lao for the period of 2003 to 2011. The main purpose of this evaluation was to provide information to the Lao Government and UNDP about the status of the delivery of outputs from the previous projects and the recommendations and observations emerging from the review aim to help direct UNDP's programmatic approach during the next programme cycle (2012-2015).

Among the key observations and recommendations from this evaluation exercise were the following:

- (i) There remains a critical lack of reliable baseline information concerning the level and location of UXO contamination in the country as a result of inadequate technical and non-technical survey;
- (ii) There needs to be better annual and multi-year planning and priority setting;
- (iii) There is inadequate communication with key stakeholders;
- (iv) There is a need to further integrate UXO sector planning into broader national planning and budgeting processes;
- (v) There is a need for greater financial investment in the sector by the Government of Lao PDR;
- (vi) The NRA must improve its capacity to coordinate and regulate activities in the sector and to undertake quality management; and
- (vii) There is a need in UXO Lao for more active and analytical recording of lessons learned and priority setting, as well as a greater capacity for self-monitoring, evaluation and quality assurance.

The findings of this exercise have served as the foundation to construct the new strategies and activities for this project in which will be described further in the next section. *(See Annex 7 for a more detailed summary of key observations as well as recommendations from the Evaluation team).*

## **2.2 Strategic Direction and Key Objectives for 2013-2015**

The overall objective of this three year cooperation between the UNDP and the Government of Lao PDR is to support and further strengthen the institutional capacity of the NRA and UXO Lao in order to (i) achieve their national objectives for the UXO sector as set out in SPF II (ii) to meet all obligations under the CCM and other relevant treaties, and (iii) to contribute to the achievement of the Millennium Development Goals (MDG), particularly MDG 9 established by Lao PDR specifically for the UXO sector. Achieving MDG 9 is crucial, as it further provides increased access to assets and services to improve livelihood.

UNDP will continue to support the Lao Government's efforts through promoting the UXO Trust Fund. The UXO Trust Fund was established in March 2010 within the Framework of the Vientiane Declaration on Aid Effectiveness. Providing donor support to the two national institutions through the Trust Fund is expected to contribute to the national capacity building for multi-year planning, coordination, resource allocation, effectiveness and efficiency of the UXO sector as a whole, with enhanced national ownership and strengthened linkages between the Trust Fund Steering Committee that can strategically engage in the planning and allocation of investments and that of national/local planning mechanisms led by the Ministry of Planning and Investment, the Ministry of Finance and the Poverty Eradication and Rural development unit established by the Office of the Prime Minister.

In the coming period, the UXO Trust Fund will continue to support the operations of the NRA and UXO Lao and aim to broaden its scope to other non-governmental organizations and community based organisations active in the sector. The Terms of Reference of the Trust Fund signed with the Government has a window to channel resources also to NGOs. With the increase in the number of local Non-Profit Associations (NPA), the NGO window of the Trust Fund could play an important role. Necessary procedures and capacity would need to be put in place to ensure the establishment of appropriate allocation modalities that would benefit the sector as a whole but the window is believed to be able to provide added value to, in particular, efforts within the disability sector and victim



assistance initiatives as well as risk reduction activities. UNDP will ensure the proper and effective management of the Trust Fund, through the UNDP UXO Portfolio Manager.

In connection to UXO sector resource mobilization, UNDP will support the GoL to develop a long term resource mobilization strategy to support the transition strategy outlining cost recovery schemes for admin expenditures, future potentials for external funding support and access to national budget allocations for clearance, risk reduction education and VA, etc. examining various fundraising opportunities, private sector cooperation, and corporate social responsibility partnerships. As suggested in the programme evaluation, there is a need for greater financial investment in the sector by the Government of Lao PDR. This resource mobilization strategy aims to respond to this recommendation.

UNDP will continue to play a key role to facilitate cooperation between the GoL and Development Partners as co-chair of the Sector Working Group, to contribute further to ensure that work in the sector meets humanitarian as well as development objectives, to strengthen national ownership and to promote better coordination within the sector and with other sectors of development. The programme evaluation identified that there is a need to further strengthen communication with key stakeholders. Responding to this recommendation, UNDP plans to convene a series of events and policy forums to allow donors, operators, private sector and government to engage in open dialogue on a wide range of issues concerning UXO sector and to address matters of concern. The planned topics for the Policy Forum includes 1) Sector Policy and priorities related to work plans, survey and clearance, 2) resource mobilization, 3) UXO clearance for socio-economic development projects in the Lao PDR and 4) innovative clearance technology, R&D.

Finally, but also as one of the largest components, UNDP continues to support the two national institutions NRA and UXO Lao in developing national capacity to address the long-term humanitarian and development challenges caused by the threat of UXO through the provision of technical advisors to undertake all aspects of planning, implementation, quality assurance and financial management providing project support. At this juncture, UNDP will provide an external institutional capacity development expert to conduct a capacity development assessment to map out current capacity baselines of NRA and UXO Lao and formulate a three year capacity development strategy of the two institutions. The strategy will be developed jointly with NRA and UXO Lao affirming a strong partnership.

UNDP is intended to further strengthen the institutional capacity for the UXO Sector governance and coordination, as well as for the better linkage with the UXO sector with the other sectors to promote aligned and coordinated national response to poverty reduction and longer-term sustainable human development, by strengthening both horizontal and vertical linkages. In all of its activities, UNDP will ensure to focus on developing national capacity to undertake all aspects of planning, implementation, quality assurance and financial management in order to address the long-term humanitarian and development challenges posed by the presence of UXO.

### **2.3 Support to NRA**

The NRA, as coordinator and regulator of the UXO sector, has been mandated to ensure that UXO sector activities take place in accordance with the National Strategic Plan for the UXO Sector, the 2010-2020 *Safe Path Forward II (SPF II)*. As it outlined in the *SPF II*, the strategic goal of the Government and

its development partners over the 2010-2020 periods is to reduce the humanitarian and socio-economic threats posed by UXO to the point where the residual contamination and challenges can be adequately addressed by a sustainable national capacity fully integrated into the regular institutional set-up of the Government.

The formulation of this project document provided an opportunity to reflect on a number of developments which have taken place in the UXO sector overall and within UNDP's support to the NRA. The recent UNDP programme review, covering eight years (2003-2011), recognized many achievements and highlighted evidence of the incremental strengthening of NRA in performing its mandate since it became operational in 2006. The programme review also made a number of recommendations of areas where NRA should focus on improving. The programme review also identified specific areas where UNDP can improve its approach to supporting NRA through its project modality.

In summary, what follows reflects a continuation of the support to NRA's core day-to-day activities, but also introduces a number of proposed activities to support NRA in leading the sector to implement the strategic and policy-level shifts that were identified in the evaluation report.

**OUTPUT 1: The National Regulatory Authority is able to effectively develop and provide policy guidance and to coordinate and regulate the UXO sector in support of national development goals, the implementation of the national UXO sector strategy "Safe Path Forward II", and to ensure the fulfillment of relevant international treaty obligations**

The NRA seeks to improve its capacity to:

- (i) provide policy guidance, coordinate and regulate all activities in the UXO sector;
- (ii) plan and establish appropriate priorities for clearance and other activities that are consistent with Government directives, humanitarian and development considerations;
- (iii) assess and accredit operators;
- (iv) monitor and evaluate activities and ensure that activities undertaken by operators meet national standards;
- (v) provide timely and substantive reports to Government and donors;
- (vi) maintain open and transparent financial and other records and to remain fully accountable for all funds received;
- (vii) engage and cooperate with relevant actors in other sectors; and,
- (viii) maintain open and effective communication with all stakeholders.

### **Survey and Clearance**

The Survey and Clearance Unit in the NRA, in close collaboration with clearance operators, will continue to pursue the following:

**Goal I – A targeted UXO clearance strategy focusing on development priority areas as well as poor and vulnerable groups**

Key Actions: (i) identify development priority areas and poor and/or vulnerable communities (ii) provide a reporting and response mechanism for community requests for clearance (iii) provide a prioritization system for planning the responses to these requests (and in light of national development priorities already established) (iv) ensure a timely response to requests for

clearance of UXO from affected communities (v) mainstream gender considerations into clearance activities.

**Goal II – A sustainable UXO response and clearance programme**

Key Actions: (i) integrate UXO clearance into government priorities, plans, strategies and budgets (ii) integrate UXO clearance into development plans and activities (iii) identify alternative sources of funding for UXO clearance (iv) assist in building community capacity to respond to the UXO threat and associated vulnerabilities, and (v) ensure awareness and involvement of GoL regarding international and national legislation and treaties.

**Goal III – Effective coordination and management of the UXO response and clearance programme**

Key Actions: (i) develop the capacity of the NRA to coordinate and regulate the national UXO survey and clearance programme (ii) develop the capacities of local authorities to coordinate clearance activities in support of risk education and development, and (iii) contribute to the collection, input and updating of UXO casualty data and ensure use and analysis for project planning and monitoring.

**Goal IV – Effective monitoring of the UXO response and clearance programme**

Key Actions: (i) further develop and manage a central reporting system for UXO clearance activity, and (ii) further develop a national monitoring and quality assurance and control system for UXO clearance projects.

*District Focused Approach (DFA)*

The NRA strategic objectives highlight the need for a national approach to survey that can effectively accelerate an assessment of remaining UXO contamination and clearance of contaminated land. The NRA, in cooperation with three 'operators' piloted a 'District Focused Approach to the Management of the UXO Threat' (DFA).

The DFA has three key objectives:

- (i) To identify and confirm the boundaries of remaining hazardous areas within the targeted district;
- (ii) To prioritize villages and areas for UXO clearance based on UXO contamination, land use and national development needs, resulting in district clearance work plans which span community, infrastructure and economic development needs; and,
- (iii) To provide baseline data for NRA and operators to develop a multi-year national clearance plan to meet national targets and CCM obligations.

The DFA field activities were carried out, on a pilot basis, in three districts of the Lao PDR, Bualapha, Nong and Ta Oi by the NRA in partnership with Mines Advisory Group (MAG), Handicap International (HI) and Norwegian People's Aid (NPA).

As the field work in each district is completed, the NRA in consultation with relevant operators will analyze and assess the various approaches undertaken to determine which elements of the three most efficiently and effectively yields relevant information. This will lead to the development of a uniform or standard methodology for survey that incorporates lessons learned from the DFA pilot process into future survey operations, in effect, resulting in a survey methodology designed to meet the specific needs of Lao PDR.

### **Victim Assistance**

The Victim Assistance Unit established in the NRA will continue to seek reliable data and to coordinate assistance to both existing (est. 12,000) and new victims of UXO in relation to the six pillars of Victim Assistance, which are:

Data Collection: Collect reliable, relevant data with respect to cluster munitions and other UXO victims.

Key actions: (i) to collect accurate information about all victims and accidents (ii) support the establishment of national disability and injury surveillance data collection processes (iii) analyze data using quantitative and qualitative information (iv) ensure information to the GoL, Technical Working Groups, NGOs and other relevant stakeholders is readily accessible, and (v) track survivors through the rehabilitation process.

Medical Care: Increase UXO victims' access to medical care and reduce their health inequities.

Key actions: (i) to strengthen working relationships with Ministry of Health so that the needs of victims and people with disabilities are considered at the highest possible level and included in national policies, strategies and plans (ii) increase access to medical care for victims in their respective areas (iii) promote the provision of increased resources and capacity of health care staff (first aiders, trauma specialists and surgeons, doctors and nurses) (iv) advocate for and coordinate increased community level medical response to victims of UXO accidents (v) advocate for a comprehensive transport system for victims in need of medical treatment and physical rehabilitation, and (vi) advocate for a universal social health protection scheme to ensure emergency and continuing medical care is accessible and available free of charge to victims and others with disabilities.

Physical Rehabilitation: Increase UXO victims' initial and on-going access to 'good practice' physical rehabilitation services.

Key Actions: (i) Increase inclusion of physical rehabilitation in the Ministry of Health's policies and strategies (ii) improve coordination of ministries, INGOs and NGOs in regards to physical rehabilitation (iii) increase service provision to the provinces and districts (iv) promote increased resources and capacity of physical rehabilitation staff (v) promote a fee exemption policy for survivors physical rehabilitation (vi) increase uptake of physical rehabilitation services by UXO victims and Public Works Department (vii) promote development of a comprehensive transport system for victims in need of medical treatment and rehabilitation.

Psycho-social Rehabilitation: Increase the knowledge of, and support to, meeting victims' psycho-social needs.

Key Actions: (i) develop NRA's working relationship with relevant mental health bodies in government, INGOs and UN agencies to ensure that the needs of victims are considered in national policies, strategies and plans (ii) increase the level of on-going psycho-social support to UXO victims (and victims of traumatic injuries (iii) promote an increase in the number of Mental Health Professionals in Lao PDR (iv) advocate for the integration of Mental Health services with general care services (v) advocate for increased community awareness about mental health issues and treatments.

Economic rehabilitation and Vocational Training: Increase UXO victims access to education and employment,

Key Actions: (i) support the National Committee for Disabled Persons (NCDP) to develop, with appropriate ministries, directions, policies, rules and laws concerning the *Convention on the Rights of Persons with Disabilities (CRPD)*, particularly Article 24 which calls for inclusive education for Persons with Disabilities (PWD) and Article 27 which calls for equal right to work for PWD (ii) strengthen working relationships with Ministry of Education so the needs of UXO victims are considered in national policies, strategies and plans; (iii) support income generating skills training as identified in the Ministry of Education's Master Plan (2008-2015) (iv) promote increased vocational training for UXO victims and other persons with disabilities (v) advocate for equal employment opportunities for UXO victims and others with disabilities (vi) promote making micro-finance services and institutions more accessible for UXO victims and others with disabilities.

Legislation and Policy: Contribute to ensuring that Lao's legislation and policies address the rights of UXO victims, and the broader disability community.

Key Actions: (i) Advocate for the Decree on the rights of PWD to be passed into law as soon as possible (ii) promote an increase in the level of support to the National Committee for PWD so they have the capacity to:

- ensure observance of CRPD obligations;
- coordinate the disability sector;
- support and regularly consult with services and organizations for PWD, including UXO survivors; and,
- advocate on behalf of services and organizations for PWD, including UXO survivors.

(iii) increase consideration of the needs of UXO victims from local and central levels in the strategic plans and programmes of relevant ministries in Lao PDR (iv) encourage survivors to actively participate in the development of government strategic plans and programmes (v) encourage disability inclusive models of practice such as Community Based Inclusive Development .

Coordination: Improve the coordination of the Victim Assistance and broader Disability sector.

Key Actions: (i) help ensure that Ministries of Health, Education and Labor and Social Welfare meet their obligations to the CCM and the CRPWD (ii) help civil society representatives to meet their obligations to the CCM and CRPWD (iii) align the VA strategy with the broader national frameworks (iv) coordinate resource mobilization with all relevant organizations.

## **Mine Risk Education**

Accidents involving UXO often occur while people are farming their land or attempting to supplement their income and food supply by collecting forest products or scrap metal. Studies have shown that many people who are injured or killed by UXO are aware of UXO risks but, due to poverty, feel they have no option but to engage in high-risk activities. MRE refers to activities which seek to reduce the risk of injury from UXO by raising awareness and promoting behavioral changes among high-risk groups. In 2007, the MRE unit of the NRA was established. It is responsible for overseeing and coordinating the activities of the operators implementing MRE and CA activities throughout Lao PDR.

The key objectives of the MRE Unit are:

- (i) To oversee and coordinate delivery of targeted risk education activities, focusing on behavior change within identified at-risk groups; awareness raising in response to UXO accidents, and classroom-based education for school children in contaminated areas;
- (ii) To oversee and coordinate provision of appropriate support to village volunteers who act as peer education among at-risk groups; and,
- (iii) To promote a coordinated MRE activity plan to prevent accidents.

Various MRE activities such as village safety briefings, house-to-house visits, parenting technique training, mobile risk education events and 'Kid Club' activities are being carried out by MRE operators. MRE is also being included in primary school curricula in UXO contaminated districts across Lao PDR, as well as in teacher training. Main MRE operators active in Lao PDR are: UXO Lao, Handicap International, Solidarity Service International (SODI), World Education, Spirit of Soccer (in partnership with the Ministry of Education and Sports), Catholic Relief Services and the Ministry of Agriculture.

## **Institutional Capacity Development**

The NRA has committed to undertaking comprehensive self-assessment of its corporate institutional capacity and of each of its constituent units to determine the areas which require strengthening in order to effectively fulfill its far-reaching mandate. The UNDP will provide an external institutional capacity development expert to assist with this assessment, which will be scheduled in the first year of the new programme of cooperation.

QA/QC: The NRA is already aware that there is a need to improve and expand its internal capacity for Quality Assurance/Quality Control and, if sufficient human and financial resources are available, will endeavor to create a second QA/QC team within the NRA.

Communications: The NRA also intends to strengthen its capacity in the area of communications, beginning with the development of a comprehensive communications strategy to improve communications with programme partners, key stakeholders and the public. This will also serve to advance information and resource mobilization efforts, both domestically and internationally.

### 2.3.1 NRA Results and Resources Framework: March 2013 – December 2015

#### NRA Results and Resources Framework: March 2013 – December 2015

Project title: Support to the NRA

ATLASaward ID:

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	INPUTS
<p><b>OUTPUT 1:</b></p> <p>The National Regulatory Authority is able to effectively provide policy guidance to coordinate, regulate, and steer the UXO sector in support of national development goals, implementing the national UXO sector strategy “<i>Safe Path Forward II</i>”, and fulfilling international treaty obligations</p> <p>Indicators (Baseline, Target, Means of Verification (MoV)):</p> <ul style="list-style-type: none"> <li>• No. of UXO survivors whose needs are tracked (2010: 0, 2015: 10,000<sup>3</sup>, MoV: NRA Database).</li> </ul>	<p><b>Targets (year 1 = 2013):</b></p> <ul style="list-style-type: none"> <li>- A draft report of research on the scrap metal trade is finalized.</li> <li>- No. of UXO survivors whose needs are tracked:<sup>6</sup> 5,000 people for 2013.</li> <li>- The Victim Assistance Strategy is finalized.</li> <li>- No. of districts with district clearance plan based on district survey: 3.<sup>7</sup></li> <li>- % of operators accredited: 65%</li> <li>- % of operators reporting electronically</li> </ul>	<p><b>Activity Result 1: Risk education methodologies improved, reinforced and better disseminated</b></p> <ul style="list-style-type: none"> <li>▪ Action: Monitor UXO risk education (RE) activities in Lao PDR including gender issues.</li> <li>▪ Action: Ensure training and support of RE operators and local authorities.</li> <li>▪ Action: Convene Risk Education Technical Working Group meetings.</li> <li>▪ Action: Research (2012 – 2013) on the scrap metal trade, need analysis, and recommendations for adoption and implementation of Prime Minister Decree on scrap metal trade.</li> <li>▪ Action: Research (2014 – 2015) on analysis on attitude related to MRE messages.</li> <li>▪ Action: Ensure interaction with the Ministry of Education and Sport (training of teachers) and Ministry of Information, Culture and Tourism (use of radios and loudspeakers).</li> </ul>	<p>Year 1: \$53,193 Year 2: \$55,853 Year 3: \$58,645</p>

<sup>3</sup> This number will have to be reviewed once the Survivor Tracking System is fully in place.

<sup>6</sup> This total includes 2,500 survivors whose needs have been tracked in 2011. It also includes an unknown number of persons who survived their UXO accident but died since.

<sup>7</sup> Districts surveyed during the pilot phase of the District Survey.

<ul style="list-style-type: none"> <li>No. of districts with district clearance plans based on District Focused Approach (DFA) (2010: 0, 2015: 20, MoV: District Clearance Plans).</li> <li>% of operators accredited (2010: 33%, 2015: 100%, MoV: NRA Annual Reports).</li> <li>% of operators reporting electronically to the NRA (2010: 13%<sup>4</sup>, 2015: 80%, MoV: NRA database).</li> <li>Victim Assistance Sector Strategy drafted (2010: no, 2015: yes, MoV: NRA Annual Report).</li> <li>NRA report to consider the need for a national policy on 'UXO within the scrap metal trade' drafted (2010: no, 2015: yes, MoV: availability of NRA report including recommendations).</li> <li>% of population in UXO affected areas with improved</li> </ul>	<p>to the NRA: 40%</p> <ul style="list-style-type: none"> <li>Lao PDR complies with Articles 1, 3, 4, 5, 6, 7, 9 and 11 of the CCM.<sup>8</sup></li> <li>Lao PDR promotes the CCM internationally and complies with Article 21.<sup>9</sup></li> </ul> <p><b>Targets (year 2 = 2014):</b></p> <ul style="list-style-type: none"> <li>To continue to monitor the trade in scrap metal and, if necessary, proposes measures to the Government to regulate it.</li> <li>No of UXO survivors whose needs are tracked: 6,000 survivors<sup>10</sup></li> <li>The Victim Assistance Strategy is approved and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Action: Ensure that participation of women and children in the local level MRE activities increases and they continue to play a key role.</li> <li>Action: Ensure that the MRE activities are efficient and have long term sustainability, in part through the expansion and strengthening of the village volunteer programme.</li> </ul>	
<p><b>Activity Result 2: Practices of information management and surveillance of UXO survivors improved; a strategy for victim assistance formulated</b></p>			<p>Year 1: \$53,514 Year 2: \$56,190 Year 3: \$58,999</p>

<sup>4</sup> 2 operators out of 15 in 2011



<p>knowledge, attitudes and practices related to UXO risk reduction (2010: NA, 2015: TBD<sup>5</sup>, MoV: KAP studies).</p> <ul style="list-style-type: none"> <li>• A Post Clearance Impact Assessment submitted to the Government (2010: yes, 2015: yes, MoV: report).</li> <li>• Timely submission of UXO SWG's quality inputs to RTM/RTIM (2010: Yes, 2013-2015: Yes, MoV: receipt by DIC/MPJ).</li> <li>• UXO Sector Multi-Year Work Plan till 2020 based on <i>Safe Path Forward II</i> and CCM drafted, approved and implemented (2010: no, 2015: yes, MoV: availability of WP).</li> <li>• Increase in the percentage of "un-earmarked" contributions to the UXO Trust Fund (2010: 25%, 2015: 50%, MoV: UXO TF</li> </ul>	<p>begins.</p> <ul style="list-style-type: none"> <li>- No of districts with district clearance plans: TBC<sup>11</sup></li> <li>- % of operators accredited: 100%</li> <li>- % of operators reporting electronically to the NRA: 60%</li> <li>- Lao PDR complies with Articles 1, 3, 4, 5, 6, 7, 9 and 11 of the CCM.<sup>12</sup></li> <li>- Lao PDR promotes the CCM internationally and complies with Article 21.<sup>13</sup></li> <li>- A second Post Clearance Impact Assessment Report drafted, including gender perspectives</li> </ul> <p><b>Targets (year 3 = 2015):</b></p>	<p><b>Activity Result 3: More efficient and effectively-planned release of land coordinated and regulated in accordance with development goals as prioritized in the NSEDP and other relevant national planning and policy frameworks</b></p> <ul style="list-style-type: none"> <li>▪ Action: Complete the testing of the District Focused Approach (DFA) to non-technical and technical survey, assess the results of the various approaches and incorporate best elements into survey methodology. Ensure that all survey operators modify their methodology accordingly.</li> <li>▪ Action: Integrate outcomes of DFA, including district clearance plans, into NSEDP planning mechanisms, under the guidance of National Leading Committee on Rural Development and Poverty Eradication.</li> <li>▪ Action: Identify linkages with other ministries and bodies to support improved integration with NSEDP and UXO sector planning and reporting.</li> <li>▪ Action: Recruit a Lao national specialist in socio-economic planning, to enable the integration with NSEDP, to research and to disseminate relevant information to the operators. This person will serve as the liaison with the Ministry of Planning and Investment.</li> </ul>	<p>Year 1: \$43,883 Year 2: \$46,077 Year 3: \$48,381</p>
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<sup>8</sup> Verification source: Cluster Munitions Monitor Lao PDR country profile: [www.the-monitor.org](http://www.the-monitor.org)

<sup>9</sup> Verification source: Cluster Munitions Monitor Lao PDR country profile: [www.the-monitor.org](http://www.the-monitor.org)

<sup>10</sup> This number represents the number of individuals reported as survivors in the NRA's 2008 survey. An unknown number of them have died since their accident. baseline will be established through a KAP study in 2010

<sup>11</sup> The exact number of districts clearance plans will be determined on the basis of the results of the pilot phase of the District Survey.

<sup>12</sup> Verification source: Cluster Munitions Monitor Lao PDR country profile: [www.the-monitor.org](http://www.the-monitor.org)

<sup>13</sup> Verification source: Cluster Munitions Monitor Lao PDR country profile: [www.the-monitor.org](http://www.the-monitor.org)

<p>Steering Committee Meeting report).</p> <ul style="list-style-type: none"> <li>• Increase in GoL contribution to the UXO sector (2010: in-kind only, 2015: financial contribution included, MoV: UXO Sector Annual Report).</li> </ul>	<ul style="list-style-type: none"> <li>- No of new UXO survivors whose needs are tracked: (estimated 100<sup>14</sup> persons for 2015)</li> <li>- No of districts with district clearance plans: 20<sup>15</sup></li> <li>- % of operators accredited: 100%</li> <li>- % of operators reporting electronically to the NRA: 80%</li> <li>- The Victim Assistance Strategy is implemented with attention to VA as a component of broader disability sector.</li> <li>- Lao PDR complies with Articles 1, 3, 4, 5, 6, 7, 9 and 11 of the CCM.<sup>16</sup></li> <li>- Lao PDR promotes the CCM internationally and complies with Article 21.<sup>17</sup></li> </ul>	<ul style="list-style-type: none"> <li>▪ Action: Monitor, train and support clearance operators, including through the development of new methodologies and technologies for clearance and survey.</li> <li>▪ Action: Convene quarterly meetings of the Clearance Technical Working Group Action in 2014: Commission Post Clearance Impact Assessment including gender perspectives.</li> </ul>	
<p><b>Activity Result 4: Effective coordination and regulation of the UXO Sector</b></p>		<ul style="list-style-type: none"> <li>▪ Action: Provide policy guidance and direction as required to ensure the effective coordination and regulation of the UXO sector and compliance with national strategies and plans.</li> <li>▪ Action: Review National Standards and modify as required.</li> <li>▪ Action: process accreditation of all operators (including NGOs, commercial operators and the Lao Army), to ensure compliance with the National Standards.</li> <li>▪ Action: conduct QA/QC of operators and investigate incidents, as defined by national standards.</li> <li>▪ Action: Review MoU of NGO operators, using the MoU as a means to ensure mutual accountability between the NRA and operators, and compliance by</li> </ul>	<p>Year 1: \$552,713 Year 2: \$580,349 Year 3: \$609,366</p>

<sup>14</sup>The No. reflects the no of survivors approximately in 2014 only.

<sup>15</sup>The exact number of districts clearance plans will be determined on the basis of the results of the pilot phase of the District Survey.

<sup>16</sup>Verification source: Cluster Munitions Monitor Lao PDR country profile: [www.the-monitor.org](http://www.the-monitor.org)

<sup>17</sup> Verification source: Cluster Munitions Monitor Lao PDR country profile: [www.the-monitor.org](http://www.the-monitor.org)

		<p>operators with applicable Lao laws.</p> <ul style="list-style-type: none"> <li>▪ Action: Manage, maintain and publicize information from databases, including IMSMA, as required.</li> <li>▪ Action: Ensure the monthly reports from the NRA to GoL.</li> <li>▪ Action: Develop UXO Sector work plans and reports, with increasing attention to NSEDP integration.</li> <li>▪ Action: Convene meetings of the UXO Sector Working Group, the NRA Board, the Programme Board and any other meeting required for UXO Sector needs.</li> <li>▪ Action: Consolidate the information on the UXO sector and in collaboration with UNDP, to strengthen the Sector Working Group contribution to Round Table Process.</li> <li>▪ Action: Initiate 4TWG meetings on Policy, Coordination and Planning (target audience will be the programme managers).</li> <li>▪ Action: Develop a communications strategy and strengthen NRA communications and outreach capacity, including improved quality and use of NRA publications and other awareness raising tools, updating the NRA website, etc.</li> <li>▪ Action: In collaboration with UNDP, formulate and implement a UXO sector communication strategy, with participation from all sector stakeholders.</li> <li>▪ Action: Explore options for establishing a competitive bidding mechanism.</li> <li>▪ Action: Establish and manage, with AusAID and UNDP assistance, a Small Grants Facility (with dedicated Secretariat established in NRA) in support of civil</li> </ul>
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		<p>society activities in the area of MRE and VA.</p> <p><b>Activity Result 5: Improved institutional development of the NRA and its integration into the regular set-up of the Government</b></p> <ul style="list-style-type: none"> <li>▪ Action: In collaboration with UNDP, conduct capacity self-assessment to map out current capacity baselines, and formulate 3-year Capacity Development strategy with a robust Monitoring and Evaluation framework.</li> <li>▪ Action: Clarify NRA structure and organogram at HQ and sub-national levels; including the review of roles and responsibilities.</li> <li>▪ Action: Manage financial, logistical &amp; human resources of the NRA, with reference to capacity development strategy.</li> <li>▪ Action: Clarify the position of NRA within the GoLand secure GoLresources for the UXO Sector Action: Introduce and maintain a new effective financial resources management system.</li> <li>▪ Action: Workshop to review previous Assessment of Gender Perspectives in UXO Action in the Lao PDR, and reflect feasible follow-up actions in annual work plans.</li> <li>▪ Action: Deploy the UNDP Chief Technical Advisor.</li> <li>▪ Action: Deploy the UNDP Finance and Programme Technical Advisor.</li> <li>▪ Action: Deploy UXO Portfolio Manager, based in UNDP Country Office.</li> <li>▪ Action: Initiate dialogue with all concerned partners</li> </ul> <p>Year1: \$1,140,297 Year2: \$1,197,312 Year3: \$1,257,177</p>
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	<p>in the UXO sector, to develop a Multi-year Work Plan 2013 – 2020 including a transition strategy.</p> <ul style="list-style-type: none"> <li>▪ Action: Develop a long term resource mobilization strategy to support the transition strategy outlining cost recovery schemes for admin expenditures, future potentials for external funding support and access to national budget allocations for clearance, risk reduction education and VA, etc. examining various fundraising opportunities, private sector cooperation, corporate social responsibility partnerships, etc.</li> <li>▪ Action: Commission external project evaluation of NRA in first half of 2016, and recommendations for future actions.</li> </ul>	
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	<p><b>Activity Result 6: International treaty obligations met</b></p> <ul style="list-style-type: none"> <li>▪ Action: Provide annual updates on CCM implementation in accordance with Articles 7 and 11 of the CCM.</li> <li>▪ Action: Ensure domestic legislation in accordance with Article 9.</li> <li>▪ Action: Finalize and monitor implementation of CCM Implementation Plan.</li> <li>▪ Action: Participate in the inter-sessional meetings in Geneva (3 people from the Gov).</li> <li>▪ Action: Participate in the Meetings of States Parties (3 people from the Gov).</li> </ul>	<p>Year 1: \$74,400 Year 2: \$78,120 Year 3: \$82,026</p>
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SUBTOTAL OUTPUT 1 (YEAR 1-3) (UNDP, Bilateral and Unfunded): 6,406,495 USD  
**UNDP PLANNED CONTRIBUTION 2013-2015 (Funded and to be Mobilized) 6,046,495 USD**

## 2.4 Support to UXO Lao

UXO Lao is the national UXO clearance operator in Lao PDR. The organization works in the nine most heavily UXO impacted provinces. UXO Lao clears land for agriculture, community purposes (e.g. schools, hospitals, temples, and water supply) and other development activities. It also conducts risk-reduction education activities (Community Awareness or CA) in affected communities.

UXO Lao seeks to improve its capacity to:

- (i) effectively and efficiently deliver clearance and risk education programmes wherever it is active in the country;
- (ii) carry out activities consistent with national priorities established for the sector;
  - i. ensure that all programme activities meet national standards;
  - ii. coordinate with other operators active in Lao PDR;
- (iii) report on progress and remain transparent and fully accountable for financial and technical resources; and
- (iv) maintain open and effective communication with all stakeholders.

UXO Lao currently has more than 1,100 employees. The organization operates within the generic principles of mine action:

- (i) ensuring the delivery of safe land through area clearance and survey;
- (ii) undertaking reactive and proactive roving tasks (emergency EOD tasks);
- (iii) general survey activities; and,
- (iv) UXO risk-reduction education activities.

UXO Lao's programme will achieve the following key results from 2013-2015<sup>18</sup>:

- (i) 9,000 hectares of priority land released(estimated);
- (ii) 200,000 UXO items destroyed (estimated);and,
- (iii) 800,000 individuals supported (estimated).

In addition to the field and operational focus of the organization, UXO Lao currently manages the UXO Lao Training Centre which is regularly utilized (in partnership) by other key partners in the sector. It is planned that the management of the centre will be taken over by the NRA during the project period.

UXO Lao works to achieve results through activities which provide safe access to land in nine provinces; supporting communities at risk to be able to use land for socio-economic and humanitarian purposes and to reduce the risk of UXO related accidents for the Lao population. Provincial activities are supported through the National Office, the UXO Lao Training Centre and directed technical assistance.

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<sup>18</sup>Figures are cumulative, not annual.

**OUTPUT 2: UXO Lao is better able to manage clearance and risk education programmes for the needs of communities at risk**

**ACTIVITY 1: Release priority land in accordance with Lao National Standards and the *Convention on Cluster Munitions (CCM)* in nine or more provinces for safe access to contaminated land for socio-economic and humanitarian purposes and reduce the risk of UXO related accidents through risk education programs.**

During the project period 2013-2015, UXO Lao plans to release priority land in accordance with the National Strategy and the *Convention on Cluster Munitions (CCM)* and in accordance with priorities set by Government to advance implementation of the NSEDP VI and its rural development and poverty reduction strategies:

UXO Lao will undertake the following activities in nine provinces of Lao PDR:

**Action 1 – Clearance/Land Release**

In accordance with established priorities, including rural and national development and poverty reduction strategies, UXO contaminated land will be released for use for multiple purposes. UXO Lao will continue to employ non-technical and technical survey and, where there is evidence of contamination, will undertake clearance. UXO Lao will continue to take an approach focused on local liaison within the framework of the national strategy, and will factor gender considerations into its activities.

Consistent with Government direction, UXO Lao will seek to focus its clearance operations on priority districts and sub-district development areas. UXO Lao will incorporate new technologies and clearance/land release methodologies as appropriate to achieve maximum efficiency and results.

**Action 2 - Roving tasks**

Roving tasks will be conducted to remove individual UXO posing risk to communities. Tasks are undertaken in accordance with national, provincial and district rural development and poverty reduction strategies. Efforts will be made to improve response time to reports of those UXO posing a high threat. This can be achieved by expanding the number and locations of roving teams and by ensuring that all clearance teams are multi-functional for roving, survey and area clearance operations (and with the possibility of expanding into provinces not currently supported by UXO Lao).

**Action 3 – Survey**

Survey processes are required to obtain baseline information on the extent of UXO contamination in Lao PDR and socio-economic data to assist in prioritization of operations in accordance with priorities set by Government.

Currently, there is insufficient information available on the remaining scope and scale of UXO contamination in Lao PDR to be able to accurately prioritize area clearance tasks. Without this information, many area clearance tasks are reactive to requests from villages and local authorities – something that reduces effective use of resources.

The District Focus Approach (DFA), an initiative currently being piloted by 3 international operators under the oversight of the NRA, seeks to refine non-technical and technical survey methodology and to help prioritize contaminated areas for clearance. After an assessment of the three different approaches, the best elements of each will be incorporated into an improved standard survey methodology. Over time,

every UXO contaminated village in every UXO affected district in the country will be surveyed, in order to identify suspected UXO contaminated areas for technical survey, area clearance or individual tasks for UXO roving teams. UXO Lao, with its presence in the nine most UXO affected provinces (and potentially in other UXO affected provinces), will be a major stakeholder in this undertaking and discussions are ongoing concerning how elements of this can be incorporated into the work of UXO Lao.

UXO Lao survey tasks are implemented to ensure that tasks requested by authorities, and in accordance with the national strategy, are focused in the right location and contain hazards to ensure that valuable clearance resources are used in only those areas where they are needed.

#### **Action 4 – Risk education activities**

Risk education activities will be conducted in UXO Lao's nine provinces and will take into account gender, culture and language, livelihood activities and relevant risk behaviours. Community Awareness (CA) activities also plan to look more closely at risk behaviours where villagers are aware of the danger but take the risk regardless, such as involvement in the scrap metal trade.

The achievement of actions 1-4 in the nine provinces will be supported through management and oversight from the national office and the UXO Lao Training Centre and strengthened through Quality Assurance/Quality Management and regular exploration of new technologies and sector best practices.

UXO Lao plans to operate in the following nine provinces and districts in 2013 to achieve the results.<sup>19</sup>

<b>Activity Result 1</b>	<b>Luangprabang Province</b>	<b>Operations in 12 districts</b>
<b>Activity Result 2</b>	<b>Huaphanh Province</b>	<b>Operations in 8 districts</b>
<b>Activity Result 3</b>	<b>Xiengkhuang Province</b>	<b>Operations in 5 districts</b>
<b>Activity Result 4</b>	<b>Khammuane Province</b>	<b>Operations in 4 districts</b>
<b>Activity Result 5</b>	<b>Savannakhet Province</b>	<b>Operations in 9 districts</b>
<b>Activity Result 6</b>	<b>Saravane Province</b>	<b>Operations in 7 districts</b>
<b>Activity Result 7</b>	<b>Sekong Province</b>	<b>Operations in 4 districts</b>
<b>Activity Result 8</b>	<b>Champasack Province</b>	<b>Operations in 10 districts</b>
<b>Activity Result 9</b>	<b>Attapeu Province</b>	<b>Operations in 5 districts</b>

Targeted deliverables in each of these nine provinces in 2013 with the current capacity are summarized in the table below.

<b>Province</b>	<b>No. of districts with operations</b>	<b>No. of Villages</b>	<b>No. of Beneficiaries</b>	<b>No. of Households</b>	<b>CA (activities)</b>	<b>General Survey (tasks)</b>	<b>Roving (tasks)</b>	<b>Clearance (Ha)</b>
Luangprabang	12	176	8,039	119	75	143	120	285
Huaphanh	8	182	6,231	72	65	150	110	285
Xiengkhuang	5	290	8,901	190	65	419	335	520
Khammuane	4	154	1,275	219	87	120	120	303
Savannakhet	9	328	8,013	258	69	300	251	510
Saravane	7	268	25,217	151	67	233	182	403

<sup>19</sup>In support of the government's commitment to the CCM, and should additional funding be available, UXO Lao may expand the number of provinces/districts it works in.



Sekong	4	125	13,705	160	66	132	132	275
Champasack	10	218	12,137	146	63	205	185	295
Attapeu	5	127	24,888	95	81	115	115	291
<b>TOTAL</b>	<b>64</b>	<b>1,868</b>	<b>108,406</b>	<b>1,410</b>	<b>639</b>	<b>1,817</b>	<b>1,550</b>	<b>3,167</b>

**ACTIVITY 2: Assess, strengthen and improve UXO Lao programme management capacity through provision of training and advisory services and mobilize sufficient resources for UXO Lao to enable Lao PDR to move towards meeting MDG9 targets and CCM obligations**

UXO Lao National Office manages the critical functions of operations in the nine provinces in which UXO Lao is deployed including planning, coordinating, and providing QA and QC in all nine provinces. Other functions centralized at the National office include data collection and compilation of results from operations in all nine provinces in the Information Management System for Mine Action (IMSMA), reporting functions to the NRA, partnership management and resource mobilization, financial management and operational logistical support including procurement.

Through the provision of a Chief Technical Advisor (CTA) and a Technical Specialist for Programme and finance, UNDP plans to strengthen the institutional capacity of UXO Lao through 1) financial management and administration advisory and support services and 2) technical operation and programme management advisory support services, programme assurance and other support services. Through the provision of these services, UXO Lao will receive coordinated and planned capacity building and technical advice, which assists it to comply with internationally accepted norms and standards, and to mobilize resources and incorporate capacity improvements. As well as the two positions noted above, which are in place at the beginning of this project document timeline, UXO Lao and UNDP will consider other areas where technical assistance may be required to support the organization. Other technical assistance will be identified and established as required. The level of technical assistance provided to UXO Lao will be guided by the results of the planned capacity assessment of the organization. At this stage, this includes the potential for the provision of advisory services throughout the three year period.

In 2013, the project plans to develop and identify current capacity needs assessment baselines and formulate a 3-year Capacity Development Strategy along with an updated M&E framework and a technical assistance exit strategy. Based on the identified needs of the capacity assessment, training will be provided for key UXO Lao staff in order to further improve the institutional capacity of UXO Lao. This will be done as required over the period of the project life, but it is expected that where necessary each of the senior staff will attend a specific training appropriate to their functions.

**ACTIVITY 3: Provide training for all clearance personnel to national standards**

In order to maintain and further improve UXO Lao operations, training courses will continue to be provided by the UXO Lao Training Centre to new and existing personnel. A high standard of training is essential for the development and maintenance of the capacity to carry out safe, effective and efficient operational activities in Lao PDR. To ensure a high standard of training, the NRA has set training standards for key sector appointments and to specify requirements for the management and conduct of training. Internal validation of formal training courses is carried both during and upon completion of the course.

Specific training requirements will vary from year to year and will be reflected in each consecutive year's Annual Work Plan. In 2013, the following training courses will be provided: clearance, advanced EOD (Level 4), team leader, medic and survey. Courses will also be provided to other operators in the country, including the Lao Army.

**ACTIVITY 4: Review and adopt improved technology where possible for effective and efficient operations (technological and methodological innovations and sector best practices)**

UXO Lao recognizes the need to improve efficiencies and works to keep abreast of new methodologies and technologies which might assist in this effort. Through actions such as a Geophysical Survey and exchange of views and experiences with other organizations – technical or operational - the programme works to ensure it is using clearance methodologies which maximize its effectiveness, while recognizing the unique situation of UXO contamination in Lao PDR. Specific technological investigations will vary from year to year and aim to evolve out of TWG discussions among clearance operators as chaired by the NRA.

UXO Lao maintains linkages with UXO activities and actors outside of Lao PDR and will work to exchange knowledge and programme experience with programmes such as the Cambodian Mine Action Centre (CMAC) and Vietnam Mine Action Centre (BOMICEN). The operational activities of UXO Lao, at the provincial and national levels, will be supported by UNDP through the provision of dedicated technical assistance.

Geophysical technology is utilized heavily in other countries and trials will be undertaken in 2013 to determine whether such technology could be suitable and appropriate for the Lao environment.

2.4.1 UXO Results and Resources Framework: March 2013 – December 2015

UXO Results and Resources Framework: March 2013 – December 2015

Project title: Support to UXO Lao

ATLASAward ID:

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	INPUTS
<p><b>OUTPUT 2: UXO Lao is better able to manage clearance and risk education programmes for the needs of communities at risk.</b></p>	<p><b>Activity 1:</b> Release priority land in accordance with Lao National Standards and the Convention on Cluster Munitions (CCM) in nine or more provinces for safe access to contaminated land for socio-economic and humanitarian purposes and reduce the risk of UXO related accidents through risk education programs</p>		
<p><b>Output Indicators:</b></p> <p>a) Priority land released in accordance with National Strategy and the Convention on Cluster Munitions (CCM) and in accordance with priorities set by Government to advance implementation of the NSEDP and its rural development and poverty reduction strategies</p>	<p><b>Action 1 – Clearance / Technical Survey<sup>20</sup></b>                      Year 1: 3,000 hectares                      Year 2: 3,000 hectares                      Year 3: 3,000 hectares</p> <p><b>Action 2 – Roving Tasks</b>                      Year 1: 1,300 tasks                      Year 2: 1,300 tasks                      Year 3: 1,300 tasks</p>	<p>Luangprabang Province</p> <p>Huaphanh Province</p>	<p>Year 1: \$724,420                      Year 2: \$764,127                      Year 3: \$802,333</p> <p>Year 1: \$624,123                      Year 2: \$659,041                      Year 3: \$691,993</p>
<p>b) Progress towards a sustainable programme management capacity for UXO Lao</p>	<p><b>Action 3 – Survey tasks</b>                      Year 1: 1,500 tasks                      Year 2: 1,500 tasks                      Year 3: 1,500 tasks</p>	<p>Xiengkhuang Province</p> <p><u>Khammuane</u>Province</p>	<p>Year 1: \$959,553                      Year 2: \$1,020,732                      Year 3: \$1,071,768</p> <p>Year 1: \$676,824                      Year 2: \$712,802                      Year 3: \$748,442</p>

<sup>20</sup> While the figures stated are based on the workplans for 2013, it is important to note that it is likely that these figures will change – most likely increase – based on technological and procedural advances and innovation. It is also important to note that while quantitative data are useful, the qualitative outputs from UXO Lao are just as – if not more – significant to the outputs. These qualitative outputs are still being developed.

<p>c) Community awareness programmes are reaching communities, facing different risks by women, men, children, and other vulnerable groups.</p>	<p><b>Action 4 – Risk Education</b>  Year 1: 500 villages visits  Year 2: 500 villages visits  Year 3: 500 villages visits</p>	<p><b>Savannakhet Province</b>   <b>Saravane Province</b>   <b>Sekong Province</b>   <b>Champasack Province</b>   <b>Attapeu Province</b></p>	<p>Year 1: \$1,018,910  Year 2: \$1,074,502  Year 3: \$1,128,227</p> <p>Year 1: \$841,480  Year 2: \$887,749  Year 3: \$932,136</p> <p>Year 1: \$719,077  Year 2: \$759,016  Year 3: \$796,966</p> <p>Year 1: \$567,122  Year 2: \$597,645  Year 3: \$627,527</p> <p>Year 1: \$568,535  Year 2: \$627,830  Year 3: \$659,221</p>
<p><b>ACTIVITY 2: Assess, strengthen and improve UXO Lao programme management capacity through provision of training and advisory services and mobilise sufficient resources for UXO Lao to enable Lao PDR to move towards meeting MDG9 targets and CCM obligations</b></p>		<p><b>Years 1-3: UXO units fully staffed and operational</b></p> <p><b>Years 1-3 UXO Lao units have undergone specific-to-role trainings and have improved their management capacity</b></p> <p>Providing funding to ensure that the following UXO units in the National Office are fully operational and provide specific-to-role trainings to the following units to improve UXO Lao management capacity</p> <ul style="list-style-type: none"> <li>▪ Programme Management Unit</li> <li>▪ Operations Management Unit</li> <li>▪ Logistical Support Unit</li> <li>▪ Financial Management Unit</li> <li>▪ Database Management Unit</li> <li>▪ Public Information Unit</li> <li>▪ Quality Management Unit</li> </ul>	
			<p>Year 1: \$1,020,891  Year 2: \$1,110,000  Year 3: \$1,165,000</p>

	<p>Year1-3: Technical operation and programme advisory support services provided to UXO Lao</p> <p>Year 1: UXO Lao capacity assessment conducted</p> <p>Year 2: 3 Year Capacity Development Strategy developed</p> <p>Year 2-3: M&amp;E Framework developed</p> <p>Year 3: Technical Assistance Exit Strategy Developed</p>	<ul style="list-style-type: none"> <li>▪ Consult stakeholders on capacity development process; clarify structure and function of UXO Lao; clarify TA support to core management functions with timelines, milestones as appropriate.</li> <li>▪ Conduct capacity assessment and formulate 3-year capacity development strategy with M&amp;E framework based on current capacity baselines identified.</li> <li>▪ Develop Technical Assistance Exit Strategy</li> <li>▪ UNDP CPR unit to provide support to UXO Lao through donor coordination and project assurance</li> </ul>	
<b>ACTIVITY 3: Provide training for all clearance personnel to national standards</b>			
<p>Years1-3: 75 new staff trained annually and regular refresher training provided to all existing staff</p>		<p><b>Provide trainings to clearance personnel to national standards<sup>21</sup></b></p> <ul style="list-style-type: none"> <li>▪ Clearance Personnel</li> <li>▪ EOD Specialists</li> <li>▪ Team Leaders</li> <li>▪ Medics</li> <li>▪ Survey Personnel</li> <li>▪ Other training as identified</li> </ul>	<p>Year 1: \$314,245 Year 2: \$340,000 Year 3: \$345,000</p>
<b>ACTIVITY 4: Review and adopt improved technology where possible for effective and efficient operations (technological and methodological innovations and sector best practices)</b>			

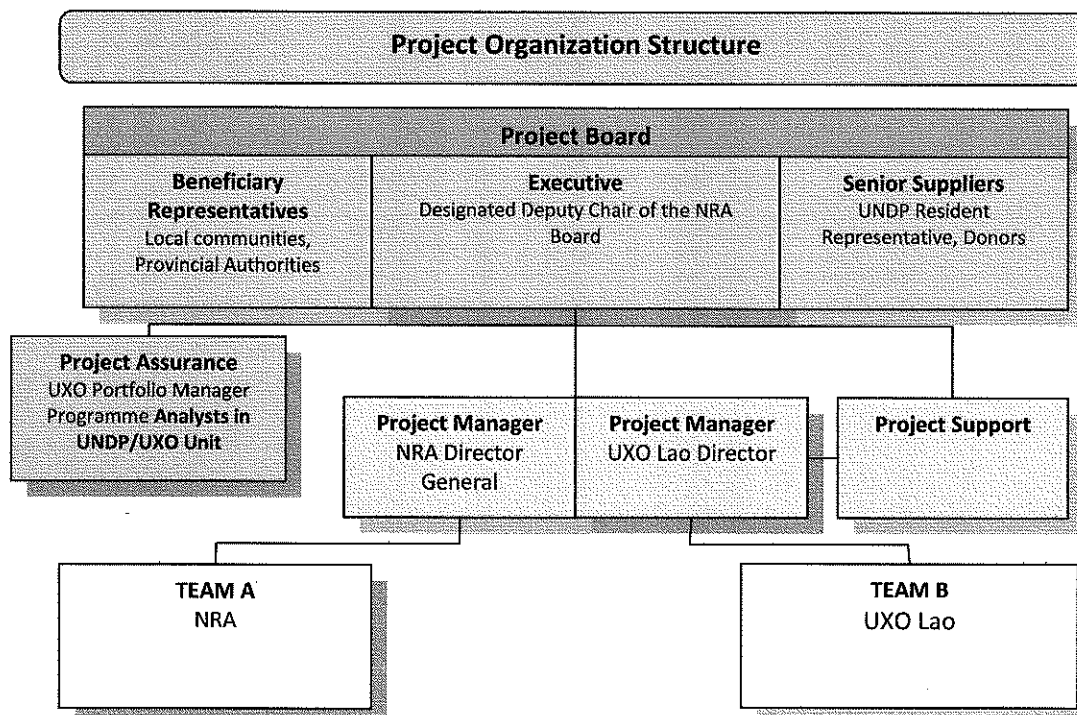
<sup>21</sup> Costs here are allocated to the National Training Centre as well as the Provincial offices

	<p>Years1-3: Geophysical technology trials are completed to consider whether such technology could be suitable and adaptable for the Laotian environment.</p> <p>Years 1-3: Other technological and methodologies observed and if appropriate are reviewed and considered for inclusion in operations</p>	<p>Review and assess geophysical technology trials</p> <p>Review and adopt other improved technologies for effective and efficient operations</p>	<p>Year 1: \$202,931 Year 2: \$215,000 Year 3: \$225,000</p>
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SUBTOTAL OUTPUT 1 (YEAR 1-3) (UNDP, Bilateral and Unfunded): USD 26,190,168  
**UNDP PLANNED CONTRIBUTION 2013-2015 (Funded and to be Mobilized) USD 20,640,292**

### PART III – MANAGEMENT AND COORDINATION ARRANGEMENTS

The project will be managed in accordance with UNDP policies and procedures governing National Implementation (NIM).



**The Project Board** is established as a mechanism for discussion and to facilitate decision making with respect to this three-year Project of Cooperation between the NRA, UXO Lao and the UNDP. The Project Board will regularly monitor progress, provide project guidance as required and assess results and their contribution towards the NSEDP and UNDAF Action Plan objectives and outcomes. The Project Board will comprise various roles and will be established (see diagram above) to provide guidance to the Project Managers. The Executive role will be represented by a designated Deputy Chair of the NRA Board. The Senior Supplier role will be represented by the UNDP Resident Representative as well as representatives from the donor community who represent the interests of concerned parties who provide funding and/or technical expertise to the project. Their primary function is to provide guidance regarding the technical feasibility of the project. The Senior Beneficiary role will be filled by a group of individuals representing the interests of those who will ultimately benefit from the project. It will include representatives from local communities and provincial authorities. Their primary function is to ensure the realization of project results from the perspective of project beneficiaries.

Project reviews by the Project Board will be carried out on an annual basis as a matter of course or when deemed necessary by Project Board members or Project Managers. Project Board meetings may be carried out virtually when in-person meetings are not possible. The annual review reports will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's Results and Resources Framework (RRF). The detailed expenditure

reports will track project expenditures against activities and outcomes as per the annual work plans for the NRA and UXO Lao.

The Project Board will carry out the following functions:

1. Provide overall guidance and direction to the project;
2. Address project issues raised by the Project Managers;
3. Provide guidance concerning how to address specific risks and difficult issues;
4. Review progress reports and provide direction and recommendations to ensure the project remains on-track to deliver timely outputs;
5. Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner; and,
6. Make recommendations concerning annual work plans.

The Directors of the two implementing partner organizations, NRA and UXO Lao, are the **Project Managers** for their respective organizations. The two distinct projects will be undertaken under the oversight of the Project Board. Such an arrangement will contribute to better coordination and resource allocation as well as to reduced transaction costs.

The Project Manager will carry out the following functions:

1. Plan the activities of the project and monitor progress;
2. Draft Terms of reference, work specifications and mobilize goods and services as required;
3. Monitor events as determined by the Project Monitoring Schedule Plan and update the plan as required;
4. Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the Fund Authorization and Certificate of Expenditures (FACE) form;
5. Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
6. Prepare financial and progress reports and submit reports to UNDP on a quarterly basis;
7. Manage and monitor the project risks identified, apprising the Board of new risks, seeking guidance as required and maintaining the Project Risks Log;
8. Manage issues, requests for change and maintain an Issues Log;
9. Prepare quarterly and annual progress reports and submit to Programme Board and other relevant parties, including UNDP;
10. Prepare annual report and submit to the Project Board;
11. Prepare annual work plans and quarterly plans as required; and,
12. Update ATLAS Project Management module, if external access is made available.

**Project Assurance** is the responsibility of the each Project Board members and the UNDP UXO Unit. The UNDP UXO Unit, in the Project Assurance role, will support the Project Board by carrying out objective and independent project oversight and monitoring functions in order to ensure appropriate project management and the attainment of project milestones.

Project Assurance will carry out the following functions:

1. Ensure that funds are made available to the project;
2. Ensure that risks and issues are properly managed, and that the RBM logs in ATLAS are regularly updated;
3. Ensure that critical project information is monitored and updated in ATLAS, using the Activity Quality Assessment page in particular;



4. Ensure the project's progress towards intended outputs;
5. Ensure that Project Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
6. Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Board after each quarterly settlement is completed and annually when the CDR is finalized;
7. Perform oversight activities, such as periodic monitoring visits and "spot checks";
8. Ensure that the Project Data Quality Dashboard remains "green"; and,
9. Capture lessons learned during project implementation.

#### UNDP Support Services

As per the Letter of Agreement (LoA) between the GoL and UNDP with respect to the provision of support services by the UNDP Country Office for nationally implemented programmes, UNDP may provide, at the request of the implementing partner, the following support services and recover the actual direct and indirect costs incurred by the Country Office in delivering such services as stipulated in the LoA:

1. Payments, disbursements and other financial transactions;
2. Recruitment of staff, project personnel and consultants;
3. Procurement of services and equipment;
4. Organization of training activities, conferences, and workshops, including fellowships;
5. Travel authorization, Government clearances ticketing and travel arrangements; and,
6. Shipment, customs clearance and vehicle registration.

**Project Support** (staff of NRA and UXO Lao) provides project administration, management and technical support to the Project Manager.

Project Support will carry out the following functions:

1. Establish and maintain project files;
2. Collect project related information and data;
3. Assist in financial management tasks under the responsibility of the Project Managers;
4. Help organize Project Board meetings and other meetings/workshops;
5. Establish document control procedures in line with the Standard Operating Procedures (SOP);
6. Compile, copy and distribute all project reports;
7. Review technical reports;
8. Assist the Project Managers in monitoring activities carried out by responsible parties; and,
9. Assist in financial management tasks under the responsibility of the Project Manager.

#### **Summary of the Inputs to be provided by Partners**

The GoL will gradually increase its financial contribution to the budget of the NRA and UXO Lao, beginning with the operating costs of the two organizations, including representatives at the provincial or district levels. UNDP will commit its Regular (core) resources to Outcome 9 (UXO) under the future UNDAF Action Plan (minimum USD \$1.72M over 4 years). Other donors are expected to provide the balance of support over the project period, through the UXO Trust Fund, in some cases for specific locations or activities. It is anticipated that earmarked funding will decrease significantly over time, which will provide greater flexibility and efficiency.

## **Assets**

When no longer needed by the programme or project, assets may be retained for use in related project activities or may revert to the Government for use elsewhere, for sale or donation.

## PART IV - MONITORING FRAMEWORK AND EVALUATION

Evaluation provides decision makers and partners with an objective assessment of a programme's contribution to development results based on agreed criteria and benchmarks. The Monitoring and Evaluation Framework (M&E) includes reviews, audit, investigation and research. The overall purpose is to determine programme progress, identify problems in implementation and recommend programme revisions or other solutions for problems in management and delivery, in a manner consistent with overall objectives and results sought.

The Project M&E will be undertaken in accordance with the 2006 *Vientiane Declaration on Aid Effectiveness*, in particular, two of its five pillars: 1) Managing for Results and 2) Mutual Accountability. M&E is a key element of programme implementation. Among other things, it provides an opportunity to engage beneficiaries and promote ownership of activities and results, and to further nurture an inclusive and effective monitoring culture within the NRA and UXO Lao.

**Annual Work Plans (AWP)** will be important to assist effective monitoring, as they will set out in detail what each projects seeks to achieve each year of the programming period.

In accordance with the programming policies and procedures outlined in the UNDP NIM SOP Manual, the project will be monitored through the following:

### Within the annual cycle

1. On a quarterly basis, a quality assessment shall record progress towards the completion of key results based on quality criteria and methods captured in the **Quality Management Table**.
2. An **Issues Log** shall be updated in ATLAS by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
3. Based on the initial risk analysis submitted, a **Risk Login** ATLAS shall be updated regularly by reviewing the external environment, which may affect programme implementation.
4. Based on the aforementioned information recorded in ATLAS, quarterly **Programme Progress Reports (QPR)** shall be submitted by the Project Managers to the Programme Board, using the standard report format available in the Executive snapshot.
5. A programme **Lessons-Learned Log** shall be updated regularly to ensure on-going learning and adaptation and to facilitate the preparation of a Lessons-Learned report at the end of the programme.
6. A Project **Monitoring Schedule Plan** shall be updated in ATLAS to track key management actions/events.

### Annually

- **Annual Review Report:** An Annual Review Report (ARR) shall be prepared by Project Managers and shared with the Project Board. As a minimum requirement, the ARR shall consist of the ATLAS standard format for the QPR covering the whole year with updated information for each element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review:** Based on the aforementioned report, an Annual Project Review (APR) meeting will be conducted during the fourth quarter of the year or soon afterwards, to assess the performance of the project and to inform the annual work plan for the following year. In the last

year of the project, this review will be a final assessment and, at the discretion of the Project Board, may involve other stakeholders. It shall focus on a review of progress against projected outputs and their alignment to outcomes.

### **Audit**

The project will be audited on an annual basis, in accordance with the UNDP NIM Audit policies and procedures, as outlined in the UNDP Lao PDR NIM SOP Guidelines.

### **Agreement on Intellectual Property Rights and Use of Logo on the Project's Deliverables**

These will be retained by the employing organization of the personnel who develops intellectual products; either GoL or UN/UNDP in accordance with respective national or UN/UNDP policies and procedures.

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## **PART V - LEGAL CONTEXT**

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This document, together with the UNDAF Action Plan signed by the Government and the United Nations system in Lao PDR which is incorporated by reference, constitute a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA). Consistent with Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property, in the implementing partners' custody, rests with the implementing partners. The implementing partners shall:

1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried out;
2. Assume all risks and liabilities related to the implementing partner's security and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partners agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to the individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council committee established pursuant to Resolution 1267(1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## PART VI - RISK AND STRATEGIES FOR THEIR MITIGATION

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**Risk I** – Insufficient financial support by the Government for the work of NRA and UXO Lao, resulting in continued high dependence upon international donor support.

*Mitigation Strategy:* The Government of Lao PDR needs to place high priority on the UXO sector and to increasingly build UXO activities into national plans and budgets. At the same time, donors will be invited to increase contributions to programme activities to accelerate rate of clearance.

**Risk II** – Complexity of carrying out NRA and UXO Lao responsibilities could inhibit effectiveness in meeting their respective mandates.

*Mitigation Strategy:* The NRA and UXO Lao will undertake comprehensive self-assessments in the first year of the project period and will develop and execute plans for institutional strengthening in order to ensure they are capable of effectively and efficiently fulfilling their respective mandates.

**Risk III** – Provincial and District Level authorities and operators may not readily accept a more proactive and centralized approach to planning and prioritising of clearance activities by the NRA.

*Mitigation Strategy:* The role and responsibilities of the NRA contained in *Safe Path Forward II* will be clearly communicated to all levels of government and to operators. Additionally, the NRA will develop multi-year and annual work plans through to 2020 in close cooperation with all stakeholders including: relevant national, provincial and district level government authorities and operators, UNDP and other members of the donor community. The NRA, for its part, will remain open and consultative with all stakeholders and will consider the respective mandates, capacities and contractual commitments of operators, as well as pragmatic factors, when providing direction and/or tasking.

**Risk IV**- Some clearance activities may involve development projects which could contribute to the resettlement of people, particularly vulnerable groups, in a manner that does not meet the standards set by the GoL.

*Mitigation Strategy:* (i) The GoL commits to undertaking any resettlement in accordance with the national regulations developed to implement Decree 192/PM on Compensation and Resettlement of People Affected by Development Projects (ii) the UNDP commits to helping to further develop monitoring methodology including post-clearance impact assessment that, among other things, will bring greater transparency to land use issues and to promote conformity with Government of Lao PDR standards.

**Risk V** – There may be insufficient opportunity for donors and operators to discuss concerns or raise issues with Government throughout the programme period.

*Mitigation Strategy:* In addition to Sector and Technical Working Group meetings, the NRA will conduct monthly meetings with operators and will convene a Policy Forum semi-annually which will include donors as well as operators, in order to engage in open dialogue on a wide range of issues and to address matters of concern.

**Risk VI** – Lao PDR fails to comply with the obligations contained in the *Convention on Cluster Munitions*.

*Mitigation Strategy:* Lao PDR needs to develop a 10 year plan to serve as a yardstick to track progress made against its commitment towards the set targets and also against the obligations and commitments by other States Parties, for consideration at the time that an extension to the deadline for clearance will need to be sought. Lao PDR will also need to increase its contribution to the sector and to undertake an external resource mobilization campaign to accelerate and expand clearance activities to achieve targets set out in *Safe Path Forward II*. In order to remain in compliance with the clearance obligations under the CCM, Lao PDR will certainly have to seek extension(s) to the clearance period as required and in the prescribed manner, until the task is complete. Lao PDR will also do its utmost to meet all other obligations in the CCM, including meeting the various needs of victims, including the development and implementation of a Victim Assistance Strategy and improved collection, inputting and use of victims' data to enhance treatment and rehabilitation.

**Risk VII** – Changes in governance arrangements or key personnel in NRA or UXO Lao could disrupt operations.

*Mitigation Strategy:* The GoL will ensure a smooth transition to any such developments The UNDP will facilitate transparency and regular and open dialogue to address any concerns among partners with respect to this matter.

*(Please see Annex I Risk Log for additional information including numerical assessment of probability of risk.)*

## PART VII - ANNEXES

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Annex 1: Risk Log

Annex 2: Quality Management for Project Activity Results

Annex 3: NRA Annual Work Plan for 2013

Annex 4: UXO Lao Annual Work Plan for 2013

Annex 5: NRA Board Membership

Annex 6: Government of Lao PDR: Strategic Objectives for the UXO Sector and Main Actions

Annex 7: UNDP Evaluation of UXO Sector in Lao PDR 2003-2011: Main Observations and Recommendations

Annex 8: Terms of Reference of NRA Project Manager

Annex 9: Terms of Reference of UXO Lao Project Manager

ANNEX 1: Risk Log

Probability = P (1 is low and 5 is high)  
Impact = I (1 is low and 5 is high)

Description	Date Identified	Type	Impact and Probability	Countermeasure/rgmt response	Owner	Submitted updated by	Last update	Status
Insufficient financial support by Government and continued high dependency of NRA/UXO Lao on donors' contributions	Project start date	Financial	P = 4 I = 5	Increased GoL contribution to the UXO sector, as well as continued donor funding to support expanded activities over time. Prefer multi-year contributions.	NRA and UXO Lao  GoL		Dec. 2012	n/a
Technical complexity of sector inhibits NRA and UXO Lao effectiveness	Project start date	Operational and organizational	P = 3 I = 3	Capacity self-assessments and capacity building measures to be undertaken by the NRA and UXO Lao with UNDP support, then capacity development plans undertaken  Stay up to date with technical and non-technical developments in the sector	NRA and UXO Lao  UNDP with donor support		Dec 2012	n/a
Provincial and District authorities reluctant to accept NRA proactive, centralized role in prioritization and planning of activities.	Project start date	Political Operational	P = 3 I = 4	Mandate of NRA to be well communicated and endorsed by high political level. NRA will develop plans collaboratively and will consult regularly. Will remain open and transparent.	NRA  GoL Political Level		December 2012	n/a
Some clearance activities may involve development projects which could contribute to the resettlement of people, particularly vulnerable groups, in a manner that does not meet the standards set by the Lao Government.	Project Start Date	Political	P-3 I-4	GoL commits to undertaking resettlement only in accordance with Decree 192/PM on Compensation and Resettlement of People Affected by Development Projects. UNDP commits to further promoting transparency and conformity with Government standards.	GoL/NRA		January 2013	n/a



Insufficient opportunity for dialogue among NRA, donors and operators	Project Start Date	Operational	P-3 I-3	In addition to SWG and TWGs, NRA will convene monthly meeting with operators and semi-annual Policy Forum with donors, operators and others twice annually.	NRA	December 2012	n/a
Lao PDR may fail to comply with obligations contained in the CCM	Project Start Date	Legal	P-1 I-3	Lao PDR will accelerate clearance activities via increased efficiencies and expansion of activities among operators. Will seek extensions to deadlines when necessary to avoid being in non-compliance with treaty. Lao PDR will also seek to fulfill all other obligations as well, including support to victims.	GoL NRA/MoFA	December 2012	n/a
Changes in governance arrangements or key personnel in NRA or UXO Lao.	Project Start Date	Governance and/or management		GoL will ensure a smooth transition to any such developments and UNDP will facilitate open dialogue to address any concerns of project partners.	GoL	December 2012	n/a

## ANNEX 2: Quality Management for Project Activity Results

**Output 1: The National Regulatory Authority (NRA) is able to effectively provide policy guidance to coordinate, regulate, and steer the UXO sector in support of national development goals, implementing the national UXO sector strategy "Safe Path Forward II", and fulfilling international treaty obligations.**

<b>Activity Result 1</b> (ATLAS Activity ID)	<b>Risk Education methodologies improved, reinforced and better disseminated.</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	The activity result is to contribute to reduce the numbers of UXO victims. The NRA supports revision of policy and regulations to protect at-risk targets and improve MRE approaches, which focus on behavior changes and identify target groups at-risk.	
<b>Description</b>	<ul style="list-style-type: none"> <li>Promote a more coordinated and timely response to prevent accidents.</li> <li>Monitoring of MRE activities conducted by operators.</li> <li>Develop legislations to regulate scrap metal trade and other high-risk activities.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Agreed qualitative and quantitative indicators to be used for monitoring MRE activities and measuring behavior change</li> </ul>	NRA's Monitoring template for the MRE operators.	
<ul style="list-style-type: none"> <li>Improvement of indicators agreed above to monitor MRE activities.</li> </ul>	NRA's monitoring report NRA's mission report	
<ul style="list-style-type: none"> <li>Quality and effectiveness of law/policy/regulations to protect target groups at risk</li> </ul>		

<b>Activity Result 2</b> (ATLAS Activity ID)	<b>Practices of information management and surveillance of UXO survivors improved; a strategy for victim assistance formulated.</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	The activity result is to support meeting the medical and rehabilitation needs of all UXO survivors.	
<b>Description</b>	<ul style="list-style-type: none"> <li>Set up and maintain a UXO survivors tracking system.</li> <li>Use the UXO survivors tracking system, collect, map, analyze and disseminate detailed data on UXO victims.</li> <li>Develop a victim assistance strategy and monitor its implementation.</li> <li>Identify and address additional gaps in the six pillars of UXO victim support.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>The level and accuracy of detail collected by the tracking system</li> </ul>	Project report, reports generated by the tracking system	
<ul style="list-style-type: none"> <li>Frequency of reports on needs produced and disseminated to stakeholders</li> </ul>	Project report	Quarterly
<ul style="list-style-type: none"> <li>Frequency of reports and quality</li> </ul>	Project report	Quarterly

of analysis on services provided to UXO victims		
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<b>Activity Result 3 (ATLAS Activity ID)</b>	<b>More efficient and effectively-planned release of land coordinated and regulated in accordance with development goals as prioritized in the NSEDP and other relevant national planning and policy frameworks.</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	The activity result is to make UXO clearance effective and efficient contributing to socio-economic development of the Lao PDR.	
<b>Description</b>	<ul style="list-style-type: none"> <li>Identifying an approach to have better understanding of UXO contamination.</li> <li>Identify priority land based on clear criteria and taking into account existing village, district, provincial and national development plans.</li> <li>Monitor clearance and land release programmes in terms of impact and cost.</li> <li>Ensure all operations comply with national standards.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>NRA has information on national, provincial, district and village priorities on an annual basis</li> </ul>	IMSMA report	Annually
<ul style="list-style-type: none"> <li>All operators follow priorities agreed with the NRA</li> </ul>	Operators' reports to the NRA	Annually
<ul style="list-style-type: none"> <li>Annual increase in the priority land released</li> </ul>	NRA annual report	Annually
<ul style="list-style-type: none"> <li>Indicators on socio-economic as well as gender and environmental impact and cost of clearance operations identified and used by the NRA for programme monitoring</li> </ul>	NRA annual report	Annually
<ul style="list-style-type: none"> <li>Compliance with National Standards by all operators</li> </ul>	NRA annual report, QA/QC teams' mission reports	Quarterly and annually

<b>Activity Result 4 (ATLAS Activity ID)</b>	<b>Effective coordination and regulation of the UXO Sector</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	This activity is to ensure that the fourth objective of SPF II is actually achieved. This activity result is at the core of the NRA mandate.	
<b>Description</b>	<ul style="list-style-type: none"> <li>Maintain a national database of all information relevant to the UXO sector and make its information available to all stakeholders.</li> <li>Develop an estimated cost for the implementation of this strategy.</li> <li>Formulate an annual sector workplan to support the implementation of SPF II as well as the implementation of the recommendations from the 2008 assessment of gender perspectives into UXO action, the annual work plan will include sector-specific targets based on the Vientiane Declaration on Aid Effectiveness.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>

<ul style="list-style-type: none"> <li>All stakeholders receive requested reports from national database in a timely manner</li> </ul>	SWG discussions	Biannually
<ul style="list-style-type: none"> <li>Annual work plan formulated for the sector with clear priorities and targets aligned with SPF II</li> </ul>	Project report	Quarterly and annual reports

<b>Activity Result 5 (ATLAS Activity ID)</b>	<b>Improved institutional development of the NRA and its integration into the regular set-up of the Government</b>	Start Date: April 2013 End Date:31 Dec 2015
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<b>Purpose</b>	This activity result will contribute to achieving the fifth objective of SPF II Producing this result will require a step-by-step approach. This activity result is also designed to ensure that the support to strengthening NRA to perform its mandate is based on a systematic assessment and analysis of current capacities, analyzed in reference to the core functions that NRA must effectively perform in order to fully execute its mandate.	
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<b>Description</b>	<ul style="list-style-type: none"> <li>Conduct capacity self-assessment and formulate 3-year CD strategy with M&amp;E framework based on current capacity baselines.</li> <li>Clarify NRA structure and organogram at HQ and sub-national levels.</li> <li>Commissioning an external evaluation of the projects.</li> <li>Supporting a CD strategy.</li> <li>Securing Lao government resources.</li> <li>Establishing a programme function within the NRA, reinforcing NRA management of human resources, equipment and finances.</li> <li>Developing and implementing a Gender Balance policy within the NRA.</li> </ul>	
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<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Availability of capacity self-assessment and 3-year CD strategy with M&amp;E framework based on capacity baselines</li> </ul>	Project report	Quarterly and annual reports
<ul style="list-style-type: none"> <li>NRA has clarified structure and organogram at HQ and sub-national levels</li> </ul>	Project report	Quarterly and annual reports
<ul style="list-style-type: none"> <li>75% of completion of the NRA Annual Work Plan</li> </ul>	Annual Project Review Report	Annually
<ul style="list-style-type: none"> <li>Enough resources to cover the NRA AWP mobilized each year for the NRA programme</li> </ul>	Annual Project Review Report	Annually
<ul style="list-style-type: none"> <li>Number of technical advisors supporting the NRA</li> </ul>		Annually
<ul style="list-style-type: none"> <li>Number of capacity building activities conducted</li> </ul>	Project Report	Quarterly and annual reports

<b>Activity Result 6 (ATLAS Activity ID)</b>	<b>International treaty obligations met</b>	Start Date: April 2013 End Date:31 Dec 2015
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<b>Purpose</b>	This activity result corresponds to the sixth objective of <i>Safe Path Forward 2</i> . The primary treaty of concern for this activity result is obviously the Convention on	
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	Cluster Munitions (CCM). Other treaties of interest will include the Convention on the Rights of Persons with Disabilities and, to a lesser extent the Mine Ban Treaty and the Convention on Conventional Weapons (CCW). <i>What is the purpose of the activity?</i>		
<b>Description</b>	<ul style="list-style-type: none"> <li>• Provide an annual report to the Secretary-General of the United Nations under article 7 of the CCM.</li> <li>• Actively participate in the intercessional meeting, Meetings of the States Parties and other relevant meetings.</li> <li>• Conduct universalization advocacy.</li> <li>• Develop domestic legislation in accordance with Article 9 of the CCM.</li> <li>• Finalize, monitoring and implementation of a CCM Implementation Plan (2012-2020) designed to ensure the Lao PDR's compliance with the CCM.</li> </ul>		
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<ul style="list-style-type: none"> <li>• Compliance with the CCM action plans and other treaty obligations.</li> </ul>	Article 7 report	Annually	
<ul style="list-style-type: none"> <li>• Annual reports to the UN under international conventions provided on time</li> </ul>	Report/official website of the Implementation Unit of the appropriate Convention	Annually	

<b>Output 2: UXO Lao is better able to manage clearance and risk education programmes for the needs of communities at risk.</b>			
<b>Activity 1</b>	<b>Release priority land in accordance with Lao National Standards and the <i>Convention on Cluster Munitions (CCM)</i> in nine or more provinces for safe access to contaminated land for socio-economic and humanitarian purposes and reduce the risk of UXO related accidents through risk education programs.</b>	Start Date: April 2013 End Date: 31 Dec 2015	
<b>Purpose</b>	These activity results will contribute to improved operations for safe access to contaminated land for socio-economic and humanitarian purposes and reduced risk of UXO related accidents.		
<b>Description</b>	<ul style="list-style-type: none"> <li>• Conduct Clearance/Technical Survey.</li> <li>• Conduct Roving Tasks.</li> <li>• Conduct General Survey.</li> <li>• Conduct Risk Education.</li> </ul>		
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
<b>Clearance:</b> <ul style="list-style-type: none"> <li>• Clearance targets are met</li> <li>• Appropriate methodology used for prioritizing land for clearance</li> <li>• Requests for clearance from development projects are met</li> </ul>	Field visit and Progress Reports	Quarterly	
<b>Technical Survey:</b> <ul style="list-style-type: none"> <li>• Technical Survey targets are met.</li> <li>• Technical survey is successful in</li> </ul>	Field visit and Progress Reports	Quarterly	

identifying UXO locations.		
<b>Roving Task:</b> <ul style="list-style-type: none"> <li>• Roving task targets are met.</li> <li>• Response time is reduced<sup>22</sup>.</li> </ul>	Field visit and Progress Reports	Quarterly
<b>General Survey Task:</b> <ul style="list-style-type: none"> <li>• General survey task targets are met</li> <li>• UXO data is available for policy and development planning.</li> <li>• Additional data fields are identified and collected.</li> </ul>	Field visit and Progress Reports	Quarterly
<b>Community Awareness:</b> <ul style="list-style-type: none"> <li>• Gender disaggregated data on community awareness raising activities collected and analyzed</li> <li>• Number of active village volunteers is increased, focusing on remote communities.</li> <li>• UXO accidents/deaths are reduced.</li> </ul>	Field visit and Progress Reports	Quarterly

<b>Activity 2</b>	<b>Assess, strengthen and improve UXO Lao programme management capacity through provision of training and advisory services and mobilize sufficient resources for UXO Lao to enable Lao PDR to move towards meeting MDG9 targets and CCM obligations</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	The activity result will contribute to an improved programme management capacity of UXO Lao and sufficient resources mobilized	
<b>Description</b>	<p>UXO units are fully operational and have received further capacity building training to be better able to:</p> <ul style="list-style-type: none"> <li>• Oversee, plan, coordination and provide quality assurance in all operating provinces.</li> <li>• Manage partnership and mobilize resources for programme operations and management.</li> <li>• Manage UXO Lao finances, operations and procurement.</li> <li>• Develop and produce publications in support of resources mobilization.</li> <li>• Collect data and compile results from 9 provinces in IMSMA.</li> <li>• Develop capacity for operational analysis of data</li> </ul> <p>Capacity Assessment conducted and 3 Year Capacity Development Strategy along with a Technical Assistance Exit Strategy developed</p> <ul style="list-style-type: none"> <li>• Technical Assistance Exit Strategy developed</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>Programme Management:</b> <ul style="list-style-type: none"> <li>• UXO Lao meets reporting requirements for donor agreements and UNDP quarterly reporting.</li> <li>• Timely development of annual</li> </ul>	Desk review by UNDP and UXO Lao	Quarterly

<sup>22</sup>Baseline to be determined.

work plan.		
<b>Operations Management:</b> <ul style="list-style-type: none"> <li>• Annual provincial targets met.</li> <li>• Increased participation in and contribution to sector technical working groups<sup>23</sup>.</li> </ul>	Progress Report	Quarterly
<b>Logistical Support:</b> <ul style="list-style-type: none"> <li>• Improvement in completion rate of procurement requests to UNDP.</li> <li>• Procurement plan developed, updated, and tracked.</li> <li>• Complete, accurate and up to date asset register is in place.</li> </ul>	Desk review by UNDP and UXO Lao	Quarterly
<b>Financial Management:</b> <ul style="list-style-type: none"> <li>• Donor financial reports are submitted on time.</li> <li>• No funds returned to donors – UXO Lao is compliant with all donor requirements with appropriate budget reallocation approval as required.</li> </ul>	Desk review by UNDP and UXO Lao	Quarterly
<b>Database Management:</b> <ul style="list-style-type: none"> <li>• Accurate and timely data available and incorporated into IMSMA.</li> <li>• Additional data fields being collected.</li> </ul>	Desk review by UNDP and UXO Lao	Quarterly
<b>Public Information:</b> <ul style="list-style-type: none"> <li>• Website is up to date and accurate.</li> <li>• Increase in publications production for information sharing and programme updates.</li> </ul>	Desk review by UNDP and UXO Lao	Quarterly
<b>QM Programme:</b> <ul style="list-style-type: none"> <li>• Financial and management audit recommendations implemented.</li> <li>• UNDP spot check recommendations are followed up and implemented.</li> <li>• Quality improvements implemented based on QM unit input.</li> </ul>	Desk review by UNDP and UXO Lao and Progress Report	Quarterly
<b>QM Regional Teams:</b> <ul style="list-style-type: none"> <li>• UXO Lao operating to national standards.</li> </ul>	Progress Report	Quarterly

<sup>23</sup>Baseline to be established

<b>Activity3</b>	<b>All clearance personnel trained up to national standards</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	The activity result will contribute to project by providing facilities and qualified, experienced and well equipped and trained staff.	
<b>Description</b>	Provide training to new and existing personnel. These included; clearance, advanced EOD, team leader, medic and survey trainings.	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Appropriately trained personnel available as required.</li> </ul>	Progress Report	Quarterly
<ul style="list-style-type: none"> <li>UXO personnel are trained to national standards.</li> </ul>	Progress Report	Quarterly

<b>Activity 4</b>	<b>Review and adopt improved technology where possible for effective and efficient operations (technological and methodological innovations and sector best practices)</b>	Start Date: April 2013 End Date: 31 Dec 2015
<b>Purpose</b>	This activity result will contribute to improved technology for effective and efficient operations through regular technological investigations.	
<b>Description</b>	<ul style="list-style-type: none"> <li>Detector trials</li> <li>Geophysical survey trials</li> <li>Regular review of new innovations, lesson learned, and best practices.</li> </ul>	
<b>Quality Criteria</b> <i>How/with what indicators will the quality of the activity result be measured?</i>	<b>Quality Method</b> <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<b>Detector Trials:</b> <ul style="list-style-type: none"> <li>Detector trials take place and appropriate detector models identified.</li> </ul>	Progress Report	Quarterly
<b>Geophysical Survey:</b> <ul style="list-style-type: none"> <li>Geophysical survey undertaken and results incorporated into future planning.</li> </ul>	Progress Report	Quarterly
<b>Other Initiatives:</b> <ul style="list-style-type: none"> <li>Number of periodic reviews of best practices and new technologies.</li> </ul>	Desk review by UNDP and UXO Lao	Quarterly



## ANNEX 5: NRA Board Membership

The Minister of the Prime Minister Office, President of NLCRDPE	Chairman
The Vice Minister of Foreign Affairs	Vice Chairman
The Vice Minister of Labour and Social Welfare	Vice Chairman
The Director General of Engineering, Ministry of National Defence	Member
The Director General of International Organization Department, Ministry of Foreign Affairs	Member
The Director General of Mass Media Department, Ministry of Information, Culture and Tourism	Member
The Director General of Curative Medicine Department, Ministry of Health	Member
The Director General of International Cooperation Department, Ministry of Planning and Investment	Member
The Director General of Budget Department, Ministry of Finance	Member
The Director General of Planning and Cooperation Department, Ministry of Public Work and Transportation	Member
The Director General of Agriculture Department, Ministry of Agriculture and Forestry	Member
The Director General of Security Police 106 department, Ministry of Security	Member
The Deputy Chief of Cabinet, Ministry of Education and Sport	Member
Deputy Director General of Organization and Personal Department, Lao Front for National Construction	Member
The Director General of Propaganda-Training Department, Lao People's Revolutionary Youth Union	Member
The Deputy Chief of Cabinet, Lao Women's Union	Member
The Director, National Regulatory Authority for UXO/Mine Action Sector in Lao PDR	Member and Secretary

## **ANNEX 6: Government of Lao PDR Strategic Objectives and Enabling Actions Established in the National UXO Sector Strategy: Safe Path Forward II**

### **Objective 1: Reduce the number of UXO casualties from 300 in recent years to fewer than 75 per year**

#### **Major actions**

- a. Deliver targeted risk education activities focusing on behavior change within identified at-risk groups; awareness-raising in response to UXO accidents, and classroom-based education for school children in contaminated areas.
- b. Provide appropriate support to village volunteers who act as peer educators among at-risk groups.
- c. Promote a coordinated and timely response to prevent accidents through mine risk education (MRE), clearance or Victim Assistance.
- d. Develop and enforce legislation to regulate the scrap metal trade and other high-risk activities.

### **Objective 2: Ensure that the medical and rehabilitation needs of all UXO survivors and other victims are met in keeping with treaty obligations**

#### **Major actions**

- a. Establish and maintain a Lao Victim Tracking system.
- b. Collect, map, analyze and disseminate detailed data on UXO victims.
- c. Provide emergency medical response at the village level and develop an effective rural transfer/ambulance system to medical facilities.
- d. Strengthen physical rehabilitation services.
- e. Develop a community-level psychosocial rehabilitation service throughout contaminated areas.
- f. Identify and address additional gaps in the six pillars of UXO victim support.

### **Objective 3: Release priority land and clear UXO in accordance with national standards**

#### **Major actions**

- a. Identify priority land for clearance based on clear criteria and taking into account existing Village, District, Provincial and National Development Plans.
- b. Release priority land using a risk management approach involving analysis of relevant data, followed by general and/or technical survey, roving response and/or full clearance, as required.
- c. Monitor clearance and land release activities, factoring in impact and cost.
- d. Ensure all operations comply with national standards.

### **Objective 4: Ensure effective leadership, coordination and implementation of the national Programme**

#### **Major actions**

- a. Maintain a national database of all information relevant to the UXO sector and make relevant information available to all stakeholders.
- b. Develop a cost estimate for the implementation of the national UXO sector strategy.
- c. Formulate an annual sector work plan to support the implementation of SPF II, as well as implementation of the recommendations from the 2008 assessment of gender perspectives

into UXO action. The annual work plan will include sector-specific targets based on the Vientiane Declaration on Aid Effectiveness.

- d. Development Partners increase untied contributions across the sector.
- e. Development partners provide multi-year commitments to UXO action.

**Objective 5: Establish sustainable national capacity fully integrated into the regular institutional architecture and budgets of the Government**

**Major actions**

- a. Ensure that socio-economic development strategies, plans and programmes, at all levels, take UXO contamination funding and operational requirements into account.
- b. Prepare and begin implementation of a plan for the transition of victim assistance and MRE activities to national authorities and national organizations.
- c. Identify institutional capacity development requirements to address the long-term residual UXO threat; develop and implement a corresponding transition and capacity building plan.
- d. Establish a National Training Centre (NTC) which over the long term is fully funded with domestic resources and ensures that all personnel are trained and licensed to Lao PDR National UXO/Mine Action Standards. The Centre would also train, license and support personnel of independent operators, on a cost-recovery basis.
- e. Formulate and implement a long-term plan for technical assistance to the UXO sector.

**Objective 6: Meet international treaty obligations**

**Major actions**

- a. Develop and enforce legislation to support implementation of all treaty obligations, including the *Convention on Cluster Munitions (CCM)*.
- b. Provide an annual report to the Secretary-General of the United Nations, as required under article 7 of the *CCM*.
- c. Maintain an International Trust Fund, as one of the options, to facilitate the full implementation of the *Convention on Cluster Munitions*, in keeping with the principles of the *Vientiane Declaration*.

## **ANNEX 7: UNDP Evaluation of the UXO Sector in Lao PDR for the period 2003 – 2011: Key Observations and Recommendations**

This mission was undertaken as part of a joint Crisis Prevention and Recovery (CPR) and Capacity Development (CD) mission in Lao PDR. Among the observations of the evaluation team are the following:

- There remains a critical lack of reliable baseline information concerning the level and location of UXO contamination in the country as a result of inadequate technical and non-technical survey;
- There is inadequate recording of areas that have been cleared or otherwise determined to be free of contamination.
- There is inadequate communication with key stakeholders.

The implications of these observations are that there are insufficient information and data upon which to prioritize areas for clearance, to plan efficiently and to ensure that there is no duplication of effort, particularly in clearance activities.

In terms of priority setting within the sector, the Evaluation observed significant fragmentation in the approaches to annual planning among humanitarian clearance operators. At present, individual operators collect and respond to individual clearance requests, sometimes in an *ad hoc* fashion without sufficient coordination with other operators via the NRA or directly.

Perhaps the greatest challenges faced by the NRA, therefore, are to improve accurate data collection, retention and analysis; improve annual and multi-year planning and priority setting of survey and clearance activities in the UXO sector, and to further integrate UXO sector planning into broader national planning and budgeting processes.

The NRA must also significantly improve its capacity to coordinate and regulate activities in the Sector and to undertake quality management.

**Selected recommendations of the evaluation team regarding the NRA are summarized as follows:**

### **For NRA**

1. NRA, with support from UNDP, should continue to support a District Focused Approach (DFA) so that a nationwide baseline of the degree and location of UXO contamination can be established.
2. NRA should request all operators to support the recapturing/remapping of areas cleared in the past by geo-referencing perimeters as and when applicable.
3. NRA should develop the necessary capacity to undertake adequate QA and QC over field work as applicable. (This will have budgetary considerations as logistical constraints appear one of the main reasons that limited QC is conducted).
4. NRA should continue technical discussions on survey with an aim to increase compliance with national standards, and to amend national standards as necessary to undertake more targeted deployment of survey and clearance assets.
5. NRA should institute a system of proactive coordination and task setting, ensuring that operators have access to all previous information of the site and adjacent surroundings.

6. NRA should ensure that operators introduce operational decision making beyond addressing only the initial areas delineated for clearance as requested by the affected communities, in order to determine if there is a need to clear adjacent areas. Among other things, this might offer greater economy of scale and/or determination that surrounding area is not contaminated.
7. NRA should develop a clear and fully detailed business process for accreditation of operators and develop a guidance note to interested parties with established guidelines and criteria for adherence.
8. NRA, with support from UNDP, should initiate discussions with concerned actors in the sector on the appropriate role and function of NRA provincial offices.
9. NRA should ensure sufficient and appropriate risk education is provided in high risk areas and targeted at high risk groups.
10. NRA should promote close coordination and integration between the victim assistance activities of the NRA (and operators) and the newly established multi-stakeholder coordination body, led by the Ministry of Labor and Social Welfare, focusing on people with disabilities, as well as other relevant factors such as the Ministry of Health.

#### **For UNDP**

1. UNDP should support the NRA and the recently established Board of the NRA under the Prime Minister's Office to step up efforts to liaise and proactively coordinate with line ministries and other relevant stakeholders outside the sector, in order to more fully integrate UXO sector planning into broader national planning frameworks.
2. UNDP should support the NRA to develop and implement a mechanism to request all operators to submit in advance their planned survey and clearance activities.
3. UNDP should support the NRA's Victim Assistance activities, but only in limited areas of comparative advantage; namely by supporting advocacy efforts, emphasizing the need to support VA within the broader framework of disabilities, thereby supporting not only NRA but also the Ministry of Labor and Social Welfare (MLSW) and Ministry of Health (MoH), accident and incident surveillance and data collection, analysis and sharing of information to assist in the support of survivors and resource mobilization efforts including through the UNDP managed Trust Fund.

#### **Selected observations of the Evaluation team concerning UXO Lao are as follows:**

UXO Lao meets high expectations and management has established a healthy work ethic among staff, with employees proud of results and contributions to the programme. There is in general a high level of understanding of how various functions and work streams fit together and well established operational and administrative procedures are followed with due diligence to achieve annual targets and goals.

However, a "business as usual" approach is often used by management and targets and goals set out seem to be accepted with little reflection or discussion. A more active and analytical recording of lessons learned and discussion around promising practice could benefit the programme and give way for improved efficacy and effectiveness;

A focus on improving cost efficiency through in-built monitoring and evaluation of working procedures does not appear to be systematically applied;

Locked in budget lines hinder flexibility to address unforeseen events, such as unplanned QC or emergency call out;

Results are communicated in purely quantitative terms at the level of activities and outputs; more needs to be done to report at the outcome and impact levels;

A recent study by the Geneva International Centre for Humanitarian Demining (GICHD) determined that on a national scale, there is significant potential for increased efficiency through improved targeting of assets and enhanced use of existing resources. Together they would bring higher levels of output for funds expended.

**Selected recommendations of the Evaluation team regarding UXO Lao are summarized as follows:**

**For UXO Lao**

1. Promote more active and analytical record of lessons learned and discussion around promising practices among staff in UXO Lao in order to improve greater efficiency and effectiveness;
2. Introduce and nurture a stronger capacity for self-monitoring and evaluation;
3. Ensure that relevant staff are trained in basic financial management and drafting of budgets to ensure greater correlation between budgets and work plans;
4. Review vehicle and equipment assets and where necessary upgrade to ensure greater capacity;
5. Consider reviewing annual work planning processes in order to capture practice developments in the areas of non-technical and technical survey and clearance;
6. Consider reviewing task-planning and priority setting in light of government directives to further integrate the UXO sector into broader national development planning.

**For UNDP**

1. Support communication skills development and training to better present programme achievements;
2. Provide template examples of results-oriented, outcome reporting based on the output achieved;
3. Provide training and constructive workshops with comparative formats of new concepts, methodologies and techniques to nurture critical thinking and analysis;
4. Assess cost of living in the Areas of Operations of UXO Lao and calculate potential loss of income due to stagnation of salary levels and high staff turnover and identify incentives to retain staff;
5. Support the recapturing of perimeters of clearance carried out in the past to contribute to a more coherent and complete baseline in order to minimize redeployment of assets to previously cleared areas.

## ANNEX 8: Terms of Reference of NRA Project Manager

Project Title: Support to NRA

Award ID: TBA

Date: March 2013

### Project Manager – NRA

#### 1. Purpose and Scope of Assignment

Ensure the timely implementation of project activities and components focusing on the achievement of the project results. He/she shall:

- Plan the activities of the project and monitor progress against the project outcome and output indicators.
- Devise management strategies to overcome problems and impediments related to project implementation.
- Prepare and revise project work and financial plans, as required.
- Coordinate the recruitment and selection of project personnel and consultants.
- Supervise and coordinate the work of all project staff and consultants.
- Carry out regular inspections of all sites where the activities of the project are being implemented.
- Draft Terms of reference, work specifications and mobilize goods and services as required.
- Monitor events as determined by the Project Monitoring Schedule Plan and update the plan as required.
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE form (Fund Authorization and Certificate of Expenditures).
- Ensure proper management of funds and budget planning and control.
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports.
- Prepare financial and progress reports and submit reports to UNDP on a quarterly basis.
- Manage and monitor the project risks identified, apprising the Board of new risks, seeking guidance as required and maintaining the Project Risks Log.
- Manage issues, requests for change and maintain an Issues Log.
- Ensure timely preparation and submission of quarterly financial progress reports, quarterly progress reports, annual work plans, annual project reports or other reports to the UNDP Project Board and other relevant parties.
- Report progress of the project to the Project Board and ensure the fulfillment of Project Board directives.
- Update ATLAS Project Management module, if external access is made available.
- Be responsible for any other duties as assigned in connection with the achievement of the objectives of the project.

#### 2. Qualifications and Experience

- Master degree (or equivalent) in public administration, international affairs, political/social science, development studies or other related field.
- At least 10 years of experience in management and coordination, including experience managing people and working with a wide range of partners (government agencies, NGOs, private companies), as well as experience working within an international environment.
- Good knowledge of government structures and processes.
- Knowledge of the UXO Sector is desirable.
- Demonstrated aptitude for coordination and chairing of meetings.
- Conflict resolution and strong communication skills.
- Knowledge of donor procedures and guidelines is an asset.
- Computer literacy (Word, Excel, Outlook, etc.).
- Fluency in Lao and English (written and spoken).

## ANNEX 9: Terms of Reference of UXO Lao Project Manager

Project Title: Support to UXO Lao

Award ID: TBA

Date: March 2013

### Project Manager – UXO Lao

#### 3. Purpose and Scope of Assignment

Ensure the timely implementation of project activities and components focusing on the achievement of the project results. He/she shall:

- Plan the activities of the project and monitor progress against the project outcome and output indicators.
- Devise management strategies to overcome problems and impediments related to project implementation.
- Prepare and revise project work and financial plans, as required.
- Coordinate the recruitment and selection of project personnel and consultants.
- Supervise and coordinate the work of all project staff and consultants.
- Carry out regular inspections of all sites where the activities of the project are being implemented.
- Draft Terms of reference, work specifications and mobilize goods and services as required.
- Monitor events as determined by the Project Monitoring Schedule Plan and update the plan as required.
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE form (Fund Authorization and Certificate of Expenditures).
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- Report progress of the project to the Project Board and ensure the fulfillment of Project Board directives.
- Update ATLAS Project Management module, if external access is made available.
- Be responsible for any other duties as assigned in connection with the achievement of the objectives of the project.

#### 4. Qualifications and Experience

- Masters' degree (or equivalent) in public administration, international affairs, political/social science, development studies or other related field.
- At least 10 years' experience in management and coordination, including experience managing people and working with a wide range of partners (government agencies, NGOs, private companies), as well as experience working within an international environment.
- Good knowledge of government structures and processes.
- Knowledge of the UXO Sector is desirable.
- Demonstrated aptitude for coordination and chairing of meetings.
- Leadership, motivation, conflict resolution and strong communication skills.
- Knowledge of donor procedures and guidelines is an asset.
- Computer literacy (Word, Excel, Outlook, etc.).
- Fluent in Lao and English (written and spoken).