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PROJECT DOCUMENT

Lao People's Democratic Republic

Project Title: *Moving towards achieving SDG 18 - Removing the UXO obstacle to Development in Lao PDR*

Project Number: 00101607

Implementing Partner: Ministry of Labour and Social Welfare with NRA and UXO Lao

Start Date: June 2017

End Date: December 2021

PAC Meeting date:

Brief Description																	
<p>This project has been designed based on the recommendations of the 2015 evaluation of UNDP's ongoing support to the UXO sector, as well as the decision by the Government of Lao and UNDP to utilize a project modality in lieu of the Trust Fund, and is aligned with the Government of Lao's 8th National Socio-Economic Development Plan (8NSEDP), UXO Sector SPII 2011-2020, UXO Sector 5-year plan 2016-2020 as well as national gender equality strategies and relevant international conventions, and norms. It will contribute to progress towards achieving the national Sustainable Development Goal 18. This project will provide the programmatic and technical support necessary for the national institutions within the UXO sector (NRA and UXO Lao) to pursue the targets set out in the UXO Sector Five Year Work Plan 2016-2020, as well as the NRA's strategy for accelerated survey and clearance, MRE and VA activities. Hence, it provides a sector overview of what is required to support the NRA and UXO Lao for the coming five years, irrespective of whether the support will be provided via UNDP or directly to these two institutions. UNDP is committed to provide technical and resource mobilization support as requested from the Government of Lao PDR.</p> <p>The key results expected from this project include support to the Sustainable Development Goals number 18th, including through enhanced support to livelihoods activities for affected populations, improved efficiency of clearance operations; significant progress in the effort to establish a national baseline of UXO contamination; improved transparency in results reporting, improved transparency in financial reporting; improved coordination of sector activities through enhanced management of information; updated National Standards and appropriate policy frameworks; progress against the obligations of the Convention on Cluster Munitions, the articulation of a sustainability strategy for the sector; improved capacity for monitoring and evaluating the sector's development outcomes; and improved policy for support to UXO survivors. This project includes a proposed component on assessing and enhancing gender mainstreaming capacity in the UXO sector to be implemented by Lao Government's agencies concerned.</p>																	
<p>Contributing Outcome: <i>UNDP CPD and UNPF Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs</i></p> <p><i>UNDP STRATEGIC PLAN (2014-2017) OUTCOME 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (primary)</i></p>	<p>Total resources required (USD): 84,404,245¹ - see budget for more details</p>																
	<p>Total projected funding (USD): 12,164,806²</p>																
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Agreed by (signatures):

<p>Government</p> <p>Print Name: <i>Dr. Khampheng SAYSOMPHENG</i></p> <p>Date: 07 JUL 2017</p>	<p>UNDP</p> <p>Print Name: <i>Balasubramaniam Muthu</i></p> <p>Date: 07 JUL 2017</p> <p><i>Resident Representative</i></p>
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¹ This overall budget for 2017-2021 inclusive of bilateral funding to the sector (not routed through UNDP) that is planned as well as possible mobilization in the future.

² This is an indicative figure of funds channeled through UNDP based on fresh funds approved/pledged by development partners and funds likely remaining after closure of the previous project. As for the pledged funds from Ireland and Luxembourg, the UN exchange rate of May 2017 (\$1=EUR0.921) has been used to convert from Euro to USD.

³ The total NZ contribution was USD 7,092,130 but USD 1,044,284 has been utilized until May 2017.

⁴ The total EU contribution was USD 2,538,240, but a total of USD 336,479 was used until May 2017. In addition, UNDP contributed USD 400,000 in 2016 for this agreement with EU.

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I. DEVELOPMENT CHALLENGE

Lao PDR is among the most heavily bombed countries per capita in the world, with over two million tons of munitions dropped on it during the Indochina War (1964–1973). This includes 270 million sub-munitions from cluster bombs, up to 30% of which failed to detonate.

While the number of accidents has dropped markedly from 302 in 2008 to 42 in 2015, Unexploded Ordnance (UXO) contamination remains a threat for rural populations in poor and remote areas. It reduces safe access to their agricultural land and increases the amount of time, in many cases, that farmers have to spend on cultivating their land, as they are required to move more carefully and cautiously in light of the risk of accidents. Accidents often affect the main breadwinners in families and communities, which damages their families' economic security and independence. In addition, UXO contamination impedes the safe use of land for socio-economic development activities, and where these activities can take place, it increases their costs. Around 80% of people in Lao PDR live in rural areas, where livelihood opportunities are often uncertain and food and nutrition security indicators are particularly poor. Many of the poorest districts in the country are also the most-contaminated. UXO contamination can lead to loss of livestock, restricted access to land, food insecurity, insufficient basic infrastructure, reduce crop production, increased transport costs, disability, employment shortages, and other negative socio-economic outcomes.

The exact total extent and location of contamination in the country is currently unknown. Although Lao PDR's ratification of the Convention of Cluster Munitions obliges the country to clear known UXO contamination by 2020, without a clear baseline it is difficult to plan properly and to indicate timeframes for clearance throughout the country. Survey activities are underway to establish the extent of known contamination for clearance and to establish a national baseline.⁵ Such national baseline of contamination will allow the prioritisation and management of all remaining clearance tasks. The 8th National Socio Economic Development Plan (8NSEDP) includes targets for addressing the UXO issue by 2020. The National Regulatory Authority for the UXO/Mine Action Sector (NRA) has also approved a UXO Sector Five Year Work Plan, with targets relating to UXO survey and clearance, reduced casualties and victim assistance. These goals align with Lao PDR's Sustainable Development Goal 18 (SDG18) to remove the UXO obstacle to national development, which was endorsed by the Government of Lao PDR and launched by the Prime Minister of Lao PDR and the United Nations Secretary-General in Vientiane in September 2016.

The UXO sector in Lao PDR consists of the NRA, UXO Lao, a number of humanitarian NGOs, several accredited commercial companies providing UXO services, and humanitarian clearance teams within the Lao People's Army. The NRA currently has some challenges to fulfil its mandate to coordinate and regulate all UXO activities in the country to maintain their quality and assure alignment with national priorities (Resources and some technical capacities). While the NRA has been successful in regulating and coordinating a transition of the humanitarian operators from request-based (based on villagers' suspicion of contamination and land usage for development purposes) to evidence-based land clearance (based on prior non-technical and technical survey of land), which has resulted in quadrupling cluster munitions being found per hectare cleared. A Capacity Self-Assessment undertaken in June 2014 with the support of UNDP indicated that NRA still faces capacity gaps in coordinating the sector. These include establishing adequate policy frameworks; managing information for maximum development impact; monitoring and communicating progress at the sector level; addressing the needs of UXO survivors; and assuring the quality of outputs in the sector.⁶ This obstructs evidence-based sector-level planning, reducing the sector's effectiveness in supporting the objectives of the 8NSEDP. Addressing these challenges will mean that planning can be based on development criteria for maximum effectiveness. This can benefit from improved linkage across the Sector Working Groups under the Round Table Process, which can enhance the linkage of UXO action with poverty reduction and livelihoods development. This will increase the linkage between the Sector Working group level to the Round Table Process. This is being addressed as a priority by the Government and UNDP already.

⁵ For full details of the evidence-based survey and clearance methodology, refer to the 2015 Survey Procedures and 2014 New Concept of Operations.

⁶ The mandate of the NRA is summarized in the sector strategy title Safe Path Forward II, which relates to the 2012-2020 period.

An assessment in 2007 of gender aspects of UXO activities, as well as recent evaluations, have found that the sector should more transparently ensure the inclusion of women's voices in the decision-making process, and that monitoring of project progress should be refined on gender lines in order to ensure that the benefits of mine clearance are accessible to all genders and ages and are focused on supporting livelihoods for the country's poorest people. The NRA has affirmed its commitment to enhancing gender equitable participation in the UXO sector as part of the *Safe Path Forward II* sector strategy. This reflects a recognition that, while the majority of casualties caused by UXO accidents are among men and boys, the broader definition of victims (as defined in the Convention on Cluster Munitions) includes the families and communities affected. Male casualties in many cases create female-headed households, which make up 80 percent of the poorest households in a given relevant sample.⁷ It also reflects recognition that women need greater representation in the management and running of the UXO sector, while noting that progress has been made in this regard within the NRA since its adoption of a Gender Equality Strategy in 2011. In the sector as a whole, women tend to work in the administrative and medical posts but in recent times, there is an increasing trend of women's clearance teams engaged in actual UXO clearance on the ground. A 2014 decree on the establishment of the NRA Board includes the Lao Women's Union among the board members, demonstrating the Government's intention to ensure that the gender aspects are adequately reflected in the implementation of all national UXO programs.

The UXO sector remains heavily dependent on donor financing. External resources are channelled through the UNDP, bilateral agreements between the Government and donors and direct support to UXO Operators. Lao PDR's commitments under the Convention on Cluster Munitions have to be worked on in the area of legislation, and legal adjustments are needed in this area if the country is to report positively at the Second Review Meeting in 2020. SDG18 includes progress on which Lao PDR has obligations under the Convention.

II. STRATEGY

The below Theory of Change diagram summarises a logical approach to supporting the UXO sector, as well as some of the assumptions implicit to the logical progressions from Inputs to Activities to Outputs to Outcomes and ultimately to Impact. This project proposes to support all of the activities shown in the diagram. The diagram highlights the linkage between the planned Outputs of UNDP's Activities and the organisation's broader focus on improving livelihoods in rural communities. This project is focused on supporting UNDP's Country Programme, specifically Outcome 1, relating to the improvement of livelihoods for all women and men. In addition, Outcomes relating to perceived safety, improved sector governance, and global advocacy are expected to result from the interventions of the Implementing Partners supported by UNDP.

As such, the project is aligned with UNDP's *Strategic Plan 2014-2017*:

- Contributing to **Outcome 1** - *Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (primary).*
- Through **Area of Work 1** - Sustainable development pathways
- As well as the **proposed new and emerging areas** of citizen security and risk management for resilience.

⁷ This figure refers to Sekong and Savannakhet, two of the most heavily-contaminated provinces in the country.

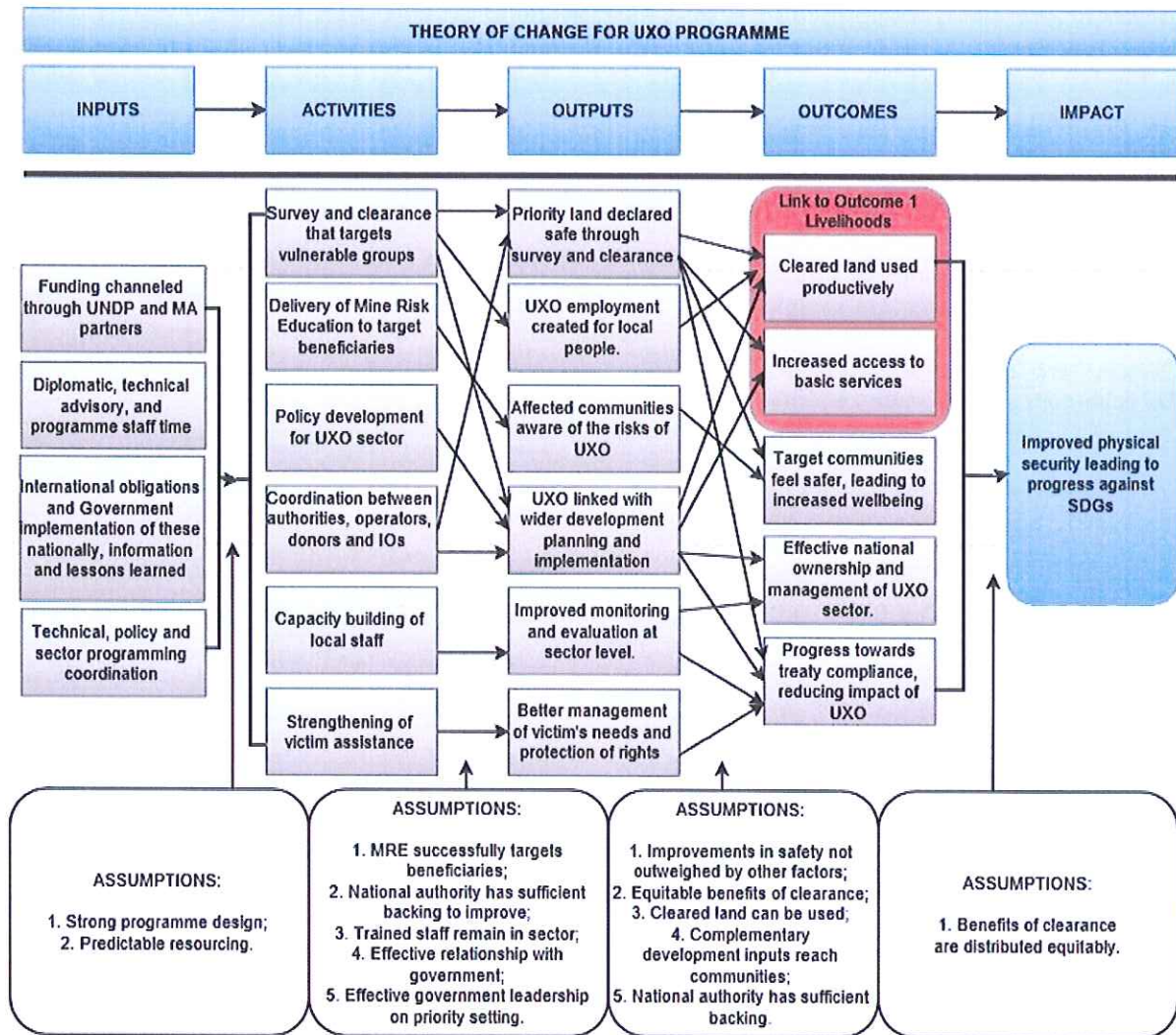
Support to Sustainable Development Goal 18 also contributes to the other SDGs as below.

Targets	Indicators	Other SDGs target applies to
18.1: By 2030, ensure that annual casualties from UXO accidents are eliminated to the extent possible	18.1.1 Number of reported UXO casualties (disaggregated by age group and sex); 18.1.2. Percentage of population in contaminated villages (disaggregated by age group, sex and persons with disabilities) with information on Confirmed Hazardous Areas in their village.	SDG 3; SDG 10; SDG 11
18.2: By 2030, ensure residual UXO activities undertaken and all known UXO contamination in high priority areas and all villages defined as 'poor' cleared	18.2.1. Percentage of high priority hazardous areas remaining to be cleared (disaggregated by high priority villages). 18.2.2. Number of villages defined as 'poor' with Confirmed Hazardous Areas remaining to be cleared.	SDG 1; SDG 2; SDG 4; SDG 11
18.3: By 2030, ensure that all identified UXO survivors and victims have their needs met in health, and support provided for livelihoods/ employment to most poverty-risk survivors	18.3.1. Proportion of active age UXO survivors unable to earn sufficient income with access to basic income security 18.3.2. Percentage of UXO survivors and victims mainstreamed into health, education and employment services.	SDG 3; SDG 5 SDG 8; SDG 10

UNDP's approach is informed by the findings and recommendations of two evaluations undertaken in 2015; the first is a global evaluation of UNDP's support to mine action, and the second is an evaluation of UNDP's support to the UXO sector in Lao PDR from 2013 to 2016.⁸ The overall strategy of UNDP in Lao PDR for this period is detailed in the 2017-2021 Country Programme Document.

The target groups for the project's activities are the populations within the villages where UXO action takes place, whether it be survey, clearance or mine risk education. This is based on the rationale that contamination on any area of a village poses a risk to all inhabitants of that village, albeit some to a lesser degree than others – the direct user of the specific contaminated land will generally be at the highest risk. Through the various activities detailed in this strategy, the risks to these communities will be reduced, and the potential for agricultural development and service provision thereby increased.

⁸ Both evaluations are available on the website of UNDP's Independent Evaluation Office. (<https://erc.undp.org/evaluation/evaluations/detail/7686>), (<https://erc.undp.org/evaluation/evaluations/detail/7084>)



Survey and Clearance

Building on twenty years of past support developing the capacity of UXO Lao and the NRA, which is detailed in the recent local and global mine action evaluations, this project will support the implementation of survey and clearance activities, primarily through UXO Lao, in accordance with the national Survey Procedures and the priorities of the Government of Lao PDR. Government of Lao PDR has a key role in developing and monitoring these development priorities with support from UNDP through its role convening and co-chairing the Round Table Process with the Ministry of Planning and Investment. The process establishes the National Socio Economic Development Plan. In this, the Government not only fully endorsed the 2030 Agenda, but integrated the SDGs and their means of implementation. As a result, 60% of the 8th NSEDP indicators are aligned with SDG indicators and can be used for monitoring progress towards the SDGs. The priority guidelines developed by Lao Government will incorporate these priorities, once set, alongside criteria for livelihoods support, human security, and human dignity. These criteria will be taken forward by the NRA which is responsible for prioritising tasks on the sector level.

This will entail financing the operational and management costs of undertaking non-technical and technical survey to establish CHAs and clearance to clear CHAs nationwide. All activities will be reported to the NRA's national IMSMA database to support sectoral management and progress reporting. MRE efforts will be supported by national sectoral work plans, in order to encourage maximum effectiveness in pursuing development goals

Main activity as identified in the UXO Five Years Plan, 2016-2020:

- Disseminate and follow up the Prime Ministerial Order on UXO clearance.

- Continue to improve UXO Survey Standards in line with the actual situation.
- Establish the IMSMA system and build the capacity in UXO contaminated provinces to record and report on UXO survey and clearance.
- Integrate UXO survey and clearance plan into the work plan of line ministries, equivalent organizations and local authorities.
- Coordinate with UXO operators to conduct NTS, TS to establish the Confirmed Hazardous Area (CHAs) and recording/Reporting into IMSMA database.
- Coordinate with UXO operators to undertake UXO clearance in focal development areas, in line with annual priorities of the Government's development projects and agricultural Land for Lao People.
- Coordinate with international community to develop techniques, technology and methodology for survey and clearance and UXO destruction.
- Conduct the Post Clearance Assessment.

The Project's support will entail financing the operational and management costs of undertaking non-technical and technical survey to establish Confirmed Hazardous Areas (CHA) and clearance to clear CHAs nationwide. The Project will strengthen the monitoring mechanism of UXO Lao to track the participation of male and female beneficiaries during the survey and clearance process. All activities will be reported to the NRA's national Information Management System for Mine Action (IMSMA) database to support sectoral management and progress reporting. Survey and clearance efforts will be supported by national sectoral work plans, in order to encourage maximum effectiveness in pursuing livelihoods support and development goals including SDG18. Full linkage of mine action and development requires that a large-scale development view be used in setting priorities and determining costs. SDG18 prioritises clearance within poor areas to support poverty reduction where it is most needed. The Project will also provide financial, programme and technical support to the NRA to oversee survey and clearance activities for the full 2017-2021 period.

The Humanitarian Clearance Units of the Lao People's Army have gradually increased their role in the UXO/Mine Sector. Nonetheless, the Lao People's Army has limited expertise and resources to expand survey and clearance operations. UNDP has supported the training and equipping of Humanitarian Clearance Teams within the Lao People's Army in 2015 and 2016 through NRA. UNDP will continue to offer this service dependent on donor financing and assumption of monitoring responsibilities by the Lao People's Army.

The project will also aim to establish a robust sector-level Quality Management system to ensure national standards for survey and clearance are adhered to. This will entail establishing ten Quality Assurance teams of two persons each as well as four Quality Control teams (in addition to the existing two) of seven persons each. These are to be established and managed to support increased survey and clearance activities throughout Lao PDR. To ensure that this system is established and monitored to the necessary standard, UNDP in agreement with the relevant national project managers will engage a Chief Technical Advisor and Finance Technical Advisor and such other expertise as required (see Terms of Reference in Annexes).

The activities detailed in this section will produce the following outputs:

- priority land being made safe through clearance or safer through survey;
- employment within the UXO sector being generated in target locations;
- improved linkage of clearance activities with livelihoods and development priorities;

These outputs are intended to contribute to the following broader outcomes:

- intensified use of cleared land;
- progress towards treaty obligations to clear known contamination;
- improved availability of livelihoods for all women and men;

- increased access to basic services which can be built/provided on cleared land;
- improved national ownership of UXO sector.

Mine Risk Education

Mine Risk Education (MRE) has been an important component of several UXO/Mine actors in Lao PDR. The Assessment of MRE programme which was conducted in 2011⁹ confirmed that the MRE was directed to the correct target groups and yielded positive outcomes. A report by Dexis Consulting Group in 2015 also noted that mine risk education activities in Lao PDR have increased the risk awareness of affected communities. The project will continue supporting the MRE activities of UXO Lao and improve the MRE concept to deliver the UXO risk messages to local communities.

Main activity as identified in the UXO Five Years Plan, 2016-2020:

- Disseminate and follow up the Prime Minister Order on UXO/Mine Risk Education.
- Integrate UXO/Mine Risk Education plan into line ministries, equivalent organizations and local action plans.
- Collaborate with the Ministry of Education and Sports to establish UXO curriculum for secondary schools, to provide MRE teaching materials, training of trainers in Teacher Colleges in order to be able to teach students in schools across the country.
- Encourage the ministry of Education and Sports to use UXO curriculum in both primary and secondary schools.
- Build capacity for existing and new village volunteers to cover all UXO impacted villages.
- Collaborate with the Ministry of Information, Culture and Tourism to conduct UXO Mine Risk Education Through radio spots, community's loudspeakers and other channels.
- Coordinate with MRE operators to conduct UXO MRE in line with work plan; and then reporting and evaluation.

The activities detailed in this section will produce the following outputs:

- Greater awareness among affected communities of UXO risks;

These outputs will contribute to the following broader outcomes:

- Greater feeling of safety among target communities;
- Safer and more sustainable livelihoods;
- Increased wellbeing;
- Reduced incidence of UXO accidents.

Strengthening of Victim Assistance

Besides the policy-level work relating to Victim Assistance noted above, the Project will also support the continued tracking and surveillance of victim assistance activities. The project will support the running costs of the NRA's Victim Assistance Unit to enable the unit to monitor the provision of assistance to victims, undertaking assessments of needs and developing policy advice. As part of UNDP's overall focus on supporting the NRA's capacity for collecting, analysing and making-available of relevant data, work to measure and track the needs of survivors will be strengthened and consideration will be given to how best support operators in the area in planning effective interventions.

Main activity as identified in the UXO Five Years Plan, 2016-2020:

- Establish and improve clear systems on UXO accidents recording, UXO survivors and the need of the survivors in UXO contaminated provinces in order to be able for real implementation and timely reporting to IMSMA.

⁹ Report on Mine Risk Education Knowledge Attitude and Practices (KAP) among UXO High Risk Population, 2014

- Analyse UXO survivor's needs information for work planning and prioritization of the assistance on medical care, physical rehabilitation, vocational training and economic inclusion.
- Integrate UXO victim assistance plan into the strategic plans of line ministries, equivalent organizations and other stakeholders concerned.
- Coordinate and encourage line ministries, equivalent organizations, from both national and international to provide medical care, physical rehabilitation, vocational training and economic inclusion for UXO victims.

The activities detailed in this section will lead to the following outputs:

- Improved management of victims' needs;

These outputs are expected to contribute to the following broader outcomes:

- Progress towards treaty compliance;
- Progress towards SDG18;
- Increased wellbeing among target communities.

Policy Development

The Project's provision of technical support will focus on policy-level outcomes as well as technical capacity-building. A Chief Technical Advisor for the UXO Sector (CTA) will support the development of a sustainability strategy for the sector, while also supporting advocacy on the Convention on Cluster Munitions and Protocol V of CCW. Along with the Project Management and other Technical Advisor, the CTA will also support the review and update of the UXO National Standards in order that a framework is in place to ensure swift and high-quality progress against the sector's targets including SDG18. The same capacity will also work to support the sector in outlining plans to integrate mine risk education with broader education policies and victim assistance with broader health and disability policies. A key element of the technical support to the sector will be establishing a clear and transparent policy for task prioritisation. In order to support policy development, the Project will also support the running costs of relevant units in the NRA and of the organisation's senior management. In addition, the Project will engage a specialist to help articulate a Monitoring and Evaluation Framework for the UXO sector, which will be tabled to the NRA Board. Additionally, the Project will support the Government of Lao PDR in drafting legislation for the Convention on Cluster Munitions.

Main activity as identified in the UXO Five Years Plan, 2016-2020:

- Information Management
 - Maintain a national database of all information relevant to the UXO sector, analyze and make relevant information timely available to all stakeholders.
 - Develop UXO database management standards and guidelines.
 - Continue to build capacity for the UXO Provincial Management Committees on the UXO data collection, analysis, recording and reporting to the national database and make information timely available to the UXO Provincial Management Committee as required.
 - Continue to build capacity for UXO humanitarian and commercial operators on UXO data collection, analysis, recording and reporting of UXO work to the national IMSMA database.
 - Encourage UXO operators to report their UXO achievements to UXO Provincial Management Committee.

- **Quality Management and Training**
 - Review and improve national Standards for UXO in Lao PDR in line with the real situation.
 - Build capacity of the UXO quality management staff
 - Conduct QA/QC on the area clearance in line with national standards in order to recommend UXO operators for improvement of their operations.
 - Improve EOD curriculum level 1-4, medic, survey and MRE.
 - Establish 25 humanitarian teams of the Lao army of which this project will support 10 teams.

- **Programme and Public Relations**
 - Conduct UXO field visits for media in UXO contaminated provinces (5 times).
 - Conduct UXO field visit and showcase of the UXO sector for delegations of annual Round Table Meeting.
 - Improve UXO materials such as: website, factsheets, flipcharts, annual reports and showcase of the UXO Sector during national and international meetings.
 - Commemorate the International UN Day for Mine/UXO Action on 4th April and celebrate the entry into force of the Convention on Cluster Munitions (CCM) on 1st August.
 - Coordinate with line ministries, equivalent organizations and local authorities to formulate an UXO sector work plan and follow up its implementation, and preparation of regular reporting for Lao Government and Donor Countries.
 - Prepare and administer meetings such as: NRA Board Meeting, UXO Project Board Meeting, UXO Sector Forum and UXO Sector Working Group.

- **International Cooperation and Funding Mobilization**
 - Prepare the annual Convention on Cluster Munitions (CCM) report.
 - Develop and enforce legislation to support implementation of the Convention on Cluster Munitions (CCM), Protocol V of CCW, and Convention of Rights for People with Disabilities (CRPD).
 - Develop project proposals for funding support.
 - Joint decision making on fund received and expenditure; to continue to encourage UXO operators to formulate their work plan, to pay attention to reporting, activities implementation and provide regular financial reporting to the NRA; to improve coordination mechanisms with donor countries to support for multi-year commitments and more effective joint management of the funds.
 - Participate at the UXO director meetings in Geneva, annual CCM meetings, CCW meetings and related meetings.
 - Continue to mobilize fund for the UXO sector through this project, bilateral, UXO operators and other channels.

In a preliminary step to prepare the UXO sector for full transition to the Government of Lao PDR, this project includes a target for cost-sharing by the Government of Lao PDR (either in cash or in-kind). UNDP will support the GoL to identify areas which are most relevant and appropriate for such cost-sharing, which may include support to legislative drafting, contributions to the costs of operational quality management, support to the integration of risk education in secondary school education, and contributions to the costs of UXO operational infrastructure. UNDP will advise as requested, its Government of Lao PDR counterparts on how to strengthen the policy function of the UXO Sector Working Group through rationalised working processes and transparency during the period of this project.

The activities in this section will lead to the following outputs:

- Improved linkage of UXO sector with wider development priorities;

These outputs are expected to contribute to the following broader outcomes:

- Increased productive use of cleared land;
- Increased access to services by affected communities;
- Improved national ownership of UXO sector.
- Progress against the targets of SDG18

Sector Coordination

The Project will support the NRA in fulfilling its central role of sector coordination. This support will include technical advice on how best to design and communicate a process for task prioritisation and how to ensure quality management of sector activities. This is essential in the context of a very large number of existing CHAs requiring clearing. This role will entail liaison with both the NRA and UXO sector operators to ensure realistic and workable plans are established each year. A system of prioritisation prioritising areas for task implementation will enable monitoring of adherence of all sector operators with national priorities. The Project's focus in prioritisation will be support to livelihoods and poverty reduction. Sector coordination will also require the provision of specific technical assistance in the areas of quality management and information management. The provisions of these positions will be in agreement with the relevant National Project Managers. The Project will also support the establishment of an NRA provincial-level capacity to support, coordinate, and monitor the progress of non-technical and technical survey in all contaminated provinces in line with increased survey and clearance activities within the Provinces.

Also as part its support to the sector coordination role, the Project will focus strongly on supporting the NRA to develop adequate and demonstrated capacity to collect, analyse, and make available (as widely as possible) all data relevant to UXO contamination, activities, survivors, and progress. Improved capacity for data management is a requirement for the task prioritisation system to be functional and transparent. This will also support the Government of Lao PDR's obligations to monitor progress against the SDGs including SDG18. The NRA will be encouraged to make data as widely available as possible to ensure that current and potential sector operators and relevant parties are able to analyse the UXO issue and plan their own interventions accordingly. This is intended to enable not only UXO-specific activities, but also to ensure that follow-up livelihoods and poverty initiatives, for example, can access up-to-date information on where land has been cleared and made safe. This will strengthen substantially the link between UXO-specific activities and subsequent development and livelihoods impact, and may present an opportunity for increased interaction between the NRA and Development Partners.

- **NRA Institutional and Coordination**
 - Identify clear role and responsibilities for NRA Board members from line ministries and equivalent organizations.
 - Improve NRA work standards especially to convene regular meetings of the NRA board.
 - Improve the NRA office to act as secretarial body, to be able to coordinate and to improve the provision of services for UXO clearance; Improve UXO Provincial Management Committees and NRA Provincial Coordination Offices in a clear manner, and they should unanimously agree on the structure, location, staff, working system and budget.

The activities detailed in this section will lead to the following outputs:

- Improved linkage of UXO sector work with wider development priorities;
- Improved capacity to monitor and evaluate progress at the sector level;

These outputs are expected to contribute to the following broader outcomes:

- Enhanced national ownership of the UXO sector;
- Progress towards compliance with the Convention on Cluster Munitions;



Capacity Building of Local Staff

The Project will focus on providing the NRA and UXO Lao with adequate opportunities to increase the capacities needed to manage, measure, and communicate their activities. During the project period, technical advisory support will be provided through the CTA and such other technical specialists providing timely support in areas identified by Lao GoL (NRA).

Management capacity will focus on the needs of the NRA to coordinate and manage the national survey and will increase the ability for the NRA to support inclusive sector level planning. Quality Management will be enhanced to ensure confidence in the UXO operational system. Technical support for IM management at the NRA and UXO Lao will supported the increased data associated with a national level survey. Project management support to enhance the effectiveness and efficiency of works will be supported. Technical support to operational activities will be undertaken as necessary. Qualified staff from development partners as secondments to the sector will be actively sought.

The project will, through CTA, also support Monitoring and Evaluation (M&E) advisory services to coach NRA staff in the task of monitoring outcome-level data relating to livelihoods support and other development aspects, and to capacitate the NRA's national staff in identifying key evaluative questions to establish a national M&E framework. Within the timeframe of this specific project, the NRA is expected to endorse such a framework including plans for specific evaluative studies, covering gender equality aspects of UXO operations and pro-poor community engagement. The provision of this position will be in agreement with the NRA.

Technical Advisors will work closely with and support the NRA and UXO Lao to develop unit-specific capacity action plans based on assessments. These capacity action plans will be shared with the management of UXO Lao and NRA (depending on the units concerned) as suggested actions to improve capacity. In addition, Technical Advisors will support the process of developing proposals for improving the systems currently in place, and documenting them in order to enhance continuity in cases where capacitated staff leave or change roles. This encompasses a capacity approach based on individual training as well as system-rationalisation aimed at sustainability. All capacity actions on UNDP's part are advisory in nature. Technical Advisors will also be in a position to support implementation of the plans if the Implementing Partners prioritise this. The aim of capacity building efforts is the end the project with a substantially improved ability within the NRA and UXO Lao to manage the remaining UXO contamination problem.

The activities detailed in this section will lead to the following outputs:

- Improved monitoring and evaluation at the sector level;

These outputs are expected to contribute to the following broader outcomes:

- Increased national ownership of the UXO sector;
- Improved capacity to implement and monitor SDG18;
- Progress towards treaty compliance.

Gender Mainstreaming

In line with the Lao PDR national Gender Equality and Women's Empowerment Strategies and Development Plans, as well as the UN Mine Action Service's Guidance on Gender in Mine Action Programmes, the project will seek ways to enhance women's participation in the management of the UXO program and in the planning and implementation of survey and clearance, mine risk education and victim assistance. Women who are indirectly victims when their spouses and/or children are killed or become disabled survivors will also be supported within the framework of the specific gender component of the project. UNDP will support the NRA on how UXO tasks can be best prioritised to address and respond to the needs of all groups. The gender component will also include advising the NRA on more effective methods of disaggregating beneficiary data to establish who benefits from specific UXO activity tasks, to allow for subsequent analysis and policy development. The gender component will include advising the NRA and UXO Lao on how to better target

and focus their mine risk education activities based on and understanding of the most at-risk groups from UXO accidents, including an understanding of the impacts of accidents on family members and communities. The gender component will include efforts to improve the NRA's monitoring of recipients of victim assistance from the sector as a whole, in order to monitor coverage across geographic, sex and age lines, and base policy advice on findings. Part of this activity will be implemented by the GoI agencies concerned with support from UN's agencies concerned. The activities will include strengthening the LWU's representation of gender issues at the NRA Board, so that gender improvements can be driven directly within this high level forum.

The objective of gender components is that by ensuring gender equality and women's equal rights are fully considered in the management of UXO programs, this will contribute to a more effective and rights-based implementation of the 8th NSEDP. This component consists of activities to address both the needs of female victims and female-headed households and activities to improve gender equality capacity for the organisations involved in the UXO sector. It forms part of the overall UNDP-led programme to enhance consistency and provide potential funders a mechanism to support specific gender equality related activities within partnerships with UNDP.

III. RESULTS AND PARTNERSHIPS

Expected Results

The expected results of UNDP's support to the UXO sector under the leadership of the Ministry of Labour and Social Welfare (MoLSW), in this project are:

- Annual UXO casualties reduced to less than 40 or lower in line with SDG18;
- Legislation drafted in line with Convention on Cluster Munitions obligations;
- Availability of safe-to-use land increased for agriculture, livelihoods and development;
- Task prioritisation system for development outcomes integrated in National Standards;
- Improved Information Management by the NRA at the sector level;
- Enhanced Quality Management of UXO operations at the sector level;
- Adequate capacity built in UXO Lao and NRA to pursue the UXO-targets of the NSEDP;
- Improved communication of sector progress to public and donors through data availability;
- Increased confidence in adherence to National Standards by operators;
- Improved national capacity to monitor and evaluate development outcomes;
- Improved efficiency of clearance activities by only working on CHA;
- Implementation of SDG18 on removing the UXO obstacle to development;
- Enhanced gender mainstreaming in UXO sector operations and victim assistance.

Resources Required to Achieve the Expected Results

The resources required to achieve the outputs detailed in the Results Framework can be reviewed in the Multi-Year Work Plan below.

Partnerships

UNDP's support to the UXO national institutions is aligned with the objectives of the 8th National Socio Economic Development Plan. As co-chair of the UXO Sector Working Group, and with its co-chairing and convening of the Round Table Process, UNDP has a key advocacy role in UXO and development in Lao PDR.

While the official implementing partner on behalf of the government of Lao PDR, will be the MoLSW, the foreseeable primary IPs responsible for the implementation are the NRA and UXO Lao. In the context of UNDP's broader project of support to the sector, work with the NRA focuses on sector-level strategy, policy development, quality management, upholding of the Lao PDR UXO National Standards, ensuring data and information management, and supporting fora for stakeholder engagement including the annual *UXO Policy*

Forum. UNDP's support to UXO Lao primarily entails technical support to financial management, and technical and financial support to survey, clearance and Mine Risk Education operations. UNDP's support to both organisations is provided in accordance with the National Implementation Modality guidelines, if require and aims at building the capacities and accountabilities of both. Both UXO Lao and the NRA also receive bilateral support outside of UNDP's project.¹⁰

The work of the NRA and UXO Lao is overseen by the NRA Board with its overarching UXO sector mandate in Lao PDR. In the board concerned line Ministries are represented. The NRA board is chaired by the Minister of Labour and Social Welfare (MoLSW). Key members of the Board include the Ministry of Labour and Social Welfare, Ministry of Foreign Affairs (MoFA), Ministry of Defense (MoD), Ministry of Security (MoS), Ministry of Finance (MoF) and Ministry of Planning and Investment (MPI). The active collaboration of all Ministries represented on the NRA Board is required for UXO sector planning to proceed on the best evidence-basis available. This project will work to strengthen the capacity of the NRA in collecting and managing data relating to population, beneficiaries, planned development projects, and other key factors.

Risks and Assumptions

The key risks to the implementation of this project are summarised in the Risk Log. In addition, through the application of UNDP's new Social and Environmental Standards screening, developmental risks have also been identified. Please see both in the attached Annexes.

The project design is based on a number of assumptions, including that an expected increase in funding for survey activities across the country is provided, largely outside of this project. This assumption is based on UNDP's current donor intelligence and consultation with key sector partners at the time of writing. The assumption has influenced the design of the project in that capacity building activities are envisaged to ensure that the NRA has adequate ability to manage and coordinate this expected increase in sector activity.

Another assumption built into the design of this project is that UNDP's key previous donors in the UXO sector, as well as some new partners, will be able to provide support to the activities envisaged during the timeframe given. This assumption is also based on donor intelligence, with an awareness that strategies and priorities can change over a five-year period and that many donors will prefer multiple, shorter-term contributions due to their funding modalities. The budget given for this project is based on an assessment of the overall costs of providing the necessary capacity within UXO Lao and NRA to undertake the activities described. However, due to the nature of the funding in the sector, it is likely that funds will be provided to UXO Lao in particular outside of UNDP's project financing arrangements. Such funding will reduce the necessary amounts to be channelled through UNDP's project.

Another assumption built into this project is that the Government of Lao PDR will continue to cooperate sufficiently with UNDP in the implementation of the activities and that information will be shared between the two to the extent necessary. This assumption is based on UNDP's previous successful partnerships with the Government of Lao PDR both within and external to the UXO sector. The commitment demonstrated by the Government of Lao PDR in signing this project document will reinforce this. In addition, the close collaboration of UNDP and the Government of Lao PDR on developing and launching SDG18 is an indicator of good cooperation. All activities and plans in this project depend on continued positive cooperation.

Finally, it is assumed for the purposes of this project that necessary information will be shared across the institutions of the Government of Lao PDR and with UNDP to both plan and demonstrate the relationship of UXO activities with broader development and livelihoods work. This assumption is based on the existence of the NRA Board, which consists of a broad range of relevant ministries and provides oversight and coordination to the sector. The ambition of this project to base future UXO coordination on good data and

¹⁰ At the time of writing, the key bilateral donors to UXO Lao (outside of the UNDP programme) were the United States of America, Japan, and Norway; NRA's primary bilateral donor was the United States of America.

clear and transparent development-focused criteria will rely to a large extent on the successful collaboration of these agencies in information sharing.

Stakeholder Engagement

The primary beneficiaries of this project are land users in UXO-affected areas. Poverty rates coincide significantly with UXO contamination, meaning that these districts are poorer than average in Lao PDR. "Land users" in the case of clearance and mine risk education to the populations of villages where activities take place. In some cases, land will be cleared in order to support proposed development activities; in these scenarios, the primary beneficiaries will still be the populations in the affected areas, with the benefit provided to them being both the removal of the UXO threat from a specific area of land as well as the subsequent service provided, which in previous experience has ranged from village ponds to hospitals and schools. It is assumed that such developments are of benefit to the communities. Primary beneficiaries are typically represented by a village chief who will be consulted on all matters relating to UXO clearance and other activities. The village chief will also be involved in the planning of development activities, providing an outlet for citizen consultation in those cases. Primary beneficiaries were consulted in two UNDP evaluations in 2015¹¹ and the results of those evaluations informed the design of this project. In addition, UNDP's technical advisory and programme support staff consulted with beneficiaries during various reporting and monitoring visits to field locations, and the insights gained have shaped this project.

UXO Lao interacts directly with affected communities as they implement survey, clearance and mine reduction activities. The engagement of the primary beneficiaries in the process of UXO clearance is enabled through both non-technical survey and mine risk education activities, which routinely seek to engage the entire populations of villages in both identifying evidence of contamination to by systematically surveyed and delivery risk education messages. As such, the target groups, being the populations of the villages where UXO activities take place, are engaged in the process. Project beneficiaries are not identified geographically prior to the implementation of the project. This is due to the roll-out of the prioritisation process, which is aimed at using an evidence-based approach to selecting tasks for clearance based on development needs. Actual selection of tasks will take place on an annual basis as increased data on contamination becomes available. The effectiveness of this process in engaging the target groups will be monitored through the Monitoring and Evaluation Plan which will be an output of this project.

The support to Monitoring and Evaluation capacity will include investigation of the extent of gender-sensitive stakeholder engagement in the development of UXO Sector Work Plans, undertaken in the second half of the project period. Feedback and corrective recommendations will be provided to the NRA and UNDP, and, where relevant, to UXO Lao. The NRA's current capacity for monitoring and evaluating the work of the sector is limited and carried out by small units dedicated to clearance, mine risk education, victim assistance and treaty support. These do not currently have clear monitoring plans or demonstrated capacity to produce evaluative and analytical products. The capacity in relation to clearance is more advanced than others. However, the disbursed nature of monitoring and evaluation responsibilities across these units is a cause for weakness in this area. The technical support for this purpose will be identified jointly between GOL and UNDP with the aim of clarifying and codifying responsibilities to ensure that a structured and sectoral approach is taken.

The project's secondary beneficiaries are UXO Lao and the NRA. These will benefit from the capacity-building support provided by UNDP's technical advisors. They will also benefit from the programmatic oversight provided by this project. The NRA has a pan-governmental Board which effectively provides oversight over the sector on behalf of the Government of Lao PDR. UNDP will seek to further engage members of this board in order to ensure that this oversight role is exercised to its maximum positive effect, for example through collaboration with the Lao Women's Union. In this sense, UNDP's capacity building will lie on three tracks: 1) on-the-job training for responsible individuals within the NRA and UXO Lao; 2) institutionalisation of good

¹¹ 2015 Global Evaluation of UNDP's Contribution to Mine Action and 2015 Evaluation of UNDP's Support to UXO in Lao PDR – both available on the website of UNDP's Evaluation Office.

practices through internal policy development; 3) support to higher-level sector oversight to ensure lasting national ownership.

South-South and Triangular Cooperation (SSC/TrC)

This project will be partly supported by Development Partners from the global South. UNDP will continue to work to mobilise resources from non-traditional donors. UNDP was able to secure support to its previous UXO project from donors from the global south and is working to expand this.

In addition, UNDP's technical advisory support to both IPs will include work to identify relevant and appropriate opportunities for South-South cooperation, focusing particularly on mine action management experience and Lao PDR's regional neighbours in South East Asia.

UNDP will seek and support opportunities for UXO Lao and the NRA to learn from and share best-practice regional experiences, with a likely focus on the implementation of the Social and Environmental Standards, Mine Risk Education, and Victim Assistance.

Knowledge

- The project will produce a mid-term and final evaluation report, as outlined in the Monitoring and Evaluation Plan for the Lao Government- UNDP Country Programme Document, 2017-2021, as well as Annual Project Reports; the Annual Project Reports will provide updates on all of the indicators listed in the Results Framework; additional reporting should not be expected.
- The NRA will, with support from UNDP, produce regular updates on progress for the public and Development Partners, to be published online in an open format;
- The database of UXO survivors will be updated and maintained by the NRA as an internal knowledge and planning tool;
- Lessons Learned will be captured in Annual Reports and presented to the Project Board;
- A Monitoring and Evaluation Plan will be developed by NRA, with UNDP's technical support, and shared with all Development Partners; two evaluative case studies will be undertaken in accordance with the plan and published by NRA;
- A draft sustainability strategy including plans for transition to increased national responsibility will be drafted by GOL, with UNDP's technical support based on discussion with the NRA and will seek approval from the Project Board; it will also be raised at the UXO Sector Working Group;

Sustainability and Scaling Up

UNDP will support the existing national institutions to implement essential UXO sector activities. The capacity building element of this project will be delivered by through the deployment of technical assistance to the NRA and based on the principle of learning-by-doing, and will be detailed in a Capacity Development Action Plan for the NRA early in the project cycle by GOL. In terms of sustainability for the sector, technical support will be provided for the articulation of options for transition of the sector into national ownership. This will support the NRA and the Government of Lao PDR in understanding the opportunities and risks of different potential courses of action.

Clearance of Confirmed Hazardous Areas (CHA) will have sustainable outcomes in that land will be permanently made safer for use. In addition, the establishment of a process for task prioritisation will work closely with UNDP, but will be implementable by the NRA in the longer term once incorporated into the organisation's standard practices. Support to Monitoring and Evaluation capacity will also strengthen the NRA's ability to identify issues in the sector and independently articulate evidence-based strategies to address them.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

This project will provide a concise framework for the implementation of all UNDP's work in the UXO sector from 2017-2021 in line with GOL's rules and regulations. Subsequent agreements signed with Development Partners will feed into this strategy and will therefore align efficiently and transparently with overall goals.

While the official implementing partner on behalf of the government of Lao PDR, will be the MoLSW, the foreseeable primary IPs responsible for the implementation are the NRA and UXO Lao which are best-placed to deliver most of the outputs planned in this project. UXO Lao is the cheapest clearance operator per beneficiary in the country, and has the largest capacity for UXO clearance and Mine Risk Education. The NRA is the only organisation with a mandate to coordinate and regulate the UXO sector from the Government of Lao PDR.

Project Management

The National UXO Project Board (the members is composed of Executive, Senior beneficiary, Senior supplier) supported by National project managers, National project support and International project support will manage the project and ensure that it is aligned with the Multi Year Work Plan of the UXO national institutions. NRA's Provincial Offices in the contaminated provinces will coordinate UXO survey and CHA clearance, VA and MRE activities on the provincial level. This project quality assurance and support will be delivered by the UXO Portfolio Manager, working under the direct supervision of the UNDP Deputy Resident Representative and will be supported by a Programme Analyst, a Project Officer and a Project Associate. UNDP's direct technical support will be provided by a team led by the CTA, and Financial Management Technical Advisor. All technical advisors will be based in the offices of the IPs (NRA and UXO Lao). The project will be audited in accordance with the UNDP NIM Audit policies and procedures, as per the UNDP HACT assessment framework. The objective of the HACT framework is to support a closer alignment of development aid with national priorities and to strengthen national capacities for management and accountability, with the ultimate objective of gradually shifting to national systems. It is intended to serve as a simplified set of procedures on requesting, disbursing, providing assurance, and reporting on funds as a way to effectively manage risks, reduce transaction costs and promote sustainable development in a coordinated manner. The framework represents a shift from assurance for cash transfers derived from project level controls and audits towards a method of assurance derived from risk/system-based assessments and audits. In essence, it reaffirms a shift from a control-based to a risk-based management approach. The revised Framework provides added clarity on the integrated set of assurance activities (financial audits, internal control audits, special audits, programming visits and spot checks) to be performed based on the results of macro and micro assessment. The implementation of this framework will be supported by the project quality assurance and support team in the UNDP Lao country office.

The proposed gender-specific component is anticipated to be implemented together with Lao Women's Union with support from UN Women's capacity based in Lao PDR.

V. RESULTS FRAMEWORK

<p>Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: <i>Outcome 1: All women and men have increased opportunities for decent livelihoods and jobs</i></p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>1.1. Percentage of total population living below the national poverty line - Baseline: 23.2% (2012-13) - Target: 16.2% (2020)</p> <p>1.2. Gini Coefficient - Baseline: 36.2 (2012/13) - Target: TBD (2021)</p> <p>1.3. Percentage of Labour Force in formal sector as a share of total employment rate - Baseline: 15.6% (female: 15%, male: 75%) (2010) - Target: 30% (female: 30%, male: 70%) (2021) (Disaggregated by Gender)</p> <p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>STRATEGIC PLAN OUTCOME #1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (primary).</p> <p>Project Title and Atlas Project Number: Moving towards achieving SDG 18 - Removing the UXO obstacle to Development in Lao PDR</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	2021	
<p>Output 1 <i>Institutional capacities are strengthened to further improve the contribution of the UXO sector to the human development in contaminated areas (CPD Output 1.3)</i></p>	1.1 Percentage of population in UXO-contaminated communities who perceive that UXO interventions have supported improvements in safety and better lives. (CPD Indicator 1.3.1)	NRA	TBD	2015	-	-	-	-	TBD	Annual collection; relies on provision of qualitative response from NRA.
	1.2 Timely annual submission of Article 7 Report under CCM.	CCM Website	Yes	2015	Yes	Yes	Yes	Yes	Yes	Annual collection; relies on timely upload.
	1.3 Legislation drafted in line with Article 9 of the CCM and presented to NRA Board.	Meeting Minutes	No	2015	No	Yes	-	-	-	One-off; relies on approval of minutes.
	1.4 Task prioritisation criteria approved by NRA Board.	NRA Website	No	2015	No	Yes	-	-	-	One-off; relies on timely upload by NRA.
	1.5 Annual Sector Reports produced with IMSMA used as sole source of quantitative data for clearance and survey progress by NRA, and including gender- and age-disaggregated data on	NRA Website	No	2015	Yes	Yes	Yes	Yes	Yes	Yes

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS	
			Value	Year	2017	2018	2019	2020	2021	FINAL		
	victim assistance and mine risk education beneficiaries.											
	1.6 Quarterly sector-level progress data made available in open format ¹² by NRA.	NRA webpage	No	2015	No	Yes	Yes	Yes	Yes	Yes	Yes	Annual; relies on timely upload by NRA.
	1.7 Sector M&E Plan adopted by NRA including monitoring of community participation, gender evaluation of survey effectiveness, gender indicators and pro-poor prioritisation.	Annual Sector Report	No	2015	No	Yes	-	-	-	-	Yes	One-off.
	1.8 Disability policy discussed at UXO Sector Working Group.	Meeting Minutes	No	2015	Yes	Yes	Yes	Yes	Yes	Yes	-	Annual, relies on approval of minutes.
	1.9 Victim Assistance Action Plan developed by NRA in line with UNMAS Gender Guidelines.	NRA Website	No	2015	No	Yes	Yes	-	-	-	Yes	One-off; relies on timely upload by NRA.
	1.10 Sustainability Strategy for UXO Sector drafted and raised at UXO Sector Working Group.	Meeting Minutes	No	2015	No	No	No	Yes	Yes	Yes	-	Annual, relies on approval of minutes.
	1.11 Cash contribution to UXO sector by Government of Lao PDR reported annually by NRA in Sector Report.	Annual Sector Report	No	2014	No	Yes	Yes	Yes	Yes	Yes	-	Annual, relies on production of report.
	1.12 Availability of monthly Financial Management Reports by both NRA and UXO Lao.	UXO Portfolio Manager	No	2015	No	Partial	Yes	Yes	Yes	Yes	-	Monthly; relies on availability to UXO Portfolio Manager.
	1.13 Number of reported UXO casualties per year.	IMSMA	42	2015	-	-	40	40	40	40	-	Annual; relies on data management by NRA.
	1.14 Number of Humanitarian Clearance Teams of the Lao People's Army trained and equipped by UNDP.	NRA Annual Report	2	2016	-	-	-	-	-	-	-	Annual; no target set.
	1.15 Number of annual QM assessments of nationally-owned training facilities.	NRA Annual Report	NA	2016	-	1	1	1	1	1	-	Annual; depends on production of NRA report.
	1.16 Progress towards SDG18 on UXO	NRA Annual Report	NA	2016	-	-	-	-	-	-	-	Annual; depends on data availability.

¹² See the Open Data Handbook for definition.

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS							DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	2020	2021	FINAL		
Output 2 UXO interventions are delivered in contaminated communities in support of human development, dignity and livelihoods.	2.1 % of UXO Lao clearance within "High Priority" ¹³ areas according to NRA Sector Work Plan.	IMSMA	NA	2015	NA	90	90	90	90	90	-	Annual; relies on access to coordinates for all tasks.
	2.2. Sector Annual Work Plan produced by NRA including prioritisation of all tasks.	NRA Website Reports	No	2015	Yes	Yes	Yes	Yes	Yes	Yes	-	Annual; relies on timely upload.
	2.3 % of UXO Lao clearance within CHAs.	Reports	38	2015	90	90	90	90	90	90	-	Annual.
	2.4 % of survey and clearance tasks subject to NRA Quality Management.	IMSMA	0	2015	30	70	90	90	90	90	-	Annual; relies on access to IMSMA data.
	2.5 % of Post Clearance Assessments (PCA) which indicate compliance with pre-clearance plans.	IMSMA	0	2015	60	70	80	90	90	90	-	Annual; relies on access to IMSMA data.
	2.6 % of risk education activities in UXO Lao Annual Work Plans delivered.	Annual Reports	102	2015	90	90	90	90	90	90	-	Annual; relies on Project Board agreeing targets.
	2.7 % of annual provisions of victim assistance verified by monitoring.	Monitoring Report	NA	2015	NA	30	30	30	30	30	-	Annual; relies on production of report.
Gender Component	A. Percentage of senior management positions in UXO Lao and NRA held by women;	UN Women Report	A. 0	2016	-	-	20	30	30	30	-	A. Annual; reported by NRA and UXO Lao.
	B. Percentage of female victims who report increased income after receiving training;		B. N/A	2015	-	-	40	60	60	60	-	B. Timelines for monitoring depend on training date.

¹³ The term "High Priority" is based on a guidance note for task prioritisation currently under discussion by the NRA

VI. MONITORING AND EVALUATION PLAN

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be address by project management and/or raised at Project Board.	UXO Lao, NRA	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UXO Lao, NRA	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UXO Lao, NRA	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UXO Lao, NRA	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	UXO Lao, NRA	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any	Annually, and at the end of the project (final report)		UXO Lao, NRA	

	evaluation or review reports prepared over the period.					
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Biannually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	UXO Lao, NRA		

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	NRA, UXO Lao	-	1	06/19	UNDP, GoL	20,000, TBA
Final Evaluation	NRA, UXO Lao	-	1	12/21	UNDP, GoL	20,000, TBA

VII. MULTI-YEAR WORK PLAN^{14,15}

This is inclusive of all bilateral funding that is planned as well as possible commitments in the future

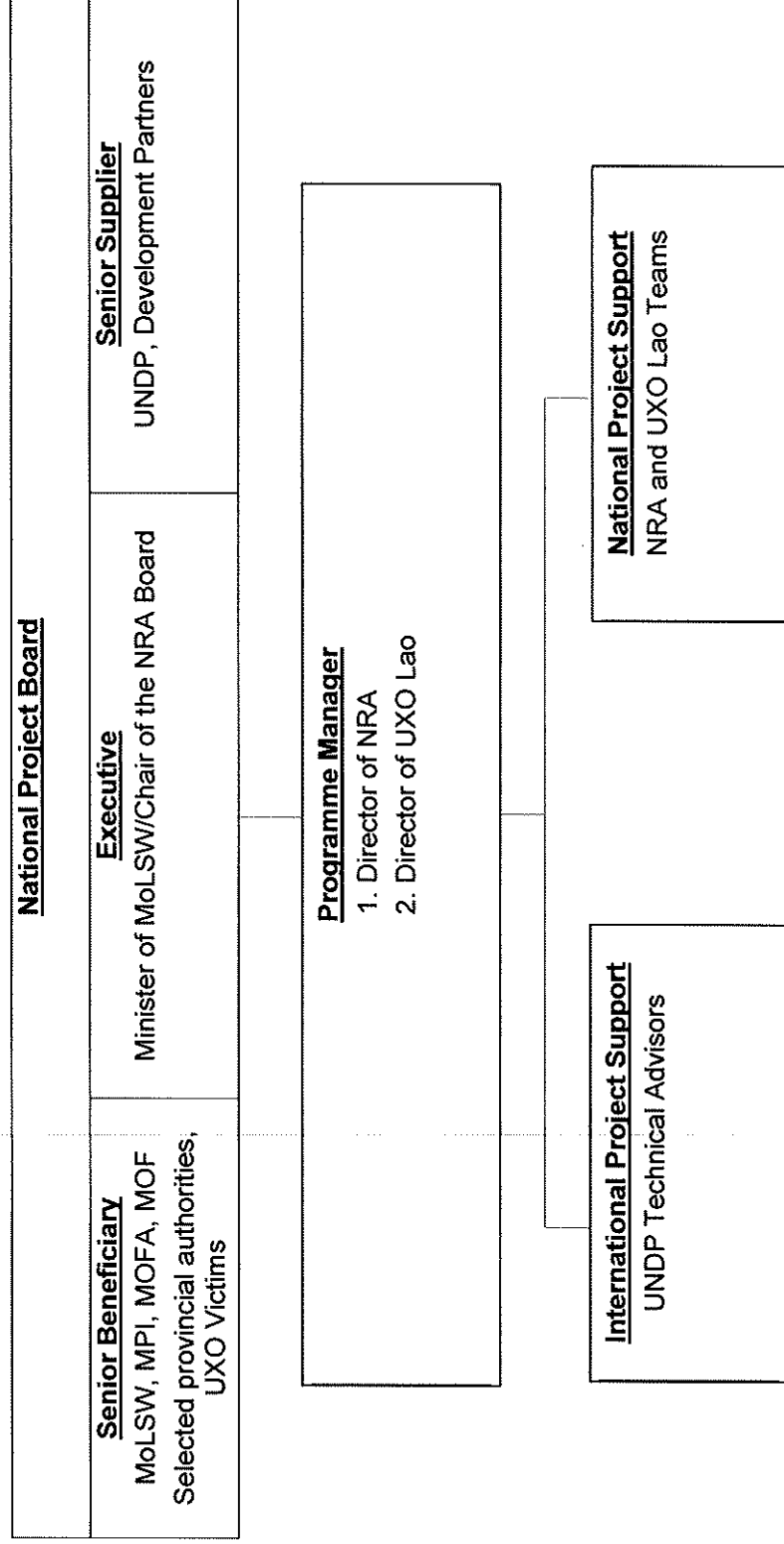
(Please see attached excel sheet for financial workplan)

¹⁴ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁵ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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



The **Project Board**, co-chaired by the Chairman of the NRA Board and the UNDP Resident Representative, will:

- Approve budget, work plan and annual reports;
- Approve the recruitment of project senior management;
- monitor progress on the implementation of the Annual Work Plans and discuss challenges;
- review the contribution made by the Project to the NSEDP and the UNPAF;
- review future plans and provide guidance to the National Project Managers;
- review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner.

The **Senior Supplier** role will be undertaken by the UNDP Resident Representative along with representatives of Development Partners who have contributed financial or technical support to the project.

The **Senior Beneficiary** role will be undertaken by representatives of project beneficiaries. This will include representatives from local communities and provincial authorities, convened by the NRA. Their primary function is to ensure the realization of project results from the perspective of project beneficiaries.

Project Board Meetings can be undertaken when deemed necessary by Project Board, at least twice a year. Meetings may be carried out exceptionally, virtually when in-person meetings are not possible. Prior to the Annual Review Meeting, Annual Project Reports will be produced and shared by the NRA, detailing the progress of the project in terms of the Results Framework, as well as the reporting on expenditures disaggregated by activity and contributor. Additional reporting should not be expected from contributors to the project.

The **Project Managers** will be the Directors of the two Implementing Partners, NRA and UXO Lao. Such an arrangement will contribute to better coordination and resource allocation as well as to reduced transaction costs. They will:

- Plan project activities and monitor progress;
- 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 Fund Authorization and Certificate of Expenditures (FACE) form;
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;

- Prepare and submit financial and progress reports to UNDP on a quarterly basis;
- Manage and monitor the project risks identified, appraising 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;
- Prepare quarterly and annual progress reports and submit to Programme Board and other relevant parties, including UNDP;
- Prepare annual report and submit to the Project Board;
- Prepare and electronically publish Annual Work Plans and Quarterly Work Plans.
- Approve the recruitment of TAs and consultants

Project Assurance, a responsibility of UNDP on behalf of the Project Board members is to:

- Ensure that funds are made available to the project;
- Update RBM logs in Atlas based on information provided from Project Managers;
- Ensure that critical project information is monitored and updated in ATLAS;
- Monitor the project's progress towards intended outputs;
- Ensure that Project Progress Reports are prepared and submitted on time;
- 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;
- Perform oversight activities, such as periodic monitoring visits and "spot checks";
- Capture lessons learned during project implementation.

UNDP Support Services

As per the Letter of Agreement (LoA) between the Government of Lao PDR and UNDP with respect to the provision of support services by the UNDP Country Office for nationally implemented programmes, UNDP shall 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:

- Payments, disbursements and other financial transactions;
- Recruitment of project senior management and consultants;
- Procurement of services and equipment;
- Organization of training activities, conferences, and workshops, including fellowships;

- Travel authorization, Government clearances ticketing and travel arrangements; and,
- Shipment, customs clearance and vehicle registration.
- Report on financial resources and accounting to ensure accuracy and reliability;

Project Support will be provided by the staff of the NRA and UXO Lao, who 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.

Government of Lao PDR Cost-Sharing

As noted in the Strategy section above, UNDP will work with the Government of Lao PDR to increase its contribution to the costs of the project, either in cash or in-kind (this could include tax exemption, radio frequency, office space, salary of Lao Army Humanitarian Teams).

Assets

Assets will be managed as per UNDP policies and any relevant NIM guidelines. At the end of the project tenure the ownership of assets will, as per extant policy, be transferred to the Govt of Lao PDR. Legal Context and Risk Management

LEGAL CONTEXT STANDARD CLAUSES

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lao PDR and UNDP, signed on 10 October 1988. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

RISK MANAGEMENT STANDARD CLAUSES

Government Entity (NIM)

1. Consistent with the Article III of the SBAA [or the *Supplemental Provisions*], the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) 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;
 - b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
2. 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 the Implementing Partner's obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to 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/sc/committees/1267/ag_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.
4. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

IX. RISK ANALYSIS.

Description	Date Identified	Type	Impact and Probability	Countermeasure	Owner	Submitted updated by	Last update	Status
Insufficient financial support by Government and high dependency of NRA/UXO Lao on donors' contributions.	May 2016	Financial	P = 4 I = 5	Continued advocacy for increased Government of Lao PDR contribution to the UXO sector, as well as continued donor funding to support expanded activities over time. Prefer multi-year contributions.	NRA UXO Lao GoL			n/a
Technical and management complexity of sector inhibits NRA and UXO Lao effectiveness.	May 2016	Operational Organizational	P = 3 I = 3	Capacity Action Plan for NRA developed and implemented, including M&E component. UXO Lao capacity gaps will also be addressed through UNDP technical support and an agreed capacity development plan.	NRA UXO Lao UNDP			n/a
Reluctance within national and local authorities to support and engage with NRA centralized prioritisation mechanism.	May 2016	Political Operational	P = 4 I = 4	Ministries to approve proposed system through NRA Board and to review work plans and priorities.	NRA Board			n/a
Lacking communication between NRA, donors and operators.	May 2016	Operational	P-2 I-3	In addition to SWG and TWGs, NRA will convene and report openly on monthly meetings with operators and annual Policy Forum with donors, operators and others.	NRA			n/a
UXO Lao operations revert to demand based clearances.	May 2016	Technical	P=2 I=3	Improved Quality Management of NRA will reduce divergence from Survey Procedures; collaboration with donors and UNDP will encourage corrective action where necessary; processes for clearance of land for development projects will be better communicated and monitored.	NRA UXO Lao			n/a

QM of all operators does not fulfil national standards due to the increased number of confirmed hazardous areas cleared under evidence based system.	May 2016	Technical	P = 4 I = 2	Quality Management to be improved within the NRA through increased number of teams and deployment of Quality Management TA.	NRA			n/a
Lao PDR may fail to comply with obligations contained in the CCM	May 2016	Legal	P-1 I-3	Lao PDR will accelerate survey activities in order to progress towards achievement of obligations under Article IV. Lao PDR will also seek to fulfill all other obligations as well, including support to victims.	GoL NRA MoFA			n/a
Changes in governance arrangements or key personnel in NRA or UXO Lao.	May 2016	Governance and management	P-4 I-4	NRA Board will ensure a smooth transition to any such developments. NRA monitoring procedures and PCA procedures to mitigate negative impact of staff turnover. NRA Board will facilitate open dialogue to address any concerns of project partners.	NRA Board			n/a

X. TERMS OF REFERENCE OF KEY PROJECT POSITIONS



