

United Nations Development Programme

Country: Thailand

Project Title

Capacity building to support Thailand Mine Action Centre (TMAC)

UNPAF Outcome

UNPAF Outcome (1.4): Improved livelihood for vulnerable groups in underserved areas; and (2.4) Quality and disaggregated socio-economic data in place for evidence-based policy-making and public dialogue

Expected CP

Outcome(s):

(Those linked to the project and extracted from the CP)

Country Programme Outcome

Expected Output(s):

(Those that will result from the project)

- a) Output 1.4.1 : Systems and skills strengthened for enhanced productivity and income of vulnerable groups in mine-affected areas
- b) Output 2.4.1: Enhanced capacity of government agencies to collect accurate and up-to-date disaggregated data

Implementing Partner:

Thailand Mine Action Centre (TMAC)

The capacity building project will contribute to Mine Action initiatives to assist the Royal Thai Government (RTG) to meet its Ottawa Treaty obligations and reduce risks of vulnerable groups leading to improved livelihoods in targeted areas. To achieve this, the project will build the capacity of Thailand Mine Action Centre (TMAC) in the following areas: 1) enhance strategic planning, information management and coordination capacity, 2) effective and accelerated mine clearance through better prioritization, 3) improved livelihoods for vulnerable groups in mine-affected areas, and 4) enhance partnerships to support landmine clearance and reduce community vulnerability.

The expected end of project outcome is that TMAC will have the necessary systems, skills, information and capacities to plan strategically, set priorities, implement and coordinate mine action activities resulting in safe communities with improved livelihoods.

Programme Period:	2 Years
Atlas Award ID:	_____
Start date:	1 Dec 2008
End Date	30 Nov 2010
PAC Meeting Date	_____
Management Arrangements	TMAC Executed (NEX)

Total resources required	\$ 1,000,179
Total TMAC contribution:	\$ 387,579*
(*In-kind and parallel funding)	
• Regular (BCPR)	\$ 505,550
• Other: (UNDP)	\$ 35,685
o Donor (TBD)	_____
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	\$ 71,365
In-kind Contributions	_____

Agreed by the Government

 30 JAN 2009

Lt. Gen. Tumrongsak Deemongkol, Director-General, TMAC

Agreed by UNDP

 30 JAN 2009

Ms. Gwi-Yeop Son, UN Resident Coordinator and UNDP Resident Representative

I. SITUATION ANALYSIS

Thailand has experienced a rapid economic growth in the last ten years. However, there are pockets of population groups that have not benefitted from economic growth and whose livelihoods, safety and health is relatively more vulnerable. While the country has a very well developed agricultural industry and rice is the major cash crop, with global food prices rising ever faster and competition for arable land from bio-fuel crops, land is at a premium. Added to this there are many historical places of interest and potential tourist sites denied by the presence, or perceived presence, of landmines and explosive remnants of war (ERW) along the border (Thai-Cambodia in particular) due to spill-over of past wars from neighbouring countries (Myanmar and Cambodia).

Thailand Mine Action Centre (TMAC) has continued to co-ordinate humanitarian mine action and established requisite mine action capacity though it is not a civilian institution. In this respect, operationally the main responsibility of providing policy direction, landmine clearance and oversight remains with TMAC. Overreliance on TMAC has to a large extent affected outreach of mine risk education and related community-oriented programming. The failure for Thailand to meet Ottawa Treaty obligations has repercussions from the international to the local level¹; where Thailand's international reputation has suffered, fear in communities for their safety continues to increase within contaminated areas near the border with neighbouring countries and socio-economic development is affected in 27 provinces identified as mine affected.

The 2001 Level One Mine/UXO Impact Survey revealed a staggering 933 suspected mine-contaminated areas, covering 2,560 square kilometres within Thailand. It was calculated that 134,320 people live in highly impacted communities. An additional 207,248 people occupy medium impacted communities and 162,114 people live in communities where the impact is relatively low². In this context, it is not surprising that Thailand was among the first countries to sign the Anti-personnel Mine Ban Convention.

Efforts by TMAC to clear mine contaminated areas is hampered by limited capacity and insufficient resources. Continued progress and action is required in Thailand as it is approaching the 2009 deadline for the Ottawa Convention. As part of this, it may be important to review and validate the institutional arrangements and functioning of TMAC with particular focus on its capacity to provide appropriate policies, review and develop strategic and technical framework for mine action initiatives as well as oversee their coordination and implementation. Such a review would provide a basis for developing a long-term national mine action strategy.

For almost a decade, TMAC has co-ordinated mine action activities in partnership with local mine action operators. This effort has resulted in the establishment of training centres for de-miners; creation of national sub-committees, promotion of local advocacy mechanism and victim assistance. Mine action activities have been included in the National and Provincial Economic and Social Development Plans. However, large-scale participation of International NGOs particularly those involved in mine clearance has been limited despite the Royal Thai Government (RTG) commitment to eliminating the problem of landmines. The recent government budget approval to support TMAC indicates renewed commitment and is indicative of Government readiness to meet Ottawa Treaty obligations.

During the period 2000-2001, UNDP provided support to Thailand Mine Action Centre (TMAC) through TRAC 1.1.3 funding on mapping for the Level-One Impact Survey and data management. However, the Survey provided information to limited details and therefore the accurate number of mines in Thailand and specific contaminated areas are still unknown. In addition, to UNDP's

¹ Landmine Monitor Report 2006, pg. 36

² Landmine Impact Survey report by Norwegian People's Aid pg 9 (this report was certified by the United Nations Certification Committee).

support TMAC has received support from the Norwegian People's Aid, the Japanese Government and other international agencies that provide technical support on International Management Systems for Mine Action Standards (IMSMA)³

II. STRATEGY

The United Nations Partnership Framework (UNPAF) for Thailand (2007-2011) identifies the need to improve livelihoods for vulnerable groups in underserved areas and disaggregating socio-economic data to support evidence based policy and public dialogue as key outcome areas. The proposed capacity building project will contribute to these outcomes in a number of ways:

- i) To improve evidence based policy and community dialogue, a baseline assessment and inventory of social and economic aspects of development projects with a bearing to mine action work will be undertaken. This data will feed into the development of a TMAC strategic plan and importantly, the data can support integrated mine action programming in support of TMAC's work with key line ministries on joint planning. Cross-sectoral work across ministries is essential to minimize immediate threat to safety in local communities, but also facilitate access to large areas of potentially productive agricultural land and promote movement of people, goods and services.
- ii) In order to share quality and accurate information with key stakeholders, TMAC will be assisted to update and maintain a database. This will facilitate access to accurate information in a standardized format.
- iii) The data will be sex disaggregated to enable gender analysis to inform planning and priority setting. Concretely, this means ensuring that women's special needs and perspectives are taken into account in the setting of priorities for demining; guaranteeing equal access to emergency medical care and longer term support and socio-economic reintegration; and targeting and designing mine risk education campaigns to reach specifically the female population, including through using women's organizations to convey messages.
- iv) TMAC will develop a strategic plan that will enable Thailand to meet its Ottawa Treaty obligation, speed up clearance of contaminated land, reduce mines/UXO threats and result in more effective prioritization. Additionally, due to the usefulness of integrated mine programming; TMAC will be encouraged to improve livelihoods of vulnerable groups through enhanced partnerships with other stakeholders.

Through the project TMAC will commit to translate its operational framework to: develop a national strategy to reduce the threat of landmines; strengthen and develop its staff capacity and actively recruiting female staff members; assess existing victim assistance capacities and develop additional capacities needed; focus mine risk education to target schools and vulnerable groups in mine affected communities; and reduce landmine/UXO impact through the development of local mine action capacities. TMAC will also work towards realization of quick results in mine clearance and mine risk education provided through the support of national and international NGOs; plan and prioritize in order to ensure proper tasking; make efforts to evidence and publicize results; and increase partnerships with international mine action operators.

Given the desire to create an enabling environment for strong partnerships, increase community liaison, women's NGOs, and civilian participation in mine action within Thailand, TMAC will maintain its national structure at the national level but open up to encourage dialogue and information sharing at the Provincial and local level. It is anticipated that this approach will contribute to setting-up of local information networks to propagate local ownership for community-oriented risk reduction and restructuring of mine risk education. On the other hand, the highest levels of safety and quality assurance for new mine action operators will be maintained, in keeping with the International Mine Action Standards. Productivity improvements in clearance and priority tasking will also be carried out within this framework. In addition, operational objectives for TMAC

³ International Mine Action Standards (IMAS), Revised Version

at the local level will include further strengthening the collection and analysis of accurate data on landmine survivors and impact of project activities that target people with disabilities. Deliberate efforts will be made to facilitate the physical and psychological rehabilitation of all mine action and ERW survivors, with the main focus on women and children, as well as their social and economic re-integration.

The project is also designed to increase collaboration with other UN agencies such as UNICEF, UNHCR, ILO, WHO and FAO. Other organization such as HALO Trust, Handicap International, Norwegian People's Aid and the Geneva International Center for Humanitarian Demining (GICHD) will be encouraged to develop partnerships with TMAC. Additionally, TMAC will continue to work closely with other NGOs based in Thailand, among them the Peace Road Organisation (PRO), Maekhong organization for Mankind (MOM), and General Chatichai Choonhawan Foundation (GCCF). The media will also be involved in awareness raising, sharing and dissemination of information regarding mine and UXO contamination in at-risk communities. The Tampon Administration Committees at the local level will be supported to streamline and improve planning for socio-economic services to landmine survivors.

The identification of new sources of funding to increase mine clearance and levels of materials support will form a major focus for TMAC in order to widen stakeholder involvement and maintain increase in current financial support from the government. To step-up support from development partners, a partnership strategy will be developed to increase resource mobilization through memorandum of agreements to work with NGOs and fundraise locally with the private sector participation. Successful resource mobilization, raising of TMAC profile and strengthened partnerships will be key to a sustainable mine action programme and Thailand meeting its Ottawa Treaty obligations.

Gender issues in Thailand are integrated in planning at the national and local level, with the different sectors and line ministries addressing issues within the decentralization policy with a bottom-up approach, and focusing on specific needs of women, men, girls and boys. This is reflected in the structure and composition of field teams and TMAC. However, more effort need to be made to increase the number of female staff trained to serve in different capacities. In addition, efforts to ensure participation of women at the local level, surveyors and planners reach women and men, and to utilize women's local knowledge in planning and implementation is also necessary. Gender issues will be monitored through development of gender indicators and the Information Management System for Mine Action and the local surveillance networks on victim assistance/mine risk education.

The Capacity building to support TMAC is planned for a two (2) years period. It will start on the 1st December 2008 and will be completed by 30th November 2010. The project requires BCPR support to UNDP Thailand Country Office. The total project budget will be \$ 1,000,179 over 2 years shared by UNDP Thailand CO and the Thailand Mine Action Centre as indicated below. The total available cost during these two years is \$ 423,264. UNDP Thailand CO is requesting BCPR to agree to provide \$ 505,550 over two years of funding. The UNDP/CO will endeavour to raise from its own or other donor resources for the required additional \$ 35,685 as its contribution to the total cost for the entire project period. The Royal Thai Government, through TMAC, will contribute to the project an amount of \$ 387,579, from in-kind contribution and parallel funding of TMAC's yearly allocated budget for their on-going and planned activities. The unfunded portion of the project is \$71,365. The Project Manager, based on the Terms of Reference as attached herewith, will help mobilize the unfunded resources of \$ 71,365 and additional resources, as required, for the project.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

1. Improved livelihoods for vulnerable groups in underserved areas
2. Quality and disaggregated socio-economic data in place for evidence-based policy-making and public dialogue

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

- i) National and sectoral statistical master plan in place ; and ii) Availability and accessibility of quality gender-disaggregated data at provincial and local levels

Applicable Key Result Area (from 2008-11 Strategic Plan): Support to Mine Action

Partnership Strategy: The proposed partnership between Thailand Mine Action Centre and UNDP is based on a mutually beneficial exchange of knowledge and resources outlined under the UNPAF. The project is also designed to increase collaboration with other UN agencies such as UNICEF, UNHCR, ILO, WHO and FAO. Other organization such as HALO Trust, Handicap International, Norwegian People's Aid and the Geneva International Center for Humanitarian Demining (GICHD) will be encouraged to developed partnerships with TMAC. Additionally, TMAC will continue to work closely with other NGOs based in Thailand, among them the Peace Road Organisation (PRO), Maekhong organization for Mankind (MOM), and General Chatichai Choonhawan Foundation (GCCF). The media will also be involved in awareness raising, sharing and dissemination of information regarding mine and UXO contamination in at-risk communities. The Tampon Administration Committees at the local level will be supported to streamline and improve planning for socio-economic services to victims.

Project title and ID (ATLAS Award ID): Capacity Building to support Thailand Mine Action Centre (TMAC)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1: Enhanced Strategic planning, information management and coordination capacity of TMAC</p> <p>Baseline: Current long term plans, including the pending extension request under the AP Mine Ban Convention, lack consistency in available data and TMAC's current status as an ad hoc unit within the MoD greatly hampers its functioning as staff rotates annually and capacity development efforts cannot</p>	<p>2009 - 2010</p> <ol style="list-style-type: none"> 1. Better understanding by TMAC and its partners of the work being undertaken by various MA stakeholders 2. Evidence-based and gender sensitive National Strategy for Mine Action developed and disseminated 3. If required, a revised Extension Request under the AP Mine Ban Convention is produced 	<ol style="list-style-type: none"> 1.1 Conduct and document a baseline review of all mine action activities in Thailand and document related information flows 1.2 Conduct baseline review of status of women in Mine Action in Thailand 1.3 C <ul style="list-style-type: none"> • Organize partners meetings, including women's NGOs and CBOs to collect inputs and share 	<p>NEX</p> <p>UNDP Project Manager TMAC</p> <p>Project Manager with input from outside sources such as GICHD and consultants as required</p>	<p>US\$ 452,550</p>

<p>gain traction.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. New National Strategy adopted 2. Full acceptance of AP Mine Ban Convention extension request 3. Quality and up to date Mine Action related information is easily available in a regular and standardised format. 4. Stakeholders are able to use comprehensive Mine Action related information for area-based planning 	<ol style="list-style-type: none"> 4. Review and update National Strategy 5. Reporting by all agencies is institutionalised nation wide with standardised and consistent report formats and compatible software 6. All Suspected Hazardous Areas (SHA) are identified on the National Data Base (NDB) with supporting relevant information 7. All survey, clearance, completion reports and MRE information is input and available in the NDB 	<ul style="list-style-type: none"> • Provide process mapping to better document the ways in which different stakeholders work, interact and share information <ol style="list-style-type: none"> 1.4 Functional Analysis/ Capacity Assessment conducted on TMAC • Review current management arrangements and capacities • Review TMAC's current positioning in the government and provide possible scenarios of changing its placement <ol style="list-style-type: none"> 1.5 Evidence-based and gender sensitive National Strategic Plan for MA is updated and shared with all stakeholders 1.6 Protocols established for information flow into and out of the TMAC <ul style="list-style-type: none"> • Explore and develop timings, data requirements and flow-routes • Identify the most suitable database software for NDB. • Carry out training on all of the above <ol style="list-style-type: none"> 1.7 Produce standardised report format for Suspected Hazardous Areas (SHA). <ul style="list-style-type: none"> • Examine current formats and systems • Train all stakeholders on reporting and accessing <ol style="list-style-type: none"> 1.8 Standardised report format for clearance, release and MRE. <ul style="list-style-type: none"> • Develop a format disaggregated by clearance methodology, i.e 	<p>relevant information</p>
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<p>Output 2: Accelerated and effective mine clearance and release through better prioritisation</p> <p>Baseline: Survey information from the LIS gives an overinflated picture of landmine contamination in Thailand. While positive efforts are currently being made to narrow down the scope of the problem through the Locating Minefields Procedure (LMP), a lack of clarity on national priorities and set procedures for task selection greatly hinders planning.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> 1. Increasing ratio of mines to area cleared through better prioritization. 	<p>2009 - 2010</p> <ul style="list-style-type: none"> • LMP is aligned with international best practises on Land Release (including draft IMAS) • National priorities for clearance and local procedures for task selection are clearly articulated. • Asset allocation is optimized amongst all operators and area • Training conducted for respective HMAUs and local authorities on land release procedures and its access for community development • Training conducted for HMAUs and local authorities on the Mine Action Gender Guidelines • Released land put under productive use for community 	<ul style="list-style-type: none"> • mechanical, dogs and manual. • Develop relevant and standard MRE training materials • Develop general, technical and land release formats • Train all stakeholders on reporting and accessing <p>1.9 Standardised system established for mine and ERW incidents, accidents and casualties</p> <ul style="list-style-type: none"> • Identify the most appropriate source and method for accident information flow into TMAC • Develop a standard report format for consistency if required and train all stakeholders on reporting and accessing. 	<p>NEX</p> <p>Project Manager</p>	<p>US\$ 412,579</p>
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<p>2. Total area removed from the contamination atlas through all means.</p> <p>3. Increased land release and access for use to benefit both men and women equally</p> <p>4. Increased access of women to cleared land for socio-economic development</p>	<p>development through proper allotment, projects budgets, agricultural production and setting –up social facilities</p>	<p>under/overutilization identified with options for optimizing their use provided.</p> <ul style="list-style-type: none"> Inventory of assets and their use conducted, including dogs, and manual and mechanical equipment Options identified for improving asset utilization <p>2.4 Increased acreage of land released to communities, at risk and particularly women for socio-economic development</p>	<p>NEX TMAC and local authorities</p>	<p>US\$ 96,950</p>
<p>Output 3: Improved livelihoods for vulnerable groups in mine-affected areas</p> <p><u>Baseline:</u> There are people in mine-affected areas who are very poor. Many of them are people with disabilities and mine affected landmine survivors who do not have stable income. Some of these people also encounter difficulties accessing social services.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Number of poor people in areas affected by landmines Number of people with disabilities (PWDs) living in areas affected by landmines Number of women and children at risk due to presence of landmines Increased mine risk awareness and advocacy messages Increased participation of women and youth in the 	<p>2009 - 2010</p> <ul style="list-style-type: none"> Enhanced capacity of local authorities and civil society organisations to support the elderly, women and children in mine-affected areas Systems and skills strengthened for enhanced productivity and incomes of people with disabilities within mine affected areas Increased involvement of women in landmines surveillance networks Mine risk education, disability rights and advocacy promoted 	<p>3.1 Conduct a training of trainers workshop on gender sensitive mine risk-reduction and basic rural livelihoods development</p> <p>3.2 Conduct rehabilitation and skills training workshops for people with disabilities</p> <p>3.3 Establish credit scheme for men and women living with disabilities (PWDs) to set-up small scale enterprises and other income generating activities</p> <p>3.4 Offer PWDs credit to establish small scale enterprises and other income generating activities</p> <p>3.5 Establish surveillance networks with women participants to profile and follow-up on survivors and reduce risks due to presence of landmines</p> <p>3.6 Develop targeted media strategy on mine risk education and advocacy for women and youth</p> <p>3.7 Design training appropriate training materials on Mine Risk</p>	<p>NEX TMAC and local authorities</p>	<p>US\$ 96,950</p>

<p>development of mine risk awareness advocacy messages</p> <p>6. Training of Trainers (TOT) materials</p>	<p>Output 4: Enhance partnerships by creating a conducive operating environment for Mine Action</p> <p><u>Baseline:</u> Thailand is operating in isolation, lacking external financial and technical support.</p> <p><u>Indicators:</u></p> <ol style="list-style-type: none"> Two new international organisations operational in the Thai Mine Action sector Increased levels of material support Formal agreements of support established with Mine Action related institutions Involvement of women NGOs and CBOs in Mine Action initiatives 	<p>2009 - 2010</p> <ul style="list-style-type: none"> Increased number of external partners that directly support Mine Action in Thailand Increased resources put into mine action initiatives Improved revitalised/invigorated TMAC profile Increased community based, including women's NGOs and CBOs, and gender responsive risk-reduction initiatives established 	<p>Education (MRE) and disability rights</p> <p>3.8 TOT for MRE and counseling of landmine survivors</p> <p>3.1 Increase interaction of TMAC officials with international Mine Action practitioners</p> <ul style="list-style-type: none"> Support middle managers to participate in international forum Promote regional exchanges <p>3.2 Resource mobilisation strategy</p> <ul style="list-style-type: none"> Conduct an assessment of all potential Mine Action partners to identify areas of collaboration Develop a resource mobilisation strategy Support TMAC to become more partner responsive Create knowledge sharing opportunities between TMAC and women's NGOs and CBOs Capitalise on emerging opportunities for resource mobilisation Liaise with partners through formal and informal networks <p>3.3 Increase advocacy and visibility for TMAC</p> <ul style="list-style-type: none"> Improve website Develop communications material Provide opportunities for TMAC / partner interaction 	<p>NEX</p> <p>Project Manager</p>	<p>US\$ 38,100</p>
TOTAL					US\$ 1,000,179

IV. ANNUAL WORK PLAN

Year1: October 2008 – October 2009

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME (2009)				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 1: Enhanced strategic planning, information management and co-ordination capacity of TMAC</p> <p>Baseline: Current long-term plans, pending extension request, scattered information, and TMAC's current organisational structure</p> <p>Indicators: Information on mine action utilised to develop New Strategy and Extension Plan for adoption</p> <p>Targets:</p> <ol style="list-style-type: none"> Better understanding and documentation of information about mine action work being undertaken by stakeholders and line ministries Development and dissemination of evidence-based strategy for mine action Possible review of TMAC structure and recommendation for organisational options A revised extension request under the AP Mine Ban Convention (on – demand) Project management and strategy review Up-to-date and accurate Mine Action related information is reported in a regular and standardized format is easily available for stakeholders' use in planning 	<ol style="list-style-type: none"> Conduct and document a baseline review of all mine action activities in Thailand Organise partners meetings Attend strategic sub-committee meetings Organise workshop to disseminate findings Provide process mapping to better document the ways in which different stakeholders work and interact 	√				UNDP/ BCPR	71100 – ALD Employee Costs 72100 – Contractual Services – Companies 71600 – Travel	144,000 15,000 8,000	
	<ol style="list-style-type: none"> Functional analysis and capacity assessment conducted on TMAC Assess current management arrangements and capacities Review and document TMAC's positioning in the Government and provide possible scenarios for changing its placement 	√				Project Manager TMAC	UNDP/ BCPR	71200 – International consultants – Technical	55,000
	<ol style="list-style-type: none"> Revise evidence-based Mine Action Strategy with all stakeholders Review of existing strategy Develop TORs of consultant to guide strategic plan framework Organise workshop to develop strategic Plan Finalise and publish Strategic Plan 	√				TMAC Line ministries Project Manager	UNDP/ BCPR	71200 – International consultants – Technical 72100 – Contractual Services – Companies 74200 – Audio Visual & Print Prod Costs	12,500 3,000 2,000

<p>7. All survey information is input and available in the NDB for quality assurance steps</p> <p><u>Related CP outcome:</u></p> <ol style="list-style-type: none"> 1. Improved capacity of government agencies and other stakeholders to collect accurate, quality and up-to-date disaggregated data 2. Better co-ordination of mine action initiatives is achieved through the TMAC strategic plan 3. Enhanced capacity of line ministries and local administrative organisations in the use of data in policy formulation and programme implementation 4. Standardization of reporting formats and documentation of mine action information 5. Thailand will be supported in meeting its obligations under the anti-personnel mine ban treaty 6. Suspected Hazardous Areas (SHA) will be tasked by TMAC based on the degree of impact 	<ol style="list-style-type: none"> 4. Develop Project management, monitoring and evaluation tools; and realign with international best practices <ul style="list-style-type: none"> • Establish Protocols and SOPs for information flow into and out of TMAC • Develop timings, data requirements and flow-routes • Identify the most suitable database software for NDB. • Undertake training on all the above 5. Produce standardised report format for SHA. <ul style="list-style-type: none"> • Develop a format disaggregated by clearance methodology, i.e mechanical, dogs and manual. • Develop standard MRE guidelines for training 6. Develop localised tasking and networks for processing and prioritisation process <ul style="list-style-type: none"> • Identify regularised, inclusive means of collecting data from communities • Conduct three (3) workshops to share tasking selection with NGOs and other partners to provide transparency in decision making. • Establish community forums to inventory information and disaggregate by gender 		√	<p>TMAC NGOs UNDP</p>	<p>UNDP/ BCPR</p>	<p>71200 – Consultants – Technical 71400 – Contractual Services - Individual 72100 – Contractual Services – Companies 74200 – Audio Visual & Print Prod Costs 72800 – Information Technology Equipment</p>	10,000
Sub total Output 1							249,500

<p>Output 2: Mine clearance accelerated and made more effective through better prioritization</p> <p><u>Baseline:</u> Survey information from LIS gives inflated figures and current clearance is not being conducted in a targeted manner</p> <p><u>Major Indicator:</u> Mine clearance accelerated through Prioritization of mine action initiatives</p> <p><u>Targets</u></p> <ol style="list-style-type: none"> 1. Increasing ratio of mines to area cleared through better prioritization. 2. Total area removed from the contamination atlas through all means. 3. Increased clearance, land release and access for use to benefit the community 4. LMP is aligned with International best practice of land release (including draft IMAS) <p><u>Related CP Outcomes</u></p> <ol style="list-style-type: none"> 1. Capacities for mine clearance and prioritisation enhanced 2. Appropriate land release 	<ol style="list-style-type: none"> 1. Align LMP with international best practises on Land Release (including draft IMAS) 2. Identify and elaborate national priorities for clearance and local procedures for task selection 3. Draw asset allocation plans to optimize use amongst all operators and areas. 4. Develop land release procedures and guidelines to put it under productive socio-economic use 5. Publish socio-economic data and manage impact spreadsheets 6. Develop checklist of data and update landmine landmine survivors information 7. Define priorities and areas needed for clearance 8. Conduct pilot training workshops 9. Implement monitoring and evaluation interventions 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>TMAC</p> <p>Project Manager</p> <p>TMAC</p> <p>HIMAU 1,2,3 and 4 Managers</p>	<p>TMAC</p>	<p>74200 – Audio Visual & Print Prod Costs</p> <p>72100 – Contractual Services – Companies</p> <p>71600 – Travel</p> <p>71300 – Local Consultant</p> <p>74200 – Audio Visual & Print Prod Costs</p> <p>72800 – Information Technology Equipment</p>	<p>10,000</p> <p>71,079</p>
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<p>procedures and tasking developed and monitored</p> <p>3. There will be significant increase in productivity and cost-effectiveness of mine clearance</p> <p>4. An impact assessment using a social survey completed and results released to stakeholders</p>	<p>10. Conduct proper technical survey and efficiency in land clearance conducted</p> <ul style="list-style-type: none"> • Quality Assurance assessment conducted to ascertain progress on clearance and prioritisation • Undertake evaluation to ascertain impact of mine action initiatives in Thailand • Provide new technologies and methodologies to improve mine clearance productivity 	✓	✓	✓	✓	<p>TMAC</p>	<p>TMAC and NGOs</p>	<p>72100 – Contractual Services – Companies 71200 – International consultants – Technical 74200 – Audio Visual & Print Prod Costs</p>	266,500
<p>Sub total Output 2</p>									347,579

<p>Output 3: Improved livelihoods for vulnerable groups in mine-affected areas</p> <p>Baseline: There are many people in mine-affected areas who are very poor. Many of them are landmine survivors who do not have stable income. Some of these people also encounter difficulties accessing social services.</p> <p><u>Major indicator</u> : Systems and skills strengthened for enhanced productivity and incomes of vulnerable groups in mine-affected areas</p> <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1. Number of poor people in areas affected by landmines 2. Number of people with disabilities (PWDs) living in areas affected by landmines 3. Number of women and children at risk due to presence of landmines 4. Increased mine risk awareness and advocacy messages 5. Training of Trainers (TOT) materials <p><u>Related CP Outcomes</u></p> <ol style="list-style-type: none"> 1. Integrated training programme on MRE and community development developed 2. Gender –disaggregated profile reports and outreach activities for landmine survivors supported 3. A means of generating income created to target mine survivors and victims' families 4. Quality of local socio-economic services and skills for landmine survivors and PWDs improved 5. TOT on Mine Risk Education and counseling of survivors completed 	<ol style="list-style-type: none"> 1. Conduct a training of trainers workshop on risk-reduction and basic rural livelihoods development 2. Conduct rehabilitation and skills training workshops for people with disabilities 3. Establish credit scheme for landmine survivors to set-up small scale enterprises and other income generating activities 4. Establish gender-based surveillance networks to profile and follow up on landmine survivors 5. Develop a media strategy on mine risk education and advocacy 6. Design appropriate training materials on Mine Risk Education (MRE) and disability rights 7. Conduct TOT for MRE and counseling of landmine survivors 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Local authorities</p> <p>NGOs</p>	<p>UNDP CO</p>	<p>72100 – Contractual Services – Companies</p> <p>71600 – Travel</p> <p>72600 – Grants</p> <p>71300 – Local Consultant</p>	<p>66,000</p>
<p style="text-align: right;">Sub total Output 3</p>						<p style="text-align: right;">66,000</p>

<p>Output 4: Enhance partnerships by creating a conducive environment for Mine Action</p> <p><u>Baseline:</u> Thailand is operating in isolation, lacking external financial and technical support.</p> <p><u>Major indicator:</u> Increased co-ordination and partnerships in resource mobilisation with humanitarian mine action agencies, INGOs and other government departments working together with TMAC</p> <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1. Two new international organisations operational in the Thai Mine Action sector 2. Increased levels of material support 3. Formal agreements of support established with Mine Action related institutions 4. Community based and gender responsive liaison committees established <p><u>Related CP Outcomes</u></p> <ol style="list-style-type: none"> 1. Cooperation and co-ordination on mine risk education, land rights, disability rights and gender responsive mine action with local authorities and community leaders will improve 2. There will be better co-ordination and partnerships with humanitarian mine action agencies, INGOs and other government departments 3. There will be increased resources mobilisation mechanisms and grounded in sustainable national capabilities and resources 4. TMAC will have increased capabilities to attract external support, ensure accountability by reporting to stakeholders and mobilise donor support 	<ol style="list-style-type: none"> 1. Organise workshop to develop private – public mine clearance 2. Establish Mine Action Expert exchange programme to increase resource mobilisation 3. Develop website for effective information exchange 4. Establish 8 community based liaison committees in HMAU1,2,3 and 4) 4. Four workshops on mine risk education, land rights, disability rights and gender responsive mine action work undertaken 	<p>√</p> <p>√</p> <p>√</p> <p>√</p>	<p>Local authority NGOs</p>	<p>UNDP CO</p>	<p>72100 – Contractual Services – Companies 71600 – Travel</p>	<p>10,100</p>
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Sub total Output 4	10,100
TOTAL YEAR 1	673,179

Year2: November 2009 – November 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME (2010)				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
<p>Output 1: Enhanced strategic planning, information management and co-ordination capacity of TMAC</p> <p>Baseline: Lack of national database surveillance network of landmine survivors</p> <p>Major Indicator: Information on mine action utilised to develop a national database for surveillance network of landmine survivors</p> <p><u>Targets:</u></p> <ol style="list-style-type: none"> Better understanding and documentation of information about mine action work being undertaken by stakeholders and line ministries The socio-economic re-integration of landmine survivors monitored by Key line ministries, TMAC and sub- 	<ol style="list-style-type: none"> Develop a national database surveillance network of landmine survivors Develop an electronic structure with GICHD consultants using IMSMA Develop a proper data inventory and install a centrally monitored master database at the TMAC Offer training to key line ministries on data collection and management 	√	√	√	√	TMAC Project Manager	UNDP/ BCPR	71100 – ALD Employee Costs 71200 – International Consultant – Technical 72100 – Contractual Services – Companies 71600 – Travel 72800 – Information Technology Equipment	147,050 26,000 10,000 5,000 15,000

<p>committees</p> <ol style="list-style-type: none"> 3. Reporting re-established through ministry of public health, hospitals and local authorities 4. An electronic database of landmine survivors functional and updated on a monthly basis 5. General statistics of disaggregated and quality data on mine survivors documented 6. Disaggregated surveillance data by gender available for planning, socio-economic development and easy monitoring <p><u>Related CP outcome:</u></p> <ol style="list-style-type: none"> 1. Improved capacity of government agencies and other stakeholders to collect accurate, quality and up-to-date disaggregated data 2. Timely reporting mechanisms established by local administrative organisations to avail the data for use in policy formulation and programme implementation 3. Standardized electronic national database of landmine survivors developed and updated every month 4. Data disaggregated by gender and monitoring done locally through trained surveillance networks 										
Sub total Output 1										
203,050										

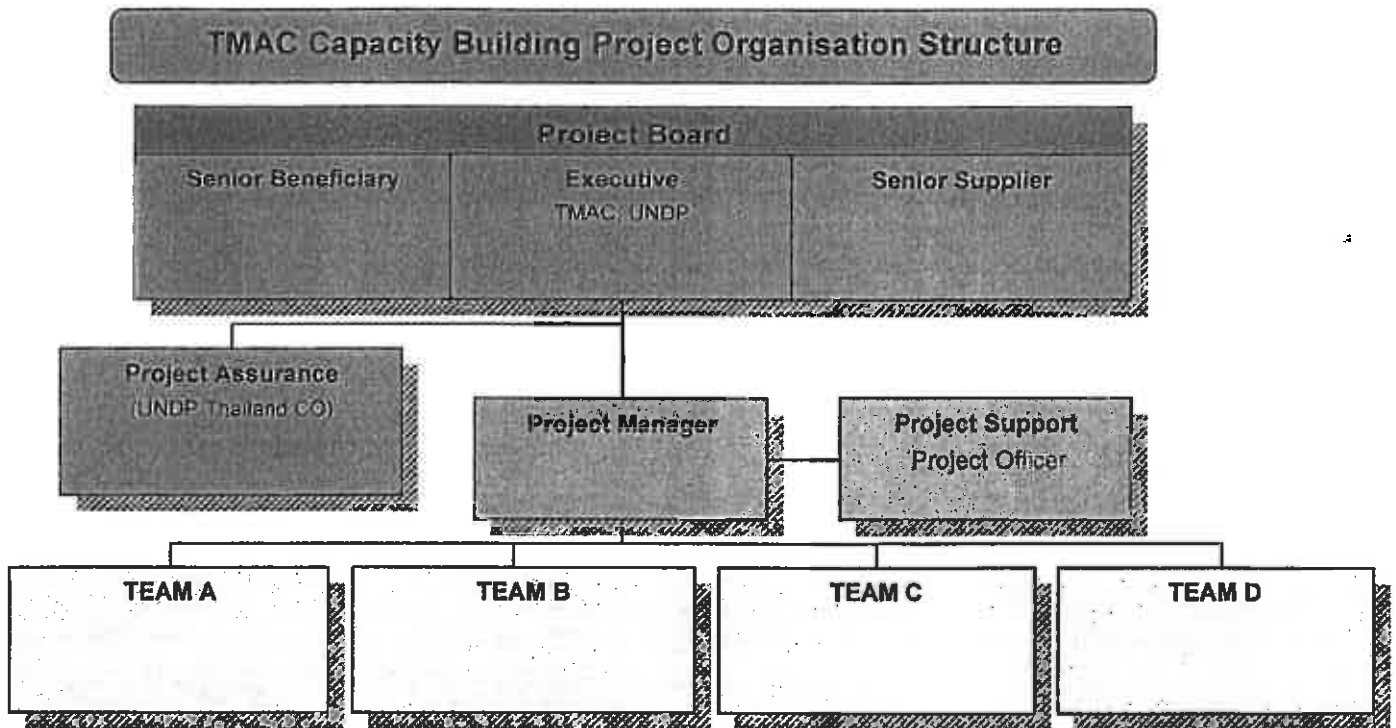
<p>Output 2: Mine clearance accelerated and made more effective through better prioritization</p> <p><u>Baseline:</u> Available funds for sustaining mine clearance process</p> <p><u>Major indicator:</u> Mine clearance operations expanded and clearance accelerated through prioritization of mine action initiatives</p> <p><u>Targets</u></p> <ol style="list-style-type: none"> 1. National mechanism for resource mobilisation mine action established 2. Guidelines for resource mobilisation developed 3. Clearance of high – and medium – priority minefields expanded to other border areas <p><u>Related CP Outcome</u></p> <ol style="list-style-type: none"> 1. A national steering committee to mobilize resources and co-ordinate sub-committee activities on mine action will be established. 2. High- and medium-priority minefields will be cleared according to International Mine Action Standards (IMAS) by the end of 2009. 3. Clearance will be expanded to other border-affected areas in Thailand 	<ol style="list-style-type: none"> 1. Review and set-up a national steering committee for resource mobilisation, victim assistance and mine risk education 2. Expand operational capacity to provide mine clearance and link mine-action projects to development to other affected border areas 3. Develop guidelines for co-ordination of tasking and prioritisation of mine action 	√	√	√	√	<p>Project Manager</p> <p>TMAC HMAU1,2, 3 and 4 Managers</p>	<p>UNDP/ BCPR</p> <p>TMAC and NGOs</p>	<p>72800 – Information Technology Equipment 72100 – Contractual Services – Companies</p> <p>72800 – Information Technology Equipment</p>	<p>25,000</p> <p>40,000</p>
Sub total output 2									65,000

<p>Output 3: Improved livelihoods for vulnerable groups in mine-affected areas</p> <p>Baseline: There are many people in mine-affected areas who are very poor. Many of them are landmine survivors who do not have stable income. Some of these people also encounter difficulties accessing social services.</p> <p>Major indicator : Systems and skills strengthened for enhanced productivity and incomes of vulnerable groups in mine-affected areas</p> <p>Targets:</p> <ol style="list-style-type: none"> 1. Number of poor people in areas affected by landmines 2. Number of people with disabilities (PWDs) living in areas affected by landmines 3. Number of women and children at risk due to presence of landmines 4. Increased mine risk awareness and advocacy messages 5. Training of Trainers (TOT) materials <p>Related CP Outcomes:</p> <ol style="list-style-type: none"> 1. Comprehensive and up-to-date information on landmine survivors and their needs provided 2. Access to economic opportunities and social services increased for survivors 3. The economic status and quality of the life of landmine survivors improved 	<ol style="list-style-type: none"> 1. Carry-out needs-mapping for landmine survivors 2. Expand services for medical assistance and physical rehabilitation 3. Assess the social and economic needs of landmine survivors 4. Expand by 50% to support income generation for landmine survivors through microcredit 5. Advocate for legislation supporting people with special needs 6. Co-operate with concerned NGOs and counterpart organisations on capacity development and awareness training 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>UNDP TMAC</p>	<p>UNDP CO</p>	<p>71600 – Travel 72100 – Contractual Services – Companies 72600 – Grants</p>	<p>30,950</p>
<p>Sub total Output 3</p>					<p>30,950</p>	

<p>Output 4: Enhance partnerships by creating a conducive environment for Mine Action</p> <p>Baseline: Extent of promotion, co-ordination and management of partnerships for mine action</p> <p>Major Indicator: Resources generated through partnerships for the delivery of sustainable mine action and community development in affected areas</p> <p><u>Targets:</u></p> <ol style="list-style-type: none"> 1. Increased levels of material support 2. Formal agreements of support established with Mine Action related institutions 3. Community based and gender responsive liaison committees established 4. Enhance community development initiatives <p><u>Related CP Outcome:</u></p> <ol style="list-style-type: none"> 1. Improved co-ordination and management skills for mine risk education organisations 2. Increased level of financial and materials assistance to mine clearance 3. Enhanced responsiveness to gender-related issues through community liaison committees 	<ol style="list-style-type: none"> 1. Work with partners to improve the co-ordination and management skills of mine risk education organizations, and establish systems so that they can efficiently conduct mine risk education 2. Work with partners to provide technical and financial assistance to improve the management of Orthopaedic Physiotherapy Centre, and provide training on community based physiotherapy 3. Establish community liaison committees in all mine affected areas 4. Strengthen victim assistance support forums and establish community liaison initiative to help prioritize clearance activities, deploy 8 community liaison and mine risk education teams for pre- and post- clearance impact assessment 	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>TMAC NGOs UNDP</p>	<p>UNDP/ BCPR</p>	<p>72100 – Contractual Services – Companies 72600 – Grants 71600 – Travel 72800 – Information Technology Equipment</p>	<p>28,000</p>
<p>Sub total Output 4</p>								<p>28,000</p>	
<p>TOTAL YEAR 2</p>								<p>327,000</p>	
<p>TOTAL PROJECT COSTS</p>								<p>1,000,179</p>	

V. MANAGEMENT ARRANGEMENTS

This project will be implemented through the National Execution modality (NEX), where Thailand Mine Action Centre (TMAC) will be the Implementing Partner. Through NEX modality, the project will be administered and managed in accordance with the rules and regulations of the Royal Thai Government. For the administrative support which may be provided by UNDP Thailand Office, upon request of the Implementing Partner, the rules and regulations of UNDP will be applied.



The Project Board

By the signature of the project document, TMAC will be the executive of the Project Board. The Project Board is responsible for making executive management decisions for the project, including approval of project revisions. The Project Board will also provide overall guidance and approve the activities of the project under this document, including corresponding budget, technical feasibility of the project, and ensuring the realization of project benefits to the project beneficiaries. The Project Board consists of the UN Resident Coordinator/UNDP Resident Representative for Thailand, the Ministry of Foreign Affairs (Department of International Organizations and Thailand International Development Cooperation Agency), one representative of the Ministry of Interior, one representative from Aranyaprathet District (Sakaew Province), one representative of the Ministry of Social Development and Human Security (MSDHS), one representative from the Ministry of Public Health, one representative from the Ministry of Education, and representatives of relevant UNCT members and two representatives of key NGOs working on mine action.

By the signature of the project document, an inter-agency task force, comprising selected academia, local NGOs, UNDP Thailand Office and TMAC, will perform the role of "Senior Supplier" to provide technical and procurement support and ensure the feasibility and delivery of the outputs under the project document. The Standard Letter of Agreement between UNDP and TMAC for the Provision of Support Services, signed with UNDP, will provide a legal basis for UNDP to provide technical and procurement services, upon the request of the Implementing Partner (TMAC).

The role of the "Senior Beneficiary" represents the interests of all those who will use or to be affected by the project and its activities. The senior beneficiaries' responsibility is also to monitor

what is being produced as per the work plan and ensure that it will meet the needs of the beneficiaries and that the expected benefits are materialized. The senior beneficiaries include members of the Ministry of Interior, the Ministry of Social Development and Human Security (MSDHS), relevant UNCT, CSOs and vulnerable groups, local authorities in Aranyaprathet District, and the Ministry of Foreign Affairs (representing policy makers). Selected bilateral donors, which are involved / working on mine action activities in Thailand, will also be invited (to be identified).

Project Management Team

To perform the role of Senior Supplier, TMAC will lead the project management team to monitor the project management and coordinate the preparation of semi-progress report which will be submitted to the members of the Project Board. A monthly meeting between the inter-agency task force and TMAC will be held to regularly monitor the planned activities and their corresponding budgets in the project document.

TMAC has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraint laid down by the Project Board. A "Project Manager" (international staff) is responsible for the overall management of the project on behalf of TMAC, while a "National Project Officer" is responsible for providing project support to the Project Manager. The Senior Supplier members will provide substantive inputs including leading the preparation of the reports to the Project Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specific constraints of time and costs.

The Project Assurance

The Project Assurance supports the Project Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed.

In line with the United Nations reform principles, especially simplification and harmonization, the project document will be operated with the harmonized common country programming instruments and tools, i.e. the UNPAF results matrix, M & E and the Harmonized Approach to Case Transfer (HACT).

At the operational level, UNDP Programme Associate will be responsible for project administration using ATLAS system for timely and efficient delivery of the activities and for effective financial monitoring under the project document.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- 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 below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria	Quality Method	Date of Assessment

<i>how/with what indicators the quality of the activity result will be measured?</i>	<i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<i>When will the assessment of quality be performed?</i>

VII. Legal Context

This project document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above 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.

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.

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 partner 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 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.

VIII. Duration and Timeframe

It is expected that the project document will be approved by the Cabinet and signed by UNDP and the Implementing Partner within 90 days of the approval of the BCPR budget, which is expected around mid-January 2009 at the latest. Accordingly, following the selection processes, the selected Project Manager and the Project Officer are expected to start their assignment by late February 2009 at the latest.

VII. ANNEX: RISK LOG

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

No.	Description	Date Identified	Type	Impact	Countermeasures mitigation	Owner	Submitted updated by	Update	Status
1	Staff loss and turnover		Organizational	P = 4 I = 4 Total 16	Establishment of a stable organization and national authority with real powers is paramount	TMAC and sub-committees			
2	Limited funding for TMAC a. RTG b. Development partners	Project start date	Financial	P = 2 I = 5 a. Total 10 P = 5 I = 2 b. Total 10	<ul style="list-style-type: none"> Raise TMAC profile to compete for resources from Govt, INGOs and donors Multiple donors – co-sharing Advocacy partnerships 	TMAC RTG			
3	Lack of evidence for increased delivery and use of equipment	Current	Operational	P = 3 I = 4 Total 12	<ul style="list-style-type: none"> Workplan development. Progress monitoring of the workplan Quality assurance Inventory of effective use equipment and machinery 	TMAC Project Manager	Project Manager	Not done	
4	Lack of best practice documentation for LMP and other National Standards	Project start	Regulatory	P = 1 I = 2 Total 2	Document lessons learnt and formalize process	TMAC	Project Manager		
5	Delayed revision of Strategic plan		Strategic	P = 3 I = 4 Total 12	<ul style="list-style-type: none"> Agree a process for revision Envision Ottawa obligation and required changes 	TMAC	Project Manager		
6	Lack of progress in institutional capacity building	Project start	Organisational	P = 3 I = 4 Total 12	<ul style="list-style-type: none"> Develop organisational procedures. Capacity development frameworks. 	All TAs	Project Manager	2008	
7	Thailand – Cambodia Border concerns and related issues	Project start	Security	P=4 I=3 Total 12					

Annex 2:

Terms of Reference

Project Manager Capacity Building Support to Thailand on Mine Action

Background

Thailand has experienced a rapid economic growth in the last ten years. However, there are pockets of population groups in Thailand that have not benefited from this economic growth and whose livelihoods, safety and health is more vulnerable. While the country has a very well developed agricultural industry and rice is the major cash crop, with global food prices rising ever faster and competition for arable land from bio-fuel crops, land is at a premium. Added to this there are many historical places of interest and potential tourist sites denied by the presence, or perceived presence, of landmines and explosive remnants of war (ERW) found at the border (Thai–Cambodia in particular) due to spill-over of past wars from neighbouring countries (Myanmar and Cambodia).

Thailand Mine Action Centre (TMAC) has continued to co-ordinate humanitarian mine action and established requisite mine action capacity though it is not a civilian institution. In this respect, operationally the main responsibility of providing policy direction, landmine clearance and oversight remains with TMAC which is a government authority. Overreliance on TMAC has to a large extent affected outreach of mine risk education and related community-oriented programming. The failure for Thailand to meet Ottawa Treaty obligations has repercussions from the international to the local level where Thailand's international reputation has suffered, fear in communities for their safety continues to increase within mine contaminated areas near the border with neighbouring countries and socio-economic development is affected in 27 provinces identified as mine affected.

During the period 2000–2001, UNDP provided support to Thailand Mine Action Centre (TMAC) through TRAC 1.1.3 funding on mapping for the Level-One Impact Survey and data management. However, the earlier Survey provided information to limited details and therefore the accurate number of mines in Thailand and specific contaminated areas are still unknown leading to increased risks to populations residing in mine-affected areas. In 2007, the Thai Government, through TMAC, approached UNDP with a request for additional technical support to develop a national strategy aimed at increasing local national capacities to implement and manage effective mine action activities. Accordingly, a "Concept Note" was prepared by UNDP which was a basis for the visit of the technical mission to Thailand from the UNDP Bureau for Crisis Prevention and Recovery (BCPR) during 23 – 27 June 2008. As a result of the technical mission, a capacity building project to support TMAC was prepared to cover the following four components:

1. Strategic planning, information management and coordination capacity for TMAC
2. Acceleration of mine clearance and effective prioritization of mine action initiatives
3. Improving livelihoods for vulnerable groups in mine –affected areas
4. Enhancing partnerships by creating a conducive operating environment for mine clearance

Justification for Project Manager

Under the new project document of UNDP, it is proposed that a well-experienced and technical advisor be recruited as "Project Manager", with key functions to provide technical advice and

coordination support to the Thai Government, through Director-General of TMAC, to ensure effective management, implementation of the project's activities, and deliveries of the project as per the work plan and expected outputs.

Specific responsibilities of the Project Manager

The Project Manager will work under direct supervision of Director-General of TMAC, in close consultation with UNDP Thailand Office. Specific responsibilities of the Project Manager include:

Planning and Coordination Support

1. Overall planning and management of the project.
2. Provide advice to the Project Board and the Implementing Partner (TMAC) on policy advocacy on mine action, the project implementation, progress and potential issues which may have direct affect to the effective management and/or implementation of the project.
3. Assist in establishing an inter-agency working group comprising relevant implementing agencies and NGOs, at national and local levels, to help monitor the project activities.
4. Develop a consolidated strategy and coordination plan to ensure effective management of the project, including the social cohesion and involvement of key stakeholders and vulnerable groups at the national and local levels.
5. Advise on the consolidation / synchronization of activities, in consultation with partners and beneficiaries with respect to the project annual work plans and targets; providing advice on the appropriateness as well as timeliness of these activities according to the established targets and timeframes.
6. Mobilize the unfunded resources for sustainability of the project.

Technical Advice

7. Assist TMAC in the preparation of a national strategic plan and prioritization.
8. Assist TMAC in developing technical standing operating procedures for mine action.
9. Identify key development partners and develop a resource mobilization strategy to support mine action activities in Thailand.

Implementation

10. Prepare detailed work plan for the project and approve revisions to the work plans and budget plans proposed by a Project Officer, upon the approval of the Project Board.
11. Approve Terms of Reference and contracts for required inputs (individual and institutional consultancy services, if so required), the procurement of goods, organization of training, seminars, etc.
12. Supervise the project team and evaluate their performance in delivering individual outputs as described in their Terms of Reference.
13. Follow-up and ensure that the required inputs are processed in a timely and transparent manner and attest to the timeliness of submission and the quality of goods and services procured for the project.
14. Review the project resource requirements and provide advice to the Implementing Partner on the need for budget adjustments and possible revisions.

Monitoring

15. Monitor the project progress against the annual and quarterly work plans and budget plans.
16. Liaise with the Implementing Partner and UNDP on the conduct of the project monitoring process and timeframes.

Reporting and Audit

17. Finalize project progress reports (quarterly and annual / financial and substantive) against the set targets and indicators, with an analysis of evidence of progress towards planned outputs according to schedules, budgets, and inputs provided by the project.
18. Finalize the project report, with an analysis of progress towards the expected outputs, as defined in the project document, and subsequent work plans and budgets. Together with the Implementing Partner and UNDP, organize the final project review meeting.
19. Advise a National Project Officer in closing projects operationally and financially in accordance with the UNDP financial rules and regulations and in close coordination with the Implementing Partner.
20. Liaise with UNDP on the conduct of the project audit.
21. Ensure that the audit recommendations are complied with.

Qualifications of the Project Manager

- Minimum Master's Degree or equivalent in development studies, Economics, Social Sciences, or related field.
- Technical knowledge on mine action and experiences in working in conflict and/or post-conflict situations.
- Over 10 years of experience at the international level in inter-agency coordination and management on mine action activities as well as in international / national policy advocacy.
- Proven experience in providing technical advice on humanitarian training and de-mining operations, as well as project and policy related to conflict resolution/crisis prevention, at the design, implementation and monitoring / evaluation phases of development projects.
- Extensive knowledge of de-mining, technical and safety standards.
- Demonstrated knowledge and experience of working on livelihoods, resources management and gender issues.
- Familiarity of the UNDP system, rules and procedures is an advantage.
- Fluency in written and spoken English is required.
- Self-reliant, able to work independently, computer literate and in good health.
- Ability to work throughout the assignment period.

Duration and Timeframe

Following the endorsement and signatures of the project document and the selection process, the selected Project Manager is expected to start his/her assignment by late February 2009 at the latest for a period of one year.

Annex 3:

Terms of Reference

Project Officer

Capacity Building Support to Thailand on Mine Action

Background

Thailand has experienced a rapid economic growth in the last ten years. However, there are pockets of population groups in Thailand that have not benefited from this economic growth and whose livelihoods, safety and health is more vulnerable. While the country has a very well developed agricultural industry and rice is the major cash crop, with global food prices rising ever faster and competition for arable land from bio-fuel crops, land is at a premium. Added to this there are many historical places of interest and potential tourist sites denied by the presence, or perceived presence, of landmines and explosive remnants of war (ERW) found at the border (Thai–Cambodia in particular) due to spill-over of past wars from neighbouring countries (Myanmar and Cambodia).

Thailand Mine Action Centre (TMAC) has continued to co-ordinate humanitarian mine action and established requisite mine action capacity though it is not a civilian institution. In this respect, operationally the main responsibility of providing policy direction, landmine clearance and oversight remains with TMAC which is a government authority. Overreliance on TMAC has to a large extent affected outreach of mine risk education and related community-oriented programming. The failure for Thailand to meet Ottawa Treaty obligations has repercussions from the international to the local level where Thailand's international reputation has suffered, fear in communities for their safety continues to increase within mine contaminated areas near the border with neighbouring countries and socio-economic development is affected in 27 provinces identified as mine affected.

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1. Strategic planning, information management and coordination capacity for TMAC
2. Acceleration of mine clearance and effective prioritization of mine action initiatives
3. Improving livelihoods for vulnerable groups in mine –affected areas
4. Enhancing partnerships by creating a conducive operating environment for mine clearance

Justification for a Project Officer

Under the new project document of UNDP, it is proposed that a "Project Officer" be recruited with key functions to manage, day-to-day, the project implementation, leading the field teams and providing technical assistance particularly in the area of community development, livelihood, improvement and gender equity.

Specific responsibilities of the Project Officer

The Project Officer will work under direct supervision of a Project Manager. Specific responsibilities of the Project Officer include:

Planning

- a) Organize planning meetings involving the Implementing Partner, UNDP and other relevant parties to develop annual and quarterly work plans and corresponding budget plans with clearly stated milestones contributing to the achievement of target outputs defined in the project document and obtaining approval from the Project Manager. Prepare minutes of the meetings for reference.
- b) Organize meetings of the Project Board and prepare minutes for approval by the Project Manager.
- c) Advise the Implementing Partner and UNDP on revisions to work plans and budget plans based on the operational and strategic appreciation of project implementation.
- d) Participate in an inter-agency working group comprising relevant implementing agencies and NGOs, at national and local levels, to help monitor the project activities.
- e) Consolidate and synchronize activities, in consultation with partners and beneficiaries with respect to the project annual work plans, targets and timeframes.

Implementation

- f) Draft detailed work plan for the project and revisions to the work plans and budget plans, for approval by the Project Manager.
- g) Draft Terms of Reference and contracts for required inputs (individual and institutional consultancy services, if so required), the procurement of goods, organization of training, seminars, etc., for approval by the Project Manager.
- h) Supervise the project staff and consultants, and evaluate their performance in delivering individual outputs as described in their Terms of Reference.
- i) Follow-up and ensure that the required inputs are processed in a timely and transparent manner and attest to the timeliness of submission and the quality of goods and services procured for the project.
- j) Review the project resource requirements and suggest to the Project Manager on the need for budget adjustments and possible revisions.

Monitoring

- k) Monitor the project progress against the annual and quarterly work plans and budget plans.
- l) Prepare project monitoring process and timeframes, in consultation with the Implementing Partner and UNDP, for approval by the Project Manager.

Reporting and Audit

- m) Prepare project progress reports (quarterly and annual / financial and substantive), for approval by the Project Manager, which are against the set targets and indicators, with an analysis of evidence of progress towards planned outputs according to schedules, budgets, and inputs provided by the project.
- n) Prepare the project report, for approval by the Project Manager, with an analysis of progress towards the expected outputs, as defined in the project document, and

- subsequent work plans and budgets. Together with the Implementing Partner and UNDP, organize the final project review meeting.
- o) Establish and maintain a systematic filing system of key documents (in hard copy and soft copy) in line with the audit requirements.
 - p) Assist the Project Manager in closing the project operationally and financially in accordance with the UNDP financial rules and regulations and in close coordination with the Implementing Partner.
 - q) Liaise with UNDP on the conduct of the project audit.
 - r) Ensure that the audit recommendations are complied with.

Qualifications of the Project Officer

- Thai national
- Minimum Master's Degree or equivalent in development studies, Economics, Social Sciences, or related field. A degree with specialty in livelihood improvement and community development is an advantage.
- 7 years of relevant experience at the national or international level in development areas, a minimum 4 years of which dealt with project management.
- Proven experience in providing management advisory services, hands-on-experience in the design, implementation and monitoring and evaluation of development projects.
- Demonstrated knowledge and experience of working on livelihoods, resources management, community participation process, and gender issues.
- Familiarity of the UNDP system, financial rules and procedures is an advantage.
- Fluency in written and spoken English is required.
- Fluency in written and spoken Thai is required.
- Self-reliant, able to work independently in an environment of mixed nationalities, computer literate and in good health.
- Ability to work throughout the assignment period.

Duration and Timeframe

Following the endorsement and signatures of the project document and the selection process, the selected Project Officer is expected to start his/her assignment by late February 2009 at the latest for a period of one year.



21 October 2008

Dear Ms. Son,

I am pleased to inform you that the BCPR Project Appraisal Committee (BPAC) approved the allocation of a total amount of USD505,550 in support of the "Capacity building to support Thailand mine action centre-TMAC" project. Funding will be made available from the Conflict Prevention and Recovery category of Trac 1.1.3 (Atlas Fund code: 04160; Donor code: 00012).

In accordance with our resource management guidelines, you are kindly requested to submit a signed project document, including the Annual Work Plan (AWP), within the next ninety (90) days. BCPR will then establish the authorized spending limit (ASL) in Atlas accordingly. Please ensure that electronic copies of the signed project document, as well as quarterly progress reports, are uploaded into Atlas.

If a signed project document is not received within 90 days, funds will revert back to the original Fund.

Please don't hesitate to contact your BCPR regional team (bcpr.asia@undp.org), led by Ms. Nescha Teckle, for any additional support you might require. We look forward to working with you and your team in supporting your office on crisis prevention and recovery.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sudha Srivastava', is written over the typed name and title.

Sudha Srivastava
Chief

Programme and Operations Support Cluster
Bureau for Crisis Prevention and Recovery

Ms. Gwi-Yeop Son
UN Resident Coordinator
UNDP Resident Representative
Thailand

cc: BCPR Asia and the Pacific Regional Team
Nazim Khizar

