KV MAP
Korea Vietnam Mine Action Project
2018-2021

TERMINAL EVALUATION
Final Report

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Project/outcome Information

Project/outcome title	**Korea Vietnam Mine Action Project (KVMAP)**
Atlas ID	00098770
Corporate outcome and output	• One UN Strategic Plan (2017-2020) Outcome 4.1 By 2021, participatory and transparent decision-making processes and accountable institutions are strengthened, with policies and implementation mechanisms that are responsive to all people, particularly vulnerable groups, women, youth and children • UNDP Strategic Plan (2018-2021) Output 1.2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services
Country	VIETNAM
Region	South East Asia
Date project document signed	01 February 2018

	Start	Planned end
Project dates	01 January 2018	31 December 2020 (extension approved to 31 December 2021)

Total committed budget	**$19,827,000 KOICA** (+$9,675,000 In-kind from Government of Vietnam = US$29,502,000)
Project expenditure at the time of evaluation	**US$19,792,157 KOICA**
Funding source	**KOICA**
Implementing party	**UNDP**

Evaluation information

Evaluation type	Project Evaluation	
Final/midterm review	Terminal (Final) Evaluation	
Period under evaluation	Start	End
	01 January 2018	31 December 2021
Evaluators	Guy Rhodes (international consultant) Nguyen Thu Ha (national consultant)	
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Evaluation dates	Start	Completion
	20 November 2021	31 December 2021

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List of Acronyms and Abbreviations

ARMAC	ASEAN Regional Mine ActionCentre
ASEAN	Association of South East Asian Nations
DOLISA	Department of Labour, Invalids and Social Affairs
EOD	Explosive OrdnanceDisposal
EORE	Explosive Ordnance Risk Education
ERW	Explosive Remnants ofWar
GICHD	Geneva International Centre for Humanitarian Demining
GMAP	Gender and Mine Action Programme
GoV	Government ofVietnam
HMA	Humanitarian MineAction
IC	International Centre
IMAS	International Mine Action Standards
IMS	Information ManagementSystem
INGOs	International Non-Governmental Organizations
IM	Information Management
IMAS	International Mine Action Standards
IMSMA	Information Management System for Mine Action
IT	Information Technology
JPCC	Joint Project Coordination Committee
JPMU	Joint Project ManagementUnit
KAP	Knowledge, Attitude and Practices (survey)
KOICA	Korea International Cooperation Agency
KVMAP	Korea Vietnam Mine Action Project
LWG	Landmine WorkingGroup
MA	Mine Action
MAG	Mines AdvisoryGroup
MAPG	Mine Action PartnershipGroup
MOLISA	Ministry of Labour, Invalids and Social Affairs
MoD	Ministry of Defence
MPI	Ministry of Planning and Investment
MRE	Mine RiskEducation
MTR	Mid-Term Review

NGO	Non-Governmental Organization
NMAA	National Mine Action Authority
NMAP	National Mine Action Plan
NMAS	National Mine Action Standards
NPA	Norwegian Peoples Aid
NSC	National Steering Committee
QA/QC	Quality Assurance/Quality Control
QM	Quality Management
QTMAC	Quang Tri Mine Action Centre
PAVN	People's Army of Vietnam
PwDs	People with Disabilities
QCVN	National Technical Regulations (Vietnam)
SDGs	Sustainable Development Goals
SEDP	Social Economic Development Plans
S&C	Survey and Clearance
SOP	Standing Operating Procedures
TOR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNMAS	United Nations Mine Action Service
US	United States
UXO	Unexploded Ordnance
VA	Victim Assistance
VBMAC	Vietnam Bomb and Mine Action Centre
VNMAC	Vietnam Mine Action Centre

1. Executive Summary

1.1 The Korean Vietnam Mine Action Project (KVMAP) has spanned a four year period from October 2017 to December 2021 and has provided a considerable opportunity to advance the mine action sector in Vietnam. For the first time, international support addressed nationally coordinated mechanisms from a central to local level across different sectors and mine action pillars.

1.2 KVMAP was a well-resourced project with a total budget of nearly $30M, comprised of $20M supported by the Korea International Cooperation Agency (KOICA), and a further $10M as an in-kind contribution from the Government of the Social Republic of Vietnam. KVMAP has delivered a large number of activities that are assessed to promote outcomes that contribute to several Sustainable Development Goals (SDGs), most notably SDG 16 and SDG 11.

1.3 The context for mine action in Vietnam is not typical of many internationally supported mine action programs - both in terms of the characteristics of the explosive ordnance (EO) contamination and the stability and ownership already established by national institutions supporting the sector.

1.4 The contamination generally consists of unexploded ordnance (UXO), rather than landmines - it is also widespread across much of the territory of Vietnam and is 3-dimensional in nature - with larger items of EO often found down to several meters. On a national scale the contamination cannot be readily mapped and cleared and will remain a long term problem for Vietnam - where the risks associated with explosive ordnance will require appropriate management for decades to come.

1.5 There have been tens of thousands of UXO casualties but most are historic and the current accident rate is relatively low compared to earlier levels. Mine action in Vietnam is therefore not so much driven by a humanitarian imperative but is driven by development priorities.

1.6 In this context, the tripartite arrangement of the KVMAP - involving the Korea International Cooperation Agency (KOICA), the Vietnam Mine Action Centre (VNMAC) and the United Nations Development Program (UNDP) is well suited. The three partners are particularly complementary: KOICA is a significant donor offering multi-year support, VNMAC is an established capacity, legally responsible for mine action in Vietnam, and the UNDP is an agency with a core mandate to support countries in pursuit of their development goals.

1.7 The KVMAP was designed to mitigate risks from explosive hazards by strengthening institutional arrangements and delivering interventions that support human development, dignity and livelihoods through three main operational pillars of mine action: survey and clearance (S&C), explosive ordnance risk education (EORE) and victim assistance (VA). The Project specifically aimed to strengthen the capacities of VNMAC, the Ministry of Labour, Invalids and Social Affairs (MOLISA), and the authorities and agencies in the two target provinces of Quang Binh and Dinh Binh. In addition, information management (IM) is highlighted in the frame of the KVMAP as a component of the mine action program to be reinforced. All five components of the KVMAP are considered relevant to support the logic of the theory of change (ToC) as presented in the KVMAP project document.

1.8 The five components of the KVMAP (S&C, EORE, VA, IM and CD) are represented as Activities in the ToC in the KVMAP project document (see Figure 1). These contribute to 2 Outputs:

1. 'Institutional arrangements and capacities are strengthened to further improve the contribution of the mine action activities for human development in contaminated areas', and

2. 'Target communities have information, feel safer, leading to increased well-being'.

These two Outputs lead to two Outcomes in the KVMAP ToC:

1. Effective national ownership and management of ERW sector, and
2. Target communities have information, feel safer, leading to increased well-being.

These in turn feed progress against most SDGs with particular reference to SDG 16 on strong institutions and SDG 11 on safe human settlements.
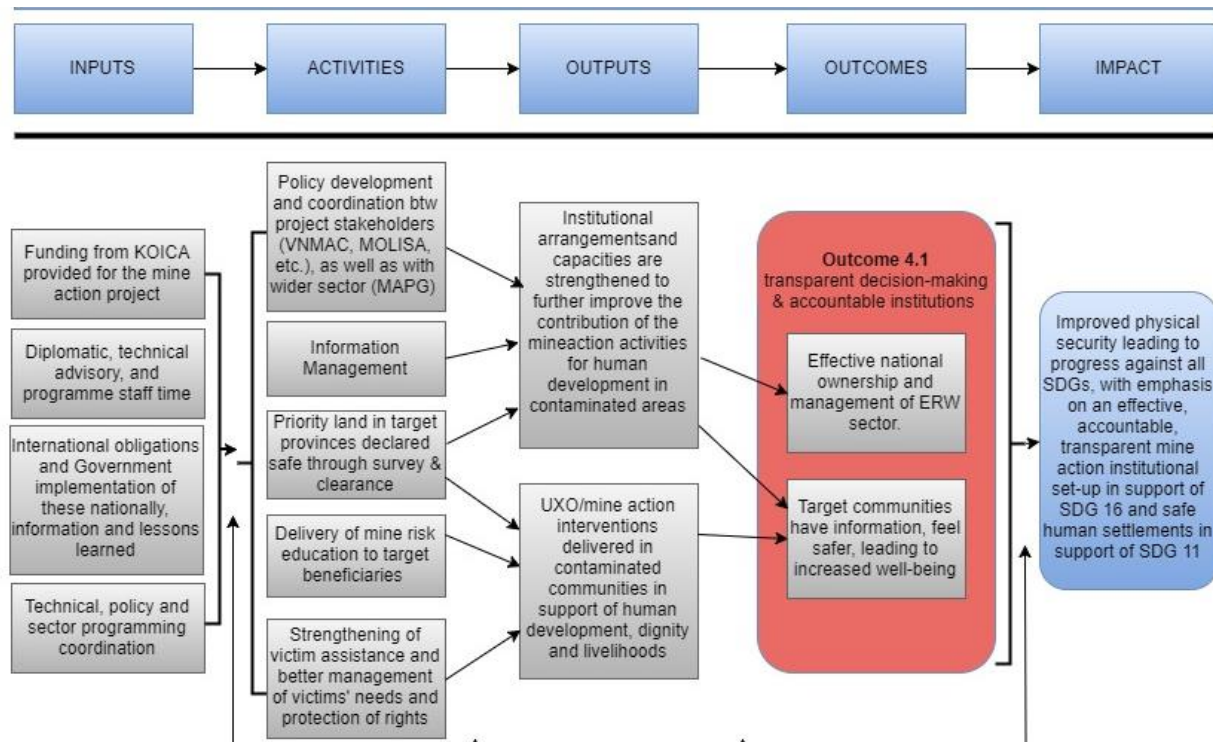

Figure 1   Theory of Change – KVMAP

1.9   Beyond the specific project deliverables themselves, the KVMAP promoted an enabling environment for mine action and mine action partners in Vietnam. Perhaps there was even more opportunity to exploit the platform that KVMAP offered, but even so, it seems that the Project - and specifically the partnership between VNMAC and UNDP – facilitated engagement, communication and collaboration nationally and internationally. Of note, the Project helped advance the review and adoption of international tools and approaches on topics such as quality management procedures, technical survey methodology, information management practices, and tracking system for persons with disabilities and its subgroup, explosive ordnance survivors. The benefits of some of these achievements will be enduring as the improvements have been embedded into the working routines of partners with limited dependency on further external resource requirements to sustain these particular gains. Other achievements, such as elements under the EORE component or the ambition under the VA component to expand tracking systems

for persons with disabilities, will rely on further resource commitments including from the Government of Vietnam.

1.1.0   The survey and clearance component of the KVMAP was the largest in terms of budget – accounting for about 65% of the original KOICA budget and by the end of the project 78% of expenditure. It was an activity directly implemented by VNMAC which exceeded its operational target for clearance by 30%. By the end of the project 6,478 hectares of land was released through technical survey and 10,403 hectares from clearance with the recovery and neutralization of tens of thousands of items of EO including bombs, cluster munitions, projectiles, mortars, grenades and rockets. This equates to an area equivalent to about 23,604 soccer pitches which by any standards is an massive operational achievement. Taking the full KOICA budget figure for survey and clearance, combined with the in-kind contribution from Vietnam, the cost for the release of one square meter of land under the KVMAP stands at $0.14. This is at least an order of magnitude less than global figures for technical survey and clearance implemented through equivalent projects of international partners. Even considering the diminished risks associated with ageing ordnance and the conducive setting for productive operations in Vietnam, the cost efficiency of implementing survey and clearance through the established VNMAC/MoD structures is extraordinary.

1.1.1   The benefits of the extensive survey and clearance however are not fully apparent from the data made available. There is perhaps a weakness in the project design because whilst the goals of the project mention human development and livelihood support - and the prioritization schemes for targeting S&C were discussed and agreed between VNMAC, UNDP and the provincial authorities - the indicator to measure success under this component only related to m^2 of land processed. In this regard the output target, as defined in the results frame, has been comfortably met. The narrative around the success however feels somewhat stark and there is perhaps scope for more analysis of clearance data within the Information Management System for Mine Action (IMSMA) at VNMAC to generate a more complete picture. That picture would not be captured in the current theory of change though which seems restricted at an outcome level. There is text in the project document that suggests that the land will be 'released for productive use' or that it is 'cleaner to support livelihoods' but reference to activities or indicators that are geared to measure such a contribution is lacking. The ToC at an outcome level concerns 1) institutional strengthening - leading to SDG 16, and 2) safety in communities - leading to SDG 11, but the benefits of clearance towards socio economic growth are not captured. It is recommended that future projects better measure the socio economic and development benefits of operational efforts within a logic model where they can be better assessed and measured.

1.1.2   The two other operational components of KVMAP, EORE and VA, sit more readily in the theory of change at an Outcome level. They did not have defined output targets like the S&C component in the original project document but objectives early in the project for both these components were to conduct surveys to identify target caseloads and baselines from which to develop the frame of activities to be implemented.

1.1.3   For the VA component a comprehensive survey of Persons with Disabilities (PWD) and EO survivors in the target provinces identified 31,121 PWDs including 4.600 EO survivors in Quang Binh, and 43,827 PWDs including 4,540 EO survivors in Binh Dinh province. This was coordinated

by the Department of Social Assistance (DSA)/MOLISA) and implemented directly by the Department of Labour, Invalids and Social Affairs (DOLISA) at a provincial level and through the social work officials and coordinators at a commune level. Data on all PWD in the survey has populated the national tracking system for PWD/EO survivors managed by MOLISA/DOLISA.

1.1.4 After a needs assessment screening, over 1000 women, men, boys and girls received additional provision: enhanced mobility support (174 individuals), income generation activities and access to vocational programs (403 individuals), scholarships and transportation support (3 children) and participation in organizations of persons with disability (OPD). In addition, 6000 people (survivors and family members) received an essential items package to help mitigate against the negative impacts of COVID-19.

1.1.5 The success of the support and the utility of the tracking system for PWD/EO survivors should form the basis of an expansion – including in additional provinces under Phase II but also others with an objective to establish a functional nationwide system. The ability to expand depends on the availability of provincial budget, personnel, and IT infrastructure. MOLISA is planning on an assessment in 2022 of provincial capacity to take over the management of the tracking system with a view to integrate the tracking database into the national social security database in 2023. If this is achieved, KVMAP will have played a significant role in helping establish a considerable support mechanism for PWD/EO survivors in Vietnam.

1.1.6 A baseline for the EORE component of the Project was established through a Knowledge, Attitude and Practice (KAP) survey undertaken by the INGO, Catholic Relief Services (CRS), under the KVMAP. The EORE activities that followed were extensive and wide-reaching in the messages delivered to women, men, boys and girls across the provinces of Quang Binh and Binh Dinh. More than 450,000 local resident and students received risk-awareness about the dangers of EORE. The KVMAP supported the training of 345 community communicators that operated in 49 communes and 113 schools. Thirty three training classes for 5373 teachers took place, competitions and events arranged, and video and audio clips broadcasted on television and radio. These activities were supported by considerable quantities of support material: posters (84), notebooks (200,000) and teacher instruction manuals (2000).

1.1.7 An 'End-line Survey' conducted after 3 years showed significant shifts in knowledge (52.6% to 69.7% in Quang Binh & 44.5% to 74.6% in Binh Dinh) and attitude (24.5% to 53.4% in Quang Binh & 13.3% to 61.2% in Binh Dinh) when compared to findings during the original KAP baseline survey. Such surveys at the start and end of EORE projects are good practice. They provide an indication that the activity outputs (training/instruction) have been converted into immediate outcomes (increased knowledge/attitude). In this regard this project component has been an appreciable success.

1.1.8 Some reflection may be useful on three aspects of the EORE component of the KVMAP. The first, concerns sustainability - as knowledge of EO risks will dimmish over time and additional resources are necessary to maintain community education levels. This gap may be filled sufficiently in Quang Binh by other on-going EORE activities of CRS and MAG. The second consideration concerns what level of effort of EORE activities is considered appropriate when compared to the actual EO threat? It may be reasonable to conclude that a lower level of EORE activities are adequate. Third, can new technologies offer heightened efficiency and effectiveness for EORE when combined with

traditional face to face EORE engagement? Data from the End-line Survey showed an increased preference for EORE messaging through social networks. This would suggest that there may be an opportunity to help meet EORE requirements with an increased use of new technologies including mobile platforms.

1.1.9   A principal aim of KVMAP was to further strengthen and support the institutional capacity of VNMAC and strengthen MOLISA as the main institution responsible for Victim Assistance. This was to be undertaken through the provision of technical advice to guide and support relevant staff in planning and prioritization, implementation, quality management and financial management needed for the project, and to strengthen or establish appropriate systems.

1.2.0   A major achievement for VNMAC during the period concerns the development and approval of legislation and norms for the sector. VNMAC was assigned by MoD/Government as the agency to facilitate the development of the Government Decree 18, the MoD Circular 195, the QM procedure, the national technical regulation (QCVN), the national mine action standards (VNMAS) and the IM regulations through drafting committees with members from relevant ministries and government agencies. VNMAC consulted with the international organizations through the Landmine Working Group (LWG) during this process. KVMAP itself has provided a practical working environment to engage LWG members and other international partners and act as an enabler for adoption of relevant international practices within the project including the Quality Management procedure initially supported by Geneva International Centre for Humanitarian Demining (GICHD) and International Centre (IC), the Technical Survey (TS) procedure supported by Norwegian Peoples Aid (NPA), the Information Management (IM) capacity established by NPA and tracking system for PWD/EO survivors initiated by IC. UNDP played a pivotal role as co-chair of the LWG to help facilitate collaboration and communication.

1.2.1   An important tool for the support for Capacity Development was a self-capacity assessment conducted to formulate a capacity development plan for VNMAC. In this regard, although quite an elaborate draft Capacity Development Action Plan (CDAP) was developed by UNDP - ownership by VNMAC was not fully embraced. Even so, many capacity development activities occurred during the project and some elements of the assessment were subsequently included in the annual workplan. For example, training courses for project staff, JPCC meetings and JPMU meetings in project management, in addition to the trainings provided to the S&C team and database team, conducted by VNMAC and the NPA IM Advisor. Further support beyond the KVMAP should include an updated capacity development roadmap adopted with VNMAC ownership and in collaboration with UNDP and other relevant partners.

1.2.2   Information management and access to data for decision-makers is vital for mine action. Mine action relies on evidence to be effective. It is crucial to collect accurate and timely data, compile and analyze that data, and provide quality information to support evidence-based planning. This requires a strong and reliable information management system and stakeholder access to data and data products.

1.2.3   Information management was an important component of the KVMAP and for the mine action sector as a whole. Before the KVMAP began NPA had already taken up a main role of IM support

to VNMAC. Within KVMAP IM support was therefore integrated with the ongoing NPA work to build national IM system. With the support of the NPA IM Advisor, KVMAP has conducted IM training for all related staff, procured server, IT equipment and professional software for database center. Operational data from the KVMAP project has been received from the provinces and entered into the Information Management System for Mine Action (IMSMA).

1.2.4 The mine action sector in Vietnam suffers from some limitations on free access to data. One indicator of success of the KVMAP will be the open access and dissemination of data to provincial authorities and other stakeholders.

1.2.5 Despite a slow start to the project - which was to be expected when establishing the administrative and operational framework for a new partnership of the size and nature of KVMAP - the project (and the mine action sector) has progressed significantly over the last 4-year period of the KVMAP. The Project has followed and achieved most of its objectives and has contributed to the solid foundation that VNMAC is establishing for the sector for the future.

1.2.6 Drawing on the experience of the KVMAP, recommendations in this Terminal Evaluation Report are forward-looking - designed to inform future projects on this nature and offer direction to help shape the further development of the mine action sector.

RECOMMENDATION 1 Continue to strengthen institutional capacity and mine action architecture at a central level
RECOMMENDATION 2 Reinforce the linkage and benefits between mine action and development
RECOMMENDATION 3 Promote policy and practice to effectively manage residual risk from explosive ordnance
RECOMMENDATION 4 Strengthen information management services and accessibility to mine action data
RECOMMENTATION 5 Advocate for an expansion of the PWD/EO survivors tracking database nationwide and enhance the effectiveness and quality of support to EO survivors
RECOMMENDATION 6 Embrace new technologies and innovation to advance mine action in Vietnam *6.1 New technologies to support more effective EORE* *6.2 Databasing and digital innovation to support outreach and implementation of legislation and new standards* *6.3 Drones to support technical survey*

Table 1 Summary of Recommendations (see Section 6)

2. INTRODUCTION

2.1   Explosive Ordnance (EO) contamination in Vietnam has caused thousands of civilian casualties and impeded socio economic development in the country for decades. Although clearance of landmines and unexploded ordnance has taken place for over 40 years, the problem of EO remains and the impact of the contamination endures across much of Vietnam.

2.2   During recent years, the Government of Vietnam (GoV) has taken structural measures to address the issue of EO contamination. These include establishing a national mine action program (known as Program 504) and establishing the Vietnamese Mine Action Centre (VNMAC). A number of international donors have provided financial and technical assistance to Vietnam, but this has primarily been focused at International Non-Governmental Organizations (INGOs) working in the central region of Vietnam, mostly in Quang Tri province.

2.3   Following the visit of the President of the Republic of Korea (ROK) to Vietnam in 2014, the ROK announced that the Korea International Cooperation Agency (KOICA) would provide financial assistance for ERW remediation in Vietnam. KOICA undertook a number of feasibility studies and then after discussion with the Vietnamese Government and other partners, decided to implement its assistance through UNDP. An agreement on the implementation of the project was subsequently signed between KOICA and UNDP on 28 December 2017. A UNDP project document was then developed and signed by the Ministry of Defence, VNMAC and UNDP on 1 February 2018 titled: Koren Vietnam Mine Action Project (KVMAP).

2.4   The KVMAP tripartite arrangement between KOICA, VNMAC/MOD and UNDP offered a strong partnership for the project:

- VNMAC/MOD is the legal entity responsible for mine action in Vietnam, it draws on decades of experience and skills, and is a sustainable partner,
- UNDP has supported mine action in 24 countries. The agency supports the development of strong policies, skills, partnerships and institutions and is well placed to support international exchange, and
- KOICA has proven to be a reliable and significant donor with a regional commitment and a strategy that includes efforts to advance SDG 16 often through multi-year funding.

2.5   The project is aligned with the follow plans, strategies and programs:

- One UN Strategic Plan (2017-2020) Outcome 4.1 By 2021, participatory and transparent decision-making processes and accountable institutions are strengthened, with policies and implementation mechanisms that are responsive to all people, particularly vulnerable groups, women, youth and children
- UNDP Strategic Plan (2018-2021) Output 1.2.1: Capacities at national and sub-national levels strengthened to promote inclusive local economic development and deliver basic services
- Socio-Economic Development Plan (SEDP), 2016-2020, Priority 8: Enhance the effectiveness and efficiency of state management activities and ensure the right to democracy of people in social development activities
- Sustainable Development Goals (SDGs) with particular relevance to SDG 11 and SDG 16, and
- Program 504 – National Mine Action Programme 2010-2025.

Specifically, in pursuit of Program 504, the KVMAP project document sets four key objectives:

1. To enhance the capacity of public administration of mine action through strengthening of VNMAC and MOLISA to plan, prioritise, monitor and evaluate the sector,
2. To conduct technical survey and then clear 8,000 hectares of land in two provinces: Quang Binh and Dinh Binh,
3. To provide assistance to UXO survivors and Explosive Ordnance Risk Education (EORE) in the two target provinces, and
4. To improve the management of risk through improved information and information management.

There are two indicative outputs stated in the original Project Document. One is reflective of the objective to increase institutional capacities and the other concerns the release of contaminated areas to promote human development, dignity and livelihoods. A theory of change presents two corresponding outcomes that lead towards an ultimate impact of advancing SDG 11 and SDG 16.

2.6   The total project budget comprises an ODA contribution of approximately US$20 million from KOICA, matched by approximately US$10 million in-kind from the Vietnamese Government. The project duration was originally planned over a 3 year period from 1 January 2018 to 31 December 2020, but this was later extended by an additional year to 31 December 2021, through an agreed arrangement of a no cost extension.

2.7   The project agreement stipulated that both a Mid Term Review (MTR) and Terminal Evaluation should take place. The MTR was conducted from 16 September 2019 with a report submitted on 30 November 2019. The Terminal Report is contained here and was submitted in December 2021.

2.8   The Terminal Evaluation is an independent evaluation covering the period 2016-2021 with the main focus on the KVMAP project period January 2018 to December 2021.

Objectives: The evaluation aims to review the relevance of the project strategy, design, scope and priorities and include an analysis of the validity of objectives, project components, implementation arrangements, and management set-up. The evaluation will analyze results and performance of the project, identify key lessons learned, constraints and challenges to inform the design and implementation of the next phase of the project, present potential impact of the project interventions and propose future strategies and directions for an expected second phase, 2022-2026, and/or similar interventions in the future.

Main evaluation questions include:
Relevance: Evaluate the logics and unity of the process in planning and designing the activities for supporting VNMAC, MOLISA and the two provinces.
Efficiency: Evaluate the efficiency of the project implementation, the quality of the results achieved and the time/political/other constraints.
Effectiveness: Conduct an assessment management decision vis-à-vis the cost effectiveness; and to which extend the project outputs are on track to be effectively achieved.
Impact: Evaluate any indications of the impact of the project, as well as its contribution to the Sustainable Development Goals (SDGs).

Sustainability and national ownership: Assess the likelihood of results becoming sustainable with specific focus on national capacity and ownership over the process.

Agenda 2030, Human security, Human rights, Gender equality, disability inclusion and social inclusion: Assess relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, vulnerable/ marginalized groups, leaving no one behind.

A further project between VNMAC, UNDP and KOICA is already being considered and is at an advanced stage of deliberations. The Evaluation team through this Terminal Evaluation of the KVMAP was directed by KOICA and UNDP to identify good practices, key lessons learned and to provide recommendations to inform the development, and offer additional guidance for a follow-on project to KVMAP and for future projects of a similar nature.

3. METHODOLOGY

3.1   The Project team developed a Terms of Reference for the Terminal Evaluation (Annex B) and two consultants were engaged by UNDP in November 2021 to conduct the evaluation. The consultant team was composed of an international consultant, Dr. Guy Rhodes, and a national consultant, Ms. Nguyen Thu Ha (see Annex A for CVs).

3.2   A review of project documentation was undertaken during the period 20-24 November and then on an ongoing basis during the interview period, 24 November to 7 December, and through the drafting of the Terminal Report 9-31 December. Principal documents consulted are listed in Annex D.

3.3   The consultants submitted an Inception Report on 24 November after preliminary discussions with UNDP and after an initial desk review of project documentation. The purpose of this was to describe the overall frame and approach to the evaluation. When accepted by UNDP it marked the official start of the evaluation process after which the formal phase of interviews with stakeholders took place.

3.4   A challenge was identified early on with linking the KVMAP to the CPD and UN One Strategic Plan – both ending December 2021 as mine action wasn't mentioned and KVMAP only started in the middle of the cycle. However, when reading section on 'Outcome 3: Institutional accountability, people's voice and access to justice' (par. 26-30) it is still clear how mine action is an entry-point to address especially institutional accountability in terms of offering an improved approach to mine action meeting demands of those living on contaminated land or suffering the consequences from EO accidents. This also partly relate to the ambition to "[…] promote accountability and foster evidence-based policy formulation through further innovations in public consultation, linking citizens to decision makers and service providers via interactive technology and social media." (par.26) In addition, it is also evident that KVMAP responded to the call for more 'South-South and triangular cooperation' (CPD, par. 16) with effort from KOICA to support mine action in the region and knowledge exchange between countries (triangular). Naturally, with the emphasis on contaminated rural areas in the two target provinces KVMAP results also partly relate to 'Outcome 1: Poverty eradication and greater socioeconomic equity'. As the CPD is linked to the UN One Strategic Plan a similar reference can be made its 'Outcome 4.1: Participatory decision-making and responsive institutions' .

3.5   It is understood that the new CPD (to be approved) makes specific reference to the issue of explosive ordnance. Furthermore, the UN Common Country Analysis and the UN Sustainable Development Cooperation Framework for this next cycle, 2022-2026, is understood to also have specific reference to the issue of explosive ordnance. The evaluation methodology therefore focused less on the evaluating the linkages with national strategies but rather on analysis and findings that would better inform a Phase II of the project which would take place within an improved strategic framework.

3.6   The methodology for the evaluation followed a participatory exercise considering the views and suggestions of a wide range of stakeholders within the frame of the project. The full list of stakeholders interviewed is found in Annex C with the overall workplan for the evaluation outlined in Annex E.

3.7   Interviews with stakeholders took place in person or online with further information exchange by

telephone or email. The questioning attempted to explore the achievement of the project against stated objectives, identify gaps in relevance and efficiency, and to document good practices and lessons learnt in order to better inform future work.

3.8   The evaluation team was provided with guiding questions for consideration within the Terms of Reference for the evaluation. These followed the four OCED-DAC evaluation categories. The type of stakeholders varied, and thus the approach to questioning was adapted to each particular meeting to reflect the stakeholder type, individuals present and time constraints of a particular meeting (Annex G).

3.9   The evaluation team distributed questions provided in the TOR between the most relevant stakeholders - based on the extent of their familiarity with the project. Questions were repeated between stakeholders to ensure that there was overlap to facilitate a comparison of responses. In some cases the questions were simplified from those provided in the TOR. A full matrix of the question distribution between stakeholders was included as an annex in the Inception Report.

3.1.0   The evaluation team also developed more targeted and/or technical questions depending on the stakeholder. For instance, those specifically involved with Clearance/Survey, EORE, VA or IM received additional questions. These explored areas of interest relevant to that partners engagement with the project (Annex F).

3.1.1   Some of the questions (and in certain instances the entire questionnaire) were forwarded to stakeholders ahead of interviews in order to allow the interviewee to research and prepare a response. This was done with an aim to improve the quality of the response and promote efficiency during interviews – particularly where statistics or data was expected to be provided.

3.1.2   A major limitation in the evaluation was the inability to reach beneficiaries in the field. A planned field visit to the province of Quang Binh was canceled due to Covid travel restrictions. Instead, interviews were taken online with province officials and agencies. These interviews were quite formal and provided limited space to explore detail and to discuss evaluation questions at project sites.

3.1.3   On 8 December the evaluation team gave a formal debrief at the VNMAC offices in Hanoi to principle stakeholders. The purpose of this was to present initial findings and early recommendations for comment. Senior representatives from KOICA, VNMAC, MOLISA, UNDP were in attendance - in addition to project staff. Minutes of the discussion at the end of the presentation were taken and then considered through further analysis by the evaluation team and during the writing of the final report.

3.1.4   Comments on the debrief presentation were invited by the evaluation team to be submitted within 48 hours to be reviewed during the project drafting. Comments were received from UNDP, VNMAC and MOLISA.

4. **ANALYSIS OF THE ACHIEVEMENTS OF THE PROJECT**

4.1 Project Management arrangements for achieving the expected results

4.1.1.   KVMAP was the largest mine action project in Vietnam. The management structure was also unprecedented. It was a well-designed triangular partnership between KOICA, UNDP and VNMAC composed of a Joint Project Coordination Committee (JPCC), a Project Management Unit (JPMU) and Sub Project Management Unit (SJPMU). In addition, there was also an inter-ministerial/cross sector coordination mechanism existing in parallel from central to provincial level with VNMAC as the focal agency responsible for coordinating and reporting to the government, which illustrated the ownership of Vietnamese Government on the project implementation process. In reality, the involvement of MoD, MOLISA and provincial representatives within the JPCC, JPMU and SJPMU was limited, with VNMAC and UNDP as principal partners responsible for the implementation of the project.

4.1.2.   The PPCs should perhaps have played an even bigger role in the mine action project. It was envisaged that they would attend JPCC meetings but PPCs appointed PMCs to attend on their behalf instead. During the first year of implementation, several meetings were held with the two PPCs, as well as district and commune officials, to go through the prioritized list of sites for survey and clearance. PPC co-chairs also signed the final plans. As a result of Circular 195, provinces now play an even bigger role in mine action, which is also reflected in the project document for Phase II.

4.1.3.   The KVMAP was a Directly Implemented Modality (DIM) through UNDP with VNMAC being the principal implementing partner. 78% of the budget was finally transferred to VNMAC for the main component of the project, the S&C element. VNMAC reports they did not have full knowledge of the planning and implementation of remaining components and of the general financial aspects of the project which have been managed by UNDP. There appeared to be aspiration from both partners to have greater information sharing related to both operational and budgetary planning and implementation. With a new relationship and with an institution such as VNMAC where there wasn't previous experience with managing large international development projects, there were some limits for justification for using a National Implementation Modality (NIM) in the KVMAP. It would be beneficial for both sides to discuss and agree upon a cooperation mechanism for Phase II which may address some of these observations. The proposed project design for Phase II however includes a significant part of the budget, perhaps one third, which is not mine action – but supporting livelihoods and rural development activities. Under such a project frame there may be benefits of non-mine action elements being administered by UNDP even if greater responsibilities for mine action components falls with VNMAC.

4.1.4.   UNDP JPMU personnel are qualified in project and financial management, but have less experience on mine action technical issues. There is a need to keep a balance between general project management/coordination knowledge and technical expertise in mine action within UNDP JPMU to assist on capacity development concerning technical agendas. Recommendations in this report is that UNDP support the operationalization of the new standards and the legal frame. That the improved quality management systems are implemented in operations, that frameworks for the management of residual contamination are strengthened and that VNMAC explore and benefit from new technologies and innovation in mine action. If a Phase II project materializes, UNDP should strengthen its technical assistance support in order to follow these agendas. This may be achieved by recruiting a more technically orientated CTA, the addition of a

further TA with relevant technical qualifications - or through consultancies or regional expertise suitable technical capacity is made available to assist on more technical elements of a mine action project.

4.1.5. Overall, the project management structure is well-designed in which relevant partners have their roles and responsibilities clearly defined and access to the project implementation process for consultations, information exchange and decisions making. The level of direct participation of some partners in the JPCC and JPMU meetings was not as originally designed. However, their absence didn't imply risks to the project as UNDP and VNMAC have maintained an adequate reporting mechanism for timely seeking advice, interventions or consultations when required. The application of project directly implemented modality is relevant, given the fact that VNMAC is new in implementing such a magnitude project. Still, there are elements as mentioned in 4.1.3 related to information sharing and equal participation from UNDP and VNMAC in the operational and budgetary designing and implementation of certain project components, that should be addressed in the next phase. Lastly, there is a clear need on capacity development for VNMAC and the relevant partners in a long haul to plan and achieve the mine action strategy aligning with SDGs. Toward that goal, UNDP might need to increase level of technical expertise investment in UNDP supporting team.
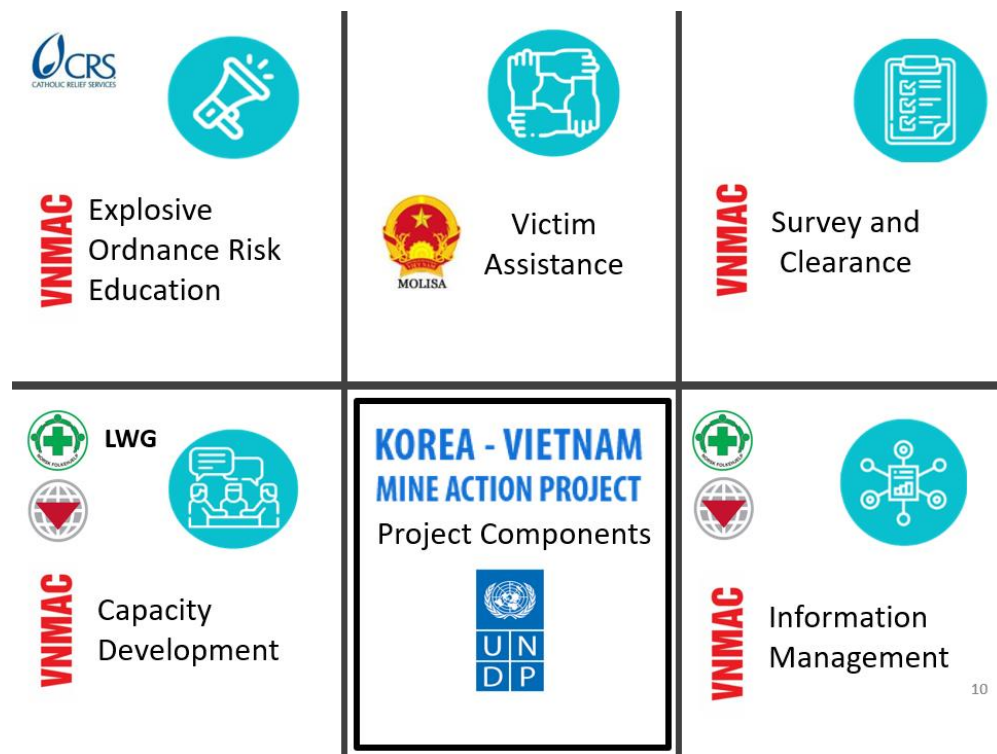

Figure 2 Project Components

4.2. Survey and Clearance

4.2.1 The survey and clearance component of the KVMAP accounted for about 65% of the original KOICA budget. It was an activity directly implemented by VNMAC which exceeded its operational target for clearance by 30%. By the end of the project 6,478 hectares of land was released through

technical survey and 10,403 hectares from clearance with the recovery and neutralization of tens of thousands of items of EO. The total area processed by TS and Clearance was 16,881ha. This equates to an area equivalent of about 23,604 soccer pitches. The initial target in the 2017 project document had been 8,000 hectares of land to be cleared.

4.2.2   74 S&C teams from 23 local units, had been deployed in 69 communes of 14 districts in Quang Binh and Binh Dinh during the project. Land areas selected for S&C were located in the less developed communities of the two provinces and tasks agreed upon by VNMAC, KOICA and the two provincial authorities. This followed a priority system where VNMAC scored sites according to agreed criteria. The PPC co-chairs signed off on the final plans.

Clearance statistics by province were as follows:

Quang Binh - 6,176 ha surveyed + 5,597 ha cleared
Demolition bombs: 14 bombs; Cluster munitions: 2,279; Projectile: 2,822; Mortars: 2,142; 12.7mm ammunition: 3,826; Grenades: 491; BB Ammo: 5,279; Rocket: 03; Propellent charge: 33; Other EO: 2,318 types.

Binh Dinh - 10,705 ha surveyed + 4,806 ha cleared
500-pound bomb: 01; 250-pound bomb: 04; Cluster munitions: 234; Projectile: 2,166; Mortars: 3,369 M79 ammunition: 2,059; Grenades: 742; BB bullet: 55,789 ; B40, B41 Ammunition: 15 ; Rocket: 64 balls BB mines: 77; DKZ bullets: 28; Other EO: 3,293 various types

4.2.3   Taking the full KOICA budget figure for survey and clearance, combined with the in-kind contribution from Vietnam, the cost for the release of one square meter of land under the KVMAP stands at $0.14. This is at least an order of magnitude, and in some cases two orders of magnitude, less than global figures for technical survey and clearance implemented through equivalent projects of international partners. Even considering the diminished risks associated with ageing ordnance and the conducive setting for productive operations in Vietnam, the cost efficiency of implementing survey and clearance through the established VNMAC structures is evident.

4.2.4   Land was mainly agricultural but limited areas were also identified for other purposes including construction of flood resilient housing, communal club houses and in one case, a kindergarten. Industrial development sites were excluded according to VNMAC because they did not meet the selection criteria and also in such sites clearance down to 3-5m is recommended. On the issue of depth, KVMAP followed the national standard of 30 cm. In cases where there is a signal deeper than the national standard, the team may have explored deeper. The JPMU agreed that survey and clearance below 30 cm might be required in cases where the subsequent land use justifies this, for example in the case of constructions being erected following national standards. The JPMU also agreed that in such cases deeper investigations would only take place on the exact location requiring it and not on the entire site (as most of these are large and with various plans for subsequent land use). This approach is relevant and practical as it gave the certain flexibility for the project to adequately balance between the clearance depth standard, originally defined by the project, with the actual need of the community in using the land.

4.2.5   The project provided a platform to engage international partners and act as an enabler for adoption of relevant international practices such as improved QM approaches, the TS methodology.

4.2.6   Military units reported that they have considered and adjusted SOPs based on international approaches to technical survey practice for Cluster Munition Remnant Survey (CMRS). This introduced improved methodology into the sustainable operational capacities for Vietnam.

4.2.7   The KVMAP included considerable survey and clearance efforts but the success of operations was to a large extent measured by one quantitative output indicator, m^2. It is recommended that further projects of a similar nature place even greater focus on the prioritization of survey and clearance efforts - to better facilitate the link between mine action with the provincial socio-development plans.

4.2.8   A quality management procedure in EO clearance has been piloted during KVMAP implementation. This QM procedure was originally developed by VNMAC with the support of the GICHD and IC, in compliance with ISO 9001-2008 and was approved by the MOD for pilot application in August 2015 in projects conducted by VNMAC. This procedure aims at solving quality-related issues, ranging from the quality policy, quality manual, quality objectives to detailed procedures relating to in-progress monitoring, the handling of non-conformities and post-clearance inspection, helping identify the gaps and non-conformities in the management of EO clearance projects. It also provides a feedback loop for corrective actions to promote the continual improvement of the system, which is a key principle of quality management. VNMAC was only able to pilot this QM procure during the later phase of KVMAP. With lessons learnt from the pilot, VNMAC has updated the procedure and submitted to MOD for official launching in September 2021. As mentioned in 4.3.7, the launching of this QM procedure enhances the efficiency and effectiveness of the QM works in mine action in Vietnam.

4.2.9   KVMAP enrolled a QM advisor to work for 2 years with VNMAC to support the review and application of QM procedure, monitor S&C activities against the project S&C SOP, with an aim to promote international best practices. Recommendations for continual improvements were provided in the quarterly QM reports sent to VNMAC. In addition, UNDP has via reports and emails shared many technical suggestions, especially with the Deputy Director overseeing survey and clearance, how to improve the operations. A good QMS in place will assure the non-conformities are timely identified, corrected and promote the continual improvements, especially in the S&C component. In the next phase, it's important to maintain the QM activities throughout the project implementation.

4.2.10 Along with the updating and piloting of the QM procedure, an E-QMS software (originally developed with support by IC and GICHD) was completed by VNMAC within KVMAP in Q3 2021. The purpose is to help digitalize the process and outputs of the quality management activities at field level (S&C team), project level (KVMAP), and program level (VNMAC) in accordance with the approved quality management procedure. This e-QMS is an efficient and effective information technology tool to support the QM officers and managers monitor and assess the performance of different operators being monitored within the e-QMS through generating QM reports and balanced scorecard. QM data from field sites can now be collected through digital mobile platform and transferred to a centralized QM database. Future projects will be able to benefit from this tool.

4.3   EORE

4.3.1   The main activities planned for this component included: 'workshops for relevant stakeholders to share best practices for risk education; based on these findings, design risk education and related communication materials for risk awareness and decide on a strategy for dissemination; utilize

and collaborate with local media to ensure broader coverage via TV, radio, etc.; as needed, train relevant professionals and other persons engaged in risk education; and identify best practices useful for expansion in other areas or nationwide risk education program'.

4.3.2   Due to the lack of baseline information on previously conducted EORE activities, a Knowledge, Attitude and Practice (KAP) survey was conducted by KVMAP with the support from CRS, to define the baseline and to design the project interventions.

4.3.3   Following the KAP, extensive activities and outputs with wide reach of exposure to women, men, boys and girls was implemented. More than 450,000 local resident and students in the two provinces have been exposed to awareness raising about the dangers of EO. 345 community communicators have been trained on knowledge and communication skills on mine risk prevention for (direct communication or through loudspeaker) and 33 training classes for 5373 civic education, social science and science teachers conducted. More than 300 EORE communication activities took place in 49 project communes and 113 schools with the participation of over 360,000 local resident (women 49%) and nearly 90,000 students (women 57%). A contest "Joining Hands in Explosive Ordnance Risk Education" with the participation of 21 primary schools in Binh Dinh took place. Two video clips and audio clips about EORE were produced and broadcasted on provincial television and radio in the two provinces. Two events in response to the International Mine Awareness Day 4th April were also organised to raise awareness about landmines and unexploded ordnance in the two provinces. 84 posters were designed, produced and distributed to schools and public area in focal communes; 200,000 notebooks with EORE slogan and 2000 manual documents about integrating EORE into curriculum were printed and distributed.

4.3.4   An End-line survey after 3 years showed the following overall shifts in measurements when compared with the KAP baseline survey, which proved the relevance and efficiency of the project interventions:

Knowledge: 52.6% to 69.7% in Quang Binh & 44.5% to 74.6% in Binh Dinh
Attitude: 24.5% to 53.4% in Quang Binh & 13.3% to 61.2% in Binh Dinh.

4.3.5   The extensive EORE activities had a considerable outreach but maintained a traditional approach to provision of face to face instruction in communities and school – complimented by EORE messaging through radio and television. The immediate outcomes measured by an 'Endline Survey' against the baseline provided showed a significant increase in knowledge and attitude towards UXO. Of note, the Endline Survey also showed that the preferred method of EORE messaging rose sharpest in the category 'social networks' (from 1.8% to 13%).

4.3.6   Considering the opportunities that new technologies in EORE present and the considerable interest in preferred methodology of EORE raising 10 times in the 'social media category' EORE actors in future should balance traditional methods of EORE delivery through school and community engagement with ambitious and strategic messaging through new technologies – including mobile platforms. New opportunities should be further explored through social media, digital apps and text messaging. These EORE platforms are easily scalable, cost effective, quick to adapt and can be targeted at different age and sex groups. They can also be administered to different degrees based on varying levels of risk and also be responsive to individuals moving between geographic areas.

4.3.7   Without further funding most of these activities lack sustainability. Unless EORE continues in communities or is integrated into the school curriculum knowledge will diminish over time. In

Quang Binh EORE activities will continue through CRS and MAG which provide continuation-further engagement. In Binh Dinh, the Phase II of the project will continue and offers further opportunities for EORE activities.

4.3.8   The lack of accidents and low level of EO risk suggest that EORE may not warrant significant investment in many areas.

4.4 Victims Assistance

4.4.1   In this component, the project aimed to develop and deliver appropriate and effective support to improve quality of life of EO survivors and their families in Quang Binh and Binh Dinh provinces, through provision of enhanced mobility, income generation activities, access to vocational programs, participation in organizations of persons with disability (OPD), and to support further development of relevant aspects of national systems for PWD. The VA component was coordinated by Department of Social Assistance (DSA)/MOLISA and implemented directly by the DOLISA at provincial level through the social work officials and coordinators at commune level who have direct interactions with the beneficiaries. This coordination modality within MOLISA system is not new, however the diversity of services delivered to beneficiaries within the project has helped build sustainable capacity for MOLISA/DOLISA personnel in handling multiple tasks requiring multiple skills in different areas.

4.4.2   By end of November, this component has made considerable results. A survey was conducted by DOLISA at provincial level and identified 31,121 PWD including 4,600 EO survivors in Quang Binh and 43,827 PWD including 4,540 EO survivors in Binh Dinh province. Data of all PWD has been entered into the national tracking system for PWD/EO survivors managed by MOLISA/DOLISA, which is expected to be integrated into the bigger national information management platform following the decision 708/QĐ-TTg of the Prime Minister on establishment of the national security database. It also saves time and resources for MOLISA in the work of identification, assessment and provision of certificate of disability to the registered PWD/EO survivors, a requirement for them to be accessible to current and future social assistance policies of the Government.

4.4.3   Trainings and workshop have been provided to hundreds of social works officers/coordinators from Quang Binh, Binh Dinh and other provinces of Vietnam on the case management of PWD/EO survivors, on social works knowledge, on new social assistance policies, rehabilitation services and poultry farming skills. The trainings and workshops have been designed to help strengthen capacities of provincial and district officials and commune social work coordinators, to continue implementing and overseeing future supports to PWD/EO in their communities.

4.4.4   After a needs assessment screening, a total of more than a thousand PWD/EO survivors have received different support from KVMAP in health care services, prosthetic and orthotic rehabilitation, education scholarships and vocational trainings. Among those, about 400 EO survivors were selected to get support and training for poultry farming. This is planned for December 2021. In addition, 6000 people received essential items package to help mitigate against the negative impacts of COVID-19.

4.4.5   According to a report from DSA/MOLISA, the update and expansion of the national tracking database on PWD/EO survivors to nationwide scale depends on the availability of provincial budget, personnel, and IT infrastructure. This means, without the required elements in place, there is a risk for the sustainability of the system. MOLISA is planning for an assessment in 2022 on provincial capacity to take over the management of the tracking system at provincial level. This action is seen as an initial step to explore the possibility to share the ownership of the system to the provinces and thus reduce the centralized data management burden at the MOLISA in Hanoi.

The tracking system is designed to be later integrated into the national social security database which would demonstrate a sustainable investment from KVMAP into this system.

4.4.6   In order to safeguard the investments to date, ensure sustainability and see an expansion of the tracking system nationwide, the process that MOLISA has outlined should be followed and encouraged.

4.4.7   It is reported that currently there has not been an agreement on a regular data sharing mechanism between DSA/MOLISA and VNMAC. Information on updated numbers of total EO survivors in each province is not apparently accessible through the websites of either VNMAC or DSA/MOLISA. DSA/MOLISA is willing to discuss a mechanism for sharing the list of PWD/EO survivors with basic information to VNMAC such as name, gender, address, disability level and need for social support. This should also be pursued.

4.5 Capacity Development

4.5.1   The overall aim of KVMAP was to further strengthen and support the institutional capacity of VNMAC to fulfil its role as a coordination entity for the mine action sector in Vietnam and strengthen MOLISA as the main institution responsible for Victim Assistance. This was to be achieved through the provision of technical advice to guide and support relevant staff in all aspects of planning & prioritization, implementation, quality management and financial management needed for the project, and to strengthen or establish appropriate systems.

4.5.2   Toward this goal, a self-capacity assessment was conducted to formulate a capacity development plan for VNMAC and although quite an elaborate draft Capacity Development Action Plan (CDAP) was developed by UNDP it was not all adopted. Even so, many capacity development activities occurred during the project and some elements of the assessment were subsequently included in the annual workplan

4.5.3   NPA have a capacity development matrix which was initiated after the UNDP facilitated self-assessment exercise. This however is part of a global initiative implemented in several countries where NPA is operating.

4.5.4   One agreed CDAP should be an aim of any follow-up project involving significant capacity development activities. The various organizations involved in capacity development should then support this one plan, which can be revisited collectively on annual or bi-annual basis.

4.5.5   A number of capacity development activities implemented by KVMAP included training courses for project staff, JPCC meetings and JPMU meetings in project management, in addition to the trainings provided to the S&C team and database team, conducted by VNMAC and NPA IM Advisor.

4.5.6   One important element of capacity development assisted by KVMAP was the development and approval of legislation and norms for the sector. VNMAC was assigned by MoD/Government as the focal contact agency to facilitate the development of the Government Decree 18, the MoD Circular 195, the QM procedure, the national technical regulation (QCVN), the national mine action standards (VNMAS) and the IM regulations through Drafting committees with members from relevant ministries and government agencies. VNMAC consulted with the international organizations through the landmine working group[1] (LWG) during this process. KVMAP itself has provided a practical working environment to engage LWG members and other international partners and acted as an enabler for adoption of relevant international practices within the project including the QM procedure initially supported by GICHD and IC, the TS procedure

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[1] A group of local and international non-government organizations working in mine action in Vietnam

supported by NPA, the IM capacity established by NPA and tracking system for PWD/EO survivors initiated by IC.

4.5.7   Besides its success in development of the PWD/EO survivors tracking system adopted by MOLISA, KVMAP contributed significantly to the endorsement of the QM procedure by MoD. UNDP was the lead in the quality management thematic team within the Landmine Working Group (LWG) to provide consultations to VNMAC during the completion of the QM procedures/standards. KVMAP, led by the CTA, chaired the discussions with national and international stakeholders on the draft QM procedures and standards. 08/11 QM procedures were then piloted in KVMAP. After its practical application, VNMAC was able to identify gaps and improved the documents. The updated QM procedures was launched by MoD in September 2021. This is the very first SOP of QM in mine action in Vietnam, to replace the traditional "post-verification" method used in EO clearance projects in Vietnam over the years. It is applicable for national operators. International operators are also encouraged to apply some of the 11 procedures where applicable. The launching of this QM procedure enhances the efficiency and effectiveness of the QM works in mine action in Vietnam.

4.6   Information Management

4.6.1   The project target for this component of KVMAC according to the project document was to 'strengthen the system for information management in Vietnam through the establishment of a coordination office and database centre for mine action under VNMAC in Danang (tbc) to serve provinces in the central part of Vietnam; train staff and provide technical hardware and assistance to this centre in information management of mine action; ensure the regional information management system (IMSMA) is connected and regularly share data with the national IMSMA overseen by the information management Unit in VNMAC headquarter in Hanoi'.

4.6.2   Indicator of this component include 'Information Management processes and procedures function efficiently and effectively and fully integrated with national IMS with managers and decision-makers have access to required information; IMS managed by VNMAC; survivor tracking system managed by MOLISA'.

4.6.3   The discussion on the establishment of a national mine action information management model in Vietnam has evolved. By the time of inception of KVMAP project, the MOD's idea was to set up regional mine action centers over Vietnam, and a regional database would be set up in KVMAP. However, this plan was abandoned as not realistic and impractical. VNMAC therefore focused on setting up a national database located in Hanoi with future plans to have satellites based at a province level. KVMAP decision to amend its IM support on the connection between VNMAC central database and provincial information management capacity was appropriate and relevant to the overall mine action information management system (IMS) development plan in Vietnam.

4.6.4   Before KVMAP began NPA had already taken up the main role of IM support to VNMAC. Within KVMAP IM support was therefore integrated and leveraged with the ongoing NPA work to build national IM system. With the support of the NPA IM Advisor, KVMAP has conducted IM training for all related staff, procured server, IT equipment and professional software for database center. This has been an example of good collaboration.

4.6.5   NPA have US funding support for IM through to 2025, so medium term continuity is assured at both central level at VNMAC and also in Quang Binh province. Although this is not part of KVMAP, the work of KVMAP and that of a further Phase II project benefits from this additional project.

4.6.6   Through KVMAP, VNMAC have had an opportunity to implement a large-scale S&C operation with full data populated into IMSMA with real-time data from S&C activities has been updated on weekly basis into KVMAP project database. This is unprecedented, and embraced lots of capacity development elements for VNMAC.

4.6.7   Data on KVMAP S&C results is ready in IMSMA however it has not yet been transferred to the provinces nor updated on VNMAC/KVMAP website. This is an important indicator for the success of the project. According to VNMAC, all data will be transferred to the two provinces once the project has completed and evaluation has been done. It is important for KVMAP to follow up on this action. Quang Binh Database Center has been set up with the support from NPA, however there is no similar facility in Binh Dinh. The question is how to ensure that Binh Dinh will be able to receive and use the data effectively. During the meeting with the evaluation team, a representative of Binh Dinh PMC stated that all data on cleared land will be managed by the Department of Natural resource and Environment. This department is tasked to manage the land using plans in the province. This may imply that the PMC could coordinate with this department to work on priority setting and EO task selection to link mine action with social-economic development activities in the province. A potential Phase II project would target Binh Dinh so there would be an opportunity to follow up more deliberately on the establishment of an appropriate and functional IM capacity.

4.6.8   Mine action relies on evidence to be effective. For effective and efficient decision-making and priority setting in mine clearance operations it is crucial to collect accurate and timely data, compile and analyze that data, and provide quality information to support evidence-based planning. This requires a strong and reliable information management systems and stakeholder access to data and data products.

4.6.9   KVMAP has managed to support VNMAC in developing the "information management regulation", applicable at the project level. This effort is in line with the MoD' Circular 195 states that the VNMAC General Director will launch a "regulations" on data collection, data consolidation, and data sharing. This draft document is acknowledged by VNMAC as a good initial step toward developing an information management regulation which will be applicable at the national scale.

4.6.10 One key indicator of success of the KVMAP is that information and data is available to stakeholders. It is hoped that VNMAC may be more open and transparent with the release of data. Rational being that information on UXO is historical data does not affect national security and military activities in the target provinces. Access to data will help resource mobilization, assist effective planning including linkages with development initiatives and avoid duplication.

4.7   Monitoring, evaluation and risk management through M&E framework and implementation for quality assurance

4.7.1   The project detailed comprehensive project monitoring plans with the key activities including tracking the results, monitoring and managing risks, conducting annual project quality assurance, delivering project reports, establishing project review through the JPCC. This follows the Plan-Do-Check-Act (PDCA) cycle and has ensured continual improvement of project performance. The evaluation team was able to access the yearly monitoring of 2020 and 2021, the monitoring report in 2020, the JPMU minutes in 2018 and 2019, the JPCC minutes of two meetings taking place in 2018 and in 2019, and the annual and quarterly progress report for the year 2018, 2019 and 2020.

4.7.2 In addition, QM related elements are reflected in the report of KVMAP QM advisor reports during his engagement with the S&C teams in Quang Binh and Binh Dinh

4.7.3 Chapter VI of the Project Document defines a M&E frame. There is extensive documentation during the project that reflects the M&E implementation found in reports, meeting minutes and audits. A key document is the Mid Term review (MTR) conducted in 2019. This is a detailed evaluation of the project implementation with detailed recommendations for which UNDP provided management responses showing time-bound tasks to implement in order to materialize taken recommendations.

4.7.4 In the second half of the project covid-19 travel restrictions meant that field monitoring visits were somewhat limited, and thus M&E occurred mostly through reports.

4.7.5 The M&E approach was complicated by the fact that UNDP had to report according to the two systems (KOICA and UNDP) in some cases, including the submission of bi-weekly reports to KOICA. The framework for this was also changed midway through the project. M&E would be simplified in the next phase of the project if systems were synchronized between UNDP and KOICA.

4.8 Project communication strategy to ensure project visibility to donors, partners and the public.

4.8.1 A communication strategy was developed for the project to promote visibility and information around the KVMAP.

4.8.2 On websites, KVMAP information is accessible through three channels: VNMAC's website, with link to KVMAP webpage, and UNDP website. Control of content of KVMAP webpage was handed to VNMAC for full management by the end of 2020. The latest news on KVMAP website appears to be dated late 2020 which may be explained by VNMAC preferring to post on the main VNMAC website instead of KVMAP sub-webpage.

4.8.3 The UNDP communication team provided updated news on significant milestones and events of the project on UNDP website and other social media platform such as Facebook, Twitter, Instagram.

4.8.4 KVMAP communication activities have been implemented through diversified channels including press releases on specific occasions and project milestones such as mine awareness day, launching of important events, trainings and workshops, through articles, photo essays, success stories, development of project leaflets, newsletters, infographics, videos, and delivery of promotion products like T-shirt, bags, hats, stickers. News on KVMAP is easily accessible on websites and national newspapers, social media and different forms of mass media. This helps enhance the visibility of the project, an outcome from the good relationship between Vietnam and Korea, raise awareness of the public on the joint efforts of project stakeholders and partners in mitigating EO residual remnants and support VNMAC in resources mobilization for post-project follow-on activities

4.8.5 Overall, the Project has been successful in promoting the Vietnamese mine action sector and the specific news relating to KVMAP.

4.8.6 Vietnam was also received considerable visibility through its inclusion in the UN Secretary General's report on mine action 2021.

4.8.7 Now at the close of the KVMAP there is an opportunity to share the results of the project through various means and also to consider whether the KVMAP sub-webpage still serves a purpose.

4.9 Factors beyond UNDP's control that influence the project environment

4.9.1   Covid pandemic is an external factor that affects various aspects of the project and resulted in delayed deliverables particularly with the victim assistance component of the KVMAP. The restrictions concerning Covid were generally circumnavigated through establishing alternative on-line working mechanisms to those activities required travelling and human interaction.

4.9.2   The pre-defined legal framework in Vietnam can be restrictive. There are some limitations such as QM being able to following international practices as they need to also align with the criteria and tools set out by the MoD QM procedures. Also, concerning the application of advanced information technology may not be permitted to go beyond the current scope defined in the national information management model, particularly relating to the information sharing.

4.9.3   Detailed data on social economic development plans were not always available at the community level, which was not optimum for the priority setting and EO clearance task selection concerning identification of linkages between mine action activities with future development plans. Approved SEPDs and/or evidence of budgets allocated to the activities in the specific land areas will reinforce the likelihood that land will be used for intended purposes after clearance.

4.9.4   Knowledge retention in VNMAC is affected by rotation of military personnel. TOT training and maintaining internal and external core trainers may reduce the risks of knowledge lost and to ensure the dissemination of knowledge occurs to a wider audiences.

4.10 The level and effectiveness of participation from stakeholders towards achievements of the KVMAP

4.10.1 KVMAP results framework aligns itself with one outcome of the 2017-2020 One UN Strategic Plan that states by 2021, participatory and transparent decision-making processes and accountable institutions will be strengthened, with policies and implementation mechanisms that are responsive to all people, particularly vulnerable groups, women, youth and children.

4.10.2 The KVMAP was the first time that international support addresses nationally coordinated mechanisms from a central to local level and across different sectors and mine action pillars, with participation of two keys ministries MOD, and MOLISA and their subordinates at provincial, district and commune levels including DOLISA and PMC. At central level, VNMAC is the focal agency for coordinating project activities implemented by both MOD and MOLISA. At a provincial level, the provincial people committee (PPC) could play an even stronger role in coordinating the works between PMC and the relevant agencies and departments within the province. Feedback from the relevant offices show that the whole system ran relatively well during KVMAP implementation although participation of provincial partners was seen by many as more of a role of beneficiary/subcontractor rather than as an implementing partner.

4.10.3 Due to the cancellation of the visit of the evaluation team to the provinces due to COVID restrictions there were some limitations on exploring the arrangements and perspectives of provincial stakeholders and beneficiaries.

4.10.4 At the central level, interview were raised by both UNDP JPMU and VNMAC JMPU regarding the participatory and transparent decision-making process from both sides on the planning and implementation of operational and budgetary activities of the project.

4.10.5 Through the Project, VNMAC expressed their appreciation for exposure to the international project management and procurement processes.

4.11 Gender mainstreaming, equality, disability, vulnerability and social inclusion

4.11.1 Gender, equality, disability, vulnerability and social inclusion aspects have been adequately addressed, especially within the victims assistance and EORE components.

4.11.2 The project has involved the participation of all levels and sectors, throughout its planning and implementation process, including the people committee, the military office, the Department of Labour, Invalids and Social Affairs (DOLISA), Department of Training and Education (DOET), Department of Information and Communication, Youth Union, Women Union, and Red Cross. Plans were discussed and developed at a commune level, reviewed at district, consolidated at the provincial level, and endorsed by the JPMU.

4.11.3 KVMAP have a EORE plan in place with key messages and targeted groups identified. The project identified vulnerable groups, pupils in the primary and secondary schools, respectively 6-15 years old and the people directly cultivate on the affected land areas. The EORE messages have been discussed and agreed upon through discussions and workshops in the localities to ensure all impacted groups are included

4.11.4 The participation of men, women, persons with disabilities and vulnerable groups have been encouraged in the PWD/EO survivors survey activities, data collection, case management, livelihood support. The project beneficiaries including disadvantaged groups made an important contribution to the project's results.

4.11.5 People living in areas contaminated with Explosive Ordnance benefitted from the work of the project in terms of safe land for productive use, knowledge to avoid EO risks in the community, and livelihood support for improving living standards and sustainable income generation. The project has selected and supported a number of beneficiaries from the EO survivors with priority criteria given to women, poor household and people/families with severe disabilities. By this way, the project contributed to gender equality, the empowerment of women and the realization of human rights.

4.12 Overall assessment of funding and its utilization

4.12.1 Apart from an underspent in the UNDP management costs, the full funds for the project were utilized broadly in accordance with framework envisaged for the different project components. The disbursement rate was slower than expected in the first half of the project during the setup, training, procurement and development of baselines for certain project components. This was identified in the Mid Term Review report which led to a decision to extend the project for an additional year – until December 2021.

Year	Original Budget	Actual Disbursement
2018	3,495,184	2,816,883
2019	8,408,220	5,834693
2020	7,923,596	6,307,614
2021		4,832,966
Total	$19,827,000	$19,792,157

Table 2 Summary of Budget and Disbursement

4.12.2 During the course of the project underspends on Capacity Development, Information Management and Victim Assistance were redirected to Survey and Clearance which amounted to about 20% increase in the Survey and Clearance budget line.

4.12.3 Total project disbursement of £19,792,157 left $34,843 from the original budget. This arises from a shortfall in the allocated funds for the UNDP management budget line and offers an opportunity to re-allocate this for the preparation of the next phase of the project if agreed with KOICA.

5. CONTEXT ASSESSMENT

Donors of the mine action sector in Vietnam

5.1.1. Since the end of the war in 1975, the majority of formal demining activities in Vietnam have been conducted by the Engineering Command and through companies under the Ministry of Defense. Vietnam started to receive support from international donors in mine action in the early 1990s but most of international mine action efforts have been through International Non-Government Organizations (INGOs) and concentrated in Quang Tri province. In the last decade, the activities of INGOs have expanded to other central provinces including Thua Thien Hue, Quang Binh, Quang Nam and Binh Dinh.

5.1.2. The international donor countries that have supported Vietnam include the United States, Japan, the Republic of Korea, Germany, the United Kingdom, Belgium, India, Ireland, Switzerland and Norway. Nearly 40 INGOs has participated in mine action in Vietnam. In addition, UNICEF also supported EORE activities between the period 2004-2009. Currently there are four principal INGOs operational in mine action in Vietnam: Norwegian Peoples Aid (NPA), Catholic Relief Services (CRS), Peace Trees Vietnam (PTVN) and the Mines Advisory Group (MAG).

5.1.3. The United States and Japan have also donated demining equipment directly to the Ministry of Defense of Vietnam.

5.1.4. Since the establishment of the National Mine Action Program, 2010-2025, Vietnam has made considerable efforts to advocate for international support in the form of funding, equipment, and technical assistance. It is estimated that the total funding from donor countries to Vietnam during the period 2010-2020 was approximately US$95M with the United States the biggest donor.

5.1.5. Japan and the Republic of Korea have provided ODA for mine action to the Government of Vietnam. In 2014, Japan through JAIF, supported the Vietnam Bomb and Mine Action Center (VBMAC) to conduct EO Survey and Clearance of 3,240ha of land with a budget of more than US$5.5M in Quang Tri and Ha Tinh provinces. In 2018, the Korean Government, through its development arm (KOICA) provided US$20M to the Korean Vietnam Mine Action Program (KVMAP) managed by UNDP and implemented through national partners including VNMAC. To date, KVMAP has been the largest internationally funded mine action project in Vietnam.

5.1.6. The Vietnamese Government established the Mine Action Partnership Group (MAPG) in 2016. This was a high level forum for policy exchange between the Government of Vietnam, represented by the Vice Minister of Planning and Investment (MPI), and international development partners, represented by the United States Ambassador. Due to the structural change in the national mine action steering committee 701 in latter half 2017, MAPG meetings have been interrupted. According to VNMAC, MoD will take over the co-chairing role of the MAPG from MPI and resume the forum in 2022.

5.1.7. Since becoming the non-permanent member of the United Nation Security Council in June 2019, Vietnam has advanced mine action as one of the key areas in its efforts to contribute to the post-conflict resolution and promote respect for international law. In the assessment of 10- year implementation of the mine action plan 2010-2021, VNMAC stated that Vietnam aims at mobilizing about 3.450 billion VND from international donors in period 2021-2025, which would account for 16% of the total targeted budget for mine action for this period.

5.2. Systemic changes to the regulation of the mine action sector during project implementation

5.2.1. In March 2014, VNMAC was established to centralize coordination among government agencies and ministries. In October 2016, the office and working premises of VNMAC was established, and department staff were allocated in early 2017, at the same time with the 2nd FS of KOICA which led to the formulation of the KVMAP project. The inception of KVMAP started at the same time that VNMAC initiated full operations and assumed its role as a national mine action coordinating agency in Vietnam.

5.2.2. There have been significant developments and systemic changes in mine action in Vietnam during the period of implementation of the KVMAP which the Project assisted.

5.2.3. Two fundamental legal documents which create significant impact to the implementation and management of mine action in Vietnam are the Government Decree no. 18 completed in early 2019 and MoD Circular 195 in late 2019. The two documents regulate the coordination among the line ministries, between the central and provincial level authorities, and also the works of international organizations.

- Decree 18 establishes a national legal platform to manage and coordinate a more dynamic working environment for mine action, with the participation of the MoD and other ministries and government agencies. This Decree replaces the former PM Decision 96 issued in 2006 which defined the Ministry of Defense as the sole ministry in the field. Also, Decree 18 covers all pillars and aspects in mine action, and not limited to demining activities as in Decision 96.
- While Decree 18 stipulates roles and responsibilities of relevant ministries, provincial authorities and government agencies, Circular 195 of MoD regulates work domains under the management scope of MoD specified in the Decree 18. It sets specific requirements and guidance for MoD subordinates, including VNMAC, to coordinate with other government authorities at national and provincial levels in managing different aspects of mine action.

5.2.4. VNMAC was assigned by the Ministry of Defense of Vietnam as the focal contact agency to facilitate the development of the Government Decree 18 and the MoD Circular 195 through drafting committees with members from relevant ministries and government agencies, and also in consultation with international organizations. KVMAP, led by the UNDP CTA, together with the other organizations from the landmine Working Group (LWG) in Vietnam, have actively participated in the consultation process with VNMAC and provided hundreds of comments to the drafting of the Decree & Circular.

5.2.5. To support the implementation of new regulations in the Decree and Circular, MoD set tasks to review, update and develop new standards and SOPs, including the
- The S&C procedure;
- National Technical Regulations (QCVN) & the National Mine Action Standards (TCVN);
- The QM procedures, and
- The IM regulations

5.2.6. KVMAP applied the Technical Survey SOP developed in 2016 with the support from NPA, initially developed for Cluster Munition Remanent Survey. The application of this SOP in KVMAP, has given VNMAC the opportunity to test this methodology for other types of UXO including those at depth. With the assessment from the practical trial of this approach at field, VNMAC has provided valuable inputs to the process of developing the national S&C SOP by MoD, which was launched in September 2021, replacing the former SOP dated 2003.

5.2.7. One of the priorities of MoD is to review and update the National Technical Regulations on EO clearance (QCVN) issued in 2012, and National Mine Action Standards (TCVN) issued in 2013, to reflect new requirements in the Decree & Circular. KVMAP has been in close coordination with the NPA Senior Technical Advisor to VNMAC, facilitating the discussions among LWG members on

respective thematic subjects and consolidating comments to the draft versions of the documents, in line with IMAS. It is expected that QCVN will be launched in 2021 & TCVN in 2022.

5.2.8. KVMAP, led by the UNDP CTA, chaired the discussions with national and international stakeholders on the draft QM procedures which had been developed by VNMAC with support of IC & GICHD in 2016. This QM procedures replace the traditional "post-verification" method used in EO clearance projects in Vietnam over the years. 08/11 QM procedures were piloted in KVMAP. After its practical application, VNMAC was able to identify gaps and support improvements to the documentation. The updated QM procedures were then submitted by VNMAC to MoD for approval and launching in September 2021.

5.2.9. By the time of inception of the KVMAP project, the MOD's idea was to set up a regional database in Danang. However, this plan was abandoned as not realistic and impractical. Instead, VNMAC is planning on a different model with VNMAC database center connected to IM capacities exist in each province. While anticipating for such a national information management system to be formulated and get endorsed by Vietnamese government, KVMAP supported VNMAC in developing the "information management regulation", applicable at the project level. This is acknowledged by VNMAC as a good initial step toward developing an information management regulation statute which will be applicable at the national scale.

5.2.10. KVMAP has upgraded and applied the tracking system for PWD including EO survivors, which was initially developed by DSA/MOLISA with the support of IC. This tracking system was developed in line with the Prime Minister's Decision 708 with an aim towards a development of national database on social security, which will apply information technology in management of all interlinked components of social security including employment, social assistance, social insurance, unemployment insurance and poverty reduction. PWD, including EO survivors, are among the beneficiary groups of social assistance. It is reported by DSA/MOLISA that they plan to expand application of the tracking system in other provinces, besides Quang Binh and Binh Dinh to ensure PWD/EO survivors are recognized and accessible to available support from the national disability policy in general as well as supports for EO survivors from the 504 program.

5.3. Assessment of the current context to inform a potential Phase 2 of KOICA support

5.3.1. KVMAP has given VNMAC and MOLISA and other agencies and organizations at central and provincial level a platform for collaboration within a coordinated project, considering trainings, new technologies, good practices and strengthening of capacity. This has promoted better communication, more responsive and more transparent information exchange.

5.3.2. The research, development, and application of methodologies to improve efficiency and safety have been encouraged by Vietnamese Government. These include for instance the CMRS, risk management, quality management and the PWD/EO victims tracking system – considerable foundations for future projects to build off in the sector.

5.3.3. Norwegian Peoples Aid played a critical role in Information Management support to VNMAC and in Quang Binh Province within the frame of the KVMAP and the continued involvement of NPA in this role is key to the short to medium term sustainability of project benefits. NPA is funded by the United States for this activity and have an agreement that secures support at least until 2025.

5.3.4. The general assessment of the positive implementation of the KVMAP is that it offers a considerable foundation for further capacity development support to VNMAC and authorities at a central and provincial level as well as an efficient basis for further implementation and progress to be made on S&C, EORE and VA activities.

6. KEY FINDINGS, BEST PRACTICES AND LESSONS LEARNT

6.1 Key Findings

6.1.1 The target for the S&C component of the project was comfortably exceeded. Although the total target for the survey area in some later project targets was not reached, the final clearance area exceeded its target by 30%. Clearance activities require considerably greater effort which more than balances the target shortfalls on survey.

6.1.2 The S&C cost in KVMAP at $0.14/m^2 using the cost norms regulated by the Vietnamese Government is very low compared to those of NGOs and international organizations.

6.1.3 There was good and strengthening relations between project partners despite initial different perspectives on project management procedures, administrative systems and routines. The development of a Project Handbook was helpful to provide a common mechanism to assist on the management of KVMAP.

6.1.4 Land areas selected for S&C were located in the less developed communities of the two provinces and tasks agreed upon by VNMAC, KOICA and the two provincial authorities. This followed a priority system where VNMAC scored sites according to agreed criteria. The PPC co-chairs signed off on the final plans.

6.1.5 Completion data on clearance tasks linked to socio economic plans was not always available – it was difficult to assess and qualify contributions to outcomes and impacts of clearance activities as a whole - though their broad contribution is evident.

6.1.6 Even though the cleared land may be planned for different land use purposes in the annual/5-year social economic development plan of the community, it was reported that in many cases, it can take an appreciable amount of time before government/provincial budget is actually allocated for further development activities. Benefits may therefore not be apparent in a short timeframe.

6.1.7 Confidence in clearance operations will be further strengthened with the introduction of the legal QM standards in future clearance.

6.1.8 VNMAC expects higher level of resource for the QM at field in the next phase, to provide adequate monitoring on field implementation of the S&C teams

6.1.9 Further IM infrastructure support is required at provincial level particularly in the province of Binh Dinh

6.1.10 Data availability and accessibility remain a threat to the full success of the project.

6.1.11 The extensive EORE activities had a considerable outreach but maintained a traditional approach to provision of face to face instruction in communities and school – complimented by EORE messaging through radio and television. The immediate outcomes measured by an 'Endline Survey' against the baseline provided showed a significant increase in knowledge and attitude towards UXO. Of note, the Endline Survey also showed that the preferred method of EORE messaging rose sharpest in the category 'social networks' (from 1.8% to 13%)

6.1.12 With its practical experience in implementing EORE in Quang Binh & Binh Dinh provinces, KVMAP provided appreciable input into the development of the National Explosive Ordnance Risk Education Strategy initiated by VNMAC, under a consortium with other operators including CRS, GICHD, KVMAP and NPA. The draft Strategy has been completed and is under review by 701 Office.

6.1.13 The agreement on a comprehensive capacity development plan between VNMAC and UNDP was not fully established though significant activities took place.

6.1.14 Extensive trainings and workshops were provided to hundreds of social works officers/coordinators from Quang Binh, Binh Dinh and other provinces of Vietnam. These involved topics such as instruction on case management for PWD/EO survivors, social works, new social

assistance policies, rehabilitation services and advice on the promotion of livelihood skills amongst the PWD population. Such training helped strengthen the capacities of provincial and district officials and commune social work coordinators to implement and oversee support to PWD/EO survivors in their communities.

6.1.15   More than a thousand PWD/EO survivors received supports from KVMAP with health care services, prosthetic and orthotic rehabilitation, education scholarships, vocational trainings, and advice on poultry farming to promote livelihood improvement.

6.1.16   There is a low number of recent UXO victims - 24 reported survivors between QB & BD are recorded since 2010 and few of these were in the last 5 year period.

6.1.17   The survey conducted under KVMAP identified less survivors than expected in the 2 provinces: 1072 survivors in Binh Dinh and 2696 in Quang Binh according to the provincial authorities. The reason for discrepancy in data on number of EO survivors provided by DSA/MOLISA at central level and the number provided by DOLISA in provinces/JPMU may originate from casualties being included in the MOLISA figures from the war and not being exclusive from EO explosion accidents taking place since 1975.

6.1.18   The tracking system on PWD/EO survivors has been updated and applied in KVMAP and managed by MOLISA at both central and community level. Advanced and intelligent features being added to this web-based system including offline working mode when internet connection is not available, fingerprint recognition, voice identification, AI-based chatbots 24/7 feature added with pre-programed questions and responses to support the users.

6.1.19   The update and replication of the national tracking database on PWD/EO survivors nationwide in Vietnam depends on the availability of provincial budget, personnel, and IT infrastructure, which suggests that the sustainability of the PWD/EO survivor application has some reliance on MOLISA to allocate resources. Without further funding, the tracking system may not be sustainable. Encouragingly, MOLISA is planning for an assessment in 2022 on provincial capacity to take over the management of the tracking system at a provincial level. On a long-term perspective, MOLISA expect to integrate this tracking database into the national social security databased in 2023.

6.1.20   Currently, there does not appear to be an agreement on regular data sharing mechanism between DSA/MOLISA and VNMAC. Updated number of total EO survivors in Vietnam and in each province is not understood to be readily accessible through websites of either VNMAC or DSA/MOLISA.

6.1.21   The MoD Circular 195 states that the VNMAC General Director will launch "regulations" on data collection, data consolidation, and data sharing. KVMAP has supported VNMAC in developing the information management regulation, applicable at the project level. This is acknowledged by VNMAC as an important step towards developing an information management regulation which will be applicable at the national scale.

6.1.22   Data on KVMAP S&C results has populated the IMSMA however it is understood that it is yet to be transferred to the provinces, shared with mine action partners or illustrated in an appropriate form on the VNMAC/KVMAP website. This stage is an important indicator for the Project success and is understood to be underway.

6.1.23   Military units reported that they have considered and adjusted their SOPs based on international approaches to technical survey practice for Cluster Munitions Remnant Survey (CMRS). This introduced improved methodology into sustainable operational capacities.

6.1.24   The lack of accidents and low level of EO risk suggest that EORE may not warrant significant investment in many areas when compared to other risks to the community.

6.1.25   VNMAC expressed appreciation being exposed to UNDP international project management and procurement processes.

6.1.26   It was expressed by both UNDP JPMU and VNMAC JPMU staff that improved information sharing from counterparts would be beneficial. This was suggested in several project processes from operational and budgetary planning to decision-making and implementation.

6.1.27   The project followed a Direct Implementation Modality (DIM) arrangement through UNDP with over half the budget transferred to VNMAC as the responsible partner for S&C activities. VNMAC had less involvement in the implementation of VA and EORE components although VNMAC focal points reviewed VA/EORE workplans before JPCC approval.

6.1.28   While female participation is widespread on VA and EORE components, on S&C there are no operational women. This is a reflection of the status of the engineering command regarding equity and inclusion. Female deminers are incorporated into INGO teams in Vietnam, and in Southeast Asia as part of national operators, such as UXO Lao (Lao PDR) and Cambodian Mine Action Sector (CMAC). VNMAC may seek inspiration from these more inclusive programs.

6.1.29   Information on KVMAP is accessible through three web channels: VNMAC website, with a link to the KVMAP webpage, and UNDP website. Control of content of KVMAP webpage was handed to VNMAC. It appeared that the KVMAP webpage had not been updated since December 2020 though VNMAC appeared to use the main VNMAC pages more frequently for new

6.2 Best Practices

6.2.1   KVMAP was the first time that an international support project addressed nationally coordinated mechanisms from a central to local level and across different sectors and mine action pillars. This framework benefited other mine action international partners operating in Vietnam.

6.2.2   The project provided a platform to engage international partners and act as an enabler for adoption of relevant international practices such as improved QM approaches, the TS methodology, IM data flows and processes, and tracking systems for PWD/EO survivors.

6.2.3   The development of E-QMS software was completed towards the end of the project. This helps digitalize the process and outputs of the quality management activities at field level (S&C team), project level (KVMAP), and program level (VNMAC) in accordance with an approved quality management procedure, as well as monitor and assess the performance of different operators through the generation of QM reports and balanced scorecards.

6.2.4   A national PWD/EO survivor database which is accessible through the web, via different mobile flatforms such as android, IOS, tables, chatbots 24/7 feature, is a goal. At a provincial scale this has been proven through KVMAP and has already replaced processes involving large quantities of paper. It has two interacting interfaces for both the beneficiaries (PWD/EO survivors) and the social assistance officers/coordinators at commune, district, provinces and central level.

6.2.5   An EORE project that starts with extensive KAP baseline and is concluded with an Endline survey to compare impact of risk education messaging is good practice.

6.2.6   The Project succeeded in promoting the Vietnamese mine action sector on the global stage. Vietnam visible for instance through its inclusion in the UN Secretary General's report on mine action 2021 is an excellent example.

6.3 Lessons Learnt

6.3.1   The aim of the KVMAP was to align the project closely with the Socio-Economic Development Plan (SEDP) 2016-2020, and to provide direct support to Program 504, the National Mine Action Program for 2010 – 2025. At an academic level the alignment is clear, the challenge however, remains in making direct correlation between higher level aspirations and concrete results from project interventions.

6.3.2   Baseline and End-line KAP surveys provided a framework to assess the impacts created by the EORE activities and help inform the future interventions in terms of core messages, preferred methodologies and approach to engagement with different targeted groups.

6.3.3   Strong intervention/instruction from senior management when needed promoted progress. Meetings between UNDP RR and VNMAC General Director helped provide appropriate direction and encouragement to KVMAP and VNMAC staff and assisted the resolution of lower level project challenges.

6.3.4   Beyond the communications between a central and provincial level, KVMAP encompasses a large target area with some poorly accessible locations. In retrospect, a greater presence in the provinces from KVMAP project managers may have strengthened coordination with local authorities and between the province and Hanoi.

6.3.5   More time spent on prioritization schemes and identifying appropriate sites for S&C (where suspected contamination intercept with development plans) would have been beneficial in order to strengthen the link between mine action and SEDPs. This may include recording clear evidence of any commitment or availability of additional resources of others to support subsequent development activities.

6.3.6   Objectives of KVMAP were accelerated in several activities where efforts were aligned with other partners in provinces. For instance on EORE those conducting activities from different organizations should communicate closely and perhaps share resources to ensure training material and approaches are aligned and reinforcing.

6.3.7   After the PWD/EO survivors are identified through the national tracking system, it is important to ensure they are entitled to the support according to the national regulations (such as reduction of education tuition) and specific privileges and benefits prevailing in the locality where they live (such as free access to public transportation), but also other forms of support provided by other service providers and charity projects (such as health care, vocational training). This can be achieved through good communication with supporting resources within the provinces where the project is implemented.

6.3.8   Gender considerations should be mainstreamed through-out all project components to ensure that the contributions, concerns and needs of both women and men, girls and boys in affected communities are acknowledged and addressed without bias through ensuring project data is disaggregated. There are some challenges on the side of VNMAC due to current policy excluding woman from operational positions.

6.3.9   Broader participation of civil society organizations in implementing project activities in provinces and communities is beneficial. More cooperation among operators in mine action sector where possible was seen to be productive and should be encouraged.

7. RECOMMENDATIONS

In line with the direction provided to the evaluation team the following recommendations are restricted to those that are key and also forward looking. They draw on the experience of the KVMAP - to better inform the design and implementation of future mine action projects of a similar nature.

RECOMMENDATION 1
Continue to strengthen institutional capacity and mine action architecture at a central level
Building off the positive KVMAP experience, VNMAC and UNDP should ensure that a greater focus on implementation at a provincial level (expected in Phase 2) does not detract from further work that is required at a central level to continue to build institutional capacity and strengthen the architecture of mine action in Vietnam. UNDP is a natural partner for policy development and support of sector coordination at a ministry level (MoD on S&C operations, MOLISA on VA, MoET on EORE). KVMAP has proven to be an enabling environment for partner collaboration to help strengthen mine action management - as well as to contribute to considerable advancement of mine action legislation and corresponding norms, methods and tools.

Specifically, UNDP in partnership with VNMAC should help support the operationalization of the new legal and standard framework including through its co-chair role in the Landmine Working Group* - particularly in regard to quality-, information- and risk-management regulations. In addition, an updated capacity development roadmap should be adopted with VNMAC ownership and in collaboration with UNDP and other relevant partners. UNDP should continue to use its convening powers both nationally and internationally to help support the coordination role of VNMAC and strengthen communication and collaboration with donors, UN Agencies, international and regional organizations, non-governmental organizations, commercial companies and academia involved in activities related or relevant to the reduction of risks from explosive ordnance. Additional priorities to promote institutional development should encompass those that support the additional recommendations of this evaluation concerning mine action and development, residual contamination, data sharing, survivor tracking systems and new technologies and innovation.

* Landmine Working Group should consider a name change to EO Working Group which would be more in-line with IMAS terminology and have greater resonance for the context in Vietnam

RECOMMENDATION 2
Reinforce the linkage and benefits between mine action and development
The KVMAP included considerable survey and clearance efforts (releasing 16,681ha of land) but the success of operations was to a large extent measured by one quantitative output indicator, m^2. It is recommended that further projects of a similar nature place even greater focus on the prioritization of survey and clearance efforts - to better facilitate provincial socio-development plans. A results frame should extend beyond m^2 as an indicator – and have additional indicators that better capture the benefit and impact of S&C. There may be sense in reviewing associated theories of change to explore outcomes that support other SDGs - beyond 16 and 11 – including those SDGs that are more influenced by livelihood and economic development. Technical assets should be targeted at where contamination and socio-economic plans intercept and therefore should only be applied in support of development plans where evidence of contamination warrants such application. From a technical standpoint a further indicator to complement m^2 cleared should be the 'number of explosive items found'. This will keep check that S&C

assets are not deployed for extensive periods and/or at too many sites identified as development priorities but that possess limited or negligible risk.

RECOMMENDATION 3
Promote policy and practice to effectively manage residual risk from explosive ordnance
The nature of EO contamination in Vietnam demands a long term perspective on managing risks from UXO. Mine action in Vietnam is more driven by development priorities rather than a humanitarian imperative. VNMAC should pursue the development, approval and implementation of a risk management standard and continue to embrace research initiatives with the GICHD. UNDP may assist by using international connections to also harness policy and practice in developed nations that have more established management systems to address residual EO contamination. The Republic of Korea may be a pertinent case study with corresponding exchange facilitated.

A review of the reporting lines that communities use when UXO are discovered in Vietnam and the effectiveness of response mechanisms would be a valuable exercise - especially in contaminated provinces which are solely reliant on national capacities. A replication of mine action arrangements in Quang Tri province across the country is unlikely to be a model that is either appropriate or sustainable. Internationally funded clearance interventions are not a long term solution to managing the prevailing risk from EO. UNDP should be instrumental in strengthening national mechanisms to 'call-outs' and to support policy and practice to balance proactive and reactive response approaches to S&C activities. Strengthening these systems will eventually help support exit strategies for international partners.

VNMAC has potential to establish itself as a regional resource for countries looking for direction on managing long term risks from EO. The ASEAN Regional Mine Action Centre (ARMAC) may be one platform that could be used to demonstrate relevant knowledge and experience. The ARMAC Director has expressed a wish to seek an MOU with VNMAC – this should be pursued.

RECOMMENDATION 4
Strengthen information management services and accessibility to mine action data
Mine action relies on evidence to be effective. For decision-making and priority setting in mine clearance operations it is crucial to collect accurate and timely data, compile and analyze that data, and provide quality information to support evidence-based planning. This requires a strong and reliable information management system and stakeholder access to data and data products.

Currently the access to data in the Information Management System for Mine Action (IMSMA) at VNMAC is overly restricted. The Information Management Regulation (soon to be released) may improve the current situation but it is recommended that the following activities concerning data derived from KVMAP be pursued.
- VNMAC make data available to the PPC of the two target provinces (a process that is understood to be underway).
- VNMAC make data available to UNDP, KOICA and other mine action stakeholders. This could occur in a workshop environment with a presentation and discussion on the data.
- Summary data presented on the KVMAP webpage.

RECOMMENTATION 5

Advocate for the expansion of the PWD/EO survivors tracking database nationwide and enhance the effectiveness and quality of the support to EO survivors

The VA component of KVMAP saw a comprehensive survey of PWD and EO survivors in the provinces of Quang Binh and Binh Dinh. Data from the survey populated the national tracking system for PWD/EO survivors managed by MOLISA/DOLISA. More than 1000 PWD/EO survivors received support including in health care services, prosthetic and orthotic rehabilitation, education scholarships and vocational trainings. The success of this support and the lessons learnt should form the basis of an expansion of the tracking system on a nationwide scale and the recommendations for the implementation of follow-up activities to improve the database infrastructure, improve capacity, improve mechanisms and policies, establish a monitoring system, as well as provide livelihood support for EO survivors in the contaminated areas. The ability to expand this system across other provinces depends on the availability of provincial budget, personnel, and IT infrastructure. MOLISA is planning on an assessment in 2022 of provincial capacity to take over the management of the tracking system with a view to integrate the tracking database into the national social security database in 2023.

In order to safeguard the investments to date, ensure the sustainability and realize the expansion of the nationwide tracking system and the EO survivors support plans, the plan developed by MOLISA should be further discussed and encouraged to continue the results achieved.

RECOMMENDATION 6

Embrace new technologies and innovation to advance mine action in Vietnam

Vietnam should stay abreast of developments in technologies and innovation and explore potential new tools and approaches that may benefit the mine action sector in the country. Three areas of innovation are considered of particular relevance to the context in Vietnam:

6.1 New technologies to support more effective EORE

Relevant EORE actors should balance traditional methods of EORE delivery through school and community engagement with ambitious and strategic messaging through new technologies - including mobile platforms. New opportunities should be further explored through social media, digital apps and text messaging. These EORE platforms are easily scalable, cost effective, quick to adapt and can be targeted at different age and sex groups. They can also be administered to different degrees based on varying levels of risk and also be responsive to individuals moving between geographic areas.

The GICHD publication 'Review of New technologies and Methodologies for EORE' is an important resource. UNDP should organize an online presentation by the EORE Working Group (based at the GICHD) to relevant partners in VNMAC, MoET and the LWG. This may stimulate a coordinated response to adopt new approaches more widely - drawing on the experience from MAG and CRS. A tailored national EORE campaign across the country through a platform such as Facebook should be an objective.

6.2 Databasing and digital innovation to support outreach and implementation of legislation and new standards

The text of the new legislation and standards in Vietnam should be databased and made available online. This would provide the opportunity for documentation to be readily available for query, search and filtering from a thematic, activity-based or standard specific perspective.

The databasing of legislation and standards will facilitate the ease of their rollout through training, outreach and implementation. Online tools would promote understanding of international norms and would facilitate compliance with corresponding local standards. Two distinct products are recommended and should be available in both Vietnamese and English:

1. Relevant IMAS in Vietnamese databased
2. National technical regulations and standards (QCVN & TCVN) databased

A pilot project databasing select standards could be undertaken with a view to expand the databasing thereafter.

The databasing of national mine action standards is an activity promoted in the global UNDP mine action work plan.

6.3 Drones to support technical survey

Drone technology is advancing at a fast pace and new systems are likely to have application in Vietnam to support technical survey and risk assessments. Such technology, if viable, has potential to be a game changer in the Vietnamese context. Recent commercial contracts have been awarded to commercial companies in other countries to undertake aerial surveys concerning mines and UXO contamination.

If a further multi-year project supersedes KVMAP it is recommended that an international event be budgeted at the mid-point to convene a meeting of manufacturers as well as practitioners to exchange on drone technology. A key objective of the event would be for manufacturers to demonstrate their products – and this should be done at a location of choice for VNMAC. It could include a test field which VNMAC has designed with varying types of ordnance placed at varying depths to evaluate the detection capabilities of the systems trialed.

ANNEXES

ANNEX A1   **CONSULTANTS SHORT CV - INTERNATIONAL CONSULTANT**

Curriculum Vitae: **Guy Rhodes, PhD -** British 15.09.68   *Email*: guyrhodes@gmail.com

PROFESSIONAL PROFILE

Experienced Country Representative, Director of Operations and Coordinator of significant programmes with over 20 years of management experience - promoting human security in peace operations and within humanitarian and development settings. A strong programme management professional with a strategic vision, and ability to effectively align and coordinate stakeholders to meet objectives. Takes ownership of organisational strategies and agendas and can navigate complex environments and processes in a culturally sensitive manner. Able to find innovative approaches to reach goals and foster teamwork, promote staff development and effectively manage performances of others. A confident negotiator and comfortable when liaising, advocating and planning at senior levels with governments, military/police, international and regional organisations, NGOs, civil society and the media. A global mine action specialist in capacity development at institutional, strategic, managerial and operational levels. A fundraising high performer and trusted donor partner.

EMPLOYMENT HISTORY

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

Chief Technical Advisor, Azerbaijan   May 2021 to November 2021

GENEVA CENTRE FOR SECURITY POLICY (GCSP)

Executive-in-Residence   Part-time: April 20 to present

i2P SOLUTIONS SÀRL, GENEVA

President and Managing Partner   September 20 to present

GENEVA INTERNATIONAL CENTRE FOR HUMANITARIAN DEMINING (GICHD)

Director of Operations   May 09 to March 20*

* Included role as Assistant GICHD Director, CTA and Head of Operational Methods & Technology

SOLIDAR INGO CONSORTIUM, SRI LANKA

Country Representative   December 04 to May 09

VIETNAM VETERANS OF AMERICA & MINISTRY OF DEFENCE, VIETNAM

Chief Technical Advisor   July 01 to May 04

NPA/SAC & ROYAL THAI ARMY – THAILAND BORDER SURVEY

Country Representative (NPA) / Chief Technical Advisor   May 00 to June 01

NPA DEMINING, ANGOLA

Country Programme Manager   April 96 to April 00*

* Included Role as Deputy Programme Manager

THE HALO TRUST, MOZAMBIQUE

Team Leader, Landmine Survey   November 93 to May 94

OTHER CONSULTANCY AND EMPLOYMENT

UNDP Kosovo 2000, SAC Yemen 2000, UNDP Angola 2002, GICHD Laos 2004, APMBC ISU 2020

FORMAL EDUCATION

| **Doctorate** | Earth Sciences | 01-Oct-1991 / 01-Aug-1995 |
| University of Southampton, UK | Awarded a NERC Scholarship | |

ANNEX A2 CONSULTANTS SHORT CV – NATIONAL CONSULTANT

Curriculum Vitae: **Ha Thu Nguyen -** Vietnamese 27.12.75 *Email*: ha.ecopark@gmail.com

PROFESSIONAL PROFILE

Sound skills and ability to coordinate discussions & projects on war legacies issues such as Mine Action and Agent Orange. Solid knowledge & skills in GVN project development & approval process, especially within MOD. Strong skills in Strategic Planning, Development Program Management, Quality Management, Risk Management, Procurement, Planning & Prioritization, Organizational Development, Monitoring and Evaluation, Human Resource Managements, General Training, Information Management. Extensive experiences in coordination and facilitation works between international stakeholders and Vietnamese government agencies, including MOD, MOLISA, MPI, MOFA, MPS, MOH, National Mine Action Authority, in legislation making process, policy advocacy, standard operation protocols.

EMPLOYMENT HISTORY

International Center (IC) – Vietnam Veterans of America Foundation (VVAF)

Deputy Program Manager, Disability Program   Sept. 2019-Mar.2021

International Center (IC) – Vietnam Veterans of America Foundation (VVAF)

Program Manager, MA Capacity Development & PWD/ERW victims tracking system   2016 to Sept. 2019

International Center (IC) – Vietnam Veterans of America Foundation (VVAF)

Program Manager, Disability/AO & Mine Action Capacity Development Programs   2008 to 2016

Vietnam Veterans of America Foundation (VVAF)

Program Manager, Land Release   2006 to 2008

Vietnam Veterans of America Foundation (VVAF)

PA/Senior PO, EO Impact Survey   2003 to 2006

OTHER CONSULTANCY AND EMPLOYMENT

Administration Consultant, HALO Trust 2021; Project Approval Specialist*, USAID learns/Social Impact*, "Unidentified Human Remains" funded by USAID, 2021; *GICHD since 2016* capacity development work in Vietnam (Management of Explosive Remnants of Wars MORE project, Quality Management, IMAS translations and NMAS development support for VNMAC

FORMAL EDUCATION

MBA	La Trobe University, Hanoi Campus, graduated 2013
BA (Economics)	Hanoi National Economics University, Graduated 2000
BA (Pedagogy)	Hanoi National University, College of Teacher of Foreign Languages, 1996

OTHER PROFESSIONAL TRAININGS

- Project Management by Bourne Griffiths in 2004
- ERW Senior Managers Training by NCDR & JMU in 2009
- Evaluation Capacity Development by IPDEP & GICHD in 2010
- Geographic Information System (GIS) training by Vietnam Denmark Joint Venture GIS Company
- Asia Regional Workshop on Quality Management in Mine Action Programs by GICHD in 2011
- Strategic Planning, GICHD
- Risk Management by GICHD and Fenix Co. ltd
- ISO training by APAVE
- Development of National Standards in mine action by GICHD
- SPSS Statistical Analysis training

Position:	01 International Consultant and 01 National Consultant to conduct a Terminal Evaluation of the Korea - Viet Nam Mine Action Project (KVMAP)
Duty Station:	Home-based, in Ha Noi and travel to Quang Binh and Binh Dinh provinces[2]
Contract type:	Individual Contract (IC)
Duration:	25 working days for each consultant during the period from September to mid November 2021)

I. BACKGROUND

As a result of many years of war, the land and people of Vietnam are affected by landmines and other Explosive Ordnance (EO). According to the results of the project named "Vietnam National Explosive Remnants of War Contamination Surveying and Mapping" from 2010-2014, EO contamination remain in all 63/63 provinces/cities across the country. According to the Government of Vietnam, the total area of contamination is 6.13 million ha, accounting for 18.82% of the country's area.

To support the EO removal efforts in Vietnam, the Korea-Vietnam Mine Action Project (KVMAP) was developed and founded on the close collaboration between the Government of the Republic of Korea and the Government of the Socialist Republic of Vietnam. The main purpose of the project is to strengthen the capacities of the Viet Nam National Mine Action Center (VNMAC) and other responsible parties to further improve the contribution of mine action activities for human development in contaminated areas, especially in Quang Binh and Binh Dinh provinces. The Republic of Korea provides its support via the Korea International Cooperation Agency (KOICA).

The project contributes to the following outcomes:

- **Sustainable Development Goals:** Improved physical security leading to progress against all SDGs, with emphasis on an effective, accountable, transparent mine action institutional set-up in support of SDG 16 and safe human settlements in support of SDG 11
- **SEDP 2016-2020 Priority 8:** Enhance the effectiveness and efficiency of state management activities and ensure the right to democracy of people in social development activities.

The project is structured around four main components, namely survey and clearance, information management, explosive ordnance risk education and victim assistance.

   1. **Survey and Clearance**

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[2] International and domestic travels will be determined subject to the COVID-19 situation

This includes survey to identify Confirmed Hazardous Areas (CHAs), recording these in the Information Management System for Mine Action (IMSMA) and undertaking clearance of the CHAs; this also includes training on new techniques and technology.

2. Information Management

Improving available information for the sector to support informed policy making and task prioritization; establishing Coordination Offices and Database Centers for Mine Action under VNMAC in Quang Binh and Binh Dinh provinces; training staff and technical hardware and assistance for information management of mine action.

3. Explosive Ordnance Risk Education

Developing strategic plan for Explosive Ordnance Risk Education; conducting knowledge, attitude and practice (KAP) surveys; organizing workshops for relevant stakeholders to share best practices for risk education; training relevant professionals and other persons engaged in risk education; delivering Explosive Ordnance Risk Education via radio and TV broadcasting, public events and communication materials.

4. Victim Assistance

Collecting data on survivors from EO accidents ('survivors') in the Quang Binh and Binh Dinh provinces and registering them in locally developed software; providing medical, livelihood and rehabilitation services, as well as skills and vocational training and job placement for identified survivors; establishing and institutionalizing the Victim Assistance support model in related national laws and policies.

The Project is also strategically contributing to:

Policy Development and Sector Coordination

The Project will support the VNMAC in fulfilling its central role of policy development and sector coordination. This support will include technical advice on how best to design and communicate a process for task prioritization and how to ensure quality management of survey and clearance activities.

The Project will further support VNMAC to implement the policy directions for the sector and the coordination among all stakeholders.

Capacity Building of Local Staff

The overall aim of this cooperation between the Government of Vietnam and KOICA/UNDP is to further strengthen and support the institutional capacity of VNMAC to fulfil its role as coordination entity for the mine action sector in Vietnam, as well as the Ministry of Labour, Invalids and Social Affairs (MOLISA) as the main institution responsible for Victim Assistance. By further strengthening the capacity of these key institutions, the project will significantly improve national capacity to address the long-term humanitarian and development challenges caused by the threat of EO. This will be done through provision of technical advice to guide and support relevant staff in all aspects of planning, implementation, quality assurance and financial management needed for the project.

The Project was originally planned for three (3) years but was extended for one (1) additional year. Hence, the total project duration is 4 years, from 1 February 2018 to 31 December 2021. Below is an overview of the project.

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PROJECT INFORMATION

Project title: Korea Viet Nam Mine Action Project   **Atlas ID:** 00098770
(KVMAP)

Corporate outcome and output

<u>Strategic Plan Outputs:</u> Output 6.2: National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts

<u>Project Outputs:</u> Output 6.2 - Institutional capacities of VNMAC and MOLISA are strengthened to improve in the mine action activities and contaminated communities in Quang Binh and Binh Dinh are cleaner through UXO interventions

Country: Viet Nam   **Region:** Asia Pacific

Date project document signed 1 February 2018

Project dates: **Start** 1 February 2018   **Planned end** 31 December 2021

Project budget: USD 19,917.000

KOICA: USD 19,827,000; UNDP: USD 90,000; and Government: additional USD 9,675,000 as in-kind

Project expenditure at the time of evaluation: USD 17,303,572 (as of 12 August 2021)

Funding source: Republic of Korea via the Korea International Cooperation Agency (KOICA)

Implementing party: Direct Implementation (DIM) by UNDP

The Ministry of Defense, the Viet Nam National Mine Action Center (VNMAC), the Ministry of Labour - Invalids and Social Affairs (MOLISA), Binh Dinh and Quang Binh Provincial People's Committees as responsible parties

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A Mid-Term Review (MTR) was conducted during the second half of 2019 to assess progress against outputs and identify appropriate recommendations for the project to reach its objectives in terms of the achievement, relevance, effectiveness, efficiency and sustainability of the project so far. The MTR also identified early signs of potential impact and sustainability of results. Findings of this review were incorporated as recommendations for mid-course adjustment of the project.

For the Mid-Term Review (MTR), please see:

https://erc.undp.org/evaluation/evaluations/detail/12403

Some of the key project achievements are (as of mid-August 2021):

- ✓ Nearly 17,000 hectares (ha) has been surveyed and 9,000 ha cleared (i.e. beyond target of 8,000 ha planned to be cleared);
- ✓ 450,000 local people in Quang Binh and Binh Dinh provinces have received Explosive Ordnance Risk Education (EORE);
- ✓ More than 1,000 survivors from accidents caused by Explosive Ordnance received health screenings, of which 174 survivors, including children, received prosthetic devices and surgery;
- ✓ Last year, more than 6,000 survivors and their families in Quang Binh and Binh Dinh provinces received COVID-19 response packages with food, masks, and hand sanitizers.

For more about KVMAP, please see:

https://www.vn.undp.org/content/vietnam/en/home/projects/kvmap-korea-viet-nam-mine-action-project.html

The KVMAP is looking to hire 02 qualified and experienced consultants (1 international and 1 national) to conduct the Terminal Evaluation of the project.

II. OBJECTIVE AND SCOPE

The independent Terminal Evaluation will cover the period 2016-2021 and all facets of the KVMAP support to the mine action sector in Viet Nam. The objectives of the Terminal Evaluation are to: analyze results and performance of the project, identify key lessons learned, constraints and challenges to inform the design and implementation of the next phase of the project, present potential impact of the project interventions and propose future strategies and directions for an expected second phase, 2022-2026, and/or similar interventions in the future.

The anticipated scope of work includes, but is not necessarily limited to, assessing the followings:

- The relevance of project strategy, design, scope and priorities, including an analysis of the validity of objectives, project components, implementation arrangements, and management set-up from 2016, with focus on the period of October 2017 to date when UNDP was directly involved as the implementing partner, and project achievement against expected results defined in the project document and annual workplans;
- An in-depth review of the implementation of various project components with a view to identifying the level of achievement of the planned project outputs, the contribution to institutional development and sustainable human capacities and; in cases of not effective achievement, and analysis of the underlying reasons with recommendations for improvements, specifically assessing:
  - o project management (i.e. arrangement and mechanism, procurement, etc.) in achieving the expected results;
  - o project components, including cross-cutting issues of increasing the profile of mine action efforts in Vietnam, gender mainstreaming and disability inclusion, as well as application of UNDP Social and Environmental Standards.

- o monitoring, evaluation and risk management through M&E framework and implementation for quality assurance.
- o project communication strategy to ensure project visibility to donors, partners and the public.
- o current project management and technical advisory structure and staffing to meet project requirement.
- o factors beyond UNDP's control that influence the project environment and aimed outcome and conduct risk analysis.
- o the level of participation of stakeholders in the achievement of the desired outcome, as well as the effectiveness of such participation.

- Assessment of the outcome and potential impact of project interventions. Possible gaps/weaknesses in the project design and interventions and measures that could be continued to support the government partners in the future/next phase.
- Recommendations for future direction, strategies and areas of focus as per the findings, including possible considerations for the expected second phase, 2022-2026.
- General lessons learned and best practices that can be considered in the planning for an expected second phase and/or design of future technical support activities for the government partners and donor's coordination and harmonization in the area of mine action. This includes lessons learned and best practices that can be presented to UNDP global Community of Practice on Mine Action.
- In addition, the Terminal Evaluation can provide inputs to t the formulation of the next country programme (2022-2026) and correspondent evaluation plan, in the context of the country's social economic development strategy (2021-2030) and plan (2021-2025), and the new One UN Cooperation Framework (2022-2026) that are under formulation.

III. EVALUATION CRITERIA and KEY GUIDING QUESTIONS

The Terminal Evaluation results should be rated in accordance with the following aspects:

Relevance: Evaluate the logics and unity of the process in planning and designing the activities for supporting VNMAC, MOLISA and the two provinces.

Efficiency: Evaluate the efficiency of the project implementation, the quality of the results achieved and the time/political/other constraints.

Effectiveness: Conduct an assessment management decision vis-à-vis the cost effectiveness; and to which extend the project outputs are on track to be effectively achieved.

Impact: Evaluate any indications of the impact of the project, as well as its contribution to the Sustainable Development Goals (SDGs).

Sustainability and national ownership: Assess the likelihood of results becoming sustainable with specific focus on national capacity and ownership over the process.

Agenda 2030, Human security, Human rights, Gender equality, disability inclusion and social inclusion: Assess relevant cross-cutting issues addressed through the intervention, i.e., gender equality, human rights, vulnerable/ marginalized groups, leaving no one behind.

Hence, a preliminary list of guiding questions is listed below. This follows the four OECD-DAC evaluation criteria - Relevance, Effectiveness, Efficiency, and Sustainability. Human Rights, incl. Disability Inclusion, and Gender Equality are added as cross-cutting criteria. This list of guiding questions will be discussed outlined below should be further refined by the consultant and agreed with UNDP.

Criteria	Evaluation Questions
Relevance	• To what extent was the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs? • To what extent does the project contribute to the theory of change for the relevant country programme outcome? • To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach? • To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country? • How relevant was the Theory of Change, overall design and approaches for the implementation of the project? • To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? • To what extent was the method of delivery appropriate to the context? • To what extent the project was able to address the needs identified in the two target provinces? • Did the results contribute to the overall mine action sector in Viet Nam and the mandate of VNMAC and MOLISA? • To what extent the intervention remained relevant during COVID-19 and/or ability of project to adapt?
Effectiveness	• To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities? • To what extent were the project outputs achieved, considering men, women, and vulnerable groups?

	- What factors have contributed to achieving, or not, intended country programme outputs and outcomes? - What factors contributed to effectiveness or ineffectiveness? - In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements? - In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome? - What, if any, alternative strategies would have been more effective in achieving the project objectives? - Are the project objectives and outputs clear, practical and feasible within its frame? Do they clearly address women, men and vulnerable groups? - To what extent have different stakeholders been involved in project implementation? - To what extent are project management and implementation participatory, and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives? - To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights? - How effective has the project been in enhancing the capacity of VNMAC, MOLISA and other stakeholders? - To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?
Efficiency	- To what extent was the project management structure as outlined in the project document efficient in generating the expected results? - To what extent have the UNDP project implementation strategy and execution been efficient and cost-effective? - To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes? - To what extent have resources been used efficiently? Have activities supporting the strategy been cost-effective? - To what extent have project funds and activities been delivered in a timely manner?

	• To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management • To what extent was the existing project management structure (the triangular partnership between VNMAC, KOICA and UNDP; the Joint Project Coordination Committee (JPCC); and the Joint Project Management Unit (JPMU)) been appropriate and efficient in generating the expected results?
Sustainability	• Are there any financial risks that may jeopardize the sustainability of project outputs affecting women, men and vulnerable groups? • To what extent will financial and economic resources be available to sustain the benefits achieved by the project? • Are there any social or political risks that may jeopardize sustainability of project outputs and the project contributions to country programme outputs and outcomes? • Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? • To what extent did UNDP actions pose an environmental threat to the sustainability of project outputs, possibly affecting project beneficiaries (men and women) in a negative way? What is the chance that the level of stakeholder ownership will be sufficient to allow for the project benefits to be sustained? • To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project? • To what extent do UNDP interventions have well-designed and well-planned exit strategies which include a gender dimension? • What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups? • What could be potential new areas of work and innovative measures for sustaining the results? • To what extent are policy and regulatory frameworks in place that will support the continuation of similar interventions in the future?

	• To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and other development partners to sustain the attained results? • How has the project been able to contribute to other UNDP mine action projects in the region and overall to UNDP Community of Practice in mine action? • What could be done to strengthen exit/transition strategies and sustainability of the project?
Agenda 2030, Human security, Human rights, Gender equality, disability inclusion and social inclusion	• To what extent have people living in areas contaminated with Explosive Ordnance benefitted from the work of the project and with what impact? • To what extent has the project been able to help to support the Leave No-One Behind agenda and populations considered vulnerable (those below the poverty line, ethnic minorities, persons with disabilities, female-headed households, and other disadvantaged and marginalized groups)? • To what extent has the project promoted positive changes for women, persons with disabilities and marginalized group? Were there any unintended effects? • Were persons with disabilities consulted and meaningfully involved in programme planning and implementation? • Were persons with disabilities consulted and meaningfully involved in programme planning and implementation? • What proportion of the beneficiaries of a programme were persons with disabilities?

IV. METHODOLOGY

This Terminal Evaluation will adhere to the United Nations Evaluation Group's Norms & Standards, UNDP Evaluation Guidelines and UNDP Evaluation Policy. Please refer to the following links:

http://www.unevaluation.org/document/detail/1914

http://web.undp.org/evaluation/guidance.shtml#handbook

http://web.undp.org/evaluation/policy.shtml

It is proposed that the Terminal Evaluation will be a participatory exercise considering the views and suggestions of a wide range of stakeholders within and outside the context of the project. Stakeholders' ownership of the findings, recommendations and follow up actions is seen as one of the key factors for ensuring commitment to project implementation in the later stage. Gender and

human rights lens should be applied thoroughly during all stages of evaluation to duly address gender, disability, and human right issues.

The evaluation methodology is based on the following activities:
- Propose a detailed work plan, methodology (for example semi-structured interviews; focused group discussions, etc.), approach, incl. during planned site visits and interview questionnaires
- Collect relevant documents with support from Joint Project Management Unit (JPMU)
- Conduct a desk review of collected documents
- Conduct in depth interviews (face-to-face or virtually, depending on actual COVID-19 situation at the time of interview) with key counterparts at central level and local level to understand the reasons for identified gaps in relevance and efficiency as well as to document initial impact and lessons learnt of the project
- Prepare the draft report to seek comments from different stakeholders such as KOICA, VNMAC, MOLISA, Provincial People's Committees (PPCs), UNDP, etc.
- Present the key findings and recommendations in a workshop to validate the draft report
- Finalization and submission of the Terminal Evaluation report

V. EXPECTED DELIVERABLES:

The evaluation team (led by the International Consultant) will be responsible for the following deliverables:

1. **Evaluation inception report (10-15 pages):** to be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits).

2. **Evaluation debriefings** to KOICA, the Ministry of Defence, Office 701 (the secretariat for the national authority, Steering Committee 701), VNMAC, UNDP, MOLISA, the Joint Project Coordination Committee (JPCC - i.e. the Project Board), JPMU, and other relevant stakeholders. Draft evaluation report (within an agreed length). A length of 40 to 60 pages including executive summary is suggested.

3. **Draft evaluation report** (within an agreed length). A length of 40 to 60 pages including the executive summary (3-5 pages).

4. **Evaluation report audit trail.** The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period of time, as outlined in these guidelines. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.

5. **Final evaluation report**, which include: (1) Executive Summary (max 5 pages), (2) Introduction, (3) Methodology, (4) Analysis of the achievements of the Project with regard to key components, outcomes, outputs, and implementation strategies, (5) Assessment of the context (political, donors' supports in the sector etc.), any systemic changes during project implementation and KVMAP influence on these, as well as an assessment of the current context with recommendations for the expected second phase, 2022-2026 (6) Key findings, best practices and lessons learned, (7) Overall conclusions and recommendations; and (8) Annexes.

   The recommendations which will be key part of the Terminal Evaluation Report should be targeted and clear with the objective of making actual follow-up and implementation feasible. It is therefore recommended that the report provides a realistic set of recommendations that are implementable and manageable in number (around 7 to 10 is an ideal number of recommendations). As needed, recommendations might be grouped under broader headings to ensure this.

   Main text, excluding annexes, should be a maximum of 70 pages.

   There should be a minimum of the following annexes:
   a. Evaluation consultant's ToR/short CV;
   b. Terms of Reference of the Terminal Evaluation;
   c. Glossary and Abbreviations;
   d. List of persons/organizations consulted;
   e. List of literature/documentation consulted;
   f. Evaluation work plan executed;
   g. Problems and adjustments table; and
   h. Findings synthesis table with performance rating.

6. **Evaluation brief and other knowledge products** or participation in knowledge-sharing events, if relevant to maximise use. Extract lessons learned and best practices that can be considered in the planning of the next phase and design of specific interventions supporting the mine action sector in Vietnam.

VI. EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES:

The evaluation team will be composed of 01 International Consultant and 1 National Consultant (the international consultant will be the Team Leader and will be responsible for finalizing the report). The consultants shall have prior experience in evaluating similar projects. The selected consultants should not have participated in the project preparation and/or implementation and should not have conflict of interest with project-related activities.

ANNEX C LIST OF PERSONS/ORGANIZATION CONSULTED

No.	Organization	Names	Position
1	UNDP	Nils Christen	CTA to KVMAP
2	Ian Mansfield	Ian Mansfield	International Evaluator of KVMAP MTR
3	UNDP	Nils Christen Bui Phuong Tra	CTA to KVMAP Programme Analyst
4	Fenix. Co. ltd.	David Hewitson	Director
5	UNDP	Caitin Wiesen Patrick Haverman Diana Torres Nils Christen Bui Phuong Tra	Resident Representative Deputy Resident Representative Head of Governance & Participation CTA to KVMAP Programme Analyst
6	NPA	Tim Horner	STA to VNMAC
7	KOICA	Mira Han Hoang Hanh Nguyen	Deputy Director ODA Specialist
8	VNMAC	Nguyen Hanh Phuc Mr Nguyen Ngoc Thụy Mr Tran Thanh Doan Thi Hong Hai	Deputy General Director Deputy Head of Planning Dept. Head of External Relations Dept. Assistant to VNMAC STA
9	Catholic Relief Services (CRS)	Dao Hong Duong Minh Nguyet	Country Manager MA Program manager
10	Asian Regional Mine Action Center (ARMAC)	Prum Suonpraseth	Executive Director
11	Geneva International Center for Humanitarian Demining (GICHD)	Armen Harutunyan	Advisor, Standards and Operations
12	NPA	Jan Erik	Country Director
13	Mine Advisory Group	Helene Kuperman	Country Director
14	VNMAC	Nguyen Hanh Phuc	Deputy General Director
15	VNMAC	Nguyen Cong Bau Dau Phi Truong Vu Van Huong Doan Thi Hong Hai	Deputy General Director EORE & VA Officer Project Officer Assistant to VNMAC STA

16	KVMAP JPMU UNDP	Tran Quang Lam	Project Manager
17	KVMAP JPMU VNMAC	Nguyen Trong Hung Nguyen Cong Hoan	Project Manager Finance Manager
18	KVMAP UNDP	Minjeong Ham	Communication Officer
19	DSA/MOLISA	Nguyen Canh Tung Dam Huu Hiep	Head of Social Assistance Division Officer of Social Assistance Division
20	Ministry of Planning and Investment (MPI)	Nong Thi Hong Hanh Nguyen Hoang Linh	Foreign Economic Relations Dept.
21	UK Embassy	Apsara Mcnaught	
22	VNMAC	Nguyen Van Nghiep Nguyen Linh Giang Nguyen Van Ky Vu Van Huong Ngoc Anh Doan Thi Hong Hai	Deputy General Director Head of Database Center Center for quality consultancy & supervision Project Officer SJPMU Assistant to VNMAC STA
23	Quang Binh Province	Hoang Xuan Dong Trinh Dinh Duong Mai Thi Lien Giang Do Hoai Thu	Deputy Provincial Military Commander Vice Director of DOLISA Vice Director of Training & Education Dept. DOET Vice Director of External Relation Dept.
24	Mine Advisory Group	Helene Kuperman	Country Director
25	KVMAP JPMU UNDP	Tran Quang Lam	Project Manager
26		Phan Duc Tuan	KVMAP QM Consultant
27	Binh Dinh province	Nguyen Van Du Huynh Thanh Liem Tran Vu Minh Tran Dinh Kha	Deputy Provincial Military Commander Vice Director of DOET Deputy Head of DSA/DOLISA Vice Director of External Relation Dept.
28	Norweagian Embassy	Grete Løchen	Ambassador
29	UNDP	Diana Torres Nils Christen Bui Phuong Tra	Head of Government & Participation Unit KVMAP CTA Programme Analyst
30	US Embassy	Drew Bazil	Political Officer

ANNEX D: LIST OF LITERATURE AND DOCUMENTS REVIEWED

1. KVMAP documentations
   a. Pre-project document
      - Report of the 2nd Feasibility Study_16 06 30
      - Signed KOICA-UNDP CSA on Mine Action
   b. Project's Key documents:
      - Communications Plan - final draft – eng
      - Project Handbook - KV-MAP- Eng-final draft
      - Signed KOICA prodoc -eng
      - Results Framework ENG _final draft
      - MoD decision on project extension - signed – VN
   c. Project reports
      - Annual and quarterly progress project reports
      - Field trip/technical reports
      - QM Report Q3/2020 - Peter Hindy
      - QM software training
      - Report on IM training 2019
      - Baseline and End-line KAP Survey
      - Meeting Minutes and decisions taken by the JPCC
      - Meeting Minutes and recommendations made by the JPMU
   d. Workplans for 2018-2021
   e. Vietnam Mine Action Capacity Assessment FINAL
   f. Mid-Term Review Report

2. List of other national and provincial workplans and report:
   - National Mine Action Program (2010-2025) & National Mine Action Plan 2016-2020
   - Summary report from VNMAC on the results of EO clearance activities
   - Report on VA activities of KVMAP by DSA/MOLISA
   - Binh Dinh and Quang Binh provincial mine action plan (2021-2015)
   - Statistics on school students using electronic devices for online learning from Quang Binh

3. List of national standards and regulations:
   - Draft version of national Mine Action standards (TCVN) and Technical Regulations (QCVN)
   - National Information Management Regulations

4. List of other reference documents
   - KVMAP S&C budget estimation
   - UNDP Evaluation Guidelines
   - Audit reports
   - Other key project key documents, incl. KVMAP advocacy and visibility products
   - *draft* Project Document phase II, Korea - Viet Nam Peace Village Project (KVPVP)
   - Key global mine action documents from UN (SG Report on Mine Action) or UNDP; documents prepared as part of the Landmine Working Group (LWG) in Viet Nam

5. Relevant documents from stakeholders and other and related donor programmes*List of Legal framework relating to the management of EO risks in Vietnam*

Document	Scope	Content
18/2019/NĐ-CP *Decree on management and implement-tation of mine action activities* Legal status: Decree, issued by the Government February 2019	Regulates the management and implementation of mine action activities in Vietnam. Applies to national authorities as well as domestic and international individuals, agencies, organizations relating to MA sector within the territory of Vietnam	• Scope of management and implementation of MA activities • Principles and financial resources • Application of Technical Regulations, standards and SOP • Process to develop, appraise and approve MA programs, plans, projects • Principles for the implementation and management of land release, risk education and victim assistance • Principles for the implementation of information management • International cooperation • Mandates and competences of MA agencies and organisations, MoD, Ministry of Labor-Invalids and Social Affairs, Ministry of Planning and Investment, Ministry of Public Security, Ministry of Foreign Affairs, Ministry of Finance, Ministry of Construction, Ministry of Health, People's Committee, investors and MA organisations, national steering committee and MA coordination agency. • Implementation Provisions
195/2019/TT-BQP *Circular regulating details of the number of articles and methods on implementation of the Government Decree No. 18/2019/ NĐ-CP on implementation and management of mine action* Legal status: Circular, issued by the MoD December 2019	Regulates details of a number of articles and methods on implement-tation of 18/2019/NĐ-CP Applies to domestic agencies, organisations and individuals operating in mine action and to international organisations and individuals operating in mine action authorised by the Government.	• Classification of MA programs and projects • Procedure for development, appraisal and approval of MA programs, plans • Development, appraisal, approval of projects, project componoents and tasks, and technical execution plans and cost estimation of NTS, TS and clearance • NTS, TS, clearance, collection, transportation and disposal of ERW/landmines • Management of quality, safety and information • Training and issuance of accreditation certificate NTS, TS and clearance • International cooperation and operation management of foreign individuals and organisations in MA in Vietnam. • Implementation Provisions

504/QD-TTg *Decision on Approval of the National Mine Action Program Period 2010-2025* Legal status: Decision, issued by the Prime Minister April 2010	Decides on the approval of the National MA Program Period 2010–2025	• Scope of work • Objectives • Tasks (2010–2015 / 2016–2025) • Secured funding sources • Implementation methods • Responsibilities (Ministry of Defense, Ministry of Labor, Invalids and Social Affairs, Ministry of Planning and Investment, Ministry of Finance, Ministry of Foreign Affairs, Vietnam Union of Friendship Organizations, People Committees of the provinces and cities • Annex: List of projects
738/QD-TTg *Decision on approval of the National Mine Action Plan for the period up to 2015* Legal status: Decision, issued by the Prime Minister May 2013	Decides on approval of the National MA Plan for the period up to 2015	• Overall objective • Specific tasks (incl. no of projects, progress, required capital) • Implementation methods • Responsibilities (Standing Board of NSC 504, Ministry of Defense, Ministry of Labor, Invalids and Social Affairs, Ministry of Planning and Investment, Ministry of Finance, Vietnam Union of Friendship Organizations, People Committees of the provinces and cities) • Annex: List of projects
319/QD-TTg *Decision on establishment of Vietnam National Mine Action Center* Legal status: Decision, issued by the Prime Minister March 2014	Decides on the establishment of VNMAC	• Name • Ministerial affiliation • Responsibilities
701/QD-TTg *Decision on establishment of the National Steering Committee on Mine Action and Post War Toxic Chemical in Vietnam* Legal status:	Decides on the establishment of the National Steering Committee on Mine Action and Post-War Toxic Chemicals in Vietnam	• Composition/members of the committee • Mandates and authorities • Working mechanism • Standing board • Operational budget • Entry into force • Implementation

Decision, issued by the Prime Minister May 2017		
QCVN 01:2021/BQP *National technical regulation on non-technical, technical survey and clearance in mine action* Legal status: Technical regulations March 2021 (draft, not yet approved)	National technical regulations on NTS, TS and clearance in MA Applies to domestic agencies, organisations and individuals operating in mine action and to international organisations and individuals operating in mine action authorised by the Government.	- General Regulation - Technical Regulations - Management Regulations - Regulations on responsibilities of the relevant stakeholders - Implementation guidelines.

6. *Other technical procedure and cost norms*

Documents	Scope	Content
Procedure on NTS, TS and Clearance launched by MoD Circular no. 121/2021-BQP	National technical procedure on NTS, TS and clearance in MA Applies to domestic agencies, organisations and individuals operating in mine action and to international organisations and individuals operating in mine action	- General Regulation - NTS and TS identifying the contamination areas - EO clearance - Collection, Classification, transportation, storing and demolition of EO - Examination, technical supervision, technical acceptance and handover - Implementation arrangement - Annexes – applicable templates
Procedure on Quality Management launched by MoD Circular no. 129/2021-BQP	Applies to domestic agencies, organisations and individuals operating in NTS, TS & Clerance of EO in Vietnam. Encourage international	Procedure for assessment and accreditation (i) organization capacity assessment; (ii) assessment of technical execution plan and cost estimation and (iii) examination and confirmation of execution conditions (iv) assessment of applied technical procedure and standards

	organisations and individuals operating in NTS, TS and EO clearance applying this SOP	• Procedure Quality Monitoring and Supervision • Procedure for handling non-conformity/errors • QM for examination and hand-over • Qm Procedure for NTS & TS • Qm Procedure for Clearance activity • Procedure for additional training • Procedure for management of information quality • Procedure for internal audit and improvements
MoD cost norm in EO Clerance launched by MoD Circular no. 123/2021-BQP	This Circular applies to units, organizations and individuals involved in making estimates and payments for EO clearance using state budget and non-state budget capital To encourage organizations and individuals involved in the estimation and settlement EO clearance cost using other capital sources applying this Circular to determine the cost estimation and management in EO clearance	• Cost estimation methodologies o Cost norms o NTS & TS • Clearance • Management of budget lines in cost estimation of the EO clearance • Annexes – related applicable templates

ANNEX E   WORK PLAN EXECUTED

Day	Date	Time		Activity
Day 1	Sun. 21 Nov. Online	PM	16:30	Nils Christen UNDP CTA to KVMAP
Day 2	Mon. 22 Nov Online	PM	15:00	Ian Mansfield International Evaluator of KVMAP MTR
Day 3	Tue. 23 Nov. Online	PM	15:30	David Hewitson Director Fenix. Insights ltd. QM Evaluator
Day 4	Wed 24 Nov On line	AM	11:00	Meeting with UNDP SM Caitlin Wiesen, Resident Representative Patrick Haverman, Deputy Resident Representative Diana Torres, Head of Governance and Participation Nils Christensen, CTA Tra, Programme Analyist
Day 5	Wed 24 Nov Online	PM	16:00	Tim Horner STA to VNMAC
Day 6	Thu 25 Nov On line	AM	10:30	Meeting with KOICA Mira Han, Deputy Country Director Hoang Hanh Nguyen, ODA Specialist
Day 7	Fri 26 Nov On line	AM	8.30 - 9.45	Meeting with VNMAC DGD Nguyen Hanh Phuc (For GD Tran Trung Hoa)
			9.45 - 11.00	Meeting with Country Director/Mine Action Program Manager of CRS
		PM	13.30 - 15.00	Meeting with Prum Suonpraseth Executive Director of ARMAC
			15.30 – 17.00	Meeting with GICHD
Day 8	Sat 27 Nov online	PM	13.30	Mr. Jan Erik Støa NPA Vietnam Country Director
Day 9	Sun 28 Nov Online	PM	15:30	Ms. Helene Kuperman Country Director MAG
Day 10	Mon 29 Nov	AM	8.30 – 10.30	Meeting with Mr. Nguyen Hanh Phuc (VNMAC Vice DG)

			10.30 - 11.30	Meeting with Mr. Giang Cong Bau and managers of JPMU on MRE and VA
		PM	13:30	Meeting with Mr Lam, UNDP KVMAP Project Manager
Day 11	Tue 30 Nov	PM	14.00 – 16.00	Meeting with Nguyen Trong Hung on overall project management and financial management
			16.15 - 17.15	Minjeong Ham – UNDP KVMAP Communication Officer
Day 12	Wed 1 Dec	AM	08.30 - 10.00	Meeting with DSA/DOLISA
			10.30 - 11.45	Meeting with MPI
			12.30 - 14.30	Mrs Apsara Mcnaught Head of External Political section
		PM	15.00 - 16.30	Meeting with Mr. Nguyen Van Nghiep and JPMU on S&C, QM and IM components
Day 13	Thur. 2 Dec			Self-arranged working
Day 14	Fri 3 Dec	AM Online	8.00- 10.00	Meeting with Quang Binh provincial People's Committee (DOLISA, DOET Military Command to be presented)
		AM	11.00 - 12.00	Ms. Helene Kuperman Country Director MAG
		PM	13:30 - 16.00	Meeting with Mr Lam, UNDP KVMAP Project Manager
		PM	16.30 - 19.30	Meeting with Sr Col Phan Duc Tuan KVMAP QM Consultant
Day 15	Sat 4 Dec			Self-arranged working
Day 16	Sun 5 Dec			Self-arranged meetings with NGOs or self-arranged working
Day 17	Mon 6 Dec	AM Online	9:00-11:30	Meeting with Binh Dinh provincial People's Committee (DOLISA, DOET Military Command to be presented)
		PM	12:00 Online	Meeting with Norwegian Embassy
			13:30	Self-arranged working at GOUNH
Day 18	Tue 7 Dec	AM		Self-arranged working
		PM	12:00	Working lunch with UNDP
			14:00	Meeting with US Embassy
Day 19	Wed 8 Dec	AM	9.00 – 11.00	Self-arranged working
		PM	14:00-16:30	Debrief *(in a ppt presentation format)* on initial findings and recommendations for VNMAC, MOLISA, KOICA, UNDP, JPMU/VNMAC/KV-MAP project team
Day 19	Thur., 9 Dec	AM	00:40	Guy leaving Vietnam
	Tue 14 Dec			Draft report submission
	Thu 23 Dec			Final report submission

ANNEX F   LIST OF GENERAL & TECHNICAL QUESTIONS

General Management and Financial Management Questions

1. What are your roles in the organization and in KVMAP?
2. What is the proportion of your time spent on KVMAP in comparison with other projects and assignments in your organization?
3. How frequently do the JPMU members meet in reality? What about the JPCC?
4. Could you brief about the preparation period of the project in 2016-2017?
5. Project background and challenges?
6. Could you let us know the current project progress against planned results in S&C, VA & EORE, IM and financial disbursement?
7. To what extent was the existing project management structure (the triangular partnership between VNMAC, KOICA and UNDP; the Joint Project Coordination Committee (JPCC); and the Joint Project Management Unit (JPMU)) been appropriate and efficient in generating the expected results?
8. *To what extent did the project contribute to national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?*
9. How is mine action included in the SEDP?
10. Views of the KVMAP. From what you know about the overall project
    a. In which areas does the project have the greatest achievements? Why and what have been the supporting factors?
    b. In which areas does the project have the fewest achievements? What have been the constraining factors and why?
    c. How might the project be improved and further enhanced in the next phase?
11. *To what extent are the objectives of the KVMAP project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent?*
12. Has the project Manual/Handbook be well observed? Any suggestion of changes to the Handbook to support efficiently the project general management and financial management?
13. Có 5 hợp phần NTNN, ĐTKS & RP, GDBM, NCNN và có cả QLTT mà NPA phụ trách, thì nhìn chung, các đầu ra này đạt được ở mức độ nào?
14. *Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks to the sustainability of project benefits?*
15. Any other comments?
16. *To what extent will financial and economic resources be available to sustain the benefits achieved by the project?*
17. *To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes*
18. *To what extent have project funds and activities been delivered in a timely manner?*

19. List of factors beyond UNDP control?
20. View of management of ODA in mine action, any view on a triparty partnership like KOICA-UNDP-MOD on mine action?
21. Your perspectives regarding new phase of KVMAP?

Capacity Development

 1. How is VNMAC capacity developed through KVMAP in the implementation of the following:
     a. Development of the national legal framework in mine action including Government Decree in Mine Action (Decree 18), Circular 195 and related circulars in the areas of QM, Survey & Clearance, QCVN (National Technical Regulations), TCVN (NMAS) and IM?
     b. Implementation of related pillars of mine action including S&C, EORE, VA and also Information Management
2. What would you suggest for a better coordination among national stakeholders in conducting the assigned tasks with regards to national mine action plan in general and in implementing KVMAP in particular
     a. between VNMAC with MOLISA and relevant government agencies/ministries?
     b. between VNMAC with provincial level authorities?
3. *How effective has the project been in enhancing the capacity of VNMAC and other stakeholders?*
4. What are the processes and future plans of constructing legal framework in mine action i.e. development of the related circulars/procedure in the areas of QM, Survey & Clearance, QCVN (National Technical Regulations), TCVN (NMAS)?
5. Could you briefly describe the reporting and information sharing mechanisms of the project, between provinces and VNMAC, between VNMAC and UNDP, between VNMAC and the relevant ministries. Do you recommend any changes needed?
6. *To what extent are project management and implementation participatory, and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives?*
7. To what extend is the current project management and technical advisory structure and staffing meet with project requirement?
8. What do you think about the sector coordination and the coordination between VNMAC and the provincial authorities in KVMAP project; Do you recommend any changes needed?

Survey and Clearance

1. Could you briefly describe the process of priorities setting and task selection of KVMAP in S&C; Would you suggest any changes to this process to make it more efficient?
2. Is their adequate baseline data for survey and clearance activities in Quang Binh and Binh Dinh provinces?
3. How are the survey & clearance technical procedure (SOP) developed & conducted at KVMAP

4. Are these procedures (i) launched by the MoD or (ii) developed and applied within the KVMAP?
5. If (ii), Is there any plan to get the procedures approved and launched by MoD as national SOP?
6. What is the progress of NTS, TS and clearance activities in QB and BD provinces?
7. What is the information flow for reporting purposes. Is it made available to the provinces. What are the IM capacities in Quang Binh and Dinh Binh?
8. Do you have access to the KVMAP digital database to monitor the project progress ?

M&E and Quality Management
1. *To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management?*
2. Does KVMAP apply a QM procedure in Survey and Clearance?
3. Are these procedures (i) launched by the MoD or (ii) developed and applied within the KVMAP?
4. Is the e-QMS software completed and applied in KVMAP? To which extent the software support the QM objectives of KVMAP?
5. How is the monitoring, supervision and quality assurance and risk management conducted at field?

Information Management
1. What is the current set-up for national level information management within Vietnam?
2. Is the national data base managed by VNMAC up-to-date, accurate and with information available to all relevant partners? What data is available in the national database?
3. Is there adequate IM staff available at VNMAC to manage and maintain the national data bases including KVMAP data? Are there any specific trainings needed?
4. How is the progress of developing the IM regulations?
5. What changes will the IM regulations make with regards to the data sharing to the relevant stakeholders to support their mine action and development activities?
6. Do the JPMU member have access the KVMAP database to monitor project implementation?
7. What are the capacity development activities provided by KVMAP in IM?

EORE
1. Does KVMAP have a EORE plan in place with key messages and targeted groups identified?
2. How do the results of KAP survey support the development of KVMAP EORE plan?
3. Who conducted EORE activities in KVMAP; What trainings have they received on EORE; Are the trainings adequate and sufficient?
4. What is the number of MRE programmes that have been implemented and what is the number of beneficiaries reached in KVMAP?
5. What is the assessed benefit and impact of the MRE programmes?

6. How does VNMAC use the inputs from KVMAP's EORE in supporting the development of sustainable national EORE strategy?
7. Does the national EORE strategy consider traditional element & innovation technology?

Victims Assistance
1. How are VA activities planned and implemented in KVMAP?
2. *To what extent are project management and implementation participatory, and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives?*
3. *Did the VA planning and implementation include participation of men, women, persons with disabilities and vulnerable groups?*
4. Has a baseline survey on mine and UXO victims been undertaken in QB and BD provinces; Is the data managed by KVMAP?
5. When do MOLISA plan to roll out the application of the registration system for PWD/UXO victims nationwide?
6. Does KVMAP personnel including VNMAC & UNDP personnel have access (user account) to the database of UXO victims the two provinces?
7. Is there any mechanism developed between VNMAC and MOLISA to share the data of UXO victims in other provinces?
8. Number of PWD in the two provinces, how many are UXO/landmine accident survivors. Have they all received support from KVMAP and what kind of supports?
9. *To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?*
10. *To what extent have people living in areas contaminated with Explosive Ordnance benefitted from the work of the project and with what impact?*
11. *To what extent has the project been able to help to support the Leave No-One Behind agenda and populations considered vulnerable (those below the poverty line, ethnic minorities, persons with disabilities, female-headed households, and other disadvantaged and marginalized groups)?*
12. Would you have any suggestion for a better coordination between MOLISA and VNMAC with regards to the VA activities?
13. How might the project be improved?

Questions for provinces
1. Brief introduction of the EO contamination status and mine action efforts in the province?
2. Role and mandates of the competent authorities of the province in the implementation of the national mine action program 504 and KVMAP?
3. How have the provincial relevant authorities and agencies participated in the planning and implementation of the KVMAP components?

4. *Did the KVMAP planning and implementation include participation of men, women, persons with disabilities/UXO survivors and vulnerable groups?*

5. *To what extent the project was able to address the needs identified in the two target provinces?*

6. *To what extent was the existing project management structure & the coordination between VNMAC & the provincial authorities been appropriate in generating the expected results?*

7. *How is the monitoring, supervision and quality assurance and risk management conducted at field? Does KVMAP apply the QM procedure developed by VNMAC?*

8. Is there a mine action database/information management system established in the province. How is it structured and operated?

9. Do the provincial implementing partners have access (user account) to the database of KVMAP's S&C clearance activities and the database of UXO victims the two provinces?

10. What is the information flow for reporting purposes of KVMAP. Is it made available to the provinces.

11. Have provincial implementing partners received trainings from the KVMAP? How did the trainings support the capacity development needs in the province?

12. Any other comments?

<u>Notes:</u> Questions in italic are adapted from the list of questions in the TOR of the Evaluation

ANNEX G   Matrix – TOR questions by category & stakeholder distribution

(illustrative – see inception report for readable table)*

No.	Code	Question	MoD/701 Office	VNMAC GD on national MA strategy	Mr Phuc on legal framework	Mr Nghiep on S&C and IM	Mr with Mr Bao on VA & EORE	Mr Hung on management issues	MOLISA on VA and the tracking system	Ministry of Planning & Investme	Sr Col Tuan (MA background and QM)	SJPMU in Quang Binh	Provincial authorities of QB	Interview landusers	Interview ERW victims	MAG	CRS	MPA/JES	MPA/Tim	UNDP	Check Soarcy	Hexiatun, ARMAC, GICHD	
4	R8	To what extent the project was able to address the needs identified in the two target provinces?				1							1			1	1	1					5
5	R9	Did the results contribute to the overall mine action sector in Viet Nam and the mandate of VNMAC and MOLISA?		1					1							1		1	1				5
6	Effective 1	To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, and national development priorities?	1						1							1				1			4
7	Effective 2	To what extent were the project outputs achieved, considering men, women, and vulnerable groups?			1															1			2
8	Effective 5	In which areas does the project have the greatest achievements? Why and what have been the supporting factors? How can the project build on or expand these achievements?		1		1			1									1	1	1			6
9	Effective 6	In which areas does the project have the fewest achievements? What have been the constraining factors and why? How can or could they be overcome?		1		1			1										1	1			5
10	Effective 7	What, if any, alternative strategies would have been more effective in achieving the project objectives?	1						1	1								1		1			5
11	Effective 10	To what extent are project management and implementation participatory, and is this participation of men, women and vulnerable groups contributing towards achievement of the project objectives?				1	1				1	1				1							5
12	Effective 11	To what extent has the project contributed to gender equality, the empowerment of women and the realization of human rights?					1						1	1						1			4
13	Effective 12	How effective has the project been in enhancing the capacity of VNMAC, MOLISA and other stakeholders?			1	1	1	1									1						7
14	Efficient 1	To what extent was the project management structure as outlined in the project document efficient in generating the expected results?	1	1						1	1		1					1	1				7
15	Efficient 3	To what extent has there been an economical use of financial and human resources? Have resources (funds, male and female staff, time, expertise, etc.) been allocated strategically to achieve outcomes		1				1												1			3
16	Efficient 5	To what extent have project funds and activities been delivered in a timely manner?						1					1							1			3
17	Efficient 6	To what extent do the M&E systems utilized by UNDP ensure effective and efficient project management				1		1					1							1			4

No.	Code	Question	MoD/701 Office	VNMAC GD on national MA strategy	Mr Phuc on legal framework	Mr Nghiep on S&C and IM	Mr with Mr Bau on VA & EORE	Mr Hung on management issues	MOLISA on VA and the tracking system	Ministry of Planning & Investment	Sr Col Tuan (MA background and QM)	SJPMU in Quang Binh	Provincial authorities of QB	Interview landusers	Interview ERW victims	MAG	CRS	NPA/JES	NPA/Tim	UNDP	Chuck Searcy	Hewiston, ARMAC, GICHD	
18	Efficient 7	To what extent was the existing project management structure (the triangular partnership between VNMAC, KOICA and UNDP; the Joint Project Coordination Committee (JPCC); and the Joint Project Management Unit (JPMU)) been appropriate and efficient in generating the expected results?	1	1					1		1					1			1	1			7
19	S2	To what extent will financial and economic resources be available to sustain the benefits achieved by the project			1					1							1			1			4
20	S4	Do the legal frameworks, policies and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?	1							1						1		1	1	1	1		6
21	S6	To what extent are lessons learned documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?						1				1	1							1			4
22	S8	What could be done to strengthen exit strategies and sustainability in order to support female and male project beneficiaries as well as marginalized groups?	1										1			1			1				4
23	A2	To what extent has the project been able to help to support the Leave No-One Behind agenda and populations considered vulnerable (those below the poverty line, ethnic minorities, persons with disabilities, female-headed households, and other disadvantaged and marginalized groups)?					1		1				1		1			1		1			6
24	A1	To what extent have people living in areas contaminated with Explosive Ordnance benefitted from the work of the project and with what impact?					1					1	1	1	1				1				6
25	A5	Were persons with disabilities consulted and meaningfully involved in programme planning and implementation					1					1			1		1			1			5
			8	6	5	5	6	5	8	5	5	5	8	2	4	8	4	8	7	17	3		

*Selected questions from those provided by UNDP in the evaluation TOR are listed and matched against appropriate stakeholders with the expected understanding of the project to be able to provide a response of value. The digits along the bottom of the matrix show the number of questions that are then complemented by the more technical and targeted questions to be included in the interview. The digits up the side of the matrix shows the number of stakeholders that are asked the same question.