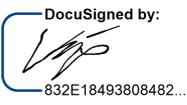


Management response template

UNDP management response template

Final evaluation of "Moving Towards Achieving SDG 18: Removing the UXO obstacle to Development in Lao PDR"

Date: 27 January 2022

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UNDP:

Evaluation recommendation 1.

Identify what UNDP's role in the sector is and communicate this clearly to other stakeholders

Management response: Partially agree.

UNDP acknowledges that while it plays a significant role in the UXO sector, it needs to re-define its work in the UXO sector to enhance clarity from the current 'behind-the-scenes', focus on capacity-building, providing programme/reporting/financial support, and resource mobilisation for the NRA and UXO Lao. Furthermore, UNDP recognises that NRA must continue to provide sector leadership, to ensure the sustainability of the sector.

UNDP further acknowledges that the delay in replacement of the CTA has posed a challenge to UNDP playing a stronger and more visible role in the sector. Measures have been put in place to ensure that the next Project Document (ProDoc) illustrate clearly and in measurable terms what UNDP's role in capacity-building is.

Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (Initiated, completed or no due date)
1.1 UNDP to recruit a CTA to increase capacity to play a more significant role in the UXO sector	March 2022	UNDP UXO Unit and Operation Unit (HR)	UNDP completed the recruitment process and the new CTA will start in Feb 2022	Completed
1.2 UNDP to ensure that its role is clearly defined in the next	March 2022	UNDP UXO Unit and Operation Unit	Recruitment processes are underway for an international consultant	Initiated

Project Document, and its contributions communicated to the stakeholders in the sector			to draft the next five years' UXO Project Document. UNDP also initiated recruiting process of an M&E specialist. A new UXO ProDoc with measurable result framework will specify UNDP's position and role in the UXO sector and able to measure the progress . More regular communications with relevant stakeholders will also be defined in the next ProDoc.	
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Evaluation recommendation 2.

- Act as a neutral arbiter within the UXO sector and ensure that the interests of all stakeholders including the people of Laos, UXO sector actors, GoL and donors are represented.

Management response: Partially agree.

UNDP recognises the importance of the role, it is already positioning itself as a neutral arbiter. Working with the NRA and UXO Lao inherently requires that UNDP be neutral, to retain the GoL's trust while ensuring that donor confidence is maintained. While the issue of coordination is not unique to the UXO sector, UNDP is trying to improve this within the UXO sector.

UNDP acknowledges that its role as neutral arbiter has not been sufficiently explicit. To strengthen this responsibility, UNDP plans to examine coordination structures, particularly the Sector Working Group meetings, to ensure that the opinions of all actors in the sector are better represented – and acted upon. It also reinforces recommendation made in NPA's Clearing Cluster Munitions Report (CCMR) 2021, which suggested improvement of the 'country coalition' model in Laos may improve its ability to meet its commitments to the Convention on Cluster Munitions.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 UNDP will review and revise the agenda of the Sector Working Group meetings in coordination with MLSW and US Embassy, to ensure that more opinions are heard, and action points identified.	June 2022	UNDP UXO Unit	While it is currently too late to undertake a review in time for the next SWG in November 2021, the team will ensure that the next Sector Working Group meeting will have a slightly revised agenda.	Initiated

2.2 UNDP plans to reach out to successful country coalitions (eg. Lebanon / Bosnia) to identify best practices that can be adopted in the Laos context.	June 2022	UNDP UXO Unit	The CCMR release session in September 2021 highlighted some examples of successful country coalitions, particularly in Lebanon and Bosnia.	Initiated
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Evaluation recommendation 3.

- Provide leadership for/or support for coordination and information exchange and joint initiatives that facilitate the work of the sector.

Management response: Agree

UNDP recognises that coordination and information exchange have been slightly weakened by the absence of a focal point in a CTA. Once a CTA is recruited and in place, UNDP will work with NRA to set out a more regular schedule of meetings with operators and development partners, to facilitate more frequent meetings.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 UNDP hold regular meetings with operators once recruitment of CTA have been completed, work with NRA to organize more regular meetings with operators and development partners, to ensure that stakeholders are informed on upcoming meetings and events in advance, to enhance their chances to share opinions and strengthen participation.	June 2022	UNDP UXO Unit	A CTA will be onboard as soon as the recruitment process is completed. While there is a schedule of meetings established (SWGs, TWGs, and informal meetings with DPs), UNDP will work with NRA to ensure meetings are held as scheduled.	Initiated

Evaluation recommendation 4.

- Support the capacity needs assessment for NRA (and another for UXO Lao) and identify where UNDP can contribute.

Management response: Agree

UNDP is committed to assisting in the developing of national capacities to oversee and steer the UXO sector through national institutions. UNDP is in the process of completing the Capacity Needs Assessment for NRA.

Key action(s)	Completion date		Tracking
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		Responsible unit(s)	Comments	Status (initiated, completed or no due date)
4.1 UNDP to complete the Capacity Needs Assessment and share it with NRA and other stakeholders.	June 2022	UNDP UXO Unit	UNDP is in the process of compiling the interview notes and finalising the report by end-December 2021.	Initiated

Evaluation recommendation 5.

- UNDP has a comparative advantage for advocacy across multiple sectors, for example, to improve support for victim assistance and persons with disabilities, and to promote gender mainstreaming and the meaningful participation of women in the UXO sector.

Management response: Agree

NRA's Victim Assistance Unit has made significant progress in the development of a draft Victim Assistance Framework (2021-2025) since last year. Delays caused by the COVID-19 pandemic prevented the early completion of this framework, but UNDP have been working closely with the NRA VA Unit to ensure its completion by 2022, to advocate for more support for persons with disabilities, gender mainstreaming, and the meaningful participation of women in the UXO sector.

On gender mainstreaming, a manual for trainers on gender mainstreaming in the UXO sector previously developed by UN Women, Lao Women's Union (LWU) and NRA with Canadian support will be utilised from 2022 with the support from the Republic of Korea.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
5.1 UNDP working with NRA to complete the Victim Assistance Framework.	June 2022	UNDP UXO Unit / NRA VA Unit	A consultant may be hired to help NRA finish the VA framework, in the event that further delays occur.	Initiated
5.2 UNDP to utilise gender manual (jointly designed by UN Women, LWU and NRA) in the next project with KOICA.	June 2022	UNDP UXO Unit	Gender mainstreaming training of trainers will be organised under the new KOICA cooperation. The KOICA proposal (2022-2026) is now awaiting approval by the National Assembly.	Initiated

Evaluation recommendation 6.

- Improve project design, develop a baseline and monitoring and evaluation mechanisms that can assess progress and help to differentiate UNDP's contribution to the UXO sector from that of other stakeholders.

Management response: Agree.

UNDP recognises the need to work more closely with M&E team members to ensure that the next ProDoc have well developed baselines and M&E mechanisms to facilitate assessment of progress and demonstrate contribution of the stakeholders in the sector, such as (for example) the timely submission of reports/minutes by NRA and UXO Lao.

Recruitment process is ongoing to hire a fully-dedicated M&E officer for the UXO programme in time for the next ProDoc's development.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
6.1 UNDP UXO Unit initiated hiring an M&E specialist (UNV) to support the design of the next ProDoc.	December 2021	UNDP UXO Unit	A funding proposal for a M&E UNV was approved by the Republic of Korea for next year. In the interim, the UXO Unit is using existing funds to recruit an International M&E UNV for 6 months, to support the development of the ProDoc. The recruitment process was completed and the M&E UNV started in Dec 2021.	Completed
6.2 UNDP to encourage NRA and UXO Lao to publish baseline data on post-clearance work for the new Project, and include metrics related to this in the next ProDoc.	June 2022	UNDP UXO Unit	UNDP will work with NRA and UXO Lao to improve the release of post-clearance data, with a view to (a) turning it into human interest stories, and (b) ensuring that they are measurable in the next ProDoc.	Initiated

Evaluation recommendation 7.

- Ensure that appropriate staff and funding are available. Lobby headquarters for support and work with UNDP regionally to share experiences, lessons learned and to pool resources.

Management response: Agree.

UNDP acknowledges the two issues raised (staffing and funding) and plans to address them with support from regional and headquarter levels. UNDP has ensured that realistic staffing costs are included in new agreements and proposals in upcoming and future projects. In addition, UNDP has already reached out to other COs in Vietnam and Cambodia and is exploring potential partnership arrangements. Plans to share experiences and lessons learned with other countries

in similar contexts as well as support from the headquarters to explore potential resource mobilisation.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
7.1 UNDP will incorporate required UNDP staffing costs in new agreements with donors.	June 2022	UNDP UXO Unit	This is currently being addressed more systematically in funding proposals which UNDP has submitted.	Initiated
7.2 UNDP will reach out to regional headquarters to see what partnership arrangements and support are available.	June 2022	UNDP UXO Unit	UNDP has already reached out to COs in Vietnam and Cambodia, and is potentially planning a joint workshop in early-2022.	Initiated

UXO Sector:

Evaluation recommendation 1.

- Determine the impact of the contamination and UXO Action through research and analysis and use findings as an advocacy and fundraising tool. Examine methods to extrapolate from existing survey and bombing data to determine the extent of the contamination.

Management response: Agree.

Recognising the fact that it is a challenging task to determine the impact of contamination and UXO action, which requires the cooperation of the entire UXO sector, UNDP plans to include this task in the next ProDoc, and explore ways to determine the impact of contamination.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 UNDP to incorporate this task in the next ProDoc, and explore ways to determine the impact of contamination.	June 2022	Ministry of Labour and Social Welfare (NRA) and UNDP UXO Unit	This will be included in the next ProDoc for 2022-26.	Initiated

Evaluation recommendation 2.

- Agree the strategic priorities for the UXO sector based on analysis of the impact of the contamination and UXO Action and develop SPFIII accordingly in collaboration with other UXO sector stakeholders.

Management response: Agree.

As a neutral arbiter in the sector, UNDP has involved all the relevant stakeholders to decide on the strategic priorities for the UXO sector.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 UNDP to convene consultations with all relevant stakeholders to discuss strategic priorities for the UXO sector and reflect them in SPFIII	December 2021	Ministry of Labour and Social Welfare (NRA) and UNDP UXO Unit	A series of consultations have been organised in the process of developing SPF3, the latest took place on 15 October 2021.	Completed

Evaluation recommendation 3.

- To fulfil SPFIII, agree criteria for task prioritisation informed by the impact of contamination and clearance. Agreed prioritisation criteria should facilitate MoU procedures.

Management response: Agree.

UNDP recognises that task prioritisation with key stakeholders in the UXO sector is important and will explore on the subject in coordination with NRA. However, it is worth noting that NRA has already initiated this process, and therefore UNDP can support it.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 UNDP support NRA in agreeing on criteria for task prioritisation, in line with SPF III.	December 2022	NRA and UNDP UXO Unit	As this process has already been initiated by NRA, UNDP will keep track of it in our monthly meetings with NRA leadership, and offer support where necessary.	Initiated

Evaluation recommendation 4.

- Based on the strategic priorities, identify capacity development needs. There is a huge amount of capacity and expertise in the UXO sector in Lao PDR. Resources should be pooled, capacity mapped, and comparative advantages identified to develop a comprehensive capacity development programme to build sustainable national capacity. The process should be led by the NRA with support from UNDP if it has a full-time CTA in place. If UNDP does not have a CTA, an alternative long-term solution should be found to ensure continuity.

Management response: Agree.

NRA has already developed a Capacity Needs Assessment (CNA), which is in the final stages with UNDP assistance, and intends to identify capacity development needs. UNDP will encourage other stakeholders to undertake this activity, depending on the availability of resources.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 UNDP will complete the Capacity Needs Assessment of NRA and present findings to other stakeholders.	June 2022	UNDP UXO Unit	UNDP is currently supporting the Capacity Needs Assessment at the NRA and plans to complete and present it in the coming months.	Initiated

Evaluation recommendation 5.

- Identify issues to be addressed to ensure sustainable national UXO Action capacity and develop a plan to achieve sustainability.

Management response: Agree.

SPF III has been conceptualised with the explicit intention of achieving sustainability in the long-term, by improving the GoL's commitment to the sector and encouraging stakeholders to commit to support in the interim. UNDP acknowledges that its an ongoing objective, and will urge other stakeholders to discuss sustainability in available forums, such as the TWGs.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
5.1 UNDP will urge other stakeholders in the UXO sector to discuss sustainability in the Technical Working Groups (TWGs), in the long term.	December 2022	NRA and UNDP UXO Unit	The Technical Working Groups are an ideal forum, as they bring together operators and stakeholders in smaller groups.	Initiated

NRA:**Evaluation recommendation 1.**

- Improve coordination for action within the UXO sector through more effective sector and technical working group meetings and sharing of IMSMA data and other relevant information.

Management response: Agree.

As NRA is the lead in the coordination of the sector, it should spearhead technical working groups, and UNDP will encourage the NRA leadership to respond to operators' requests for the SWG meetings to focus more on discussing ongoing issues within the sector.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
1.1 UNDP will encourage NRA to review the agenda of the Sector Working Group meetings, to ensure that more opinions are heard, and action points are agreed after meetings.	June 2022	UNDP UXO Unit	While it is currently too late to undertake a review in time for the next SWG in November 2021, the team will ensure that the agenda of the next Sector Working Group meeting is shared in advance and incorporates suggestions.	Initiated

Evaluation recommendation 2.

- Continue advocacy with ministries for UXO Action and mainstream the sector's activities.

Management response: Agree.

UNDP understands that the sustainability of the UXO sector rests on the GoL increasing its contributions – both financially and in substantive terms, in the longer term. While UNDP continues to conduct resource mobilisation to secure a smooth transition to national ownership of the sector, it is already planning in SPF III to increase the role of government ministries with intersecting policy areas – such as agriculture, health, etc. Consultative workshops have been conducted with GoL ministries during the SPF III drafting process, and efforts will continue to encourage NRA to reach out to its government stakeholders to deepen their involvement in the sector.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 UNDP will encourage NRA to advocate with ministries to mainstream UXO issues within other sectors.	June 2022	NRA and UNDP UXO Unit	Other ministries are invited to join UXO-related discussions, such as SPF3 consultations.	Initiated
2.2 UNDP works with NRA to raise the importance of UXO action to the public at	December 2022	NRA PR Unit and UNDP UXO Unit	UNDP has already drafted a communications strategy for NRA to review, and will continue to work	Initiated

large – via press releases, videos, etc.			with NRA to raise UXO issues in other ways.	
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Evaluation recommendation 3.

- Continue to work towards expediting the MoU process.

Management response: Agree.

UNDP understands that the MOU process is a complex issue for the GoL and UXO operators. To assuage concerns, UNDP will hold a workshop with respective ministries, operators and other stakeholders to identify challenges/bottlenecks with the MoU process, and discuss them with the NRA.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 UNDP will support NRA to hold a workshop with operators and other stakeholders to identify challenges in the MoU process and discuss them with NRA.	December 2022	NRA IC Unit and UNDP UXO Unit	This is a longstanding issue and is at least partially out of the remit of UNDP and NRA. UNDP will hold a workshop to identify and discuss issues.	Initiated

Evaluation recommendation 4.

- Collate and make public information on all the GoL's financial and in-kind contributions to the UXO sector. Work with the GoL to identify ways of increasing its contributions.

Management response: Agree.

UNDP understands that publicising the GoL's financial and in-kind contributions plays a key role in strengthening national ownership and retaining donor confidence, both in the short-term and for the longer-term sustainability of the UXO sector. Therefore, it will encourage the NRA to make contributions public where possible, with a view to increasing these contributions in time.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 UNDP will work with the NRA to publicise the GoL's contributions to the Sector on the NRA website.	June 2022	NRA Planning Unit and UNDP UXO Unit	Improvements to the website have been underway, and UNDP will ensure that GoL contributions will be public where possible.	Initiated

4.2 UNDP will encourage the NRA to publicise the GoL's contributions to the sector in the next Sector Annual Report.	September 2022	UNDP UXO Unit	The next Sector Annual Report will be published in mid-2022.	Initiated
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Evaluation recommendation 5.

- Continue to develop existing relationships with donors and to build trust by ensuring timely communication, transparency and accountability.

Management response: Agree.

UNDP will continue to deliver on resource mobilisation efforts, although it is conscious that such efforts must increasingly be supported and eventually led by NRA, for the sector to be sustainable. In the interim, it will hold more regular donor meetings to address concerns and questions as and when they arise.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
5.1 UNDP will encourage NRA to hold more regular donor meetings to build trust with current and prospective donors.	June 2022	NRA Planning Unit and UNDP UXO Unit	While UNDP uses the bi-annual SWG to discuss donor/development partners concerns, it will also urge NRA to engage more regularly with donors/DPs and improve information sharing.	Initiated

Evaluation recommendation 6.

- Improve information management, monitoring and evaluation of sector activities and analysis of data which should inform strategic decision making in the sector.

Management response: Agree.

UNDP agrees that information exchange has been challenging in the Project, due to difficulties with IMSMA. The NRA is currently revising its Operations Dashboard to be the main focal point of reference for UXO data, while including information for Victim Assistance purposes. Once completed, this is expected to minimise the potential for data errors in reporting in the future.

In addition, monitoring and evaluation will be strengthened with the recruitment of a dedicated M&E UNV specialist, who will take responsibility for this process in the next Project and support NRA where necessary.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed)

				or no due date)
6.1 UNDP will follow-up with the IM Unit at NRA to understand whether the Dashboard has been revised to be the main point of reference.	June 2022	NRA IM Unit and UNDP UXO Unit	UNDP will follow-up with the IM Unit at NRA to ensure that information on VA is available on the Operations Dashboard.	Initiated
6.2 UNDP will recruit an M&E UNV Specialist, who will support NRA where necessary.	June 2022	UNDP UXO Unit	Recruitment processes are now underway for a UNV M&E Specialist.	Initiated

Evaluation recommendation 7.

- Strengthen quality management capacity.

Management response: Agree.

UNDP recognises NRA's need to strengthen its quality management capacity and plans have been put in place to address this issue in the NRA Capacity Needs Assessment and in SPF III. UNDP is also informed that NRA does not have sufficient QM teams, however, in the latest proposal to KOICA, funding proposals were included for 2 more QM teams to strengthen the NRA's capacity. It is expected to be set up by December 2022.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
7.1 UNDP to address QM capacity in the CNA and SPF III, and follow up on the KOICA project.	December 2022	NRA QM Unit and UNDP UXO Unit	In the new KOICA project (2022-2026), UNDP included 2 more QM teams to strengthen the NRA's QA/QC capacity. Two additional QM teams will be set up under the NRA QM unit by December 2022.	Initiated

NRA and UXO Lao:

Evaluation recommendation 1.

- Continue to work with UNDP and other stakeholders to strengthen programmatic and technical UXO Action capacity.

Management response: Agree.

In line with SPF III, UNDP has continued to emphasise on increased sustainability for NRA and UXO Lao, involves strengthening their overall programmatic and technical capacity so that they

can take more responsibility for the sector. UNDP will urge both agencies to have regular meetings to check up on any gaps faced in the sector.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 UNDP to use CAN process to identify ongoing gaps in programmatic/technical UXO action capacity within NRA.	June 2022	NRA, UXO Lao and UNDP UXO Unit	CNA to be completed in coming months.	Initiated

Evaluation recommendation 2.

- Ensure that responses to and engagement in investigations are timely. Ensure that engagement in processes such as strategic planning and evaluations are timely.

Management response: Agree.

UNDP understands that investigations into UXO accidents and strategic planning/evaluations are crucial for the UXO sector's accountability and sustainability, maintenance of donor confidence and participation. Recognising that delays could affect donor perceptions, UNDP with NRA and UXO Lao will work together to enhance accountability in these areas.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 UNDP will encourage NRA/UXO Lao to submit investigation reports within a month of accident.	June 2022	GoL (MLSW, NRA, and UXO Lao) and UNDP UXO Unit	UNDP has requested NRA/UXO Lao to submit investigations reports within a month of future accidents.	Initiated
2.2 NRA and UNDP held a strategic consultation with more than 100 stakeholders on SPF III zero draft on 15 October.	October 2021	NRA and UNDP UXO Unit	NRA and UNDP shared a zero draft of SPF III with stakeholders and collected comments from the consultative workshop on 15 October 2021. An updated version will be shared shortly with stakeholders for further comments and finalization.	Completed

Evaluation recommendation 3.

- Identify ways to strengthen subnational capacity and coordination between the national and subnational levels

Management response: Agree.

UNDP acknowledges that staff turnover at the subnational level contributes to reduced overall capacity in the sector. While this remains NRA's responsibility, planned annual meetings with Provincial Regional Authorities (PRAs) will be used to table the issue and devise strategies with NRA to improve recruitment and coordination between the national and subnational levels.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 UNDP will encourage NRA and UXO Lao to use its annual meeting with PRAs to discuss ways to improve subnational capacity.	June 2022	NRA and UNDP UXO Unit	As recruitment remains NRA's and UXO Lao's responsibility, UNDP will encourage both agencies to continue recruitment efforts at subnational level, while using our annual meeting with PRAs to discuss strategy in this area.	Initiated

Evaluation recommendation 4.

- Use risk education teams to improve community liaison. Examine more innovative ways to deliver risk education. Explore the possibilities of using international NGOs to provide support.

Management response: Agree.

UNDP understands that risk education needs to adapt to new formats and means to remain relevant to its audiences. At the moment, UNDP has already commissioned (with the NRA) the release of a UXO promotional video (with New Zealand funding) in both Lao and English, that has been released online and soon to be aired on national television. This initiative showcase UNDP's continuing approach to encourage NRA and UXO Lao to embrace social media and other innovative ways to deliver risk education.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 UNDP to support NRA/UXO Lao to explore alternative ways to deliver risk education, e.g. via	December 2022	NRA RE Unit and UNDP UXO Unit	NRA is conducting a RE TWG every quarter to explore the possibility of cooperating better with international NGOs.	Initiated

social media, animations/cartoons, etc				
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