

Project Completion Report
**“The Project for strengthening
operational capacity of UXO Lao
contributing to poverty alleviation”**

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Japan International Cooperation Agency

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Project Completion Report

Project Title: The Project for strengthening operational capacity of UXO Lao contributing to poverty alleviation

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I. Basic Information of the Project

1. Country:

The Lao People's Democratic Republic

2. Title of the Project:

The Project for strengthening operational capacity of UXO Lao contributing to poverty alleviation

3. Duration of the Project:

01/01/2019 ~ 31/12/2023

4. Background:

Lao PDR is among the most heavily bombed countries per capita in the world, with over two million tons of bombs dropped on it during the Indochina war (1964-1973). This includes 270 million sub-munitions from cluster bombs, up to 30% of which could have remained as unexploded ordnance (UXO). UXO contamination remains a threat for rural populations especially in poor and remote areas and a hindrance for socio-economic development.

Japan International Cooperation Agency (JICA) started supporting the Lao National Unexploded Ordnance Programme (UXO Lao) in 2011 through South-South Cooperation in collaboration with Cambodian Mine Action Centre (CMAC), followed by the dispatch of JICA Experts, and the implementation of Technical Cooperation Projects. The "Project for Strengthening Management Capacity of UXO Lao" was implemented from 2015 to 2018, which contributed to strengthening UXO Lao's capacity especially in management with such areas of focus as human resource management system and asset management system.

The Project also contributed to capacity development of UXO Lao through South-South cooperation programme.

Based on the outcomes from the previous supports of JICA and current situation and needs of UXO Lao, the new technical cooperation project was formulated focusing on the planning and operational management capacity of UXO Lao in order to contribute to poverty alleviation in the UXO contaminated areas.

5. Overall Goal and Project Purpose:

Overall Goal according to Record of Discussions was “UXO clearance in high priority areas and villages defined as poor is progressed by UXO Lao”, while Project Purpose was “UXO Clearance activities giving consideration to poverty alleviation and development area implemented and monitored”. In Feb. 2022 at time of the PDM revision, overall goal was revised as “UXO clearance by UXO Lao is progressed in high priority areas”, while Project Purpose was not changed.

6. Implementing Agency:

Lao National Unexploded Ordnance Programme (UXO Lao)

II. Implementation of the Project

1. Inputs

1.1 Inputs by the Japanese side

- (1) Two (2) JICA Experts were assigned. Their professional fields are: 1) Chief Advisor; 2) Project Coordinator/IT Expert. Project Coordinator/IT Expert was dispatched in March 2019, while Chief Advisor was dispatched in April 2021. Both Experts complete their assignment at the time of the completion of the Project (See Annex 1.1).
- (2) The Japanese side has provided the cost of operation in Laos such as workshop/training, surveys, development of IT systems, TWG (Technical Working Group)/JCC (Joint Coordinating Committee) meetings, and salary of project staff (See Annex 1.1 for the list of project staff and Annex 1.3 for the list of training and workshop).
- (3) The Japanese side provided the cost of training in Cambodia 5 times, in which 44 counterparts from Laos participated (See Annex 1.3).
- (4) The Japanese side provided the equipment to UXO Lao such as Video

Conference Equipment (9 sets), wireless HDMI (9 sets) and Audio-Guide System (22 sets) mainly to improve the communication (See Annex 1.4).

1.2 Inputs by the Lao PDR side

- (1) The National Programme Director (NPD) of UXO Lao played the role of the Project Director, while Deputy National Programme Director (DNPD) played the role of the Project Manager. During the absence of NPD from June 2022 to Jan. 2023, DNPD engaged in the project implementation as Acting Project Director.

Chiefs, Deputy Chiefs of Units, Provincial Coordinators (PC) and Deputy Provincial Coordinators (DPC) of 9 provinces also played an important role as counterparts to implement the Project. In addition, those UXO Lao staff participated regularly in TWG meeting, management training, and IT related on-the-job training are considered as counterparts. In total, 91 UXO Lao personnels are counterparts of the Project (See Annex 1.2).

- (2) UXO Lao has provided the office space in its headquarters for the Project implementation. In addition, UXO Lao has shouldered the cost for utilities (electricity and water) and has provided transportation where necessary.

2. PDM (Project Design Matrix) modification

Tentative PDM was made prior to the start of the Project (Version 0). Thereafter, PDM was revised in 2022 (Version 1). PDM version 0 and version 1 are attached in Annex 2.2. The revision was made in order to put outputs/activities for the strengthening of planning and monitoring under Output 1 and outputs/activities for capacity development of operational management under Output 2. Also, some additional training were included in the project activities of the revised PDM such as training for enhancement of the staff capacity in maintaining and using HRMS (Human Resource Management System)/AMS (Asset Management System), as UXO Lao had started to maintain the systems on its own.

3. Activities

As described in Annex 3.1, almost all the activities planned were completed.

The Covid-19 pandemic took place especially in 2020 and 2021. Although some of the activities had been postponed due to the Covid 19 pandemic, they were implemented during 2022 and 2023. TWG meetings in 2020 and 2021 were organized only once a year due to the pandemic. In place of TWG meeting scheduled in 2021, however, the province-by-province meeting with each provincial office were organized on-line to substitute the TWG meeting. Also, as described below, coordination meeting with local government offices in Huaphanh and Luangprabang were not organized due to closure of UXO Lao provincial offices in the provinces. Apart from those meetings, all the activities planned were implemented.

Some provincial offices had to close and/or suspend operations in 2022 and 2023 due to the funding problem. Luangprabang and Huaphanh closed their offices (from Jan. 2022 in Luangprabang and from May 2022 in Huaphanh) due to the suspension of funding from the USA, while Champasak and Sekong (and partially Salavan) stopped operations due to the funding gap after the grant aid from Japan had completed. Although provincial offices in Houaphanh and Luangprabang provinces were closed, they were included in most of the project activities such as meeting and training except coordination meetings with local authorities. Also, Champasak and Sekong were included in all the project activities even during the suspension of operations. UXO Lao received new funding for Champasak and Sekong and resumed their operation in November 2023, whereas UXO Lao is preparing for reopening the provincial offices of Luangprabang and Huaphanh at the time of writing.

4. The Project implementation process

4.1 Implementation process

The Project implementation process is described in Annex 4.1 and Annex 4.2, separating between prioritization process and operational management (workflow survey, management training, HRMS and AMS and South-South cooperation programme). As shown in the annexes, the methods of capacity development were mainly ①developing and disseminating the systems, methods and forms,

② conducting training, and ③ monitoring. Although both individual and organizational/institutional capacities were targeted, development for organizational/institutional capacity was ultimate goal for capacity development.

4.2 Method of technical transfer

There were mainly three methods of technical transfer that the Project took. The first method was developing/revising the prioritization process, forms and information management systems for UXO Lao to use. This method targeted mainly for organizational/institutional capacity. The second method was capacity development through training/workshop. This method was mainly used to develop the individual capacity of UXO Lao staff in order to improve the work of UXO Lao. Third method was through exchange programme with another organization. This is the case of South-South cooperation programme with CMAC in Cambodia.

4.3 Monitoring mechanism

The Project formed Technical Working Group (TWG). TWG meetings were held twice a year except in 2020 and 2021. In 2020 and 2021, TWG meeting was held only once a year due to the Covid 19 pandemic. The TWG meetings have provided opportunities for the participants especially participants from provincial offices (PC, DPC, SEODT: Senior Explosive Ordnance Disposal Technician) not only to share the progress of the Project's activities and plan of operation but also to discuss challenges and issues related to the Project activities.

The Project also established the Joint Coordinating Committee (JCC) chaired by National Programme Director (NPD) of UXO Lao based on the R/D. The JCC meetings were organized once a year as per the R/D as a platform to share and discuss the progress of activities and issues related to the Project implementation, including reviewing and revising the PDM and plan of operation.

Regular monitoring was conducted a few times a year. Counterparts from PO/PI (Programme and Public Information) unit and OPS (Operations) unit together with JICA Expert conducted field monitoring in UXO Lao operating provinces. During the field monitoring, meetings were organized at the provincial offices with

provincial staff such as PC, DPC, SEODT (Senior Explosive Ordnance Disposal Technician) and OPS (Operations) Assistants. Field visits to operation sites were also made during the monitoring work.

The JICA headquarters sent advisory missions to monitor the progress of the Project's activities and to attend TWG/JCC meetings. In total, 4 advisory missions were dispatched.

Project monitoring reports were made every 6 months; in total 10 monitoring reports (see Annex 6).

4.4 Ownership of the counterparts

Overall, UXO Lao has maintained the ownership throughout the project period. The UXO Lao counterparts have been actively involved in the Project's activities with a sense of ownership. As a result, it contributed to internalizing the method, forms, systems and skills transferred through the project implementation within UXO Lao.

4.5 Communication and coordination between counterparts and JICA experts

Communication and coordination between UXO Lao counterparts and JICA Experts were good on the whole. The work space within the UXO Lao headquarters served to facilitate the smooth and quick communication and coordination between UXO Lao counterparts and JICA experts/project national staff.

The close communication between the counterparts and JICA Expert/project national staff is likely to have been derived from the following factors.

- As stated above, the project office is in the headquarters of UXO Lao. Therefore, the counterparts and JICA Experts/project national staff attained the close communication.
- The project activities were planned and executed together by the counterparts and JICA Experts/project national staff.
- TWG meeting, monitoring visits to provinces, on-line meeting and TWG/JCC

meeting were effective means of communication between the counterparts and JICA Experts/project national staff.

The project national staff played an important role to make the close communication between the counterparts and JICA Experts. This applies not only to interpretation between Lao and English but also day-to-day communication.

III. Achievement of the Project

1. Outputs

According to the indicators set in PDM, the following outputs have been achieved.

1.1 Output 1

Indicators:

- (1) All 9 UXO Lao provincial offices fill out the CHA (Confirmed Hazardous Area)/task prioritization form with all the required information and data.
- (2) Prioritization of CHAs/tasks is well reflected in provincial annual workplans in 9 provinces.
- (3) The accomplishment of CHA/task clearance is monitored by 9 provincial offices.

Having disseminated to 3 provinces by the previous Project, the CHA prioritization process for area clearance was disseminated to 6 provinces through the training conducted in 2019 and 2020. Progress of the utilization of the prioritization method and form was reported by 9 provincial offices in various meetings such as TWG meetings in March 2021, Feb. 2022 and Jan. 2023, on-line meeting in Oct. 2021 and meetings at provincial offices. Using the CHA prioritization method and form, annual workplans 2021, 2022 and 2023 were made by UXO Lao provincial offices.

The CHA prioritization process was reviewed and revised as Area Clearance (AC) task prioritization. And the prioritization process for Explosive Ordnance Risk Education (EORE), Non-Technical Survey (NTS) and Technical Survey (TS) were also developed. Finally, UXO Lao's guideline for EORE, NTS, TS and AC

prioritization process was made, which was disseminated to 9 provinces through the 3-day Technical Workshop held in June 2023 (See Annex 5.1 for the guideline). Provincial staff (DPC, SEODT, OPS Assistant of 9 provinces) who are directly responsible for planning received training on the prioritization process and forms at the Technical Workshop. After the revised prioritization process was disseminated to 9 provinces, provincial offices made 2024 provincial workplan using the revised prioritization process.

Following the guideline for EORE, NTS, TS and AC prioritization process, a variety of forms were produced or revised. As stated above, data collection form and prioritization form of each task were made/revised and disseminated to 9 provinces through technical workshop. Also, entry form to annual workplan was made by the Project and new workplan form was made by IM (Information Management) unit with its initiatives using the SQL server. These forms were disseminated to 9 provinces through the 2-day training in Oct. 2023.

Following the revision of the prioritization process, coordination meetings with provincial and district government offices were organized province by province at the provincial level in Aug. and Sep. 2023 mainly to share the prioritization process of UXO Lao and discuss issues related to UXO Lao's operations and the prioritization process. This was the first meeting for UXO Lao to coordinate with government offices at provincial level. During the coordination meetings, UXO Lao provincial offices reported the use of the prioritization process and forms for making 2024 workplan.

Post-Clearance Assessment (PCA) form was revised in 2019. UXO Lao headquarters and provincial offices regularly monitor and conduct PCA using the revised PCA form. As for Post-Clearance Impact Assessment (PCIA), after reviewing PCIA's conducted by donors in the past. The survey methodology was formulated and a sample survey was conducted by a local consultant in the 1st quarter of 2023 as a trial and to test the survey methodology of PCIA (See Annex 5.2 for the PCIA survey report). Based on the survey results, concept paper was produced for UXO Lao to figure out the possibility and viability of PCIA conducting on its own.

1.2 Output 2

Indicators:

- (1) Participants of management training utilize what they learn from training in their actual work.
- (2) 2-2. The following targets are to be fulfilled in relation to Human Resource Management System (HRMS) and Asset Management System (AMS) by IM unit.
 - Number of backups per month (4 or more)
 - Annual service availability (97% or more)
 - Incident resolution time (3 days or less)
 - Problem resolution time (2 months or less)
 - Time for change deployment (24 hours or less)
- (3) Staff in charge of HRMS and AMS in 9 provincial offices can register or update information in a timely manner and export data from the system.

The Project conducted the 5-day Management Training 5 times in Jan./Feb. 2020, Feb. 2021, Feb. 2022, Jan.-Feb. 2023 and July-Aug. 2023. The numbers of mid-level management staff of UXO Lao participated in the training are 25, 30, 37, 37 and 44 respectively, totaling 173 participants (54 participants from the headquarters and 119 participants from the provinces). According to the evaluation conducted at the end of each training, participants of the training realized that the training was effective and useful for their work. According to the monitoring conducted in November 2023, management training contributed to UXO Lao staff to strengthen their capacities. At the provincial level, PCs and DPCs used what they obtained from the training for the management of provincial offices including staff management, whereas SEODTs, SEOD Assistants and OPS Assistants utilized the training for their engagement in field operations such as supervising field teams. However, some of them stated that the training was short of time and coverage and expressed their needs of training.

There were some good practices out of management training. For example, OPS unit of UXO Lao headquarters conducted training for team leaders and deputy team leaders in Salavan and Xiengkhouang using some of the ideas and skills gained from management training and South-South cooperation programme such as leadership skill and staff management skill. Also, Sekong provincial office conducted the 5-day management training on its own for their staff in July 2022,

although this was not in the activity plan of the provincial office. Main resource persons of the training were PC and DPC who had participated in the management training of the Project. The contents of the training were similar to those of the management training in which PC and DPC had participated.

Workflow survey was conducted from Oct. 2021 to Jan.2022. After the workflow survey, findings from the survey were reported by the consultant team at JCC meeting held in February 2022 (See Annex 5.3 for workflow survey report). Based on the findings from the survey, action plan was made by concerned units of UXO Lao headquarters to address the issues and challenges. The action plan was shared at the TWG meeting in July 2022 and monitoring results of the action plan were reported at the TWG meetings in Jan. 2023 and Aug. 2023. According to the monitoring, UXO Lao had taken most of the actions stipulated in the action plan, although some issues such as needs of filling a staff vacancy and equipment gap are still remained for UXO Lao to continuously deal with.

At the start of the Project, HRMS and AMS were maintained by the consultant company which had developed the systems. After the transfer of the responsibility and technology, UXO Lao IM unit started maintaining the systems. In order for UXO Lao to maintain the HRMS and AMS on its own, a maintenance training was organized by the Project in the end of 2021. Thereafter, the Project continued supporting UXO Lao IM (Information Management) unit staff to strengthen their capacities through on-the-job training. Through these trainings, IM unit strengthened their capacity to maintain the systems. According to the monitoring in Oct. 2022, June 2023 and Oct. 2023, the systems are satisfactorily maintained by UXO Lao IM unit, as shown below.

Indicator	Measurement	31/10/2022	30/06/2023	21/10/2023	Remarks
		Result	Result	Result	
Number of backups per month	4 or more	4 times	4 times	4 times	
Annual service availability	97% or more	100%	99.97%	99.98	
Incident resolution time	3 days or less	2 days	2 days	1 day	
Problem resolution time	2 months or less	2 days	2 days	1.5 months	It took 1.5 months due to change in the database port.
Time for change deployment	24 hours or less	1 hour	1 hour	1 hour	

In relation to the utilization of HRMS and AMS, the Project conducted a series of training to Administration and Logistics staff of the headquarters and provincial offices to improve the utilization of the systems. Also, advisory supports were given time to time by the project staff to administration and logistics staff. Monitoring the utilization of HRMS/AMS was conducted in 2022 and 2023. According to monitoring conducted in Nov. 2023, Administration and Logistics (assets and fleet) Technicians at the headquarters and provincial offices have been using the systems and entering data into the systems, although Luangprabang and Huaphanh provincial offices did not enter data into the systems since 2022 due to the closure of their offices. Logistics Technicians of the headquarters and provincial offices are handling all the tasks related to AMS, whereas, capacities of Administration Technicians on using HRMS vary from province to province (e.g., exporting from the system). Also, Administration Technicians at the headquarters have some difficulties in updating new salary scale.

As the Attendance Application became out of function, the Project developed a new Attendance Application. Then, the application was introduced to Khammouane provincial office to test it in the field in Nov. 2022. After having been tested in the field, the application was found effective, although some improvements were needed. And attendance application for office staff was also developed and tested at the headquarters. Following the development, improvement and dissemination of the application, acceptance test cum training was conducted in Nov. 2023 for Administration and IT staff of provincial offices

and some field team leaders.

1.3 Output 3

Indicators:

- (1) Participants of south-south cooperation training realize the strengthening of their capacity because of the training.
- (2) UXO Lao management realizes the effectiveness of south-south cooperation for improving the work of UXO Lao.
- (3) At least 10 good practices (2 good practices per training) are found as a result of south-south cooperation training.

South-South Cooperation Training was conducted 5 times during the project period; 2 weeks in Cambodia and 2 weeks in Laos each training. In total, 44 participants took part in the training; 25 from the headquarters and 19 from the provinces. According to the evaluation conducted at the end of each training, all the participants from UXO Lao found the training effective, although some participants stated challenges and difficulties of on-line training (2nd training course). The 2nd South-South Cooperation Training was conducted on-line due to the Covid-19 pandemic.

Monitoring of the utilization of the training was conducted 6 months after each training. According to the monitoring, it was found that the training was effective and participants of the training utilized some of the ideas/knowledge/skills obtained from the training for improving their work and workplaces, and making/revising rules and regulations. The following good practices were found from the monitoring. In case of the 5th training, it is a little too early to put good practices drawn from the utilization of the training here, as the monitoring was conducted only 2 months after the training.

- (1) Some provincial offices improved their administrative work such as filing system.
- (2) IM unit of UXO Lao headquarters developed IT system using the SQL server based on the idea received from CMAC. IM unit came up with new annual workplan form.
- (3) IM unit of UXO Lao headquarters improved the verification process before

data entry. The accuracy of data was improved.

- (4) QM (Quality Management) unit of UXO Lao headquarters increased the number of advice/instructions provided to QM field teams in order for field teams to handle issues/challenges on the spot.
- (5) QM unit of UXO Lao headquarters improved formats, reports and SOP (Standard Operating Procedure) (e.g., QA/QC (Quality Assurance/Quality Control) check list, report format, and evaluation form).
- (6) Procurement regulation and procedure were reviewed and revised by Logistics unit after the training. For example, market survey was introduced to conduct every month at the headquarters level. Also, Logistics unit started the yearly assessment of suppliers.
- (7) Logistics unit added some information to AMS such as manufacturing year and country of origin.
- (8) Provincial Logistics staff improved the storage management in more organized way by sorting and placing items on the shelf according to type of asset.
- (9) Some provincial fleet managers who took part in the training supervised drivers more strictly for regular cleaning, planning and following the work schedule, and restricting the use of vehicles after the work.
- (10) Using the idea received from the 4th training (operational management), participant from OPS unit created a marking sign of UXO danger zone separated from mining sign. This was implemented by UXO Lao.
- (11) DPCs and SEODTs got the idea of flexible operations and multitasks of field teams. The participants put this idea into practice especially for the work of field teams in the remote area (e.g., data collection and team formation in the case of absence of some staff).

The mid-term review was conducted in August 2022 in Cambodia with management-level personnel from Cambodian Mine Action Centre (CMAC), UXO Lao and JICA (headquarters and the Projects). In the review meeting, effectiveness of the South-South cooperation programme was realized by the participants. The final review was conducted in Dec. 2023 in Lao PDR participated by UXO Lao, CMAC and JICA. In the meeting, outcomes of the programme, remaining needs and future cooperation were discussed. And effectiveness of the programme was confirmed by management and mid-level management staff of UXO Lao.

2. Project Purpose

Indicators:

- (1) All 9 UXO Lao provincial offices follow the CHA/task prioritization and monitoring method.
- (2) UXO Lao staff in headquarters and 9 provincial offices realize the strengthening of capacities in formulation and monitoring of annual workplan.

The Project Purpose has been achieved according to the set indicators stipulated in PDM.

As reported in TWG meetings, on-line meetings and meetings at provincial offices, all 9 UXO Lao provincial offices selected CHAs/tasks for annual workplan of 2021, 2022, and 2023 by using the prioritization method and form introduced by the Project. Also, after the prioritization process for AC, TS, NTS and EORE tasks was developed and new guideline for AC, TS, NTS and EORE prioritization process was made, UXO Lao provincial offices used the revised prioritization process and forms for making the 2024 annual workplan.

According to training evaluation, monitoring reports and presentation/discussion in various meetings (TWG, JCC, On-line meeting), UXO Lao staff of the headquarters and provincial offices realized that they had strengthened their individual capacities through a variety of means especially training such as management training, IT related training and South-South Cooperation. The strengthening of individual capacities led to the strengthening of organizational/institutional capacity. This was reflected in improving work and workplace, maintaining and using the management systems, and making/revising rules, regulations and SOPs. Moreover, enhancement of institutional capacities through the project intervention was appeared in such areas as the prioritization process and management systems.

3. Others

3.1 Considerations on Peace Building and Poverty Reduction

Strengthening the capacity of UXO Lao to improve UXO operations in conflict-affected areas is the part of Peace Building efforts. And aspects of poverty reduction were taken well into consideration in the Project's outline and activities. This specially applies to the prioritization process for survey and area clearance that the Project promotes, as criteria for prioritization include poor villages and poor families (land owners).

IV. Evaluation

1. Evaluation results based on DAC Evaluation Criteria (Very High, High, Fair, Low and Very Low)

1.1 Relevance

The relevance of the project is evaluated as “**Very High**” from the following perspectives:

- (1) Consistency with the policies of the Government of Lao PDR and the Government of Japan

Lao PDR signed the Convention of Cluster Munitions (CCM) in 2008 and ratified in 2009, which obliges the country to clear cluster munitions by 2025. In line with this, Lao PDR created the 18th goal as “Lives safe from UXO” on the Sustainable Development Goals (SDGs). Also, the 9th National Socio-Economic Development Plan 2021-2025 (9NSEDP) includes targets for addressing the UXO issue by 2025. Therefore, the Project is extremely consistent with the government policies of Lao PDR.

The Country Assistance Policy and Country Development Cooperation Policy of the Government of Japan for Lao PDR (2006, 2012, 2019) have continuously referred to the presence of UXOs and the importance of UXO clearance for lives of people and socio-economic development in Lao PDR. Country Development Cooperation Policy (2019), for example, states that bear in mind the necessity of UXO clearance as a cross-sectoral issue, Japan carries out supports to accelerate the disposal of UXOs which pose a serious threat to local inhabitants

and impedes the expansion of farm lands and infrastructure lands, thereby presenting a barrier in the way for socio-economic development.

(2) Consistency with the strategy of the UXO sector in Lao PDR

The Project was consistent with the sector strategic plan of the National Regulatory Authority for the UXO/Mine Action Sector (NRA), namely, the National Strategic Plan for the UXO Sector in Lao PDR (2011-2020), or “the Safe Path Forward II (SPFII)”. Also, the Project is in line with the National Strategic Plan for the UXO Sector in Lao PDR (2021-2030) or “the Safe Path Forward III (SPF III)”, which was made during the project period.

The purpose of the Project leading to poverty alleviation is consistent with the sector’s strategies. The SPFII relates the presence of UXOs to poverty and food insecurity as they are strongly correlated each other. Based on this, it urged the needs of operations for deriving socio-economic impacts leading to poverty alleviation. Also, the SPF III put the importance of the prioritization system in order for effective survey and clearance as one of the strategic objectives.

(3) Organizational strategies

JICA’s organizational strategy stipulated in “JICA Global Agenda” includes landmines and unexploded ordnances as one of the global challenges and commits for addressing the issues and supporting for the removal of landmines and UXOs in conflict-affected areas (e.g., Cambodia and Laos).

Although UXO Lao does not have a long-term strategy, the mandate and purpose of UXO Lao is to conduct UXO survey/clearance and risk education in order to ensure people live free from the dangers associated with UXOs. To conduct effective and efficient operations, prioritization process and the strengthening of operational managements are two important areas to focus.

(4) Appropriateness of approach

The Project’s targets both UXO Lao headquarters and all the 9 provinces that UXO Lao operates are relevant from the point of view of approach for capacity

development. This approach brought the consistency among 9 provinces and trickle-down effects.

Training under South-South cooperation programme with CMAC in Cambodia was conducted 5 times for mid-level management staff as well as technical staff of UXO Lao headquarters and provincial offices. Capacity development approach through the exchange programme with the experienced organization in the same field was relevant in terms of capacity development of management and technical staff of UXO Lao.

Monitoring mechanism mandated for the Project was relevant such as (1) monitoring the training (e.g., monitoring the effectiveness and utilization of management training and each South-South cooperation training), (2) monitoring the action plan made based on the findings from the workflow survey, (3) joint monitoring by UXO Lao counterparts and JICA Expert, (4) monitoring reports every 6 months, (5) JCC and TWG meetings. TWG meetings have served as a platform for sharing and discussing activities plan, progress of the project implementation, and issues arose in the course of the Project implementation.

1.2 Coherence

The coherence of the Project is evaluated “**High**” from the following perspectives.

(1) Coordination and synergies with other interventions (projects)

The Government of Japan has been supporting UXO Lao through grant aid in addition to technical cooperation. The grant aid project was the important funding for UXO Lao’s operations especially in the southern provinces, which was also the financial arrangement important for the Project to carry out its capacity development activities with UXO Lao staff in those provinces. In addition, Japanese NGO, Japan Mine Action Service (JMAS), has supported UXO Lao to clear the contaminated land in Xiengkhouang province, with which the Project coordinated. For example, some UXO Lao staff such as SEODTs working for JMAS operations received training organized by the Project.

Other donors such as the Governments of USA and New Zealand have been

supporting UXO Lao financially and through capacity development. In order to manage the financial support and to execute capacity development, a consulting company, Tetra Tech (TT), was contracted by the USA and deployed 8 advisors (as of Dec. 2023) to UXO Lao headquarters and provinces. As the advisors are assigned to each unit and province(s), the Project has coordinated with them in such a way that activities of the Project were not overlapped with those of TT. There were also some areas of cooperation; for example, the Attendance Application developed by the Project using the tablets provided by TT.

(2) Trade-offs and tensions

There were no trade-offs or tensions found with other interventions such as the interventions of donors, development partners, government ministries/agencies and NGOs.

(3) Consistency with global framework

As mentioned above in Relevance, Lao PDR signed the Convention of Cluster Munitions (CCM) in 2008 and ratified in 2009, which obliges the country to clear known cluster munitions by 2025. In line with this, Lao PDR created the 18th goal as “Lives safe from UXO” on the Sustainable Development Goals (SDGs).

1.3 Effectiveness

The effectiveness of the Project is evaluated "**High**" from the following perspectives.

(1) The achievement of Project purpose

As described in Chapter III-2, the Project purpose has been achieved according to the indicators stipulated in PDM.

As reported in TWG meetings, on-line meetings and meetings at provincial offices, UXO Lao provincial offices selected CHAs/tasks for annual workplan of 2021, 2022 and 2023 by using the prioritization method and form introduced by the Project. Also, new guideline for AC, TS, NTS and EORE prioritization was made

and the prioritization process and forms were disseminated through technical workshop. Following the notification sent to provincial offices by UXO Lao headquarters, UXO Lao provincial offices used the revised prioritization process and forms for making the 2024 annual workplan.

As stated in Chapter III Achievement of the Project (2. Project Purpose), capacities of individuals and organization have been enhanced. According to the training evaluation, monitoring reports and presentation/discussion in various meetings (TWG, JCC, On-line meeting, meetings at the provincial level), UXO Lao staff of headquarters and provincial offices expressed/stated the strengthening of their capacities. Also, enhancement of organizational/institutional capacity was found in such areas as the prioritization process, management systems (HRMS, AMS) and operational management practices. Monitoring the utilization of South-South cooperation programme revealed many good practices which had led to enhancement of organizational/institutional capacity.

(2) The achievement of outputs

According to the indicators set in PDM, the set outputs 1, 2 and 3 have been achieved satisfactorily and the achievement of the outputs contributed to achieving the Project purpose.

According to the indicators, output 1 has been achieved. Following the CHA/task prioritization process, UXO Lao provincial offices formulated 2020, 2021, 2022, and 2023 annual workplan. Also, the prioritization process was revised and extended to EORE, NTS and TS operations. The revised prioritization process and forms were disseminated to 9 provinces through technical workshop. UXO Lao provincial offices used the revised prioritization method and forms to make the 2024 annual workplan. The planning process has been strengthened through the improvement of prioritization process.

Also, outputs 2 and 3 have been achieved according to the indicators. As already stated earlier, training evaluation, monitoring reports and presentation/discussion in various meetings (TWG, JCC, On-line meeting) revealed that UXO Lao staff in headquarters and provincial offices strengthened their individual capacities

through a variety of means such as training. Also, the strengthening of individual capacities led to the strengthening of organizational/institutional capacity through utilization of the capacities obtained. This was, for example, found in the utilization of ideas, knowledge or skills received from training to improve the work or workplace, provide advices/instruction to colleagues, develop/maintain/use the systems, and make/revise rules/regulations/SOPs.

Moreover, enhancement of organizational/institutional capacities through the project intervention was found in such areas as the prioritization process and management systems mentioned above. In the case of management systems (HRMS and AMS), capacity of UXO Lao in maintaining the systems has been strengthened through organized training and on-the-job training.

(3) Important assumption affecting the achievement of Project purpose

Important assumption affecting the achievement of the Project purpose is “Total support from donor to UXO Lao does not decrease drastically from the present level (2019)”. As stated earlier, some provinces had to stop operations and even closed the offices in 2022 and 2023. This affected the operations and achievements of UXO Lao in 2022 and 2023. However, it affected the achievement of project purpose to a limited extent, as UXO Lao staff in those provinces were included in the project activities such as training and meeting. The prioritization process and management systems, for example, are continuously used once the offices are reopened and operations are resumed. In the end, it did not affect seriously the set outputs and purpose of the Project.

1.4 Efficiency

The efficiency of the Project is evaluated "**High**" from the following perspectives:

(1) Inputs from the Japanese side and the Laos side

The inputs provided by the both sides led to the smooth implementation of project activities during the project period (01.01.2019~31.12.2023).

The inputs from the Japanese side were provided as planned, such as JICA

Experts, operation costs including cost for survey and training both in Lao PDR and Cambodia, and provision of equipment. JICA Experts were dispatched according to the plan, although Project Coordinator/IT Expert had to leave the country for about 6 months and the arrival of Chief Advisor was delayed due to the Covid 19 pandemic. The operation cost spent by the Project was 249,751,882 Japanese Yen, although 320,922,000 Japanese Yen had been budgetted (77.8%). The under-utilization of budget was attributed mainly to the following reasons; cancellation of Operation Management System planned before the start of the Project, and some activities cancelled/conducted on-line due to the Covid-19 pandemic and the funding problem in two provinces (e.g., TWG meetings in 2020 and 2021, 2nd South-South Cooperation training, monitoring visits to provinces and coordination meetings with local government offices in two provinces).

The inputs from the Laos side were provided as planned such as allocation of counterparts, sharing the office space, shouldering the cost for utilities (electricity and water bills) and arrangement of vehicles where necessary. The NPD played a role of the Project Director and DNPD played a role of the Project Manager. When NPD was absent for about 8 months, DNPD acted as Acting Project Director. Also, units of the headquarters, especially PO/PI unit, coordinated for the smooth implementation of the Project.

(2) Project activities

Almost all the activities planned have been implemented as shown in Annex 3.1. The Project experienced its difficulties to implement activities during the Covid 19 pandemic especially in 2020 and 2021. JICA Expert (Project Coordinator/IT Expert) had to leave the Project site for about 6 months in 2020 and dispatch of Chief Advisor was delayed. During the pandemic, some activities were conducted on-line such as meeting and training. After the Covid 19 pandemic subsided and the restrictions of the Government were lifted, the Project resumed the delayed activities such as training (South-South Cooperation training, management training, HRMS/AMS maintenance and user training). In the end, although the Covid-19 pandemic affected the project implementation, all the activities planned were completed except one TWG meeting scheduled in 2020.

(3) Project implementation process and management

Annex 4.1 and Annex 4.2 show the implementation process of some of the main activities of the Project.

Project Activities have been carried out as planned by UXO Lao counterparts, Project national staff and JICA Experts. Given the situation that UXO Lao has to carry out its regular activities, there were needs of time and energy spent for preparation, coordination, and adjustment in order to execute project activities. This required a sense of flexibility, creativity and patience for all who were involved in the Project implementation.

UXO Lao has its operations in 9 provinces which are all far from the headquarters in Vientiane capital. The Project covered those 9 provinces and therefore it needed to make a long-distance travel and arrangement for travelling specially for travelling of participants participated in meetings, training and workshops. And Project staff had to deal with changes that often, if not always, happened. In this situation, communication on-line between the headquarters and provincial offices was needed and effective. For this, Video Conference equipment provided to 9 provincial offices was useful not only for UXO Lao operations but also for the Project implementation.

In addition, as provincial offices in Luangprabang and Huaphanh had to close their offices due to the suspension of funding from the USA, those provincial offices could not use their vehicles and pay salaries to the staff. In order to include them in the project activities, the Project had to make special arrangement and thus spend some extra costs for transportation such as arranging their flights from their provinces and/or renting vehicles for them. With these arrangements, they could attend the meeting and training together with UXO Lao staff from other provinces. These efforts, although laborious, contributed to having their capacities and systems sustained and improved.

(4) Important assumption affecting the achievement of Project outputs

Two important assumptions were set for Project activities to achieve Project outputs: “the number of UXO Lao staff does not decrease drastically and UXO Lao keeps at least the present (January 2019) level of equipment”. During the

project period, the number of UXO Lao staff has not drastically decreased as shown in Annex 1.2 and therefore has not affected the Project implementation. Even in the provinces where UXO Lao operations were suspended, many of the staff there continued working for UXO Lao after the offices resumed their operations.

On the other hand, UXO Lao has kept equipment at the level existed at the time of the start of the Project on the whole. Some items of equipment were renewed or increased with the funding from the USA and New Zealand. However, some other items are already old/out of order waiting for replacement.

1.5 Impacts

The impact of the Project is evaluated “**High**” from the following perspectives.

(1) Ripple effects

The following positive impacts have emerged:

As AC prioritization has been found effective, UXO Lao grew its interests and confidence to extend the prioritization process to EORE, NTS and TS operations. Finally, guideline for EORE, NTS, TS and AC prioritization process was made and disseminated to 9 provinces.

After coordination meetings between government offices and UXO Lao were organized province by province in each province, UXO Lao realized its importance and is planning to organize coordination meeting regularly from next year.

There are many positive impacts on work quality and organizational/institutional capacities found. As shown in Chapter III “Achievement of the Project (1.3 Output 3)”, good practices drawn from the utilization of south-south cooperation programme are one example.

Sekong provincial office conducted the 5-day management training on its own for their staff. Main resource persons were PC and DPC who had received the management training of the Project. Contents of the training were similar to those

of the management training they had received.

OPS unit of UXO Lao headquarters conducted training for team leaders and deputy team leaders in Salavan and Xiengkhouang using some of the ideas and skills gained from management training and South-South cooperation programme such as leadership skill, staff management skill, marking tools and site preparation.

(2) Impacts on communities through enhancement of livelihoods of people and poverty alleviation

The Project has generated positive impacts, although indirect, through the criteria of the prioritization process including poor villages and poor families. The PCIA survey conducted by the Project found that UXO Lao clearance had contributed to reduction in fear/worry leading to increase in agricultural production and improvement of livelihoods. As land clearance contributed to increasing agricultural production and improving livelihoods of beneficiaries, it is likely to have contributed to poverty alleviation as well. According to the survey data, about 91 percent of beneficiaries with economic status of lower middle and poor stated that land clearance had contributed very much to improving their livelihoods, compare to about 80 percent of beneficiaries with economic status of middle.

(3) Adverse impacts

No adverse impacts have been observed through the implementation of the Project including social and environmental impacts.

1.6 Sustainability

The sustainability of the achievement of the Project is evaluated **"High"** from the following perspectives.

(1) Policy aspects

As stated in 1.1 (Relevance), the UXO problem and commitment to it are

appeared in a variety of policies and strategies of Lao PDR such as commitment to CCM and SDGs, National Socio-Economic Development Plan, and UXO Sector Strategic Plan (SPF II and SPF III). The sector that the Project has been involved is, therefore, aligned with the national policies. These policies are likely to be sustained after the completion of the Project.

(2) Sustainability of the capacity strengthened

The skills and knowledge obtained from project activities are to enhance the individual capacity. Therefore, once these skills and knowledge are absorbed and internalized by UXO Lao counterparts, the enhanced capacities may be sustained within the individuals. On the other hands, whether or not the enhanced individual capacity leads to strengthening organizational/institutional capacity is dependent on the utilization of the strengthened capacity by the individual in his/her actual work or engagement. According to the evaluation and monitoring of the training conducted throughout the project period (e.g., management training and South-South cooperation training), UXO Lao counterparts who had participated in the training have utilized the training for their work and workplace. Therefore, individual capacities obtained through the project implementation is likely to sustain within UXO Lao as organizational/institutional capacity.

The organizational/institutional capacity strengthened directly through the project implementation is also likely to sustain. The planning process such as prioritization process and forms and management systems such as HRMS and AMS have been internalized and institutionalized within UXO Lao. Although they may be revised or changed in the future, they are likely to sustain or develop further.

(3) Organizational aspects

UXO Lao is the national programme of Lao PDR having its organizational structure to sustain the outcome of the Project. Although some staff resigned or retired during the project period as shown in Annex 1.2, most of the counterparts of the Project are remained and likely to continue working for UXO Lao.

UXO Lao suffered from the funding gap/problem during 2022 and 2023. This is

especially the case of the suspension of operations in Luangprabang, Huaphanh, Champasack, and Sekong provinces. Although UXO Lao has got the funding secured for operations in those provinces, UXO Lao always has a risk of funding gap/problem. This would be the challenge for the sustainability of the Project's outcome. This issue, therefore, has to be addressed for a long-term sustainability of UXO Lao's operations and the outcomes derived from the Project.

2. Key factors affecting the implementation and outcomes

In the course of the project implementation, there was a major challenge especially in 2020 and 2021, namely, the Covid 19 pandemic. JICA Expert (Project Coordinator/IT Expert) had to leave the Project site for about 6 months in 2020 and dispatch of Chief Advisor was delayed. Also, some activities were postponed or cancelled such as meetings, training and monitoring visits to provinces.

After the Covid 19 pandemic subsided and the restrictions of the Government were lifted, the Project resumed the delayed/postponed activities such as South-South Cooperation programme, management training, and HRMS/AMS maintenance training and user training, although some of the activities had to be conducted on-line. In the end, the Project has implemented almost all of the activities planned.

3. Evaluation on the results of the project risk management

The issues of funding problem and financial sustainability exist in UXO Lao. This challenge has been addressed by UXO Lao in various ways, although it still remains as its main challenge. The Project tried to include all 9 provinces in its activities including provinces having the funding problem, so that they would resume their work smoothly once the funding problem is over.

4. Lessons learnt

- (1) The continuation of capacity development from the previous project contributes to enhancing effectiveness of the Project and sustainability of the outcome.

- (2) Capacity development under the technical cooperation project contributes to enhancing organizational/institutional capacity when commitment and active leadership of the counterparts at the management level are rendered.
- (3) The selection of training for developing organizational/institutional capacity through exchange programme with another organization needs to take differences in organizational mandate, organizational structure and operational systems into consideration in order to maximize the effectiveness of training.
- (4) How and to what extent participants of training apply the knowledge and skills obtained from the training in their workplace depends on the individual. Therefore, training meant for developing individual capacity needs careful selection of participants, motivation rendered to participants before and after the training, and monitoring of the utilization of training.
- (5) Outsourcing to consultants may be an effective way of conducting the training and survey, especially human resources within the project is limited. However, consultants may not be familiar with the sector or organization. The solid preparation is needed to make effective use of outside resources.
- (6) Close communication between the counterparts and JICA Experts/project national staff facilitates smoothing the project implementation. The project office within the counterpart organization contributes to the close communication.

V. For the Achievement of Overall Goal after the Project Completion

1. Prospects to achieve Overall Goal

According to PDM, the overall goal of the Project is “UXO clearance in high priority areas and villages defined as poor is progressed by UXO Lao”. In order to assess the overall goal, two indicators are set as (1) UXO Lao continues to prioritize CHAs/tasks for clearance operations using the prioritization method and (2) CHAs cleared by UXO Lao are located in high priority areas. As stated in the sustainability of the achievement of the Project, overall goal is likely to be achieved because the prioritization method and forms have been internalized within UXO Lao and provincial offices have obtained capacities to implement the

process. PCIA would contribute to assess the achievement of the overall goal, if UXO Lao could implement the PCIA.

2. Plan of Operation to conduct the remaining work and achieve overall goal by UXO Lao

- (1) To continue utilizing the prioritization process and forms to make annual workplan
- (2) To continue coordination with provincial and district government offices
- (3) To continue maintaining and using the management systems such as HRMS and AMS
- (4) To continue utilizing the equipment provided
- (5) To continue filling the gap in staff vacancy and equipment
- (6) To secure the budget and funding to sustain the operations and capacities developed through the Project implementation

3. Recommendations

Some of the UXO Lao operating provinces stopped their operations more than one year either fully or partially due to the funding problem/gap. This not only affected the operations of UXO Lao but also affected the project implementation to some extent. As the funding gap was filled in by new arrangement of funding and those provincial offices resumed their operations, it is likely that UXO Lao will be secured funding for its operations at least next few years. In this situation, it is recommended for UXO Lao to follow the plan of operation stated above in the previous section in order to achieve overall goal stipulated in PDM of this Project. On the other hand, long-term UXO Lao strategy including funding strategy became increasingly important and needed.

Annex

Annex 1: List of Inputs

- 1.1 List of JICA Experts and project national staff
- 1.2 List of Counterparts
- 1.3 List of Training/Workshop
- 1.4 List of Equipment Provided

Annex 1.1 List of JICA Experts and project national staff

JICA Experts

	Position	Name	Dispatched period
1	Chief Advisor	Yusuke Kubo	24/04/2021 ~ 31/12/2023
2	Project Coordinator/IT Expert	Akira Nagata	14/03/2019 ~ 31/12/2023

Project national staff

	Position	Name	Employed period
1	Secretary	Soutchay Phouangmalay	01/01/2019 ~ 29/12/2023
2	IT technician	Nanthchak Khamhung	01/01/2019 ~ 29/12/2023
3	Project Assistant	Vichitta Soondara	01/04/2019 ~ 31/12/2021
4	Project Assistant	Silar Larsaming	01/01/2022 ~ 29/12/2023

Annex 1-2: List of counterparts

	Name	Position	Period	Remarks
1	Mr. Bounphamith Somvichith	National Programme Director	Jun. 2019~May 2022	Mr. Somvichith was transferred.
2	Mr. Anousak Phongsa	National Programme Director	Feb. 2023~Dec. 2023	
3	Mr. Wanthong Khamdala	Deputy National Programme Director	Jan. 2023~ May. 2021	Mr. Khamdala was retired.
4	Mr. Saomany Manivong	Chief of PO/PI unit	Jan. 2019~Jul. 2021	From June 2022 to Jan. 2023, Mr. Manivong was acted as ANPD.
		Deputy National Programme Director	Aug. 2021~Dec. 2023	
5	Mr. Vilaivanh Thongmanivong	Deputy Unit Chief (PO/PI)	Jan. 2019~Sep. 2021	
		Unit Chief (PO/PI)	Oct. 2021 ~Dec. 2023	
6	Mr. Kiboutsada Keochaisavang	Unit Chief (OPS)	Jan. 2019~Dec. 2023	
7	Mr. Kitsana Inthavong	Unit Chief (IM)	Jan. 2019~Dec. 2023	
8	Ms. Malayvanh Phanthavongsa	Unit Chief (QM)	Jan. 2019~Dec. 2023	
9	Mr. Khampan Latsavong	Unit Chief (EORE)	Jan. 2019~Dec. 2023	
10	Mr. Alexang Hongkeo	Unit Chief (Administration)	Jan. 2019~May 2021	Mr. Hongkeo was retired.
11	Mr. Xone Monevilay	Unit Chief (Administration)	Aug. 2021~Apr. 2023	
12	Mr. Sorboualaphanh Indavong	Unit Chief (Logistics)	Jan. 2019~Dec. 2023	
13	Mr. Bounsack Phoniyom	Unit Chief (Finance)	Mar. 2021~Dec. 2023	
14	Mr. Bouaphet Phommavong	Training Centre	Jan. 2019~Dec. 2020	Training centre was transferred to NRA.
15	Mr. Chanmy Keodara	Deputy Unit Chief (PO/PI)	Jun. 2019~Dec 2020	Mr. Keodara was transferred.
16	Ms. Nouphin Phimmasay	Deputy Unit Chief (PO/PI)	Jan. 2019~Dec. 2023	
17	Mr. Thavisak Phengthavy	Deputy Unit Chief (PO/PI)	Dec. 2021~Dec. 2023	
18	Mr. Kongkeo Sengoudonexay	Deputy Unit Chief (OPS)	Jan. 2019~Dec. 2023	
19	Mr. Bounthavy Phanthanalay	Deputy Unit Chief (OPS)	Jan. 2019~Dec. 2023	
20	Ms. Phatsany Sivilay	Deputy Unit Chief (IM)	Jan. 2019~Dec. 2023	
21	Mr. Vatchana Songvilay	Deputy Unit Chief (QM)	Jan. 2019~Dec. 2023	
22	Ms. Dalat Taipanyavong	Deputy Unit Chief (Finance)	Jan. 2019~Dec. 2023	
23	Mr. Souvivong Chanthikoun	Deputy Unit Chief (Finance)	Apr. 2020~Dec. 2023	
24	Ms. Oleluck Somoulay	Deputy Unit Chief (Administration)	Dec. 2021~Dec. 2023	
25	Ms. Thongsouk Xayavanh	Deputy Unit Chief (Administration)	Jan. 2019~Dec. 2023	
26	Mr. Khounkeo Leuangphiboun	Deputy Unit Chief (Logistics)	Apr. 2020~Dec. 2023	
27	Ms. Phoutthasone Vongxay	IT Technician (IM)	Sep. 2021~Dec. 2023	On-the-job training on HRMS/AMS
28	Ms. Fachalin Chounlamounty	IT Technician (IM)	Aug. 2022~Dec. 2023	On-the-job training on HRMS/AMS
29	Mr. Phonechanh Khampanya	Provincial Coordinator (Huaphanh)	Jan. 2019~Dec. 2023	
30	Mr. Houmphan Chanthavong	Provincial Coordinator (Luangprabang)	Jan. 2019~Dec. 2023	
31	Mr. Kingphet Phimmavong	Provincial Coordinator (Xiengkhouang)	Jan. 2019~Dec. 2020	Mr. Phimmavong was retired.
32	Mr. Vilaphong Kouthavongsai	Provincial Coordinator (Xiengkhouang)	Jan. 2022~Dec. 2023	
33	Mr. Maithong Thammavong	Provincial Coordinator (Khammouane)	Jan. 2019~Dec. 2023	
34	Mr. Phoutha Phimvongsa	Provincial Coordinator (Savannakhet)	Jan. 2019~Dec. 2023	
35	Mr. Thongbeuy Singkhaopphet	Provincial Coordinator (Salavan)	Jan. 2019~Dec. 2023	
36	Mr. Khamngun Bouttalath	Provincial Coordinator (Champasak)	Jan. 2019~Dec. 2023	
37	Mr. Somdy Dernchonghieng	Provincial Coordinatoir (Sekong)	Jan. 2019~Dec. 2023	
38	Mr. Phoukhong Quenboupaha	Provincial Coordinator (Attapeu)	Jan. 2019~Feb. 2023	Mr. Quenboupaha passed away.
39	Mr. Bounyeun Yearporxong	Deputy PC (Huaphanh)	Jan. 2019~Dec. 2023	
40	Mr. Santi Khotisen	Deputy PC (Luangprabang)	Jan. 2019~Dec. 2023	
41	Mr. Korlakanh Chantavongsa	Deputy PC (Xiengkhuang)	Jul. 2020~Dec. 2023	
42	Mr. Phoukhao Khounnolath	Deputy PC (Khammouane)	Jan. 2019~Dec. 2023	
43	Mr. Phomma Kheubamvong	SEODT	Jan. 2019~Feb. 2023	
		Deputy PC (Savannakhet)	Mar.2023~Dec. 2023	
44	Mr. Saly Sengsouliya	Deputy PC (Savannakhet)	Jan. 2019~ Aug. 2020	Mr. Sengsouliya was retired.
45	Mr. Somphone Douanphachan	Deputy PC (Slavan)	Jan. 2019~Dec. 2023	
46	Mr. Bouneua Piengvoravong	Deputy PC (Champasak)	Jan. 2019~Dec. 2023	
47	Mr. Visien Nomalaiphane	Deputy PC (Sekong)	Jan. 2019~Dec. 2023	
48	Mr. Saysetha Phosalad	Deputy PC (Attapeu)	Jan. 2019~Dec. 2023	Mr. Saysetha has been acting as PC.
49	Mr. Somphik Phimmany	SEODT (Huaphanh)	Jan. 2019~Dec. 2023	
50	Mr. Khamtonh Som Akhamixay	SEODT (Huaphanh-QM)	Jan. 2019~Dec. 2023	
51	Mr. Bounlaiy Bounmanivong	SEODT (Luangprabang)	Jan. 2019~Dec. 2023	
52	Mr. Khamla Borliboun	SEODT (Luangprabang)	Jan. 2019~Dec. 2023	
53	Mr. Khamphou Thavongsinh	SEODT (Luangprabang)	Jan. 2019~Dec. 2023	

54	Ms. Saysamone Nuanthasing	SEODT (Xiengkhuang)	Jan. 2019–Dec. 2023	
55	Mr. Vandy Vilavongsa	SEODT (Xiengkhuang)	Jan. 2019–Dec. 2023	
56	Ms. Khambay Saivongsa	SEODT (Xiengkhuang)	Jan. 2019–Dec. 2023	
57	Mr. Vanxay Vorlakoummanh	SEODT (Khammouane)	Jan. 2019–Dec. 2023	
58	Mr. Phoxay Khammidy	SEODT (Khammouane)	Jan. 2019–Nov. 2023	
59	Mr. Souvanh Souphanthavong	SEODT (Savannakhet)	Jan. 2019–Dec. 2023	
60	Mr. Kengkeo Boualiphavong	SEODT (Savannakhet)	Jan. 2020–Dec. 2023	
61	Mr. Somphone Phonsavanh	SEODT (Savannakhet)	Jan. 2019–Dec. 2023	
62	Mr. Phonsavanh Vongkaysa	SEODT (Savannakhet-QM)	Jan. 2019–Dec. 2023	
63	Mr. Khonesavanh Keovongsone	SEODT (Salavan)	Jan. 2019–Dec. 2023	
64	Mr. Boudsy Douangpanya	SEODT (Salavan)	Jan. 2019–Dec. 2023	
65	Mr. Vitilath Chingsanoun	SEODT (Sekong)	Jan. 2019–Dec. 2023	
66	Mr. Sithan Keophila	SEODT (Sekong)	Jan. 2019–Dec. 2023	
67	Ms. Chanthavone Inthavongsy	SEODT (Champasak)	Jan. 2019–Dec. 2023	
68	Mr. Phouvong Keomany	SEODT (Attapeu)	Jan. 2019–Dec. 2023	
69	Mr. Santhong Phomvongsay	SEODT Assistant (Huaphanh)	Jan. 2019–Dec. 2023	
70	Mr. Sivone Phonasa	SEODT Assistant (Xiengkhouang)	Jan. 2019–Dec. 2023	
71	Ms. Monekeo Chanthala	SEODT Assistant (Xiengkhouang)	Jan. 2019–Dec. 2023	
72	Mr. Sonexay Ponpany	SEODT Assistant (Khammouane)	Jan. 2019–Nov. 2023	
73	Mr. Thongbai Insixiangmai	SEODT Assistant (Khammouane)	Jan. 2019–Nov. 2023	
74	Mr. Thongdam Khamphumy	SEODT Assistant (Savannakhet)	Jan. 2019–Dec. 2023	
75	Mr. Bounpheng Aekbanlang	SEODT Assistant (Savannakhet)	Jan. 2019–Dec. 2023	
76	Mr. Somboun Sitthilath	SEODT Assistant (Savannakhet)	Jan. 2019–Dec. 2023	
77	Mr. Khammao Keophosalath	SEODT Assistant (Savannakhet)	Jan. 2019–Dec. 2023	
78	Mr. Ny Sangsoulivong	SEODT Assistant (Savannakhet)	Jan. 2019–Dec. 2023	
79	Mr. Daophone Sengsoughun	SEODT Assistant (Salavan)	Jan. 2019–Dec. 2023	
80	Mr. Phayvone Sonevilay	SEODT Assistant (Salavan)	Jan. 2019–Dec. 2023	
81	Mr. Somephone Xapuvong	SEODT Assistant (Attapeu)	Jan. 2019–Dec. 2023	
82	Mr. Phousay Keomany	SEODT Assistant (Attapeu)	Jan. 2019–Dec. 2023	
83	Ms. Khamkhong Phommahaxay	SEODT Assistant (Champasak)	Jan. 2019–Dec. 2023	
84	Mr. Thonglek Bounphachanh	OPS Assistant (Luangprabang)	Jan. 2019–Dec. 2023	
85	Mr. Phouangthong Sichaleunphone	OPS Assistant (Huaphanh)	Jan. 2019–Dec. 2023	
86	Mr. Souksakhone Chanthadaphone	OPS Assistant (Xiengkhouang)	Jan. 2019–Dec. 2023	
87	Mr. Sonexay Sichanthavong	OPS Assistant (Khammouane)	Jan. 2019–Dec. 2023	
88	Mr. Bounpong Khamvanvongsa	OPS Assistant (Savannakhet)	Jan. 2019–Dec. 2023	
89	Mr. Outtama Einsulyvong	OPS Assistant (Salavan)	Jan. 2019–Dec. 2023	
90	Mr. Singthong Syhavong	OPS Assistant (Sekong)	Jan. 2019–Dec. 2023	
91	Mr. Xeethone Thebsulivong	OPS Assistant (Attapeu)	Jan. 2019–Dec. 2023	

Annex 1.3 List of Training and Workshops

	Training/Workshop	Topic	Timeframe	Main target participants	Number of participants	Remarks
1	Training (Planning)	Prioritization process	13-14/08/2019 (2 days)	Provincial staff of 4 provinces	17	
2	Training (Planning)	Prioritization process	8-9/6/2020 (SVK) 11-12/6/2020 (KHM)	Provincial staff of 2 provinces	11 (SVK) - (KHM)	The number of participants from Khammouane is unknown (no record)
3	Technical workshop (Planning)	Guideline on prioritization process, data collection forms and prioritization forms	27/06/2023~29/06/2023 (3 days)	DPC, SEODT, OPS Assistant	32	
4	Training (Planning)	Annual workplan data entry and information system	2-3/10/2023	OPS Assistant, IT Technician	32	
5	Management Training (1)	Human Resource Management and Leadership	27-31/01/2020 (5 days) 17-21/02/2020 (5 days)	Unit Chief, Deputy Unit Chief, PC, DPC	25	Outsourcing (TACDO). The training was divided into two groups. The number of participants is in total.
6	Management Training (2)	Project Management	15-19/02/2021 (5 days) 23-27/02/2021 (5 days)	Unit Chief, Deputy Unit Chief, PC, DPC	30	Outsourcing (TACDO). The training was divided into two groups. The number of participants is in total.
7	Management Training (3)	Human Resource Management and Office Management	11-15/02/2022 (5 days) 21-25/02/2022 (5 days)	Unit Chief, Deputy Unit Chief, PC, DPC	37	Outsourcing (EDC). The training was divided into two groups. The number of participants is in total.
8	Management Training (4)	Communication and Presentation Skills	28/01/2023~1/02/2023 (5 days) 02-06/02/2023 (5 days)	SEODT, OPS Assistant, and PC/Unit Chief/Deputy Unit Chief who have not received many trainings	37	Outsourcing (EDC). The training was divided into two groups. The number of participants is in total.
9	Management Training (5)	Human Resource Management and Leadership	28/07/2023~01/08/2023 (5 days) 02-06/08/2023 (5 days)	SEODT, SEOD Assistant, OPS Assistant	44	Outsourcing (EDC). The training was divided into two groups. The number of participants is in total.
10	IT related training	HRMS	8-10/10/2019	New administration and IT staff	6	
11	IT related training	Microsoft Access	13-17/12/2019 (5 days)	IM unit	7	Outsourcing (Info Core)
12	IT related training	Fundamental Excel	13-17/01/2020 (5 days)	Log. and Adm. Units	12	Outsourcing (Top Value Service)
13	IT related training	Fundamental Excel	03-07/02/2020 (5 days)	Log. and Adm. Units	15	Outsourcing (Top Value Service)
14	IT related training	Basic Excel	22-24/09/2020 (3 days)	Log. and Adm. Units	8	
15	IT related training	Advance Excel	20-22/09/2020 (3 days)?	Adm. unit	9	
16	IT related training	AMS/Excel	08-10/12/2020 (3 days)	Fleet/Log. Unit	11	
17	IT related training	HRMS/AMS maintenance	12/2021	IM unit	5	Outsourcing (Cyberia)

18	IT related training	HRMS/AMS users	6-10/06/2022 HRMS (5 days) 13-15/06/2022 Logistics (3 days) 15-17/06/2022 Fleet (3 days)	Adm. Unit, Logistics and Fleet from HQs and provincial offices	22 (HRMS) 13 (Log.) 13 (Fleet)	
19	IT related training	Attendance Application in Khammouane	14-18/11/2022	Field teams, administration and Logistics, in Khammouane	29	
20	IT related training	Attendance Application acceptance test and training	14-16/11/2023	Administration and IT staff and some team leaders from provincial offices	31	
21	South-South Cooperation training (1)	Human resource development	08-19/07/2019 (Cambodia) 23/07/2019~02/08/2019 (Lao PDR)	Adm. Unit, provincial office	7 (UXO Lao)	
22	South-South Cooperation training (2)	Information management and quality management	08-12/11/2021 (CMAC) 22-26/11/2021 (UXO Lao)	IM unit, QM unit, provincial office	13 (UXO Lao)	The training was conducted on-line due to the Covid 19 pandemic.
23	South-South Cooperation training (3)	Logistics and procurement management	12-23/09/2022 (Cambodia) 03-14/10/2022 (Lao PDR)	Log. unit, provincial office	7 (UXO Lao)	
24	South-South Cooperation training (4)	Operational management	08/01-20/01/2023 (Cambodia) 27/02-10/03/2023 (Lao PDR)	OPS unit, IM unit, QM unit, DNPD, Provincial office	10 (UXO Lao)	
25	South-South Cooperation training (5)	Programme, public information and financial management	04-15/09/2023 (Cambodia) 02-13/10/2023 (Lao PDR)	PO/PI unit, Finance unit	7 (UXO Lao)	

Annex 1.4 List of equipment provided

	Item	Year of provision	Quantity	Beneficiary	Current condition
1	Video conference equipment	2022	9	9 UXO Lao provincial offices	Being used by 9 provincial offices
2	Wireless HDMI	2023	9	9 UXO Lao Provincial offices	
3	Audio-guide system	2023	22	UXO Lao headquarters	