



SWOT Analysis of the 'Safe Path Forward' – UXO Sector Strategic Plan

Group 1

MINE RISK EDUCATION

<p>Strengths</p> <ul style="list-style-type: none"> - NRA as a coordinating body - Experienced MRE teams, long-standing work - TWG process, information exchange robust - Formalised sub-sector strategies that lay-out targets, direction, and activities MRE focus is targeting risky groups - National Standards 	<p>Opportunities</p> <ul style="list-style-type: none"> - Greater networking and partnerships with sector actors, particularly development agencies - Strengthen resources and human capital - Increased exchange/coordination between NRA and various ministries - System to measure effectiveness of MRE - Use past experience to guide new MRE message development
<p>Weaknesses</p> <ul style="list-style-type: none"> - We don't have results for how effective MRE is yet, despite tools and evaluation methods - Unsure if message reaching most at-risk groups - Behaviour change is difficult - Coverage is not ideal - Networking could be better - Presence in mass media is lacking - Do we have right people in right places advocating and promoting MRE? - We have not reached all the at-risk groups 	<p>Threats</p> <ul style="list-style-type: none"> - Financial situation and funding - Donor Fatigue/waning stakeholder commitment - Poor follow-up with treaty obligations - Sustainability - Finances committed by government - Sector Strategy not integrated yet into national socio-economic plan - Not all provinces are receiving support - Poor donor coordination - Slow eradication of UXO contributes too poverty remaining

CLEARANCE

<p>Strengths</p> <ul style="list-style-type: none"> - Very good and experienced technical capacity - Excellent local/national capacity - established - National Standards - Clearance rates have increased and more resources in the field: better efficiency and increased resources – productivity increasing/targets being met with extra - Technological assets improvements - Clear costings 	<p>Opportunities</p> <ul style="list-style-type: none"> - NGO's to operate more cost-efficiently - Greater cooperation between NGO's and commercials - CCM could help provide funding bump = potential to expand CL operations - Focus clearance on high-priority areas - Contract most-efficient organisations
<p>Weaknesses</p> <ul style="list-style-type: none"> - No measured analysis of how CL impacts development agenda/poverty reduction agenda - More resources needed to increase speed and scope of sector activity - Unregulated clearance - unrecorded and unregulated, undermines sector integration and development agendas - Development takes place in contaminated areas with no consideration for clearance - NRA CL focus too narrow e.g. humanitarian and agriculture and we need to expand to industrial, commercial, infrastructure projects 	<p>Threats</p> <ul style="list-style-type: none"> - Financial situation and funding - Donor Fatigue/waning stakeholder commitment - Poor follow-up with treaty obligations - Sustainability - Finances committed by government - Sector Strategy not integrated yet into national socio-economic plan - Not all provinces are receiving support - Poor donor coordination - Slow eradication of UXO contributes too poverty remaining

VICTIM ASSISTANCE

<p>Strengths</p> <ul style="list-style-type: none"> - Comprehensive survey done and information source/hence better understanding of sector through historical knowledge - Information gathering process established via survey has left strong ability for further info collection, increased cooperation and information exchange, improved communication - National Institutions (NRC, COPE) 	<p>Opportunities</p> <ul style="list-style-type: none"> - CCM puts spotlight on Victim rights and needs. CCM can provide the momentum VA needs - LDPA resurgence - Expand info exchange and greater interaction with Ministry of health
<p>Weaknesses</p> <ul style="list-style-type: none"> - No system established to collect NEW accident info - Communication/analysis of causes of accidents not well established outside of the sector - Info sources are not cross-institutionally integrated - Poor Victim support and Victim support strategy 	<p>Threats</p> <ul style="list-style-type: none"> - Financial situation and funding - Donor Fatigue/waning stakeholder commitment - Poor follow-up with treaty obligations - Sustainability - Finances committed by government - Sector Strategy not integrated yet into national socio-economic plan - Not all provinces are receiving support - Poor donor coordination - Slow eradication of UXO contributes too poverty remaining

GENERAL STRATEGIC COMMENTS (Safe Path Forward)

<p>Strengths</p> <ul style="list-style-type: none"> - Strong institutional leader and sector focal point (NRA) - Robust and dynamic strategy/plans - Coordination between NRA and Ministries - Clear strategy plan with defined targets - Lao National capacity is increasing and improving - PM Strategy approved by government 	<p>Opportunities</p> <ul style="list-style-type: none"> - Increased focus on issue internationally could mean more funding and expansion of activities - Review sector institutional structure - Greater opportunity in sector by Army - CCM
<p>Weaknesses</p> <ul style="list-style-type: none"> - No timelines for donor hand-off - Financial support is not-sustainable because its dependent on outside sources - Effect of NRA not reached provincial level yet - Not enough info about bombings - Reliant on ODA - Need more local expertise - Strategy revision slow and late 	<p>Threats</p> <ul style="list-style-type: none"> - Speed of MOU process can lead to lost donor funds - Global Financial Crisis

Group 2

<p>Strengths</p> <ul style="list-style-type: none"> - Establishment of NRA - UXO Lao was already established to carried the activities mentioned in the strategy - It is a Prime Minister Decree and endorsed by the Prime Minister - It covers 10 year and that it gives some flexibility for refinement and improvement. Thus, we can now review and revise it 	<p>Weaknesses</p> <ul style="list-style-type: none"> - It has no clear scope and it is not in alignment with NSEDP - No clear time lines on each activities, - It mainly talks about UXO Lao programme area of work - Its objectives contain only 3 areas: MRE, VA and Clearance but doesn't mention about the quality assurance (QA) or monitoring and evaluation of
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<ul style="list-style-type: none"> - It can be use for resource mobilization purpose - It has objectives, priorities and has some targets set with completion dates - It contains rough annual budget estimation for some activities - It covers some aspects of impact survey and quality assurance - It is still a robust enough strategy that requires only revision and not wholesale changes - National standards have been approved 	<p>impacts of their programme activities. For instance, it only explains that QA or M&E of impact is part of NRA's mandates. It should rather incorporated this as a mandate for all clearance operators' internal control quality assurance</p> <ul style="list-style-type: none"> - It only covers 9 provinces whereas there should covers all of the 15 most affected provinces - It mentions about using Trust Fund whereas TF is not functioning now. - It has no clear strategic direction - No clear exist strategy in terms of technical assistance and financial support - - The implementation of VA policy is not fully addressed - Priority setting is too narrow to certain sector whereas it should be linked to NSEDP sub-sector - There is lack of donors coordination mechanism - No effective method of evaluation. -
<ul style="list-style-type: none"> - Opportunities - It provides good foundation for the review and revise of a new strategy - It provides good opportunities for resource mobilization - Information to use for setting scope for each year planning activities (data on risk group, data on victim, data on area of land) would be a valuable resource - It will be the model for other strategic plans 	<ul style="list-style-type: none"> - Threats - Global financial crisis affect on resource mobilization and lead to lack of money coming in to support the sector - Poverty will still remain ads there are still UXO contamination no matter how much effort have been put to clear the land because there is no linkages to other sectors' strategy or if it is not align with NSEDP - Tired aid or obligations to fulfill the requirement of donors - There still will be victims

Group 3

<p>Strengths</p> <ul style="list-style-type: none"> - SFW gives clear structure - Give clear priorities - Has had good support (Both government and international) - Encouraged UXO LAO to achieve target - Gives details of coordinating body 	<p>Opportunities</p> <ul style="list-style-type: none"> - Good time to identify scope - Good time to increase size of national programme - Integrate partners - Good time to restructure - Align the army bring the army into the sector
<p>Weaknesses</p> <ul style="list-style-type: none"> - Not aligned with NSED - No international exit strategy - No end state (where are we going?) - No achievable targets for number (3 above). - Owner by the government but not supported by the government (Financial support) - Priority not appropriate (UXO/mine clearance priorities) - Over dependency on international support - Financial constrain on expansion 	<p>Threats</p> <ul style="list-style-type: none"> - Funding will decrease - Tire donor - Global financial crisis - MOU process

Group 4

<p>Strengths</p> <ul style="list-style-type: none">- NRA has been set up and approved by the Government.- Objectives in the UXO sector have been defined and set up under Safe Path Forward.- Some UXO data are still helpful.- Capacity building for human resource development is in process- The Government has certified the Strategy for UXO sector.	<p>Opportunities</p> <ul style="list-style-type: none">- Ministry of agriculture under the joint projects has plan to conduct land survey- UXO sector is one of 8 sector working groups of the Government- A lot of stake holders emphasis on the UXO sector- The Government has signed Oslo convention.
<p>Weaknesses</p> <ul style="list-style-type: none">- Vision in the strategy is impossible to achieve.- Role of the NRA in the provincial level is inappropriate.- UXO sector is not fully included in Government's implementation plan.- Lack of information on how much lands have been polluted with what types of UXO- Low capacity on human resource development in the sector- Highly dependence on external financial resources- Data on UXO sector has not yet completed yet	<p>Threats</p>