



**United Nations Development Programme
Lao PDR
Project Document**



*Empowered lives.
Resilient nations.*

Project Title: **Integrated Disaster and Climate Risk Management Project in Lao PDR**

UNDAF Outcome(s): By 2015, the government and communities better adapt to and mitigate climate change and reduce natural disaster vulnerabilities in priority sectors

Expected CP Outcome(s): By 2015, the government and communities better adapt to and mitigate climate change and reduce natural disaster vulnerabilities in priority sectors
(Those linked to the project and extracted from the CP)


Expected Output(s): Government¹ and vulnerable communities can more effectively respond to emergencies, adapt to changing climate and prepare for disasters
OUTPUT 13.2.
(Those that will result from the project)

Implementing Partner: **Ministry of Natural Resources and Environment**

Programme Period:	2012 – 2015
Key Result Area (Strategic Plan)	Crisis Prevention and Recover
Atlas Award ID:	_____
Start date:	1 June 2013
End Date	31 December 2015
PAC Meeting Date	_____
Management Arrangements	_____

Total resources required	710,000
Total allocated resources:	710,000
• Regular	
o TRAC 1&2	410,000
o TRAC 3 (BCPR)	300,000
• Other:	
o Donor	_____
o Donor	_____
o Government	_____
Unfunded budget:	0
In-kind Contributions	_____

Agreed by (MoNRE)  **SINBANDHIT Noulinh**
06 MAY 2013

Agreed by (Agreed by (UNDP): 
09 MAY 2013



Brief Description

Lao PDR is prone to a number of hazards such as floods, flash floods, droughts, storms, rodent infestations, earthquakes, epidemics and UXO (National Risk Profile, NDMC/UNDP). These recurrent natural hazards often result in human and economic losses, mainly affecting poor rural communities whose livelihoods depend heavily on subsistence agricultural activities. In order for Lao PDR to achieve Millennium Development Goals (MDG), in particular, MDG 1, Poverty Reduction, it is imperative to enhance disaster and climate risk management capacities at all levels. Lao PDR has committed itself to implement the Hyogo Framework for Action 2005-2015 and ASEAN Agreement for Disaster Management and Emergency Response (AADMER). Those international frameworks promote the substantial reduction of disaster losses, in lives, and in the social, economic and environmental assets of communities as well as support the promotion of good governance throughout the process i.e “Building the Resilience of Nations and Communities to Disasters”.

UNDP has committed to contribute to the disaster risk management and climate change adaptation in Lao PDR. The Country Programme Document (CPD) 2013- 2015 includes strengthening capacities of Government and vulnerable communities to effectively respond to emergencies adapt to climate change and prepare for disasters as a priority area. This project, is built upon the past achievements and lessons learnt especially the “Institutional Strengthening and capacity Development on Disaster Risk Management in Lao PDR 2010 – 2011” project and the recommendations from the Joint Damage, Losses and Needs Assessment of Typhoon Haima August 2011. The duration of this project is 2.5 years (2013 - 2015) in line with UNDAF and UNDP programming cycle.

This project document represents the first phase of a two-phased project that aims to strengthen Lao PDR’s disaster risk management systems and link them with climate change adaptation through multi-sectoral and multi-hazard approaches at all levels (national, provincial, district and village). Through its two phases the project will focus on establishing effective disaster management and recovery systems in the Typhoon Haima affected provinces as well as strengthening DRM at the national level. In order to achieve this objective, the project commits to deliver the following result as the CPD output: “Government and vulnerable communities can more effectively respond to emergencies, adapt to changing climate and prepare for disasters”.

Phase 1 activities of the project (implemented under this project document) will seek to operationalize the country’s National Disaster Management Plan, including developing disaster management law, strengthening the country’s DRM information management and communications system, implementing and testing hazard risk and vulnerability adaptation assessments (HRVA) and early warning systems in two initial pilot provinces and districts, strengthening climate change adaptation and DRR linkages, coordination and information exchange at the national, provincial and local levels, conducting disaster and climate change risk management trainings for national and provincial Disaster Management Committees, and researching and developing programs and training modules to enhance community based-disaster preparedness at the village level. Future Phase 2 activities will build on Phase 1 results by expanding the HRVA and Early Warning Systems to other districts in the 4 target provinces (Vientiane, Bolikhamxay, Sayboui and Xiengkhouang). It will also initiate community-based disaster planning, preparedness efforts with a focus on establishing and training village level teams and engaging women and vulnerable groups in the process.

As part of recent government restructuring, Lao PDR’s national disaster management responsibilities will soon be transferred from the National Disaster Management Office (under the Ministry of Labour and Social Welfare) to the Department of Disaster Management and Climate Change, or DDMCC (under the Ministry of Natural Resources and Environment - MoNRE). Thus, this project will also serve to build DDMCC’s own capacity to coordinate and oversee delivery of disaster management efforts across relevant ministries, international agencies, and the various levels of government.

I. SITUATION ANALYSIS

1. Country Background (Disaster Risks)

Lao PDR is prone to various hazards such as floods, flash floods, droughts, storms, rodent infestations, earthquakes, epidemics and UXO¹. Among these hazards, floods and droughts are the most recurrent hazards affecting the lives and livelihoods of people in Lao PDR. Laos is a landlocked country with 70% of the area being mountainous largely uninhabitable, most of the population concentrated in the 30% low land along the Mekong River and its tributaries. The populated and the economically active riverine lowlands are prone to flooding particularly in the central and southern provinces².

EM-DAT (EM-DAT, 2010) has published a broader profile of disasters in Lao PDR. The profile demonstrates how that drought has affected a large population: in five drought events more than 4.25 million were affected. Epidemics have proven to be the biggest killer with about 742 people killed in five events. More frequent events are floods in the Mekong River and its major tributaries which have affected more than 3.45 million people³.

Table 1 shows the average annual economic losses caused by three most recurrent disasters (flood, typhoon and drought). As evident in table 1, disasters in Lao PDR come with a high cost. Floods, droughts, and typhoons in the central and southern regions are the dominant hazards causing widespread livelihood and infrastructure losses annually. The northern part of the country is susceptible to recurrent landslides and intensity VII earthquakes. (Annex I Multi-Hazards Map of Lao PDR). As an LDC and an agricultural based economy, Lao PDR is considered as one of the most vulnerable countries in Southeast Asia to future climate change impacts, especially in the form of droughts and floods causing landslides, river bank erosion and reduced food security⁴.

Table 1 Estimated average annual economic losses of disasters caused by the three most recurrent hazards⁵

S/No	Hazards (Disasters)	Average Annual Economic Loss in US\$
1	Typhoon	17.6 Million
2	Floods	8.3 Million
3	Drought	4.7 Million

Source; ASEAN/ISDR/WB 2010: Synthesis Report on Ten ASEAN Countries Disaster Risks Assessment.

The frequency and intensity of the meteorological disasters are likely to increase due to climate variation/change and deforestation. Lao PDR has experienced unusual harsh floods in 2008 which affected about 204,000 people and damaged an estimated 50,000 Ha of arable land.

Typhoon Ketsana in 2009, which followed by floods, caused severe damages and losses of approximately USD 58 million⁶. The floodwaters swept away houses, crops, schools, hospitals, roads and bridges causing wide-spread damages to irrigation schemes, aquaculture infrastructure and the riverbanks of the two main rivers, Sekong and Sekaman. The National Disaster Management Office (NDMO) reported that more than 180,000 people were affected and recorded 28 storm-related deaths.⁷

1 National Risk Profile, NDMC/UNDP

2 National Risk Profile NDMC/UNDP

3 EM-DAT, 2010; Natural disaster profile of Lao PDR from 1990 -2010

4 UNDAF 2012 - 2015

5 However it is worth mentioning that most of the small scale localized disasters (a common phenomenon in Laos) are often not reported. This table shows only the reported disasters.

6 Government Post Disaster Damage, Losses and Needs Assessment Report 2009

7 Situation reports of NDMO and Post Disaster Damage, Losses and Needs Assessment Report 2009

Table 2: Synoptic Table of Damage and Loss of Typhoon Ketsana, by sector (in million US\$)

Sectors	Damage	Losses	Total damage and Loss
Social: Housing, health and Education.	10.2	0.8	11.0
Productive: Agriculture, Commerce and industry and tourism	19.8	2.5	22.2
Infrastructure : Transport, communications, Electricity, Water and Sanitation and water resources	21.3	3.5	24.8
Total of sectors:	51.3	7	58

Source: *Damage, loss and needs Assessment Report November 2009, Government of Lao PDR, WB, ADB, ASEAN, FAO, AusAid and ADPC.*

Additionally the floods in 2011 have been particularly disastrous in Lao PDR as in its neighbouring countries (Cambodia and Thailand). That year, the country was hit by three Typhoons (Haima, Nock-Ten and Haitan) and the heavy monsoon rains caused wide spread floods. According to the report by the NDMO on 29 September 2011, more than 429,900 people in 1,790 villages from 96 districts across 12 provinces were affected by floods and landslides in 2011. Thirty (30) reported deaths occurred as a direct consequences of these floods. Total damages caused by the wet season floods and landslides were reported to exceed 1.39 trillion kip (173.8 million USD)⁸. Transport, agriculture and irrigation were the worst affected sectors.

This synoptic presentation of the damages and losses in the 2008-2011 period shows a dramatic increase in the average annual losses of lives, livelihood and economic gains relative to historical data reported by the ASEAN/ISDR/WB report (Table 1). This attests to the increased intensity and frequency and impact of disasters in the past 5 years.

Lao PDR is the only land-locked country of the Association of the South East Asian Nations (ASEAN). Per capita income in Lao PDR stands at USD 753.3. Lao is one of the 48 Least Developed Countries (LDC) in the world. Within the Mekong Region, Laos, Cambodia and Myanmar are considered LDCs. Although the Lao PDR enjoys constant GDP growth – with a target GDP growth rate of at least 8% per year in 7th NSEDP – the poverty rate still remains high. Lao PDR remains seriously off-track for three MDGs “(MDG1) Poverty pertaining to hunger (malnutrition and food insecurity), (MDG5) maternal mortality (MMR of 405 in 2005) and (MDG7) Environmental sustainability.

Subsistence agriculture accounts for half of the total GDP in Lao PDR and provides 80% of total employment. In 2003 about 32% of the population lived below the poverty line. About 83% of the population lives in rural areas, primarily relying on subsistence agriculture. There is a significant difference between rural and urban poverty, as well as between the upland and lowland populations, and these disparities are growing⁹. The forest cover is declining sharply (From 70 % to 43% in a 50 years period¹⁰). Furthermore, rapid urbanization and poor land use planning increases the vulnerabilities to natural disasters. These factors increase the threats of disasters to the lives and livelihood of people of Lao PDR.

These underlying causes increase the vulnerability of people to natural disasters. Experience from Typhoon Ketsana in 2009 clearly showed the linkage between immediate humanitarian needs to longer-term development issues such as food insecurity and nutrition. It also highlighted the importance of considering disaster risk reduction and disaster preparedness as part of longer-term development interventions to prevent compounding negative impacts in already vulnerable communities.

⁸ Government report by spokesperson Ms. Bounpheng Mounphosay September 23, 2011

⁹ WWF, November 2005. Lao PDR: Using strategic environmental vulnerabilities assessment (SEVA) for evaluating threats to forests.

¹⁰ World Bank

Recurrent natural hazards and disasters negatively impact the livelihoods of poor rural farming communities who rely heavily on agriculture and natural resources, such as forest products. Thus natural disasters undermine the achievement of the Millennium Development Goals (MDGs) – in particular Goal 1 on poverty reduction and sustainable growth – as well as the Lao Government target of graduating from the Least Developed Countries (LDC) status by 2020.

The NDMO data shows that disaster events are increasing, as are the number of people affected. Development interventions that ignore disaster risks also contribute to the increase of vulnerability to natural disasters¹¹. Disaster risks are compounded by the impacts of climate change causing extreme weather events. Real climate variability/change vulnerabilities linked to storms and floods particularly affect communities along rivers such as the Mekong River and its tributaries. Frequent droughts cause repeated crop failure and chronic food insecurity, thus undermining efforts to cut rural poverty particularly for groups who depend mainly on subsistence farming¹².

Typhoon Haima revealed the level of institutional capacity and preparedness of government and communities. The major impact of the Typhoon was due to floods caused by heavy rain. Along with the damages to infrastructure (particularly roads) and crops (largely rice) the floods also washed away community food storages. However the communities could have saved their food and livestock had they been prepared and aware of the dos and don'ts during disasters. Local government authorities were equally not prepared for the actions that could have been undertaken before the typhoon to reduce the impact of disaster. Though the authorities sent messages to at-risk districts and communities, their message contained no specific direction or proposed actions for district authorities and communities. Similarly the central government could not predict the most likely geographic impact scenario from the Typhoon Haima forecasts and therefore could not disseminate a clear message to local authorities about the potential at-risk provinces. There was clear gap in coordination, communication and early warning before the Typhoon hit, during the disaster, and also after the disaster. These factors among others contributed to the heavy damages caused by the floods.

2. Disaster management System in Lao PDR

In the above mentioned context, the Government of Laos has made some critical achievements towards better disaster management with support from Development Partners. This section will briefly explain progress made particularly in the area of disaster management institutional capacity development. The next section will outline the different actors working in this sector and their responsibilities and complimentary relationships. The analysis in the two following sections will lead to identifying gaps in the sector.

(a) Current Legal Context of Disaster Management in Lao PDR

Disaster Management in Lao PDR is not new. The response and relief operations have been at the centre of policy and donor support in the disaster relief. The National Disaster Management Committee (NDMC) and NDMO were established in 1999 with support from UNDP through a Prime Ministerial decree No 158.

Prime Ministerial Decree No 158/PM was adopted in the aftermath of the 1997 and 1998 floods, and created a foundation for policy development on DRM in Laos, establishing a legal base for the NDMC with responsibilities for policy formulation on disaster risk management. Further to the PM decree 158, the MoLSW promulgated a ministerial decree in 2000, which revised roles and responsibilities of the NDMC members in the context of the PM decree.

The NDMO, as secretariat to NDMC, was initially located in the Ministry of Labour and Social Welfare (MoLWS) and served as the country focal point for disaster management. With the current government re-structuring, NDMO and their functions are being transferred to Department of Disaster Management and Climate Change (DDMCC) of MoNRE in 2013.

¹¹ United Nations Development Assistance Framework 2012 - 2015

¹² 2007 Global Human Development Report, Fighting Climate Change

(b) Current Institutional Arrangements for Disaster Risk Management

The roles and responsibilities of the institutions which are involved in disaster risk management stipulated in the Prime Ministerial Decree NO 158 are as follows:

National Disaster Management Committee (NDMC)

The NDMC is the highest inter ministerial body for disaster management in country, chaired by the Deputy Prime Minister/Minister of Defence. It is the overall coordination body for disaster management policies, mobilization of national and international assistance in times of disasters, information management and public awareness. It is in-charge for disaster preparedness, response and rehabilitation. It also coordinates the establishment of disaster management committees at provincial, district and village levels. As secretariat responsibilities are transferred to MoNRE, the NDMC will eventually be revised to reflect the change in structure.

Department of Disaster Management and Climate Change (DDMCC)

To date, the National Disaster Management Office (NDMO) has served as the secretariat of the NDMC. With the current restructuring, NDMO’s functions will soon be moved to the Department of Disaster Management and Climate Change (DDMCC) under MoNRE. As part of its future functions, DDMCC will serve as a central focal point for all domestic and international networks on mitigation and recovery activities including: promoting and organizing disaster management training for government staff and communities, coordinating relief activities for disaster victims during disaster and acting as a centre for disaster management information management and assessment.

Provincial Disaster Management Committees (PDMC)

Disaster Management Committees were established at the provincial levels. They are chaired by the Vice Governor of the province and all relevant provincial departments are the members. Currently, the provincial department of Labour and Social Welfare plays the secretariat role for the PDMCs. The director of the department is the vice chair of the PDMC. This role is expected to eventually be transferred to DDMCC. The PDMCs will reflect the revision of the new NDMC. It is noted that provincial disaster management committees are not active in all provinces.

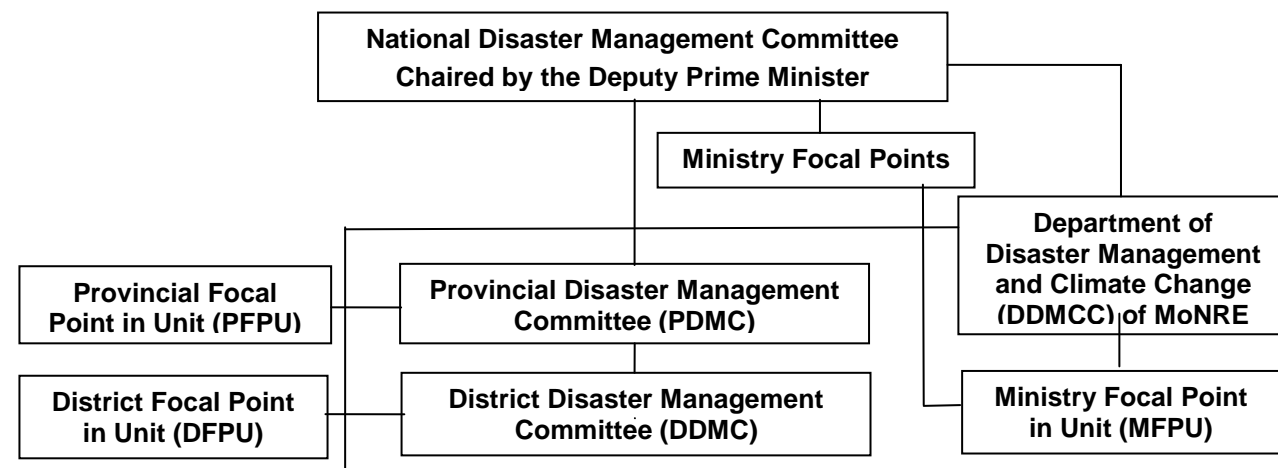
District Disaster Management Committees (DDMC)

The DDMC committees are chaired by the district governors. District level committees are still being established functionally in all the districts.

Village level disaster protection units

Units were created in villages where there has been assistance from Development Partners. Where organized, village level disaster protection units report to the DDMC.

Lao PDR National Disaster Management Organization Chart¹³



13 SOURCE : National Disaster Management Office



**Village Disaster Protection Unit
(VDPU)**

(c) Strategy for Disaster Risk Management

NDMC developed a national Strategic Plan for Disaster Risk Management in 2003. The plan laid out strategic disaster management objectives for 2005, 2010 and 2020 (short, medium and long term goals) for Laos PDR. The strategy specifically aims to support the following:

- Safeguard development and reduce the damage of natural and human made disasters to community, society and country economy
- Shift strategy from relief and response after disaster affects the community, society and economy to mitigation and preparedness before disaster
- Shift responsibility from one government agency to people centred in dealing with disaster by building capability of communities, and
- Promote environmental protection and natural resource management regarding forest, land and water to address DRM in a holistic manner.

(d) 7th National Economic and Social Development Plan (NSEDP)

The Lao government develops five-year National Economic and Social Development Plans (NSEDP) to achieve the goals set by the National Growth and Poverty Eradication Strategy (NGPES). Disaster risk management is an integral part of the 7th NSEDP (2011 – 2015). The 7th NSEDP strongly recommends mainstreaming of Disaster Risk Reduction in the key development and social sectors. It also emphasizes the strengthening response systems and measures for recovery and rehabilitation after disasters.

(e) Draft National Disaster Management Plan (NDMP)

The National Disaster Management Plan was drafted in 2011 as a part of the Disaster Risk Management project supported by UNDP. It is currently awaiting final government approval. The NDMP outlines roles and responsibilities for various government ministries and departments in different stages of disaster. It also emphasizes and guides disaster risk and vulnerability reduction and promotes disaster prevention and preparedness across the sectors.

(f) Draft Legal Framework for Disaster Risk Management

The drafted National Disaster Management Plan will be further reinforced by the drafted Legal Framework in the form of Prime Ministerial Decree and Ministerial Regulation. The NDMO drafted the legal framework with support from UNDP. It is in the process of being finalized and approved by the government. The adaptation of these documents will lead to the development of a Disaster Management Law and empower NDMC and DDMCC to effectively lead the disaster risk management agenda in country.

(g) Existing capacities of the 4 target provinces

The Typhoon Haima JDLNA team also assessed the existing capacities of the four provinces seriously affected by the floods due to Typhoon Haima. The assessments and analysis suggested immediate and medium term disaster risk management interventions with an aim to prepare the provincial authorities and communities to effectively cope with future disasters and reduce the impact of disaster to a manageable level. The report appreciates the provincial leadership in mobilizing existing resources to respond to the disaster. Provincial authorities led by the governor of each province activated the existing management and coordination mechanism in one province (Xeingkhouang), and established Provincial Disaster Management Committees as a new mechanism to respond to disasters. Security personnel and Youth Volunteers were mobilized for search and rescue, temporary restoration of damaged bridges and houses etc, distribution of relief items, cleaning of debris from public places, buildings and houses.

It was noted that strong willingness and leadership were demonstrated during the relief and response provided by the provincial authorities. However, it is important to note that the effectiveness and degree of success varied from province to province. Relief and response efforts

achieved better results in those provinces where the leadership had relatively better understanding of the disaster and where some preparedness measures were in place.

3. Summary of Disaster Risk Management Interventions of various actors in Laos

The number of achievements mentioned above has been supported by different actors in this sector. This section briefly reviews the main actors.

UNDP has actively supported disaster risk management in Laos. Over more than 15 years of interventions and policy guidance have resulted in tangible achievements. The most important being the development of Prime Ministerial Decree No 158, which resulted in the formation of the NDMC and establishment of NDMO. The decree also serves as the main policy document for disaster risk management in Lao PDR. The Government also adopted similar structures at the provincial, district and village levels. By policy, the disaster management institutional structure exists to the community level. However due to limited capacity these structures either do not practically exist or do not function at the sub-national level. For example the provincial disaster management committee in Xeingkhouang province met for the first time during the flood disaster in August 2011. Capacity building support to NDMO and NDMC at the national level has enabled the institutions to emerge as the core agencies for disaster risk management and formulated a National Strategic Plan, and Road Map for DRR 2003–2020. Furthermore, Disaster Risk Management has been integrated in the education/school curriculum. National Hazard Risk and Vulnerability Assessment and mapping have been conducted. UNDP has further increased advocacy for the implementation of Hyogo Framework priority actions among the government, donors and development partners.

Along with support for coordination and strengthening capacities at the national and sub-national levels UNDP has actively supported the Government and communities for early recovery and community based disaster preparedness interventions. For example community based disaster risk management (CBDRM) activities were implemented in 30 villages of 6 districts in 2010.

UNDP has also completed a two year project (2010–2011) to support the disaster management system in Laos PDR. The major achievements of the project were: 1) Drafted Legal Framework in the form of Prime Minister Decree. The decree clarifies the roles and responsibilities of line ministries, NDMO and NDMC at the national and sub-national level. 2) Drafted National Disaster Management Plan, 3) Developed National Risk Profile of Lao PDR, 4) Conducted a series of capacity development, awareness and learning activities for example trainings on the importance and use of risk assessment for development projects, information and data management training, awareness messages through mass media etc.

The World Bank, through its ongoing Global Facility for Disaster Risk Reduction (GFDRR) project (2010 to 2012), supports national and sub national authorities. The major achievements of the project are i) integration of DRR in the 7th NESDP, ii) Drafted National Early Warning Strategy, iii) Provincial disaster risk reduction action plans developed for three provinces (Sekong, Attapeu and Saravan).

Beyond UNDP and the World Bank, a number of other UN Agencies such as Unicef, World Food Program, UN Habitat and others are working to support local disaster risk reduction and preparedness projects within selected sectors. In addition, the UN continues to support coordination and disaster preparedness capacities through UN Resident Coordination Office (UNRCO). For example UNRCO has been supporting development of the cluster approach to disaster response and preparedness through Inter Agency Standing Committee (ISAC) mechanisms and Hyogo Framework for Action (HFA) progress monitoring and reporting. The cluster approach was introduced in 2012 through the Inter Agency Standing Committee (IASC) mechanism. The IASC is currently co-chaired by the government (NDMO) and the UNRCO. Sectoral ministries, UN and NGOs are members of the IASC and respective cluster. The cluster system has been very effective in emergency coordination, preparedness and response. Clusters are activated during an emergency. NDMC also has indicated its willingness to extend its mandate

from traditional emergency response to risk reduction and use the IASC as a National DRR platform.

Disaster risk management system, institutional arrangements and capacity of the government have significantly increased through the collective efforts. The Government responded to the floods in 2011 and led the post disaster assessment. The Government both at the national and sub-national levels showed strong leadership and commitment to disaster management. The Government also upgraded the NDMC, nominating the Deputy Prime Minister as chair and added additional ministerial level members to the committee.

INGOs such as CARE, Health Poverty Action, Oxfam Solidarity Belgium, Plan International, Save the Children and World Vision and Red Cross Societies also have initiatives in community-based disaster preparedness for different provinces across Lao PDR. However, thus far there is no clear database or information available that captures the nature of the activities and number of communities supported for disaster preparedness. Additionally there is no standard methodology for community-based disaster management interventions. Moreover an impact evaluation has not been conducted that can show the overall degree of communities preparedness in relation to any future disaster. Currently these interventions are delinked, patchy and on a micro scale.

Although the basic institutional and legal arrangements for disaster risk management (DRM) exist in Lao PDR, there are several constraints and challenges that Typhoon Haima revealed within this existing system. Typhoon Haima Damage Losses and Needs Assessment Report singled out the the challenges and gaps that needs to be urgently fixed. The report categorises the challenges by time frame including those to be addressed in shorter and medium terms interventions so that to enable effective preparedness and response for the next wet season floods.

4. Challenges and Gap Analysis

Considering the damages, losses and needs outlined in the post disaster damage, losses and needs assessment reports of recent years, specifically for Typhoon Haima and subsequent Typhoons and floods in 2011, are the symptoms of the deeper root causes which must be addressed in order to prevent similar damage and losses in subsequent disasters¹⁴.

The JDLNA report on Typhoon Haima concluded that provincial response efforts would have been greatly facilitated by better preparedness planning and operational procedures for emergency response. Similarly, the training of volunteers in light search and rescue and other life saving techniques could have added to their effectiveness. The provision of simple equipment such as life jackets and rescue boats for example will further enhance the effectiveness of the community volunteers in future disasters. Additionally the JDLN Assessment Report identified the capacities of communities and local authorities in terms of communication, information and early warning instruction as limited or non-existing at the local levels. The communities could have saved most of their food and livestock had they been prepared and equipped with a clear understanding of what actions they needs to take before a potential disaster. Local government authorities were equally unprepared and the PDMCs were inactive with limited understanding of vital preparedness measures before the disaster. Though the authorities received general information from the National Government and sent messages to potentially at-risk districts and communities about the Typhoon the message contained no specific directions or proposed actions to be enacted by district authorities and communities. Similarly the central government could not create the most likely scenario of the geographical location and impact based on the forecast of Typhoon Haima and did not disseminate a clear message to local authorities of potential at risk provinces. This demonstrated a clear gap in coordination, communication and early warning before the Typhoon hit, during the disaster and also after the disaster. These provinces had no disaster management action plan or operation procedures for preparedness, communication, coordination and information sharing with communities as well as the National Government.

¹⁴ Joint Damage, Losses and Needs Assessment Report Typhoon Haima, Lao PDR, August 2011

The Joint Damage, Losses and Needs Assessment Report of the Typhoon Haima recommends short (urgent) and longer terms commitments from Development Partners and the Government.

In the wake of Typhoon Haima and the lessons learnt, the joint damage, losses and needs assessment report identified five priority areas to address short and longer term DRM needs.

- ✓ Institutional capacity building
- ✓ Risk identification and Assessment
- ✓ Strengthening Emergency Preparedness and Early Warnings
- ✓ Risk mitigation investments for reducing exposure to natural hazards
- ✓ Catastrophic risk financing and transfer

The report also highlighted that DRM in Lao PDR is in a nascent stage and that the implementation capacities within the GoL are relatively limited. Therefore any DRM initiatives must start from a foundation of capacity building for all activities. Furthermore, some initiatives such as catastrophe risk financing are more sophisticated interventions and thus it is advisable to undertake less complex initiatives before graduating to more sophisticated ones.

(a) Institutional Capacity Development

The JDLNA of Typhoon Haima revealed that given the low institutional capacity for DRM in the Lao context, capacity is by far the most important pillar within the DRM framework. Coupled with the transfer of NDMO functions from MoLSW to DDMCC (MoNRE), there is an urgent need to strongly increase the capacity of the government, including building capacity within NDMCC, to oversee and implement DRM functions at all levels. As part of this effort MoNRE has confirmed a need to undertake a comprehensive capacity assessment to better inform its capacity building program under this new project. Several needs exist at all levels, without which strategising and implementation of all other pillars would be impossible. Needs range from inter-provincial learning, to creating legal, regulatory and M&E frameworks, to awareness building, to the development of standard operating procedures (SOPs). Thus institutional and legal capacity building must be considered a top priority¹⁵.

Additionally the draft National Disaster Management Plan proposes a structure of the national disaster management secretariat with clear TOR of its staff in order to meet its mandate. The draft National Disaster Management Plan and the legal framework propose that NDMO (and thus DDMCC under future structure) should lead the process to become an independent authority with a greater mandate and capacity to steer disaster risk management over the next 2.5 years. Therefore there is a major technical capacity development need for the NDMC and the DDMCC at all levels to achieve the objective of a strong organization able to fulfil its mandate.

Recovery and rehabilitation after a disaster by various sectors have been observed as ad-hoc without having pre-identified plans, responsibilities and procedures for more effective response and recovery. Therefore, the recovery of affected communities and disaster risk reduction has been weak and limited. Additionally, due to confusion in the roles and responsibilities of the Government ministries, the recovery and rehabilitation after the disaster response phase have been delayed, ineffective and sometime non-existent. For example communities affected by the Typhoon Haima received initial relief support, but have received limited or no support for livelihood recovery. Similarly UNDP as the designated lead for early recovery under the IASC has the responsibility to coordinate and support both Government and International community recovery interventions. Therefore strengthening early recovery capacity within UNDP and Government counterparts is one of the urgent priority areas for effective disaster management in Lao PDR.

(b) Disaster Preparedness and Response System

Based on the recommendation of the NDMO capacity assessment report 2008, the NDMO developed "National Risk Profile of Lao PDR" in 2010. The National Risk Profile includes seven hazards and vulnerability and risk mapping at the national level. However risks and vulnerability

¹⁵ Joint Damage, Losses and Needs Assessment Report Typhoon Haima, Lao PDR, August 2011.

assessment at the sub-national level and disaster information management system to utilize the data and maps produced remain essential.

The disaster event based database was established in NDMO and piloted in Sayabuli provinces but is still in preliminary stages. In Lao PDR no National Emergency Operation Centre exists to provide a mechanism for collecting, compiling, analysing and dissemination of information about disaster management. Most of the time the information about small disaster events does not reach to policy makers or it takes too long to reach decision and policy makers. Just as importantly there is no mechanism for verification, analysis and dissemination of the disaster related information received from the provinces.

The Department of Meteorology and Hydrology (DMH) within the Ministry of Natural Resources and Environment (MoNRE) is responsible for weather related data collection and disseminating for early warning information (weather forecasts, precipitation levels and flood risks). It was agreed among DMH, NDMO and the World Meteorology Organization (WMO) that the WMO will provide real time weather forecast, data and models to DMH. It is a milestone for the upward linkages with regards to early warning. Additionally the Mekong River Commission and the World Bank support early warning system efforts, however currently these procedures are primarily focused at the national level.

There is a lack of clear standard procedures and translation of data for early warning systems which are understood by vulnerable communities and all concerned departments at the local level. Similarly a key message that arose from the Typhoon Haima joint assessment field visits was that last mile connectivity and understanding of early warning message was lacking. The Typhoon Haima JDLNA report strongly recommends a complete review of the early warning system in Lao PDR to enable information needed to reach to communities and end users in a systematic, simplified and adoptable form so that the communities are prepared for the potential risk.

Disaster preparedness and response planning at the sub-national level has been identified by various assessments (UNDAC report, 2007; Ketsana After Action Review report, 2010; High Level Dialogue on Disaster Management Strategy and Plan, July 2008 and Typhoon Haima Damage, Loss and Needs Assessment, 2011) as the most important gap for a sound emergency preparedness to protect lives, livelihood of communities, economic and growth infrastructures. However, no systematic and rigorous disaster preparedness planning exists in Lao PDR.

(c) Community-Based Disaster Risk Management and Climate Change Adaptation:

It is widely acknowledged that the local communities bear the burden of being first responders in any emergency and need to be equipped with knowledge, skills and tools to do so. Similarly, local communities also play an active role in disaster preparedness and mitigation. The policies and strategies by the Government of Lao PDR have high emphasized on the people centric and people led disaster risk management. Community preparedness is also realized as one of the most important recommendation of the Typhoon Haima JDLN assessments Report.

There have been a number of community-based disaster preparedness interventions by a number of NGOs, the Red Cross and UN agencies. However these interventions are minimal as compared to the need and vulnerabilities of communities. Additionally, there has been no systematic approach of linking village level interventions with district and provincial levels and vice-versa, which is vital for sustainability and replication of good practices by local government. It is equally important to connect community disaster preparedness and climate change adaptation activities with local government development planning and cost effective involvement of the local government. The Joint Assessment team found that there were certain indigenous coping mechanism within the communities affected by the flood in 2011. However this indigenous knowledge and mechanisms could not cope with the increasing disaster events and intensity of the disaster at a level not seen in the the communities for 5 decades. The local government and the assessment team strongly recommend preparedness and awareness of at risk communities as an urgent need.

Although disasters affect different social groups differently and the needs of different social groups are different, there is comparatively little understanding of the gender aspects of risk and vulnerability to disasters in Lao PDR. Especially in rural communities in Laos where women are relegated to traditional gender roles of managing household activities ranging from food production, collection of water, and tending to the children, amongst others. Generally, women also lack access to financial resources and are accorded very little or no decision making power and influence within the family and community. Given the high dependence on agriculture-based livelihoods as a main source of income for the majority of rural population in Laos, disasters and climate change/variation impacts to the agriculture sector can further compound the vulnerability of poor households, particularly women. These along with a range of other factors, push women to the brink of vulnerability and high-risk living conditions. Compounding this, usually women bear the majority of responsibility for coping and managing the impacts of disaster when it happens.

However, women have also proven that they are not just helpless victims. Women have valuable knowledge and experience in coping with disasters. Yet, these strengths and capabilities are often ignored in policy decisions, participation in the disaster preparedness exercises as well as overlook their practical needs in the preparedness, response and recovery interventions.

II. STRATEGY

The United Nations Development Assistance Framework Action plan, based on the Government 5-year development plan - the 7th NSEDP, identifies that “the rural poor are highly vulnerable to natural disasters and even small events can have devastating impacts on family livelihoods”¹⁶. Additionally the UNDAF details that “natural disasters are exacerbated by the increasing effects of global climate change and the lack of preparedness, low capacity and resources make Lao PDR more vulnerable”. It further recommends widening disaster risk reduction efforts by integration of DRR in policy and planning processes at local levels, and household decision making. Lack of awareness at all levels, effective and capable disaster management system and planning, coordination, information management at national, provincial, district and village levels are the major gaps that require immediate attention.

The rapid expansion of industrialization and commercialization of land, forests, mines and hydropower furthermore has the potential to increase disaster risks, especially if risk reduction and vulnerability assessment are not considered. The UNDP CPD in line with the UNDAF, recognizes disaster risk management a priority area its 2012 -2015 programming cycle. Thus the 7th NSEDP, UNDAF and UNDP CPD identify disaster risk management as one of the priority areas to safeguard the lives, livelihoods and development in Lao PDR. It also recommends wider, holistic, cross sectoral, multi hazard and systematic approaches to disaster risk reduction and climate change adaptation at national, provincial, district and village levels.

Thus in line with the outcomes, outputs and targets of the above mentioned document and in consideration of the Vientiane Declaration on Aid Effectiveness UNDP and the Government of Lao PDR formulated this project, in order to strengthen national and local (four Haima Affected Provinces) capacities for effective disaster risk management and climate change adaptation. This project is built upon past achievements, lessons learnt and is based on recommendations from the assessment and analysis reports.¹⁷

1. Objectives of the Project

¹⁶ UNDAF 2012 - 2015

¹⁷ The analysis reports include UNOCHA UNDAC report 2007, IASC Kethsana After Action Report 2010, UNDP Capacity Assessment Report 2008, FAO/WFP Crop and Food Security Assessment Report 2001, NDMO Draft National Disaster Management Plan 2011, Government of Lao and UN High Level Dialogue on Disaster Risk Management 2008 and Joint Damage, Losses and Needs Assessment Report, Typhoon Haima, Lao PDR, August 2011

The main objective of the project is to **strengthen disaster risk management system, linking with effective recovery and Climate Change Adaptation through a multi-sectoral and multi-hazard approach at all levels (national, provincial, district and village).**

This project document is designed to build from the project “Institutional Strengthening and capacity Development on Disaster Risk Management in Lao PDR 2010 -2012” and the disaster preparedness and recovery needs in four provinces recommended by the Joint Damage, Loss and Needs Assessment Report (August 2011).

The project has three main components supporting the output “Government and vulnerable communities can more effectively respond to emergencies, adapt to changing climate and prepare for disasters” (UNDAF Output 8.4).

(a) Component 1: Disaster Risk Management institutional capacities strengthening at national and sub national levels

The objective of this component is to establish an effective system for disaster risk management that has strong disaster and climate risk management coordination and linkages from national to province to district levels. This objective would be realised by expanding on the current achievements made in the legal and institutional capacity strengthening interventions, the national disaster management plan, legal framework and the National Risk Profile. Strengthening the legal and institutional capacities that ensures good coordination, information flow for quick and effective decision making for preparedness, response and recovery, understanding of roles and responsibilities at all levels, availability of plans and procedures from national down to provincial and district levels as the most important aspects for a functioning disaster risk management system are core components. More specifically, the component includes the following.

- a. Strengthen disaster risk management sector-wide capacity of the current DDMCC and other ministries in the NDMC. Activities in this component will further strengthen the institutional and technical capacity of the disaster risk management institution and sectoral ministries. Thus the expanded capacity at the line ministries will help institutionalization of DRM, mainstreaming DRR in the sectoral development plans and programmes as well as increase the demand for an empowered risk management agency and risk reduction policies.
- b. Additionally UNDP (as global lead for early recovery and strengthening early recovery capacity) in conjunction with NDMCC will take steps enable the sectoral ministries and Inter Agency Standing Committee (ISAC) clusters to have better understanding and tools for effective and quick recovery interventions based on “build back better” principles after disasters. The activities will include developing early recovery capacities through the establishment of an early recovery cluster TOR, SOP and contingency plan.
- c. Disaster risk management and climate change adaptation plans in the four target provinces and two selected districts of each province with specific consideration to socially vulnerable groups such as women, elderly, children and disabled etc. This activity will be implemented in close coordination with the climate change adaption and resilience projects, Kum Ban planning and District Development Fund (DDF). Additionally the project will also explore partnership and coordination with the World Bank (WB) and other NGOs for similar activities. The project will seek to partner with the above mentioned programmes and join actions for greater impact. For example in locations where the Kum Ban planning is also active the district and community disaster management planning can be implemented jointly with the Kum Ban planning exercise to ensure synergies and sustainability. Similarly the project will partner with CCA and small grant projects for community grant to enhance risk mitigation and preparedness of communities for natural disasters. The project will also partner with DDF fund for trainings and funding the mitigation activity vital for the common focused community.

The four target provinces of this project are Vientiane, Sayabuly, Borikhamxay and Xenkhouang which were severely affected by the flash floods due to Typhoon Haima in June 2011. These provinces have also been identified as the multi-hazard prone provinces by the National Risk Profile. The activities hold potential for scaling-up by expanding to further vulnerable provinces when DDMCC in support with UNDP mobilizes more resources.

(b) Component 2: Strengthen disaster preparedness and response system to; coordinate, manage information, identify and assess risks and warn at risk communities

Information Management is a key factor for effective disaster preparedness and response. Under this component the project aims to establish an information management system at the national level and in the target 4 provinces. Including the development of information management, coordination and communication; Standard Operating Procedures (SOPs) and guidelines for effective, systematic emergency preparedness and response.

Additionally strengthening the Early Warning System seeks to ensure that an understandable message reaches end users (at the community levels) on time and with clear directions. This activity will result in keeping the information management system functioning and the policy makers informed in advance on the potential disasters. At the same time it provides necessary information to the communities in a simple and direct way to prepare for any disaster that may affect their lives and livelihoods. Increasing early warning capacities of relevant agencies e.g. DHM and DDMCC should translate the messages into a locally understandable format.

Additional to standardization and simplification a mechanism will be developed for dissemination of forecasts at different time frames and steps by developing Standard Operating Procedure (SOP) based on the draft National Early Warning Strategy. This early warning system at the national and sub-national level is focused on forecasts policies, procedures, formats, institutional roles and responsibilities and capacities whereas the community early warning capacity strengthening is focused on supporting the communities to effectively react to the early warning message from Early Warning System. Information processed by the institutions will enable communities to understand the immediate and medium term threats of potential natural hazards to the lives and livelihood of the communities. By effective implementation of this activity Government authorities at all levels will have clear understanding of necessary actions (what, when and how) with regards to receiving and dissemination of early warning information at the national, sub-national and community levels through SOPs to safe guard the lives and livelihoods of people at risk.

Taking stock from disaster events in the near past it is evident that disaster events are increasingly more catastrophic and extensive. There is a need for a strong search and rescue mechanism to save lives in Laos. Therefore the project aims to strengthen/establish search and rescue teams at the national level and in selected provinces. This will include trainings, data management of community volunteers and national and local search and rescue (S&R) teams and exploration of South-South cooperation for equipment and further capacity building of the national S&R teams.

(c) Component 3: Gender and Socially Inclusive Community Based Disaster Preparedness, Climate Change Adaptation and Early Recovery

Importance of the community-based disaster management is one of the priorities of Lao Government as expressed by number of policies. Therefore primary beneficiaries of this component are the target communities. In addition to focusing on the national and sub-national level capacity building the project also aims to work directly with the communities with special focus on vulnerable groups such as women, children and other social groups to develop the capacities of up to five most vulnerable communities of each selected district of the four Haima affected provinces.

The project will support the communities by establishing community Disaster Risk Management (DRM) and Climate Change Adaptation (CCA) groups (in line with the Village Disaster Protection Unites) through the inclusion of women in the decision making and planning level, community hazard, risk and vulnerability assessment and mapping, community DRM and CCA planning.

Provide trainings for community based DRM, CCA and natural resource management planning, assessment, search and rescue, first aid, evacuation, relief and early warning etc; establish thematic volunteer teams and strengthen community capacity on early warnings. The community based early warning capacity strengthening focuses on the community actions after receiving information from the national early warning system e.g. what that information means to the community, what actions are to be taken, and how and when to take such actions. Through simple and visual means the project will strengthen the capacity of the target communities to prepare and respond to the information received from the national early warning system. The activity will build upon good practices and pilot projects in country and from the region as well as ensure the gender and social inclusive focus in all these activities. The project target communities will be effectively prepared and self-sustained to cope with future disasters by mapping the hazards and risks of the community, having a preparedness plan and increased connection with the upward information source for early warning. Secondly the strategy of project implementation by the local authorities (district and provincial) will develop sustainable core institutional capacities in the target districts and provinces. Finally to ensuring the national ownership and sustainability this strategy will help to scale up interventions by replication of the good practices of CBDRM in the other at risk communities.

Involvement of the local authorities in this community led activities which will ultimately facilitate the integration in the government planning process is the main difference of this approach from the activities conducted so far at the community levels. The project seeks to identify entry points in the local level planning for scaling-up and replication in other vulnerable communities by local government. The Provincial and District Disaster Management Offices (P/DDMOs) will be the main implementing partners of this activity under the guidance of DDMCC. However individual expert consultants or institutions will be hired to build the capacities of the national and local authorities to carry out CBDRM activities. This will also enable the P/DDMOs to replicate the CBDRM activities in other vulnerable communities. Additionally close and practical coordination and partnership is strongly recommended with Kum Ban Planning and DDF as well as Climate Change Portfolios of UNDP and other stakeholders such as the WB and INGOs to maximize the resources and strengthen the linkage of community based interventions with the government planning which will facilitate for replication in other vulnerable communities.

2. Phased Implementation Approach

In its March 2013 meeting, the Project Local Appraisal Committee – which had assembled to input on the project document prior to its finalization – concluded that the current available funding of \$710,000 was insufficient to do all the activities listed under the original three project components. The participating agencies therefore unanimously recommended that the project be divided into two phases. Due to funding constraints, they also recommended that certain Phase 1 activities focus on the two highest risk districts of two provinces (Xiengkhouang and Xayabouly), as opposed to the original 4 provinces. These activities could then be expanded to other provinces and districts in Phase 2.

Phase 1 Activities - to be implemented under this project document

Based on recommendations from the LPAC committee, the Phase 1 priorities to be funded with This current project document focuses on Phase 1 priorities that should be done with the initial \$710,000 available. Additional efforts will be made to mobilize more resources to fund the remaining activities that have been recommended for Phase 2.

The Phase 1 activities include:

- Detailed Capacity Needs Assessment - Conduct a detailed needs assessment to a) identify the activities already being done by various government agencies and international partners and the gaps that should be built on by the project, b) identify some of the delivery models already in place that could be built upon, and c) help inform MoNRE's capacity needs development and delivery structures as the new Secretariat for Disaster Risk Management (DRM) and Climate Change Adaptation (CCA).

- Disaster Management Law - Draft the disaster management law and legislation. Finalization of the law would likely also roll into Phase 2.
- Communications/Information Management - Establish DRM communications and information management systems and Standard Operation Procedures (SOPs).
- Early Warning - Begin by piloting and test Early Warning System (EMS) models in 2 districts of two Provinces with the aim of expanding the EWS to all 4 target provinces under Phase 2 based on lessons learned.
- Hazard and Vulnerability Risk Assessment (HRVA) - Conduct gender/vulnerable group-sensitive HRVA in the 2 highest-risk districts under Phase 1. Expand to other areas in Phase 2 based on lessons learned.
- Early Recovery/Post-Disaster Needs Assessment (PDNA) - Integrate early recovery activities into the Disaster and Climate Risk Management strategy including completing the PDNA and early recovery cluster coordination.
- Scoping for future community-based/gender/vulnerable group engagement and training – Document existing community-based disaster risk management projects, delivery models and training activities. Develop community-based actions, extension strategies and training modules based on best practices. Deliver programs in Phase 2.

Phase 2 Activities - requiring further resource mobilization

While budget for Phase 1 is secured, resource mobilization for Phase 2 outputs will need to be carried out through out this project life cycle. The level of performance of the Phase 1 will largely have an impact on the resource mobilization. In general, expected activities for Phase 2 will build and expand upon the actions, pilots and community-based program development completed in Phase 1. Below are some expected key activities for Phase 2:

- Finalize and approve the Disaster Risk Management law drafted in Phase 1 including conducting any final consultation processes, amendments and facilitating official passage of the law through the government process.
- Conduct Disaster Management Coordination and Information Management trainings for the government staff of concerned ministries and provinces for operationalization of the DMIS system.
- Build national, provincial and local government awareness and capacity to implement the National Disaster Management Plan.
- Conduct Hazard Risk Vulnerability Assessments in remaining districts building on models and lessons learned in Phase 1 pilots.
- Expand the early warning system to other communities in the 4 target provinces, building on models and lesson learned developed in Phase 1 pilots.
- Assess impacts of disaster on women for long-term preparedness and disaster risk reduction.
- Develop community risk assessment tools and Build Back Better (BBB) guidelines for community-based actions.
- Prepare Community for Disaster Preparedness and Climate Change Adaptation in 5 communities in each selected district of the target provinces (with special focus on Gender and Social inclusion). This will include training trainers to facilitate the village level planning processes, developing gender sensitive community-based disaster management plans, contingency plans, and evacuation plans in the selected communities.
- Establish and train village disaster management groups and volunteer teams and provide disaster preparedness and response skills trainings to community residents and volunteers.

3. Knowledge Management and Resource Mobilisation

Knowledge Management and Communication: All project activities, processes, and lessons-learned will be well documented and made easily accessible. The experiences gained through the implementation of this programme to knowledge management would be valuable to governments, UN and other international organizations. The BCPR Disaster Risk Reduction Team as part of its knowledge development and sharing will incorporate these experiences into its activities. Lessons learned about recovery processes, institutional arrangement, recovery practices and tools such as the Information Management system that this project aims to establish, how to make disaster risk reduction a part of recovery, will be promoted through a strong program of advocacy at the highest levels possible within DDMCC and other relevant line ministries. Specifically, the below action points will ensure the effective knowledge management:

- Collect data and information at periodic intervals on progress in implementation and impacts achieved;
- Document the following recovery process (1) Role of the local government and the communities in planning and implementation of recovery and reconstruction programmes. (2) Produce a series of reports on process for specific components of recovery and capacity development of DDMCC/NDMC;
- Convene workshops or seminars for partners and interested stakeholders to review findings and determine what revisions and adjustments are needed to improve performance and effectiveness of activities;
- Make changes or revisions to work plans and operating procedures to ensure that these lessons and revisions are incorporated in future activities;
- Produce knowledge products on the subject matter under review; and
- Use relevant lessons to influence improvement and/or issuance of supportive policy and regulations at both local and ultimately national level

4. Resource Mobilization Strategy

The resource mobilization strategy for this project is focused at three levels. For Phase 1, the project has mobilized funds from UNDP resources - seed funds from Bureau for Crisis Prevention and Recovery and additional resources from country office (CO) core funds. It is envisaged by utilizing the seed funds to address immediate needs, the programme will demonstrate its value added to attract additional resources.

In the medium term the CO, with support from Regional and HQ, will proactively engage donors for resource mobilization. Target donors will include:

1. Australian Aid for International Development (AusAid)
2. Newzeland Government
3. Asian Development Bank
4. USAID
5. UN Trust Fund for Human Security

In addition, resource mobilization at the country level will be done together with the Lao Government. Under the context of National Implementation (NIM), the Lao Government will also seek to mobilize resources bilaterally and contribute to this project.

III. RESULTS AND RESOURCES FRAMEWORK – PHASE 1 ACTIVITIES

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

By 2015, the government and communities better adapt to and mitigate climate change and reduce natural disaster vulnerabilities in priority sectors

CPD outcome; Indicators:

- No. of priority sectors¹⁸ that have a sectorial plan that explicitly include climate change mitigation and adaptation. (2010: 0, 2015: 3, MoV: sectorial plans)
- No. of 8 key ministries¹⁹ that have approved Disaster Risk Management Plans (2011: 0, 2015: 4, MoV: the plan documents)
- Average population affected by natural disasters per million people per decade (2000-2009: 24,535, 2010-2015: ?, MoV: Global Human Development Report)
- No. of national and local level authorities trained to effectively prepare for and respond to hunger caused by natural hazards and climate change (2011: 0, 2015: 1,950, MoV: FAO Project Reports)

Applicable Key Result Area (from 2008-11 Strategic Plan): TBC

Partnership Strategy:

- The project will be implemented by under DDMCC. Partnerships between NDMC, PDMC, DDMC, VDPU and DDMCC will ensure the national Government's capacity development; strengthen national ownership and sustainability of results. Through the NDMC, DDMCC and other relevant line ministries and departments will also play a key role in the implementation of the project. Specifically, close partnerships will be established with the Department of Statistics, the Ministry of Planning and Investment, the Department of Meteorology and Hydrology, the Ministry of Agriculture and Forestry, the Ministry of Natural Resources and Environment, the Ministry of Labor and Social Welfare and the Ministry of Home Affairs on specific targets and intended outputs.
 - UNDP will support resource mobilization and required technical expertise. In particular UNDP CO will draw upon the Crisis Prevention and Recovery (CPR) expertise available in the UNDP regional centre in Bangkok and the Bureau of Crisis Prevention and Recovery. The Project will also explore opportunities for South- South cooperation through the South-South unit in UNDP. This will help DDMCC to learn from the lessons of the neighboring countries. It also helps to increase cross border cooperation for emergency response and risk reduction with neighboring countries. The technical expertise of the neighbouring countries can be tapped for sound disaster risk management. Additionally the project will also explore availability of resources from regional and global funds and facilities including for climate change adaptation.
 - The project will pursue and explore contribution from government of Laos along with the donors for the effective implementation and ownership of the planned activities.
 - The project will endeavor to explore and strengthen partnership between and among the UNDP Climate Change and Environment, local governance and poverty reduction portfolios and UN Volunteers for the mobilization of UNVs to assist the implementation of the project.
 - The project will also explore partnership with the national security agencies such as National Army and Police for maximizing the resources for effective disaster response and communication
-
- Other UN agencies, the World Bank, NGOs, donors, civil societies and private sectors are valuable partners in disaster risk management. The project will further explore partnership, exchange of information, knowledge sharing, regular feedbacks to avoid duplication and produce synergies. This can be done through regular updates, lesson learned workshops and communication with organizations inside the country as well as in the region.
 - The project will also explore and strengthen partnership with the regional organizations such as Mekong River Commission, Asian Disaster Preparedness Centre (ADPC), UNESCAP, UNISDR and other relevant regional organizations.

¹⁸ such as forestry, agriculture and water resources, as identified in 2nd National Communication, NAMA, NAPA and National climate change strategy

¹⁹ ministries with a sector working group

Project title and ID (ATLAS Award ID): will be assigned				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output Government²⁰ and vulnerable communities can more effectively <u>respond to emergencies, adapt to changing climate and prepare for disasters</u></p> <p>Indicator: Progress towards risk preparedness and reduction mechanisms in target communities²¹ (2010: 0 points, 2015: 5 points, MoV: project M&E reports) (Activity Result 1 specific baseline and indicators)</p> <p>Baseline</p> <ol style="list-style-type: none"> 1. NDMC/NDMO exists but weak mandate and capacity to fulfil its role in disaster risk management in country 2. Draft National Disaster Management Plan exist but not yet endorsed by government and implemented by NDMC 3. Legal Framework in the form of Prime Ministerial decree drafted Not yet finalized, approved and implemented by the government 4. There is no disaster management law for Lao PDR 5. Three provinces (Atapue, Sekong and Saravan) developed disaster management plans with support of ADPC/WB 6. No ministerial DRM plan exists 7. Capacities of the DRM focal points at the 	<p>Targets – 2013 - 2015</p> <ol style="list-style-type: none"> 1. Capacity development plan developed 2. DRM Capacities of DDMCC and NDMC member ministries based on HFA and National Disaster Management Plan developed with clear targets of at least 30% gender inclusion, analysis and mainstreaming 3. At least two capacity development trainings annually with at least 30% women participation conducted 4. Gender sensitive Disaster Risk Management Law drafted 5. Disaster assessment tool and draft BBB guidelines drafted 	<p>Activity Result 1: Institutional and Legal capacities at national and sub national levels strengthened for effective disaster risk management</p> <p>Action 1.1: Complete a detailed capacity needs assessment to determine appropriate delivery structures and identify existing services to build on</p> <p>Action 1.2: Conduct detailed Hazard, Risk and Vulnerability Assessment (HRVA) in 2 of the selected 4 provinces (Vientiane, Sayboui, Xiengkhouang and Bolikhamxay) based on the Risk Profile</p> <p>Action 1.3: Draft Disaster Risk Management (DRM) Law of Lao PDR that also ensures integration of gender issues in the DRM system.</p> <p>Action 1.4: Compilation and documentation of lessons learned on flood response and early recovery with special focus on women and other vulnerable groups</p> <p>Action 1.5: Increased capacities of the CO and GoL on how to undertake early recovery activities in the aftermath of disasters and ensuring the recovery needs of different vulnerable groups specially women.</p> <p>Action 1.6: Develop assessment tool and BBB guideline and assess impact on women for long-term preparedness and disaster risk reduction</p>		<p>Total budget for key results 1 (for 31 months): USD 296,500</p> <p>Natl capacity development consultant = 12,000</p> <p>UNV DRR Technical Advisor USD 60,000</p> <p>Project officers = 20,000</p> <p>Finance officer = 12,000</p> <p>Natl law consultant = 20,000 with legal support from RCB</p> <p>Disaster Management Lawyer = 30,000</p>

²⁰ including the National Disaster Management Committee and the National Disaster Management Office

²¹ Index of scale from 0 to 5: district and community disaster management plans (1 point), sub-national early warning system in place (1 point), Standard Operating Procedure in the target communities (1 point), emergency plans in place (1 point), mock training provided: 1 point

<p>sectoral ministries are limited</p> <p>8. Early Recovery Cluster exists. There is no cluster TOR, contingency plan and SOP</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Capacity development plan developed 2. At least 2 districts of the target provinces have completed HRVAs 3. DRR focal points of the key ministries have stronger capacity and clear mandate for integration of DRR in the sectoral plans 4. Disaster law developed 5. Post Disaster Needs Assessment framework Developed 6. Early Recovery cluster is active with defined roles, responsibilities and contingency plan. 			<p>Natl Recovery and response expert = 7,000</p> <p>Early Recovery/PDNA expert = 20,000</p> <p>Project activities =115,500</p>
<p>(Activity Result 2 specific baseline and indicators)</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. National Risk Profile of multi hazard exist 2. DesInventar database initiated in NDMO and piloted in one province (Saybuli). There is no systematic communication and information exchange between national, local and community levels. 3. No emergency operation centre exist 4. No emergency response management system with specific roles and responsibilities (SOPs) for various levels of disaster exists 5. MRC and HMD produce data of river flow and weather forecast. 6. WB funded project is planning to develop national strategy for Early Warning System (EWS), Model and SOP for EWS at the national level 	<p>Targets 2012 -2015:</p> <ol style="list-style-type: none"> 1. National and 2 provincial disaster management information system established 2. Information management and coordination trainings conducted for national and selected provinces 3. End user early warning system established for 2 pilot districts in 2 selected provinces 4. SOP for DRM information management and communication developed 	<p>Activity Result 2: Disaster preparedness and response system Strengthened to; coordinate, manage information, identify and assess risks and warn at risk communities</p> <p>Action 2.1: Establish Disaster Management Information System at national and Provincial Levels (Vientiane, Bolikhamxay, Sayboulis and Xiengkhouang).</p> <p>Action 2.2: Develop Standard Operations Procedures for effective communication and information management</p> <p>Action 2.3: Conduct Disaster Management Coordination and Information Management trainings for the government staff of concerned ministries and provinces for operationalization of the DMIS system</p> <p>Action 2.4: Establish Early Warning System in 2 of the 4 target Provinces (Vientiane, Sayabouli, Xiengkhouang and Bolikhamxay) and at least 2 districts of each target province</p>	<p>Total budget for key activity result 2 (for 31 months):</p> <p>USD 332,000</p> <p>UNV DRR Technical Advisor USD 56,000</p> <p>Project officers = 40,000</p> <p>Finance officer = 18,000</p> <p>Expert in Early Warning = 25,000</p> <p>Early Warning Equipment = 20,000</p>

<p>7.No trained search and rescue teams available 8.Rapid assessment team exist under the NDMO lead</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Progress towards DDMCC's greater coordination capacity²² (2010: 0 points, 2015: 5 points, MoV: project M&E reports) 2. Disaster Management Information System established at the centre and local levels 3. Effective end to end user early warning system established in close coordination with the HMD, Ministry of Natural Resources and Environment, MRC, WB/ADPC and based on the draft EWS strategy 			<p>Database expert (inkind from RCB)</p> <p>Local IM consultant = 20,000 with support from IM Exprt (From RCB)</p> <p>It Software = 20,000</p> <p>Communications equipment = 20,000</p> <p>Project vehicle = 33,000</p> <p>Project activities = 80,000</p>
<p>(Activity Result 3 specific baseline and indicators)</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. French Red Cross is in the process of developing; <ol style="list-style-type: none"> 1. Community Based Disaster Management (CBDM) guideline based on the regional good practices, 2. Standard Operating Procedures (SOP) for CBDRM contingency planning 3. Contingency planning for two districts 2. A number of CBDRM activities in different 	<p>Target 2012 - 2015</p> <ol style="list-style-type: none"> 1.Community Hazard, Risk and Vulnerability Assessment Conducted (2 districts in 2 target provinces) 	<p>Activity Result 3: Communities are better prepared for Disasters and Climate Change Adaptation with special focus on Gender and Social inclusion (up to 5 most vulnerable communities of the 8 selected districts in the 4 Typhoon Haima affected provinces).</p> <p>Action 3.1: Conduct gender sensitive Community Based Hazard, Vulnerability and Risk Assessment and mapping of the selected communities of target provinces.</p>	<p>Estimated cost of Key Activity Result 3 (for 31 months): USD 41,000</p> <p>UNV DRR technical advisor= 24,000 (RBC support)</p> <p>Project activities = 17,000</p>

²² Index of scale: National and Provincial Emergency Operations exist (point 1), National Standard Operating Procedures for Disaster Preparedness and Response (point 1) Provincial Standard Operating Procedures for Disaster Preparedness and Response (point 1), National Emergency Plan in place (point 1), provincial emergency plan (point 1).

<p>villages of various districts have been implemented by various agencies. However these interventions are limited and needs scaling up and also linking the interventions with local level development policy, planning and programmes of the government</p>		<p><i>[NOTE – Most actions under Component 3 have been moved to <u>Phase 2</u> due to limited budget. These phase 2 activities will include: Training of trainers in community-based DRM, establishment and training of village DRM groups and volunteer teams; local disaster preparedness and response skills trainings and development of community contingency and evacuation plans]</i></p>	
<p>3. There is no systematic connection of Village, District, Provincial and National level Disaster Management/response planning</p>			
<p>4. With support of CARE a communication strategy to inform the communities is in the process of developing</p>		<p>Activity Result 4; Project Monitoring and Evaluation</p>	<p>Total Activity Result 4 (for 31 months): = 40,500</p>
<p>5. ADPC plans to develop training curriculum for flood and drought risk reduction planning and conduct trainings in two provinces in the south of the country.</p>		<p>Action 4.1: Quarterly based quality monitoring and record project progress towards results</p>	<p>Travel = 10,000</p>
<p>Indicator: 1. Number of village level HRV assessment reports available</p>		<p>Action 4.2: Annual monitoring and review to ensure the overall direction of the project implementation towards achieving the project targets</p>	<p>Review and documentation = 19,500</p> <p>Audit = 6,000</p> <p>Project Board meetings = 5,000</p>
<p>Total Project Cost[for 33 months] Available budget Budget shortfall</p>			<p>US\$ 710,000 US \$710,000</p>

I. ANNUAL WORK PLAN - PHASE 1 ANNUAL WORK PLAN 2013 - 2015

PLANNED ACTIVITIES <i>List activity results and associated actions</i>	PHASE 1 AWP												RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET (Phase 1)	
	2013			2014				2015				Budget Description			Amount	
	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4					
Activity Result 1; Institutional and Legal capacities at national and sub national levels strengthened for effective disaster risk management;																
Action 1.1 Complete a detailed capacity needs assessment to determine appropriate delivery structures and identify existing services to build on	X	X											MoNRE/ UNDP	TRAC 3 + TRAC 1&2	National Capacity Needs consultant (supported by APCR in kind)	12,000
<i>Task 1.1.1: Conduct detailed capacity needs assessment</i>	X														Project officer	5,000
<i>Task 1.1.2 Map existing services, programs and delivery tools to serve as resources and models in the project</i>	X														Workshops	4,000
<i>Task 1.1.3: Clarify department and ministry roles and responsibilities and develop capacity development plan</i>			X												Translation	1,000
Action 1.2: Conduct detailed Hazard, Risk and Vulnerability Assessment (HRVA) in 2 of the selected 4 provinces (Vientiane, Saybouli, Xiengkhouang and Bolikhamxay) based on the Risk Profile															Led by UNV DRR technical advisor working with deployed expert from RCB	20,000
<i>Task 1.2.1: Deployment of specialized expert agency/individual</i>	X	X													Project officer	15,000
<i>Task 1.2.2: Development of assessment methodology and agreed by concerned government department</i>		X	X												Finance officer	12,000
<i>Task 1.2.3: Conduct learning workshop on the agreed methodology for the concerned government agencies (MONRE, Statistic Dept, Geo Dept etc)</i>	X	X													Workshops	8,000
															Training	16,000

<i>Task 1.2.4: Conduct HRV assessment with full involvement of respective government offices, DDMCC and provincial and district authorities and ensure knowledge transfer takes place for further replication</i>			X	X	X	X	X	X	X	X				Translation	4,000
<i>Task 1.2.5: Conduct end task workshop to further strengthen the understanding of the group of government officials for replication of the assessment in other provinces</i>			X								X			Stationary and printing	4,500
Action 1.3: Draft Disaster Risk Management Law of Lao PDR.												MoNRE/ UNDP	TRAC 3 + TRAC 1&2	Led by UNV DRR technical advisor with support from RCB	25,000
<i>Task 1.3.1: Stock taking of exiting relevant Laws of government of Lao PDR</i>	X	X	X											National law consultant	20,000
<i>Task 1.3.2: Identify appropriate mechanism such as task force group formation, action plan and standard process for formulation and enactment of the Law by the Lao Government</i>			X	X										Consultation workshops	22,000
<i>Task 1.3.3: Deployment of expert firm/individual for drafting the law according to the Lao Government Standards based on the HFA and ASEAN Disaster Management framework and exiting disaster management and climate change related legal documents and frameworks</i>			X	X			X				X			Translation/publication	5,000
<i>Task 1.3.4: Present the Draft Law to NDMC for endorsment.</i>					X	X	X	X	X	X	X			stationaries and other suplies	2,000
<i>Task 1.3.5: Support submission of the Law to the government for approval</i>										X	X	X		Disaster Management lawyer	30,000
Action 1.4: compilation and documentation of lessons learned on flood response and early recovery with focus on women and other vulnerable groups	X	X	X										TRAC 3 + TRAC 1&2	Response and Recovery Expert (Local)	7,000
<i>Task 1.4.1; Documentation of Lessons Learned;</i>	X	X	X											documentation	1,000
<i>Task 1.4.2: Dissemination of Lesson Learned through a workshop</i>			X	X										workshop	3,000
Action 1.5: Increased capacities of the CO and GoL on how to undertake early recovery activities in the aftermath of disasters	X	X										MoNRE/ UNDP	TRAC 3 + TRAC 1&2	Early Recovery/PDNA expert	20,000

<i>Task 1.5.1: With the coordination of the IASC and UNDP as Cluster Lead, form/organize the Early Recovery Cluster/Network in Lao PDR (including; defined specific TOR, cluster contingency plan) and briefing the GoL on the cluster approach.</i>	X	X	X	X													2,000
<i>Task 1.5.2: Develop Early Recovery Guidelines for Lao PDR and a Post Disaster Needs Assessment (PDNA) (contextualization of the Global ER Guidelines adopted by the IASC and CWGER) to guide ER planning and implementation when a disaster occurs and affects the country</i>	X	X	X											workshop			8,000
<i>Task 1.5.3: Training on ER planning and implementation for the ER Cluster in Lao PDR</i>				X			X				X			stationary and translation			2,000
Action 1.6: Develop assessment tool and BBB guideline and assess impact of disaster on women for long-term preparedness and disaster risk reduction														MoNRE/ UNDP	TRAC 3 + TRAC 1&2	Led by UNV DRR technical advisor	15,000
<i>Task 1.6.1: Develop standard assessment tool based on the damage, losses and needs assessment guideline of MPI to ensure social and peoples needs are properly assessed for effective recovery planning.</i>				X	X	X										Travel/DSA	3,000
Sub-total Activity Result 1																	296,500
2. Activity Result 2: Disaster preparedness and response system strengthened to; coordinate, manage information, identify and assess risks and warn at risk communities																	
Action 2.1: Establish Disaster Management Information System (DMIS) at national and provincial levels (Vientiane, Bolikhamxay, Sayabouli, Xiengkhouang)														MoNRE/ UNDP	TRAC 3 + TRAC 1&2	UNV DRR technical advisor	56,000
<i>Task 2.1.1: Review exiting database, information management capacities at the national level (DDMCC) and Provincial Levels (PDMOs)</i>	X															Project officer	21,600
<i>Task 2.1.2: Agree on information management system practical in the Lao context through consultation with relevant departments</i>			X													Finance officer	12,000
																workshops/trainings	12,000
																Local IM consultant	20,000

<p><i>Task 2.1.3: Conduct learning training on DMIS, SOPs, communication and coordination mechanism for the concerned national and provincial authorities</i></p>				X															Travel	15,000
<p><i>Task 2.1.4: Install software and hardware tools and equipments required for the information management system in NDMO and connect with other national IMS as required</i></p>				X															Miscellaneous	2,000
<p>Action 2.2: Develop Standard Operation Procedures for effective communication and information management</p>																			Soft/hardware IT Equip	20,000
<p><i>Task 2.2.1: Review of exiting communication and information management procedures</i></p>				X															Database expert (inkind RCB)	
<p><i>Task 2.2.2: Identify cost effective and practical coordination and partnership mechanism among the relevant institutions (NDMC, DDMCC, PDMO, national army, national police, Hydrology and Meterology Department, communication ministry, telecommunication department, statistic department, Water Resources etc) for effective communication and information management</i></p>				X															Communication equipments	20,000
<p><i>Task 2.2.2: Develop communication and information management SOPs through a consultative process by close involvement of all the concern agencies</i></p>				X	X	X													Info Mntg Exprt (From RCB)	
<p><i>Task 2.2.3: Conduct a simulation exercise to test the DMIS and SOP functional application</i></p>						X													consultation workshop	3,000
<p>Action 2.3: Conduct Disaster Management Coordination and Information Management trainings for the government staff of concerned ministries and provinces for operationalization of the DMIS system</p>				X															stationaries and printing	1,000
																			Supplies	2,000
																			Travel	10,000
																			Car	33,000
																			Project officer	18,400
																			Finance officer	6,000

																		Workshops/trainings	14,000		
Action 2.4 Establish Early Warning System in 2 of the 4 target Provinces (Vientiane, Sayabouli, Xiengkhouang and Bolikhamxay) and at least 2 districts in the selected provinces																		Expert- Early Warning System	25,000		
<i>Task 2.4.1: Review draft EW strategy and existing mechanisms important for early warning on natural disasters</i>	x																	workshops/trainings	16,000		
<i>Task 2.4.2: Conduct training workshop for the concerned officials of national government and target provincial and district officials</i>	X	X																communication and supplies	3,000		
<i>Task 2.4.3: Develop end user EW system with simple terms understandable by the local authorities and communities based on the EW strategy and draft communication strategy and linked with the information management system by using simple locally maintainable equipments and methods culturally acceptable</i>		x	x	X	X	X	X	X	X	X	X	X	X	X				EW equipment	20,000		
																		Translation	2,000		
Sub-total Activity Result 2																		332,000			
Activity Result 3: Communities are better prepared for Disasters Preparedness and Climate Change Adaptation with special focus on Gender and Social inclusion (2 communities in each selected district of 2 target provinces)																					
Action 3.1: Conduct Community Based Hazard, Vulnerability and Risk Assessment and mapping of the selected communities of target provinces.																		MoNRE/ UNDP	TRAC 3 + TRAC 1&2	Led by UNV DRR technical advisor	24,000
<i>Task 3.1.1: Conslutation and understanding of envolvment of community DCRM group and agreement on the methodology for conducting community Based HRV Assessment in conjunction with action 1.6 by utilizing learning of the government officials trained in HRVA</i>				X																trainings/workshops	12,000
<i>Task 3.1.2: Facilitate community lead HRV assessment and mapping of the risks and hazards</i>				X	X	X	X	X	X	X	X	X	X							Travel	2,000
																				publication/printing	1,000

Task 3.1.3: Identify and priorities most at risk elements and identify appropriate mitigation recommendations				X	X	X	X	X	X	X	X			translation	2,000	
Sub-total Activity Result 3															41,000	
Activity Result 4: Monitoring and Evaluation of project																
Activity 4.1: Quarterly based quality monitoring and record project progress towards results.													MoNRE/ UNDP	TRAC 3 + TRAC 1&2	Project Board meeting	5,000
Task 4.1.1: Organize semi annual project board meeting to ensure effective project implementation		X		X		X		X		X					Monitoring travel	10,000
Task 4.1.2: Update issue and risk log and seek project board guidance to resolve the issues and mitigate the risk for effective implementation of the project.	X	X	X	X	X	X	X	X	X	X	X					
Task 4.1.3: Develop quarterly progress report, submit to project board, update in the information in ATLAS	X	X	X	X	X	X	X	X	X	X	X					
Task 4.1.4: Regularly update the project lesson learned log and the ongoing learning and facilitate the preparation of the lesson learned report at the end of the project	X	X	X	X	X	X	X	X	X	X	X					
Task 4.1.5: Develop monitoring schedule plan and update regularly to track key management actions/events	X	X	X	X	X	X	X	X	X	X	X					
Activity 4.2: Annual monitoring and review to ensure the over all direction of the project implementation towards achieving the project targets.														TRAC 3 + TRAC 1&2		
Task 4.2.1: Develop annual review report based on the standard format and submitted to project board and outcome board								X					X			
Task 4.2.2: Conduct annual project review to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year.			X				X						X		Annual Review	12,000
Task 4.2.3: Conduct HACT spot checks and project monitoring during the course of project implementation to ensure smooth management of the project activities	X			X		X		X					X			

Task 4.2.4: Develop and submit final project completion report to summarize actual achievements against the planned output and outcomes and document the efficiency of the project										X	documentation	1,500
Task 4.2.5: Conduct an external mid term project review at mid point of implementation to assess the project performance, progress achieved and if outputs and eliverables need adjustments for the next two years.					X						Mid term review expert	6,000
Task 4.2.6: Develop detailed AWP and get aproved by the project board.	X	X				X						
Task4.2.7: Conduct at least one external audit of the project											Audit	6,000
Sub-total Activity Result 4											40,500	
											710,000	
Total available budget (\$)											BCPR 300,000, TRAC 410,000	710,000
Budget Shortfall (\$)												-

2013 ANNUAL WORK PLAN
Integrated Disaster and Climate Risk Management Project in Lao PDR

PLANNED ACTIVITIES	Q	Q	Q	RESPONSIBLE PARTY	FUNDING SOURCE	2013
	2	3	4			
Activity Result 1; Institutional and Legal capacities at national and sub national levels strengthened for effective disaster risk management;						
Action 1.1 Complete a detailed capacity needs assessment to determine appropriate delivery structures and identify existing services to build on				MoNRE/ UNDP	TRAC 3	National Capacity Needs consultant (supported by APRC in kind) 12,000
<i>Task 1.1.1: Conduct detailed capacity needs assessment</i>		X	X		TRAC 3	Project officer 5,000
<i>Task 1.1.2 Map existing services, programs and delivery tools to serve as resources and models in the project</i>		X	X		TRAC 3	Workshops 4,000
<i>Task 1.1.3: Clarify department and ministry roles and responsibilities and develop capacity development plan</i>			X		TRAC 3	Translation 1,000
Action 1.2: Conduct detailed Hazard, Risk and Vulnerability Assessment (HRVA) in 2 of the selected 4 provinces (Vientiane, Sayboui, Xiengkhouang and Bolikhamxay) based on the Risk Profile					TRAC 3	Led by UNV DRR technical advisor working with deployed expert from RCB 4,000
<i>Task 1.2.1: Deployment of specialized expert agency/individual</i>			X		TRAC 3	Project officer 3,000
					TRAC 3	Finance officer 2,400
<i>Task 1.2.2: Development of assessment methodology and agreed by concerned government department</i>					TRAC 3	Workshops 2,000
<i>Task 1.2.3: Conduct learning workshop on the agreed methodology for the concerned government agencies (MONRE, Statistic Dept, Geo Dept etc)</i>						Training
<i>Task 1.2.4: Conduct HRV assessment with full involvement of respective government offices, DDMCC and provincial and district authorities and ensure knowledge transfer takes place for further replication</i>			X			Translation
<i>Task 1.2.5: Conduct end task workshop to further strengthen the understanding of the group of government officials for replication of the assessment in other provinces</i>			X			Stationary and printing
Action 1.3: Draft Disaster Risk Management Law of Lao PDR.				MoNRE/ UNDP	TRAC 3	Led by UNV DRR technical advisor with support from RCB 8,000
<i>Task 1.3.1: Stock taking of exiting relevant Laws of government of Lao PDR</i>					TRAC 3	National law

	X	X	X			consultant	6,000
<i>Task 1.3.2: Identify appropriate mechanism such as task force group formation, action plan and standard process for formulation and enactment of the Law by the Lao Government</i>		X	X			Consultation workshops	
<i>Task 1.3.3: Deployment of expert firm/individual for drafting the law according to the Lao Government Standards based on the HFA and ASEAN Disaster Management framework and exiting disaster management and climate change related legal documents and frameworks</i>		X	X			Translation/publication	
<i>Task 1.3.4: Present the Draft Law to NDMC for endorsement.</i>					TRAC 3	stationaries and other supplies	
<i>Task 1.3.5: Support submission of the Law to the government for approval</i>					TRAC 3	Disaster Management lawyer	7,000
Action 1.4: compilation and documentation of lessons learned on flood response and early recovery with focus on women and other vulnerable groups			X		TRAC 3	Travel - study exchange	30,000
<i>Task 1.4.1: Documentation of Lessons Learned;</i>			X		TRAC 3	Response and Recovery Expert (Local)	3,000
<i>Task 1.4.2: Dissemination of Lesson Learned through a workshop</i>					TRAC 3	documentation	
Action 1.5: Increased capacities of the CO and GoL on how to undertake early recovery activities in the aftermath of disasters		X	X	MoNRE/UNDP	TRAC 3	workshop	
<i>Task 1.5.1: With the coordination of the IASC and UNDP as Cluster Lead, form/organize the Early Recovery Cluster/Network in Lao PDR(including; defined specific TOR, cluster contingency plan) and briefing the GoL on the cluster approach.</i>		X	X		TRAC 3	Early Recovery/PDNA expert	15,000
<i>Task 1.5.2: Develop Early Recovery Guidelines for Lao PDR and a Post Disaster Needs Assessment (PDNA) (contextualization of the Global ER Guidelines adopted by the IASC and CWGER) to guide ER planning and implementation when a disaster occurs and affects the country</i>		X	X		TRAC 3	Missalaneous	
<i>Task 1.5.3: Training on ER planning and implementation for the ER Cluster in Lao PDR</i>					TRAC 3	workshop	2,000
Action 1.6: Develop assessment tool and BBB guideline and assess impact of disaster on women for long-term preparedness and disaster risk reduction						stationary and translation	
<i>Task 1.6.1: Develop standard assessment tool based on the damage, losses and needs assessment guideline of MPI to ensure social and peoples needs are properly assessed for effective recovery planning.</i>						Led by UNV DRR technical advisor	
						Travel/DSA	
Sub-total Activity Result 1							104,400

2. Activity Result 2: Disaster preparedness and response system Strengthened to; coordinate, manage information, identify and assess risks and warn at risk communities

<p>Action 2.1: Establish Disaster Management Information System (DMIS) at national and provincial levels (Vientiane, Bolikhamxay, Sayabouli, Xiengkhouang)</p> <p><i>Task 2.1.1: Review exiting database, information management capacities at the national level (DDMCC) and Provincial Levels (PDMOs)</i></p> <p><i>Task 2.1.2: Agree on information management system practical in the Lao context through consultation with relevant departments</i></p> <p><i>Task 2.1.3: Conduct learning training on DMIS, SOPs, communication and coordination mechanism for the concerned national and provincial authorities</i></p> <p><i>Task 2.1.4: Install software and hardware tools and equipments required for the information management system in NDMO and connect with other national IMS as required</i></p>				MoNRE/ UNDP	TRAC 3	UNV DRR technical advisor	16,000
		X	X		TRAC 3	Project officer	8,000
					TRAC 3	Finance officer	3,600
			X		TRAC 3	workshops/trainings	5,000
					TRAC 3	Local IM consultant	7,000
					TRAC 3	Travel	4,000
						Miscellaneous	
						Soft/hardware IT Equip	
						Database expert (inkind RCB)	
	<p>Action 2.2: Develop Standard Operation Procedures for effective communication and information management</p> <p><i>Task 2.2.1: Review of exiting communication and information management procedures</i></p> <p><i>Task 2.2.2: Identify cost effective and practical coordination and partnership mechanism among the relevant institutions (NDMC, DDMCC, PDMO, national army, national police, Hydrology and Meterology Department, communication ministry, telecommunication department, statistic department, Water Resources etc) for effective communication and information management</i></p> <p><i>Task 2.2.2: Develop communication and information management SOPs through a consultative process by close involvement of all the concern agencies</i></p> <p><i>Task 2.2.3: Conduct a simulation exercise to test the DMIS and SOP functional application</i></p>					MoNRE/ UNDP	TRAC 3
				Info Mntg Exprt (From RCB)			
				consultation workshop			
				stationaries and printing			
				Supplies			
				Travel			
				Car	33,000		

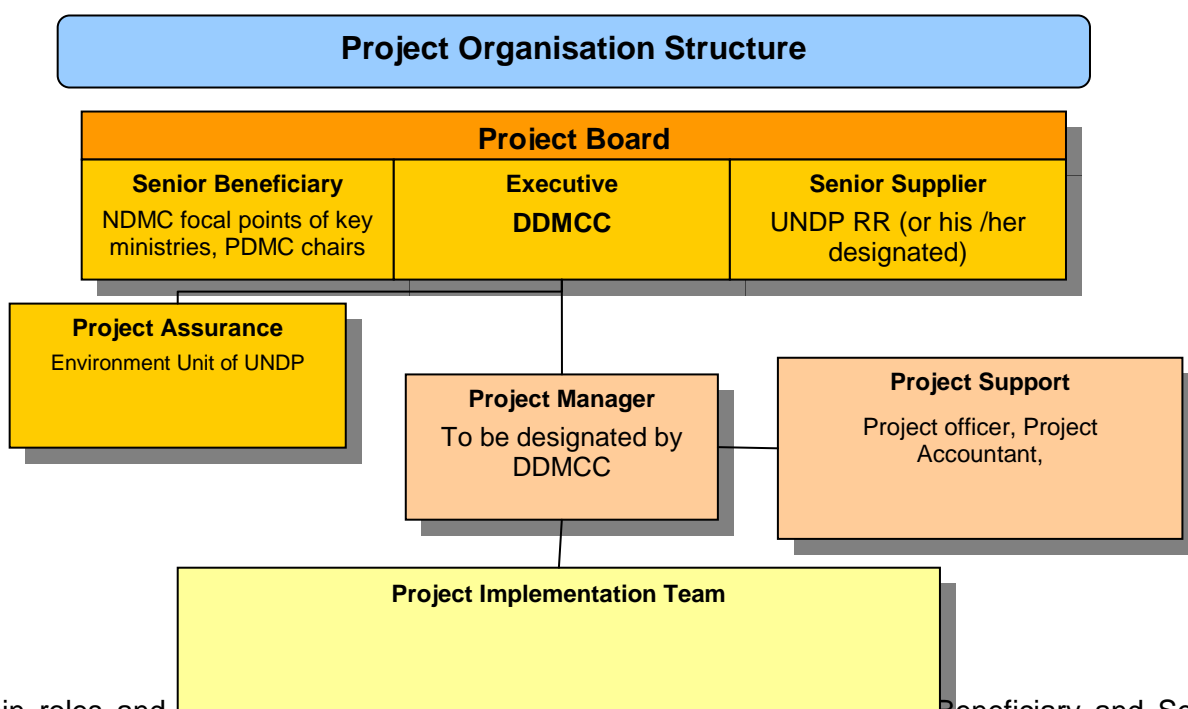
Action 2.3: Conduct Disaster Management Coordination and Information Management trainings for the government staff of concerned ministries and provinces for operationalization of the DMIS system				MoNRE/ UNDP		Project officer	
						Finance officer	
						Workshops/trainings	
Action 2.4 Establish Early Warning System at the 4 selected Typhoon Haima affected vulnerable Provinces (Vientiane, Sayabouly, Xiengkhouang and Bolikhamxay) and at least 3 pilot district of each province <i>Task 2.4.1: Review draft EW strategy and existing mechanisms important for early warning on natural disasters</i> <i>Task 2.4.2: Conduct training workshop for the concerned officials of national government and target provincial and district officials</i> <i>Task 2.4.3: Develop end user EW system with simple terms understandable by the local authorities and communities based on the EW strategy and draft communication strategy and linked with the information management system by using simple locally maintainable equipments and methods culturally acceptable</i>				MoNRE/ UNDP	TRAC 3	Expert- Early Warning System	7,000
		x				workshops/trainings	5,000
		X	X			communication and supplies	
		X	X			EW equipment	
		x	x			Translation	
Sub-total Activity Result 2							88,600
Activity Result 3: Communities are better prepared for Disasters Preparedness and Climate Change Adaptation with special focus on Gender and Social inclusion (5 communities in each selected district of the target provinces)							
Action 3.1: Conduct Community-Based Hazard, Vulnerability and Risk Assessment and mapping of the selected communities of target provinces. <i>Task 3.3.1: Conslutation and understanding of envolvment of community DCRM group and agreement on the methodology for conducting community Based HRV Assessment in conjunction with action 1.6 by utilizing learning of the government officials trained in HRVA</i> <i>Task 3.3.2: Facilitate community lead HRV assessment and mapping of the risks and hazards</i> <i>Task 3.3.3: Identify and priorities most at risk elements and identify appropriate mitigation recommendations</i>				MoNRE/ UNDP		Led by UNV DRR technical advisor	
						trainings/workshops	
						Travel	
						publication/printing	
						translation	
Sub-total Activity Result 3							-
Activity Result 4: Monitoring and Evaluation of project							

Activity 4.1: Quarterly based quality monitoring and record project progress towards results.				MoNRE/ UNDP			
<i>Task 4.1.1: Organize semi annual project board meeting to ensure effective project implementation</i>		X			TRAC 3	Project Board meeting	1,500
<i>Task 4.1.2: Update issue and risk log and seek project board guidance to resolve the issues and mitigate the risk for effective implementation of the project.</i>	X	X	X			monitoring travel	
<i>Task 4.1.3: Develop quarterly progress report, submit to project board, update in the information in ATLAS</i>	X	X	X				
<i>Task 4.1.4: Regularly update the project lesson learned log and the ongoing learning and facilitate the preparation of the lesson learned report at the end of the project</i>	X	X	X				
<i>Task 4.1.5: Develop monitoring schedule plan and update regularly to track key management actions/events</i>	X	X	X				
Activity 4.2: Annual monitoring and review to ensure the over all direction of the project implementation towards achieving the project targets.				MoNRE/ UNDP			
<i>Task 4.2.1: Develop annual review report based on the standard format and submitted to project board and outcome board</i>							
<i>Task 4.2.2: Conduct annual project review to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year.</i>			X			Annual Review	
<i>Task 4.2.3: Conduct HACT spot checks and project monitoring during the course of project implementation to ensure smooth management of the project activities</i>		X					
<i>Task 4.2.4: Develop and submit final project completion report to summarize actual achievements against the planned output and outcomes and document the efficiency of the project</i>						documentation	
<i>Task 4.2.5: Conduct an external mid term project review at mid point of implementation to assess the project performance, progress achieved and if outputs and deliverables need adjustments for the next two years.</i>						Mid term review expert	
<i>Task 4.2.6: Develop detailed AWP and get approved by the project board.</i>	X		X				
<i>Task 4.2.7: Conduct at least one external audit of the project</i>						Audit	
Sub-total Activity Result 4							1,500
<u>Total budget 2013</u>							<u>194,500</u>

II. MANAGEMENT ARRANGEMENTS

The project is designed to be implemented over a period of 4 years. The project is nationally implemented and the Implementing Partner for the project will be the National Disaster Management Office (NDMO) which currently sits within the Ministry of Labour and Social Welfare (MLSW) and serves as the secretariat of the National Disaster Management Committee (NDMC). As the implementing partner, the NDMO will be responsible and accountable for the implementation of the project activities and the judicious use of project funds under the guidance and oversight of the Project Board. The management arrangements for the implementation of the activities will follow the standard project management arrangements for the UNDP Lao PDR supported projects.

The Project Board will be composed of three roles within the project management structure namely, the Executive, Senior Beneficiary and Senior Supplier. The Executive role will be taken by the Chair of the NDMC or his/her designated high ranked government official from NDMC. The Senior Beneficiary will be comprised of NDMC focal points of the key ministries (MPI, MoAF, MoHA, MoPWT, MoPS, MoH and MoE) and the Chair of PDMC of the target province. The Senior Supplier will be the UNDP Deputy Resident Representative.



Main roles and responsibilities of the Project Board (Executive, Senior Beneficiary and Senior Supplier) Project Manager, Project Assurance and Project Support are as follows;

Project Board is a group responsible for making decisions by consensus, management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. The Project Board will:

1. Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
2. Appoint a senior national Project Manager
3. Address Project issues as raised by the Project Manager:
4. Provide guidance and agree on possible countermeasures/management actions to address specific risks;
5. Agree on Project Manager's tolerances as required;
6. Review the Project Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
7. Review Combined Delivery Report (CDR) prior to certification by the implementing partner
8. Appraise the Project Annual Review Report, make recommendation for the next AWP, and inform the outcome board about the result of the review

9. Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
10. Assess and decide on project changes through revisions.

Executive is an individual representing the project ownership to chair the Project Board. The executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost –conscious approach to the project, balancing the demands of beneficiary and supplier.

Senior Supplier is a group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

Senior Beneficiary is a group of individuals representing the interests of those who will ultimately benefit from the project. The primary function is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. It entails the role to monitor progress against targets and quality criteria.

Project Manager (PM) has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. The PM is responsible for the day-to-day management and decision-making for the project. The PM will;

1. Plan the activities of the project and monitor progress against the initial quality criteria.
2. Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
3. Monitor events as determined in the project Monitoring Schedule Plan, and update the plan as required;
4. Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (fund Authorization and Certificate of Expenditures) including signature of FACE forms;
5. Monitor financial resources and accounting to ensure accuracy and reliability for financial reports;
6. Responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
7. Manage and monitor the project risks initially identified, submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
8. Be responsible for managing issues and requests for change by maintaining an Issues Log;
9. Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
10. Prepare the Annual review Report, and submit the report to the Project Board and the Outcome Board;
11. Prepare the AWP for the following year, as well as Quarterly Plans and reports;
12. Update the Atlas Project Management module if external access is made available.

Project Assurance is the responsibility of each Project Board member; but can be delegated. The project assurance role supports the Project Board through independent project oversight and monitoring functions.

Project Assurance will;

1. Ensure that funds are made available to the project;
2. Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
3. Ensure that critical project information is monitored and updated in ATLAS, using the Activity Quality Assessment page in particular;

4. Ensure that Project Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
5. Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Board;
6. Perform oversight activities, such as periodic monitoring visits and “spot checks”;
7. Ensure that the Project Data Quality Dashboard remains “Green”

Project Support provides project administration, management and technical support to the Project Manager as required by the needs of the project or Project Manager. Project Support will;

1. Set up and maintain project files
2. Collect project related information data
3. Update plans
4. Administer Project Board meetings
5. Administer project revision control
6. Establish document control procedures
7. Compile, copy and distribute all project reports
8. Assist in the financial management tasks under the responsibility of the Project Manager
9. Provide support in the use of ATLAS for monitoring and reporting
10. Review technical reports
11. Monitor technical activities carried out by responsible parties

At operational and project management levels, in order to ensure successful and effective implementation of the project and achievement of its intended results, this project will support setting up of a Project Management Team and Support Unit (*Structure elaborated Above*) To warrant sustainability, the government will designate a National Project Director and Project Manager from within the ministry DDMCC. The Project, however, will support the hiring and appointment of a small project support team comprised of a DRR Technical Advisor, 1 National Project Officers, and 1 Admin/Finance Assistant. Additional technical staff will also be appointed under the project which would include a Technical Advisor, a CBDRM Specialist \. The project is further back stopped programme analyst based in UNDP CO whose key tasks would be project assurance.

The deployment of international Technical Advisor including the short-term consultants is designed to ensure transfer of knowledge and skills to national staff (both DDMCC and Project Support) through coaching, mentoring and hands-on training. This will be stressed in the Terms of Reference of TA and experts hired under the project.

UNDP Support Services

As per the Letter of Agreement (LOA) between the Government of Lao PDR and UNDP with respect to the provision of support services by the UNDP Country Office for nationally implemented programmes and projects, the DDMCC Country Office may provide, at the request of the Implementing Partner, the following support services for the activities of this project, and recover the actual direct and indirect costs incurred by the Country Office in delivering such services and stipulated in the LOA;

- a. Payments, disbursements and other financial transactions
- b. Recruitment of staff, project personnel, and consultants
- c. Procurement of services and equipment, including disposals
- d. Organization of training activities, conferences, and workshops, including fellowships
- e. Travel authorization, Government clearances ticketing, and travel arrangements
- f. Shipment, custom clearance, and vehicle registration

Summary of the inputs to be provided by partners

The Government will make available civil servants to be part of the Project Management Team and Support Unit. Specifically, the National Project Manager will be designated from within the government structure DDMCC of MoNRE. DDMCC will provide office space (including office

desks) for the Project Support Team consisting of the Technical Advisor, 1 Project Officer, 1 Project Finance Assistant.

UNDP will commit Regular (Core) Resources under its CPD (2012 -2015) and BCPR will contribute to the project and continue its technical support for the project (TBC). UNDP and Government of Lao PDR will jointly and individually mobilize funding resources from donors for the project.

Audit Arrangements

Audit will be conducted in accordance with the UNDP NIM Audit policies and procedures.

Agreement on intellectual property rights and use of logo on the project's deliverables

These will be retained by the employing organization of the personnel who develops intellectual products, either Government or UN/UNDP in accordance with respectively national and UN/UNDP policies and procedures.

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP NIM Standard Operating Procedures Manual, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in ATLAS and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in ATLAS and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in ATLAS, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log shall be activated and regularly updated (minimum twice annually) to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in ATLAS and updated to track key management actions/events on a quarterly and annual basis.

Annually

Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- **External Mid Term Project Review:** The project will be subject to a mid term review after first two years of implementation. The exercise will be carried out to assess the

performance of this project, progress achieved thus far and assess if the project outputs and deliverables need adjustment for the next two years. Detailed quarterly and annual work plans as well as progress reports on the activities completed will be prepared for each of the outputs. The abovementioned documents will be, agreed upon and certified by the Project Board. The UNV Technical Advisor will be responsible for completing the relevant sections of the project quarterly progress report as well as the annual progress report using a specific standard format.

Spot Checks and Project Monitoring: During the course of the project implementation, spot checks and monitoring visits will be conducted.

Final Report: A final report will be compiled and submitted to UNDP within three months of the termination of this project. This report shall give a summary of the actual outcomes, outputs and deliverables compared to the planned outcomes, outputs, and deliverables. The report shall also give an assessment of the efficiency of the project.

Project Audit: According to UNDP programme policies and procedures the project will be subject to a NIM (external) audit at least once in its life time.

Quality Management for Project Activity Results

OUTPUT 1: Government²³ and vulnerable communities can more effectively <u>respond to emergencies, adapt to changing climate and prepare for disasters</u>		
Activity Result 1 (Atlas Activity ID)	Institutional and Legal capacities strengthened	Start Date: April 2013 End Date: Dec 2015
Purpose	Objective of this result is to strengthen the disaster risk management system that is able to effectively manage natural disasters and has strong disaster and climate risk management coordination and linkages from national to province, district and down to village levels	
Description	<p>Action 1.1: Complete a detailed capacity needs assessment to determine appropriate delivery structures and identify existing services to build on</p> <p>Action 1.2: Conduct detailed Hazard, Risk and Vulnerability Assessment (HRVA) in 2 of the selected 4 provinces (Vientiane, Sayboui, Xiengkhouang and Bolikhamxay) based on the Risk Profile</p> <p>Action 1.3: Draft Disaster Risk Management (DRM) Law of Lao PDR that also ensures integration of gender issues in the DRM system.</p> <p>Action 1.4: Compilation and documentation of lessons learned on flood response and early recovery with special focus on women and other vulnerable groups</p> <p>Action 1.5: Increased capacities of the CO and GoL on how to undertake early recovery activities in the aftermath of disasters and ensuring the recovery needs of different vulnerable groups specially women.</p> <p>Action 1.6: Develop assessment tool and BBB guideline and assess impact on women for long-term preparedness and disaster risk reduction</p>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ol style="list-style-type: none"> Institutional and Organization Capacity Assessment conducted Organizational Capacity Development Strategy for NDMO and NDMC member 	<ol style="list-style-type: none"> DRR focal points of the key ministries have stronger capacity and clear mandate for integration of DRR in the sectoral plans 	Quarterly and annual assessment of the achievements based on the agreed annual workplan.

²³ including the National Disaster Management Committee and the National Disaster Management Office

<ul style="list-style-type: none"> 3. Provincial and District Hazard, Risk and Vulnerability Assessment conducted (2 province, 2 districts) 4. Monitoring mechanism for NDMP developed 5. Disaster Risk Management Law drafted 6. Post Disaster Needs Assessment framework developed 7. Early Recovery cluster is active with defined roles, responsibilities and contingency plan. 	<ul style="list-style-type: none"> 2. At least 2 multi hazard vulnerable districts have completed HRVAs 3. Disaster Management Law draft for government approval 4. PDNA assessment tool developed 5. Early recovery cluster established and active with clear focal points and defined roles and responsibilities. 	
Activity Result 2 (Atlas Activity ID)	Preparedness and response system strengthened	Start Date: June 2013 End Date: Dec 2015
Purpose	Objective of this result is to support the establishment of an effective emergency preparedness and response system through effective information management system at national and in a minimum of 2 or the 4 target provinces, Standard Operating Procedures (SOPs) for information management, coordination and communication, early warning and search and rescue teams.	
Description	<p>Action 2.1: Establish Disaster Management Information System at national and Provincial Levels (Vientiane, Bolikhamxay, Sayboulis and Xiengkhouang).</p> <p>Action 2.2: Develop Standard Operations Procedures for effective communication and information management</p> <p>Action 2.3: Conduct Disaster Management Coordination and Information Management trainings for the government staff of concerned ministries and provinces for operationalization of the DMIS system</p> <p>Action 2.4: Establish Early Warning System in 2 of the 4 target Provinces (Vientiane, Sayabouli, Xiengkhouang and Bolikhamxay) and at least 2 districts of each target province</p>	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> 1. Disaster Management Information System established at the national and local levels 2. Effective end user early warning system established in close coordination with the HMD, WREA, MRC and in consideration of the draft EWS strategy 	<ul style="list-style-type: none"> 1. National and 4 provincial disaster management information system established 2. Information management and coordination trainings conducted for national and selected provinces 3. SOP for DRM information management and communication developed 4. End user early warning system established and piloted in 2 districts of 2 selected provinces 	Quarterly and annual assessment of the achievements based on the agreed annual workplan.
Activity Result 3 (Atlas Activity ID)	CBDRM and CCA	Start Date: June 2013 End Date: Dec 2015
Purpose	The project will support communities by establishing community Disaster Risk Management (DRM) and Climate Change Adaptation (CCA) groups (inline with the Village Disaster Protection Units) with inclusion of women in this decision and planning level broadly. Most of the Output 3 activities will be implemented under Phase 2 of this project. For Phase 1 (which will be implemented under this current project document) the project will focus on piloting community-based hazard, risk and vulnerability assessment and mapping in a minimum of 4 pilot communities (2 communities each in 2 provinces)	
Description	Action 3.3: Conduct Community-Based Hazard, vulnerability and Risk assessment and mapping of the selected communities of target provinces.	

Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
1. Number of village level HRV assessment reports available	1. Community Hazard, Risk and Vulnerability Assessment Conducted (4 communities)	Quarterly and annual assessment of the achievements based on the agreed annual workplan.

IV. LEGAL CONTEXT

This project document together with the CPD signed by the Government of the Lao PDR and UNDP on----- ----- 2013, which is incorporated by reference, constitutes a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) of 10 October 1988. All CPD provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in Lao PDR;
- b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

V. ANNEXES

ANNEX 1. Risk Analysis.

Project Title: Integrated Disaster and Climate Risk Management Project					Award ID:		Date:		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
	Government re-structuring moving NDMO from MLSW to DDMCC of MoNRE	30 June, 2012	Environmental Financial Operational Organizational ✓ Political Regulatory Strategic Other	The re-structuring can lead to delay in the new project approval and implementation. This is due to the fact that this project is National Implementation and needs to have a clear Implementing partner with a clear mandate. P = 5 I = 5	This issue was discussed in different meetings including monthly meetings and terminal meeting of the previous DRM project. The project needs clarity to move on with the NIM modality. This issue has become clearer in late Feb, 2013 that NDMO is moving to MoNRE.	Project Manager	DRM Programme Specialist	Feb, 2013 when NDMO informed DDMCC to move	The move to DDMCC is on going.
1	Occurrence of natural disasters would hinder project implementation	6 November 2011	✓ Environmental Financial Operational Organizational Political Regulatory Strategic Other	The natural hazards particularly the annual rainy season may result to another major disaster affecting the project target provinces or any other province. This would hinder or delay project implementation as focus would be diverted to responding to the emergency response P = 5 I = 5	Lesson learned and experiences from response and recovery activities of 2011 floods could be drawn and inform the strategies on how to tackle/approach any disaster that may occur. Contingency planning for ISAC and government will also help better preparedness for response. If the disaster strikes the target provinces of the project. The project activities can be modified to address the relevant immediate needs of the people through a mutual agreement of the project board members.	Project Manager	DRM Programme Specialist	When was the status of the risk last checked <i>(In Atlas, automatically recorded)</i>	e.g. dead, reducing, increasing, no change <i>(in Atlas, use the Management Response box)</i>
2	Devaluation of the currencies	6 November 2011	Environmental ✓ Financial Operational Organizational Political Regulatory	The devaluation of the US dollar or Lao Kip currency can lead to the limitation of fund for the implementation of the planned activities.	In case of any devaluation of currencies that impact the implementation of the activities, the project will strategies and priorities the activities and get it approved by the project board so that the most important milestones activities are	Project Manager	DRM Programme Specialist		

			Strategic Other	P =3 I = 5	achieved The Project will also seek funding as well as in kind support from government to maximize the resources.				
3	The DDMCC, PDMOs and other government agencies directly associated with management and implementation of the project have limited qualified staff, do not assign sufficient or appropriate staff, in general lacks the capacity	6 November 2011	Environmental Financial Operational ✓ Organizational Political Regulatory Strategic Other	The project intends to develop the capacities of DDMCC, PDMOs in disaster risk management. The DDMCC is also the implementing partner of the project. Thus it is a given fact that the IP has existing capacity constraints which the project seeks to address. It is therefore very likely that project implementation will be affected/delayed due to these given capacity gaps. P =4 I = 4	Close monitoring and tracking of implementation of planned activities and provide technical guidance on a regular basis in the form of TA Organization of regular project meeting to discuss the issues, refine the management/action plans and implementation strategy Intensify coaching/mentoring to DDMCC staff by the UNV Technical Advisor and the DRM programme officer of UNDP CO. Strengthen working relationships of DDMCC project support staff and UNDP CO staff by organizing joint staff development activities	Project Manager	DRM Programme Specialist		
4	Necessary operational support such as the recruitment of staff and contracting of consultant or professional services are not provided in a timely manner	6 November 2011	Environmental Financial ✓ Operational Organizational Political Regulatory Strategic Other	Due to the internal control framework and application of guidelines and procedures it usually takes long for UNDP CO to recruit staff and procure goods and service. P =3 I = 2	The CPR unit will backstop (if required) in some operational matters for example preparation of documents, evaluation, minutes of meetings in order to expedite the process and ease the burden of the operations team. Prepare well in advance procurement and HR plan	Programme Officer	DRM programme Specialist		
5	Change of the current DRM institutional arrangements	6 November 2011	Environmental Financial Operational ✓ Organizational Political Regulatory Strategic Other	With the new restructuring process within the government. DDMCC the IP for the project may shift to another ministry. This shift may also change the focus and priority of the organization. Thus it will seriously affect the implementation of the project activities and delay	The programme unit of UNDP CO is continuously following up with DDMCC for any decisions. The country office ensures in consultation with DDMCC to proceed with the activities despite of the shift and if require to get the approval of the continuation of the activities at the senior ministerial level. UNDP also retains the project staff even if the shift happens so that the	CPR unit chief, Programme Officer Project Manager	DRM Programme Specialist		

				the planned activities P =3 I = 4	institutional memories are contained.				
6	Certain decision making and /or activity implementation delayed	6 November 2011	Environmental Financial ✓ Operational ✓ Organizational Political Regulatory Strategic Other	This undermines the confidence in the project. It will also entail cost implications P =2 I = 4	Regular monitoring and project meetings to address decisions Provide feedback to management and get management to give the required momentum for critical decisions to be made expeditiously	Project manager	DRM Programme Specialist		
7	Lack of government willingness and commitment to disaster management in general to respond and attend to the project activities	6 November 2011	Environmental Financial Operational Organizational ✓ Political Regulatory Strategic Other	Stakeholders are overstretched with their regular functions and is unable to respond in a timely manner to consultations, meetings and activities related to the project P =3 I = 4	DDMCC to provide regular updates to all concerned stakeholders involved in the project Share the work plans and implementation strategy to concerned stakeholders for their information and guidance DDMCC to elevate any issues related to this matter at the level of NDMC for high-level push Achieve the willingness and buy-in of the government partners and stakeholders on the project consultation, involvements, endorsements and implementation of the project activities	Project manager	DRM Programme Specialist		
8	Limited or lack of coordination and cooperation between DDMCC and PDMOs as well as with other government departments which are directly involved in the project implementations	6 November 2011	Environmental Financial ✓ Operational Organizational Political Regulatory Strategic Other	The project is focused on the communities of four provinces along with the activities at the national level. DDMCC as the IP has limitation of capacities for effective coordination and persuasion of relevant government department for reasonable cooperation. This could affect the quality of the activities or delay the project implementation P=2 I = 3	Regular monitoring of the project activities and project meetings by inclusion of the other relevant departments as well Facilitation of the participation of the head of PDMOs in the project board meetings Supporting of PDMOs with national UNVs to support the implementation and communicate with DDMCC for the implementation of the activities. Project progress reports and regular updates of the risk and issue logs	Project manager	DRM programme specialist		

ANNEX 2. TERMS OF REFERENCE OF THE PROJECT MANAGEMENT TEAM

A. Project Board

Overall responsibilities²⁴. The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance to standards²⁵ that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when PM tolerances (normally in terms of time and budget) have been exceeded.

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes and major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Composition and organization: This group contains three roles, including;

- a. An Executive: individual representing the project ownership to chair the group.
- b. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- c. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board are reviewed and recommended for approval during the LPAC²⁶ meeting.

Specific responsibilities of the Project Board:

Initiating a Project:

- Approve the Implementing Partner's appointment of a Project Manager and agree on Project Manager's responsibilities, as well as the responsibilities of the other members of the Project Management team;
- Delegate any project assurance function as appropriate;
- Review the Progress Report for the Initiation Stage (if and Initiation Plan was required);
- Review and appraise detailed Project Plan and AWP, including Atlas reports covering activity definition, quality criteria, issue log, updated risk log and the monitoring and communication plan.

²⁴ Source: Guidelines on UNDP Implementation of UNDAF Annual Review Process

²⁵ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. B) where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition that of UNDP shall apply.

²⁶ Depending on its composition, the Outcome Board can fulfill the function of the Project Appraisal Committee (LPAC)

Running a project

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;
- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Agree on Project Manager's tolerances in the Annual Work Plan and quarterly plans when required;
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Review and approve end project report, make recommendations for follow-on actions;
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Closing a project

- Assure that all Project deliverables have been produced satisfactorily;
- Review and approve the Final Project Review Report, including Lessons-learned;
- Make recommendations for follow-on actions to be submitted to the Outcome Board;
- Commission project evaluation (only when required by partnership agreement)
- Notify operational completion of the project to the Outcome Board.

A. Executive

The executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organization structure and logical set of plans
- Set tolerances in the AWP and other plans as required for the Project Manager
- Monitor and control the progress of the project at a strategic level
- Ensure that risks are being tracked and mitigated as effectively as possible
- Brief Outcome Board and relevant stakeholders about project progress
- Organise and chair Project Board meetings

The Executive is responsible for overall assurance of the project as described below. If the project warrants it, the Executive may delegate some responsibility for the project assurance functions, but NPD functions may not be delegated to the PM.

Senior Beneficiary

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The role represents the interests of all those who will benefit from the project, or those for whom the deliverables resulting from activities will achieve specific output targets. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Ensure the expected output(s) and related activities of the project are well defined

- Make sure that progress towards the outputs required by the beneficiaries remains consistent from the beneficiary perspective
- Promote and maintain focus on the expected project output(s)
- Priorities and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Resolve priority conflicts

The assurance responsibilities of the Senior Beneficiary are to check that:

- Specification of the Beneficiary's needs is accurate, complete and unambiguous
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target
- Impact of potential changes is eventuated from the beneficiary point of view
- Risks to the beneficiaries are frequently monitored

Where the project's size, complexity or importance warrants it, the Senior Beneficiary may delegate the responsibility and authority for some of the assurance responsibilities (see also the section below)

Senior Supplier

The Senior Supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management
- Ensure that the supplier resources required for the project are made available
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes
- Arbitrate on, and ensure resolution of any supplier priority or resource conflicts.

The supplier assurance role responsibilities are to:

- Advise on the selection of strategy, design and methods to carry out project activities
- Ensure that any standards defined for the project are met and used to good effect
- Monitor potential changes and their impact on the quality of deliverables from a supplier perspective
- Monitor any risks in the implementation aspects of the project

If warranted, some of these assurance responsibilities may be delegated (see also the section below)

B. Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner nominates the Project Manager who is then approved by the Project Board. The PM should be different from the Implementing Partner's representative in the Outcome Board (Executive/NPD). Prior to the approval of the project, the Project Developer role is

filled by the UNDP staff member (in this project case, from UNDP Environment Unit) responsible for project management functions during formulation until the Project Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall project management:

- Manage the realization of project outputs through activities;
- Provide direction and guidance to project team(s)/responsible parties;
- Liaise with the Project Board or its appointed Project Assurance roles to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Liaise with any suppliers;
- May also perform Team Manager and Project Support roles;

Running a Project:

- Plan the activities of the project monitor progress against the initial quality criteria.
- Mobilize goods and services to initiate activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the project risks initially identified in the Project. Brief appraisals by the LPAC, submit new risks to the Project Board for consideration and decision on possible action if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log;
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;
- Prepare the Annual Review Report, and submit the report to the Project Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Project

- Prepare Final project Review Reports to be submitted to the Project Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Project Board;
- Manage the transfer of project deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FAC for signature by UNDP and the Implementing Partner.

C. Project Assurance

Overall responsibilities: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project assurance has to be independent of the Project Manager; therefore the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer typically holds the Project Assurance role.

The implementation of the assurance responsibilities needs to answer the question “What is to be assured?” The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains relevant, follows the approved plans and continues to meet the planned targets with quality.

- Maintenance of thorough liaison throughout the project between the members of the Project Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Project Justification (Business Case)
- Projects fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The project remains viable
- The scope of the project is not “creeping upwards” unnoticed
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to RMG monitoring and reporting requirements and standards
- Quality management procedures are properly followed
- Project Board’s decisions are followed and revisions are managed in line with the required procedures

Specific responsibilities would include:

Initiating a project

- Ensure that project outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Project Management module to facilitate monitoring and reporting;
- Ensure that people concerned are fully informed about the project
- Ensure that all preparatory activities, including training for project staff, logistic supports are timely carried out

Running a project

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in ATLAS are regularly updated;
- Ensure that critical project information is monitored and updated in ATLAS, using the Project Management Monitoring page in particular;
- Ensure that project quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE are prepared and submitted to the Project Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”
- Ensure that the Project Data quality Dashboard remains “green”

Closing a project

- Ensure that the project is operationally closed in ATLAS;
- Ensure that all financial transactions are in Atlas based on final accounting for expenditures;
- Ensure that project accounts are closed and status set in ATLAS accordingly.

D. Project Support

Overall responsibilities: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. The provision of any Project Support on a formal basis is optional. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Specific responsibilities: Some specific tasks of the Project Support would include;

Provision of administrative services:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer the quality review process
- Administer Project Board meetings

Project documentation management:

- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports

Financial Management, Monitoring and reporting

- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting

Provision of technical support services

- Provide technical advices
- Review technical reports
- Monitor technical activities carried out by responsible parties

ANNEX 3. Assessing Capacities of the NDMO: A Quick Assessment Mission by the UNDP Capacity Development Group

[NOTE - The assessment below was conducted for the original NDMO office (under MoLSW) and not for DDMCC (under MoNRE). Given the restructuring, and the fact that the project will now be managed under DDMCC, a similar capacity assessment will need to be completed for DDMCC prior to the project start.]

In December 2007, the Capacity Development team of the UNDP Regional Centre in Bangkok (RCB) conducted a capacity assessment of the National Disaster Management Office (NDMO) of Lao PDR. The request for a capacity assessment emerged from the recommendations of UNDAC and OCHA-UNDP-BCPR mission to Lao PDR that took place earlier in 2007. Specifically, these mission reports argued that improvements to the disaster risk reduction/disaster management (DRR/DM) sector would be realized, in part, through a process of strengthening institutional capacities. NDMO, the mandated focal office for DRR/DM in the country, was identified as an entry point for achieving this goal. The December 2007 capacity assessment (CA) mission, in turn, was tasked with assessing NDMO's strengths and areas for improvement, as related to its mandate within the DRR/DM sector.

At the outset, the general findings of the capacity assessment of NDMO are categorized into two main issues; (1) institutional overlaps and (2) unclear mandate. NDMO's ability to successfully carry out activities has been hindered by the fact that there are notable overlaps and coordination bottlenecks in the DRR/DM sector. A related issue is the critical need to clarify NDMO's mandate, which is differentially understood among stakeholders. Although NDMO was identified by multiple stakeholders as an entry point for coordinating DRM activities in the country. It was apparent that understanding of NDMO's responsibilities and roles varied greatly among actors.

More specific findings of the capacity assessment are further categorized into the following areas:

Areas	Key findings	How are these addressed by the project
1. Internal capacities of NDMO	<ul style="list-style-type: none"> • As an organization, it has developed positive rational capacities with some stakeholders • NDMO Leadership has the requisite awareness of which ministries/ agencies/ international bodies need to be engaged within given situations related to DM • NDMO has gained experience in trainings/mentoring provincial and district focal points in some provinces • Having said the above, NDMO still lacks the complete range of capacities that it needs to function effectively • Paucity of budgetary finances • Strain on staff resources • Inadequacy of infrastructure resources • Lack of training opportunities for NDMO staff (a consequence of financial resources constraints) 	These key capacity gaps and constraints are addressed by the project through activity Result one " <i>Institutional capacity strengthening</i> " under the actions: 1.1.
2. Institutional roles, overlap and the quest for clarity	<ul style="list-style-type: none"> • NDMO mission statement spells out in general terms its mandate which states "NDMO's role is to coordinate and organize disaster preparedness, prevention, recovery and response activities in Lao PDR" • However, the activities NDMO must undertake to fulfil its mandate are not entirely clarified with other agencies/offices/ministries within the government of Lao PDR. • Differing perceptions of NDMO and therfoere differing expectations of the organization by stakeholders 	These capacity gaps and constraints will be addressed by the project through activity result