



Restoring the Environment and  
Neutralizing the Effects of the War

# 2020 - 2025 PROJECT RENEW STRATEGY





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Front cover photo: Bru Van Kieu schoolgirls happily wear new shoes donated by TOMS to Project RENEW.  
Photo: Gary Chapman

Back cover photo: A controlled detonation of white phosphorous munitions at Project RENEW's central demolition site.  
Photo: Ngo Xuan Hien

# Acronyms

|       |  |
|-------|--|
| AO    | Agent Orange                                       |
| CHA   | Confirmed Hazardous Areas                          |
| DPO   | Disabled Persons Organization                      |
| EOD   | Explosive Ordnance Disposal                        |
| ERW   | Explosive Remnants of War                          |
| INGO  | International Non-Governmental Organization        |
| MRE   | Mine Risk Education                                |
| NPA   | Norwegian People's Aid                             |
| USAID | United States Agency for International Development |
| UXO   | Unexploded Ordnance                                |
| VA    | Victim Assistance                                  |

# Our Message

Quang Tri Province was devastated during two decades of war, from 1954 to 1975, and today remains the province most heavily impacted by post-war consequences in all of Viet Nam. However, Quang Tri is now safer thanks to extensive efforts of the local government, the provincial military, Project RENEW, and international non-governmental organizations (INGOs) who have joined together to address the humanitarian challenge of cluster munitions and explosive remnants of war (ERW). Residents of Quang Tri Province today are less vulnerable to threats from ERW– in part due to the efforts of Project RENEW.

Project RENEW has simplified and refined its mission: the goal now is to make Quang Tri Province safe from the danger of unexploded bombs and mines. We are not encumbered by the unachievable goal of cleaning up “every bomb and mine” – which we realize, now, can never be done. What can be done, and what is being done in Quang Tri, is managing the risk and reducing, with the intention of eliminating, the threat to local residents. Knowledge and awareness empower communities to recognize and identify the danger, to protect themselves, and to trigger quick action from professional response teams that neutralize the problem, keeping the community safe. Project RENEW is ready to go forward and build on the lessons learned and achievements of the past 18 years.

Project RENEW believes that we can achieve our stated goals within the next decade by working together with key partners and institutions to design and deliver quality services and outcomes. With continued financial and technical support from individuals, foundations, institutions, governments and international organizations – all essential to this effort – Project RENEW can make a significant contribution toward making Quang Tri Province a safe place to live while improving the lives of disadvantaged and vulnerable groups in the region.

To all our friends, supporters, donors, and colleagues in mine action, and to the people of Quang Tri Province, we say a heartfelt “thank you” for joining with us in meeting this challenge.

The Project RENEW Team





RENEW-NPA's EOD team members prepare for a controlled detonation at the central demolition site. Photo: Ngo Xuan Hien

# Project RENEW: Who are we?

Project RENEW was established in 2001 as a joint effort between the government of Quang Tri Province and interested INGOs dedicated to “restoring the environment and neutralizing the effects of the war” – with the main focus on unexploded ordnance.

RENEW is the only comprehensive mine action organization in Vietnam that integrates ERW Survey and Clearance, Mine Risk Education, and Mine Victim Assistance into a coordinated program of action. So far, that model exists only in Quang Tri Province.

Through leverage of existing local institutions and a focus on local capacity building, Project RENEW has proven that the threat of cluster munitions and ERW and other associated community challenges can be managed by using local staff and local resources.

Since 2001, Project RENEW, with broad support from the communities where we work and in cooperation with other mine action organizations, has made real progress in clearing ordnance, reducing accidents and casualties, and offering hope for a better future to the people of Quang Tri.

The biggest donors to Project RENEW in recent years have been the U.S. Department of State, U.S. Department of Defense, UK Department for International Development, Norwegian Ministry of Foreign Affairs, Irish Aid, TOMS Shoes, the Taiwanese Ministry of Foreign Affairs, and Freeman Foundation through our international partners including the Vietnam Veterans Memorial Fund



(VVMF), Norwegian People's Aid (NPA), the Tromsø Mine Victim Resource Center (TMC), the Humpty Dumpty Institute (HDI), Golden West Humanitarian Foundation (GWHF), and UNICEF.

Project RENEW's field teams since 2008 have found and safely destroyed over 91,000 cluster munitions and ERW through a combination of survey and clearance operations, and released over two million eight hundred thousand square meters of land to the community for development. Another 376 million square meters of land still require clearance and have been mapped out as Confirmed Hazardous Areas (CHAs) which are targeted for full clearance to be undertaken by mine action organizations.

Project RENEW's victim assistance efforts have helped 750 families affected by ERW accidents improve their living conditions through capacity development such as livestock raising, mushroom farming, and production of incense sticks. More than 2,000 amputees have been provided with artificial limbs and new assistive devices for restoring mobility. Another 30 families with severe disabilities assumed to be caused by Agent Orange (AO) have received support to renovate their homes, improve sanitation, and raise breeding cows for income. With support from TMC to Project RENEW, 2,300 doctors, nurses, emergency technicians and village health workers have been trained in life saving skills and treatment of injuries.

Our Mine Risk Education outreach has helped reinforce the local population's awareness of ERW risks through information and public participation. Community residents have become the "eyes and ears" for our mobile response teams, providing life-saving and accurate information pinpointing ERW locations for timely and safe removal. Recent years have seen a significant reduction of ERW accidents, with 2018 and 2019 being the first two years Quang Tri Province suffered no injuries or fatalities since the war ended in 1975.

Our vision is to ensure a safe community for the children and adults of Quang Tri Province, while opening the door to greater opportunities for all the people in the province. This strategic document will act as a roadmap for the operations of Project RENEW in the period 2020-2025. The strategy reflects our endorsement and support of the provincial government's goal of making Quang Tri Province "impact-free" by 2025.

# Changes we want to make

## **Vision**

To keep Quang Tri Province safe from cluster munitions and ERW, creating an environment in which communities can live with confidence that they are safe, and vulnerable groups will receive the support they need.

## **Mission**

To design and implement projects that promote clearance of cluster munitions and other ERW, that support the sustainable development of Quang Tri Province, and which provide assistance to the war victims in Quang Tri Province.

# Core Values

**Comprehensive integration:** Project RENEW continues to foster the comprehensive and integrated model in which major mine action components are implemented under a single coordination umbrella.

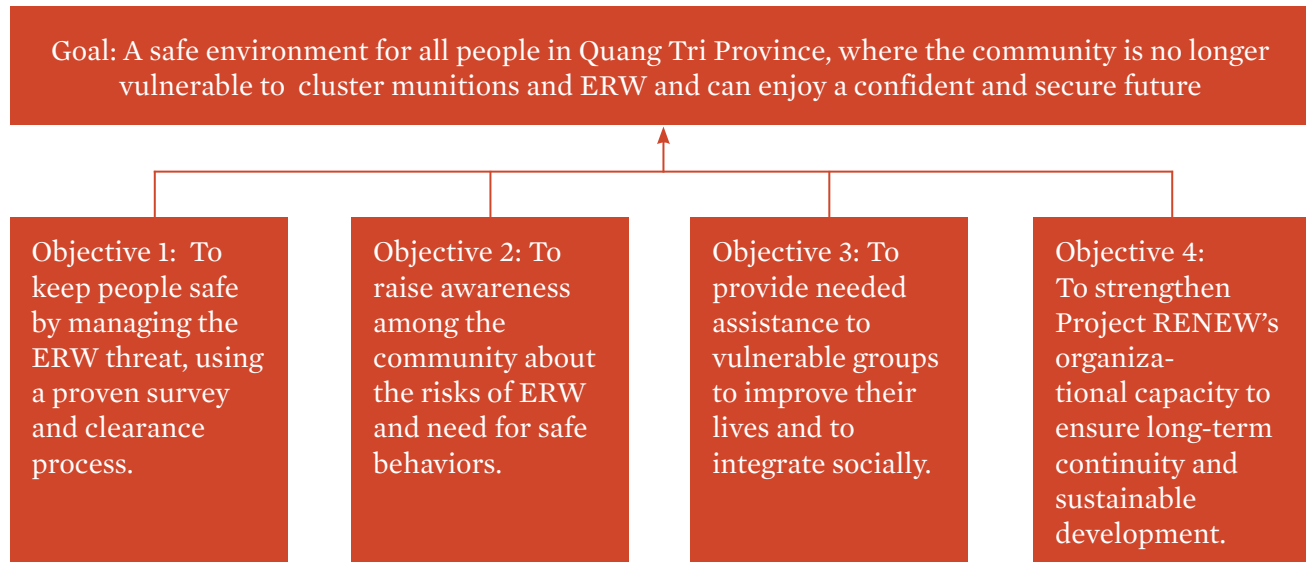
**Safety:** Project RENEW and staff commit to conducting mine action work in a professional manner to ensure highest standards of safety for our operational staff as well as for the communities we serve.

**Inclusion:** Project RENEW will enable and promote the active participation of all community members in our activities including survivors of ERW, persons with disabilities, women, girls, indigenous ethnic minorities, and other vulnerable groups.

**Sharing readiness:** Project RENEW is ready to share our best practices for further replication into other provinces of Vietnam and other regional countries still plagued by ERW.

# Strategic Objectives

To achieve Project RENEW's vision and mission we have designed one overarching goal and four major objectives.





RENEW's Prosthetics and Orthotics technician examines stumps of amputees who come for prostheses. Photo: Dang Quang Toan

## SPECIFIC OBJECTIVE 1

To keep people safe by effectively managing residual ERW using proven survey and clearance methodologies.

Project RENEW, in partnership with Norwegian People's Aid (NPA), and other governmental and non-governmental organizations will continue to expand implementation of ERW Survey and Clearance, to reduce ERW accidents through safely neutralizing unexploded ordnance (UXO) which will provide local communities with higher levels of safety. This objective also supports the citizens and local authorities of Quang Tri Province in achieving social-economic development through clearance of UXO. In addition to non-technical, technical survey, and clearance operations to identify contaminated areas and clear the contaminated land, Project RENEW will utilize mobile explosive ordnance disposal (EOD) quick response teams to rapidly and effectively remove and destroy cluster munitions and other ERW reported by the community.

Project RENEW, NPA, and other partners will continue to advocate for funding and other resources as a top priority at the national and provincial levels. With such a priority, and a correct allocation of resources, Quang Tri could be made safe within the next decade.



| STRATEGIC ACTIONS  | MEANS OF VERIFICATION  |
|--|--|
| <ul style="list-style-type: none"> <li>• EOD teams to provide quick response to ERW discoveries reported by local people and ordnance found during non-technical and technical survey.</li> <li>• Non-technical survey teams to identify evidence of ERW and to generate TS tasks.</li> <li>• Technical survey teams to map out CHAs that need clearance.</li> <li>• Clearance teams to clear land contaminated by cluster munitions and ERW.</li> </ul> | <ul style="list-style-type: none"> <li>• Number of cluster munitions and ERW safely removed and destroyed and the number of EOD spot tasks conducted.</li> <li>• Number of square meters of land released by non-technical survey, technical survey, and clearance.</li> <li>• Impact Assessment on level of confidence among target population in use of released land.</li> <li>• Number of people directly benefiting from use of released land.</li> <li>• Number of ERW accidents in Quang Tri Province.</li> </ul> |
| <div>EXPECTED OUTCOME[S]</div>   |  |

- The risk of death or injury is reduced or eliminated through timely and safe destruction of ERW; the actual number of casualties remains stable and does not increase; and areas of ERW contamination are mapped out, cleared, and released for normal use.



The first all-female Battle Area Clearance team managed by RENEW-NPA under the funding of UK Department for International Development was put into operation in October 2018. Photo: Ngo Xuan Hien

## SPECIFIC OBJECTIVE 2

To raise awareness among the community about the risks of ERW and need for safe behaviors.

While survey and clearance of ERW will continue for some years to come, it is important to continue Risk Education to reinforce people's knowledge of ERW risks. Risk Education teaches children and adults who must live with the danger of ERW how to be safe – and how to be part of the solution to the problem.

Project RENEW's Risk Education success over the years has been built on leveraging local Youth Union members and the school system. Risk Education collaborators, including Youth Union officials and school teachers, will continue to play their key role in Project RENEW's risk education outreach at the grassroots level. They will need to be retrained, and provided with updated risk education materials for reinforcing ERW safety messages and engaging children and adults to report ERW discoveries for timely and safe removal.

School children will continue to be the priority target in our risk education outreach as they are the most vulnerable group to ERW accidents. We will thus target primary and secondary schools located in ERW-contaminated areas and ethnic minority groups as well as those living in the most isolated villages.

| STRATEGIC ACTIONS   | MEANS OF VERIFICATION   |
|---|---|
| <ul style="list-style-type: none"> <li>• Community Reporting Network in support of EOD quick response.</li> <li>• Risk Education sessions at the Mine Action Visitor Center and historical sites.</li> <li>• ERW Safety Day school assemblies.</li> <li>• Integrated risk education in community activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Number of safety sessions conducted at the Mine Action Visitor Center, at schools and at historical sites.</li> <li>• Number of EOD tasks triggered in response to ERW discoveries reported by local people.</li> <li>• Number of ERW casualties in Quang Tri Province. Maintain the number of casualties per year at zero (0) in Quang Tri Province.</li> </ul> |

| EXPECTED OUTCOME[S]   |
|---|
| <ul style="list-style-type: none"> <li>• People's awareness of ERW risks is reinforced, and children and adults adopt safe behavior towards ERW.</li> </ul> |



Tran Van Sang from Gio Son Primary school in Quang Tri Province posing for a memorable photo while participating in the “Play Football – Don’t Play Mines” completion which is part of a Mine Risk Education project implemented by RENEW and funded by Irish Aid.

Photo: Nguyen Thanh Phu



### SPECIFIC OBJECTIVE 3

To provide needed support to vulnerable groups to improve their lives and to integrate socially.

Project RENEW will seek to help build capacity for the provincial Disabled Persons Organization (DPO) to better represent the rights and benefits of disabled persons and ensure that every disabled person will be able to access disability support information and actively engage in social and economic activities. Project RENEW will also work with disabled persons' chapters at the grassroots level to encourage ERW victims and disabled persons to participate in public information dissemination campaigns to improve their awareness and understanding of their rights.

In collaborating with local health care partners, Project RENEW will survey, collect and analyze the kinds of support needed among disabled families to design and deliver the best interventions possible. Project RENEW will continue to deploy existing prosthetics and orthotics outreach programs to provide artificial limbs and other assistive devices to disabled persons in need of physical rehabilitation as well as develop vocational training programs to provide disabled persons with income generation opportunities.

In addition to sustaining current victim assistance activities for ERW victims and disabled persons, Project RENEW will cooperate with a qualified international partner to seek development partner funding to implement a sampling of pilot projects based on community-based rehabilitation and/or case management models, to extend appropriate interventions including medical, social work, and income generation initiatives to families affected by agent orange (AO) dioxin exposure. The focus will be on districts with prevalence of AO victims.

| STRATEGIC ACTIONS  | MEANS OF VERIFICATION  |
|--|--|
| <ul style="list-style-type: none"> <li>• Revolving micro credit loans for victim families.</li> <li>• Customized prostheses and assistive devices for amputees.</li> <li>• Vocational training and equipment for the blind associations.</li> <li>• Networking and building capacity of disabled persons organizations.</li> <li>• Home renovation and sanitation for severely disabled families.</li> <li>• Launch a program focused on dioxin and disability rights advocacy, training, and direct support</li> </ul>  | <ul style="list-style-type: none"> <li>• Number of families that successfully complete micro-credit loan and repayment cycles.</li> <li>• Number of amputees fitted with prostheses and provided with other assistive devices.</li> <li>• Percentage of blind people successfully working after participation in RENEW activities.</li> <li>• Enhanced capacity of provincial DPOs in promoting the rights of disabled persons.</li> </ul> |
| EXPECTED OUTCOME[S]  |  |
| <ul style="list-style-type: none"> <li>• Lives are secured and livelihoods of ERW and AO victims and other disabled families are restored through assistance programs for disabled families and individuals.</li> <li>• Critical work of victim assistance program is leveraged to form new partnerships and solidify existing ones with disability support services expertise.</li> <li>• Persons with disabilities, who lost their limbs because of ERW accidents and other trauma incidents, are being fitted with artificial limbs and assistive devices by Project RENEW's Prosthetics and Orthotics Mobile Outreach team.</li> </ul> |  |





Persons with disabilities, who lost their limbs because of ERW accidents and other trauma incidents, are being fitted with artificial limbs and assistive devices by Project RENEW's Prosthetics and Orthotics Mobile Outreach team.

Photo: Dang Quang Toan

#### SPECIFIC OBJECTIVE 4

To strengthen Project RENEW's organizational capacity to ensure sustainable development.

Project RENEW acknowledges that as a local organization which is directed, managed, and staffed by Vietnamese, it is essential to facilitate the development of local capacity through transfer of skills, knowledge and required competencies for the sustainable development of Project RENEW. Development of Project RENEW's local staff capacity to design, develop and implement projects is foundational for effective and professional delivery of new programs into the future, as levels of international development assistance are reduced and Vietnam becomes a well-developed middle-income country.

Project RENEW aims to develop local capacity to be able to bid for and manage development partner funding utilizing a professionally trained local workforce. Project RENEW is committed to continuous learning and development of the organization, leadership, management and staff.

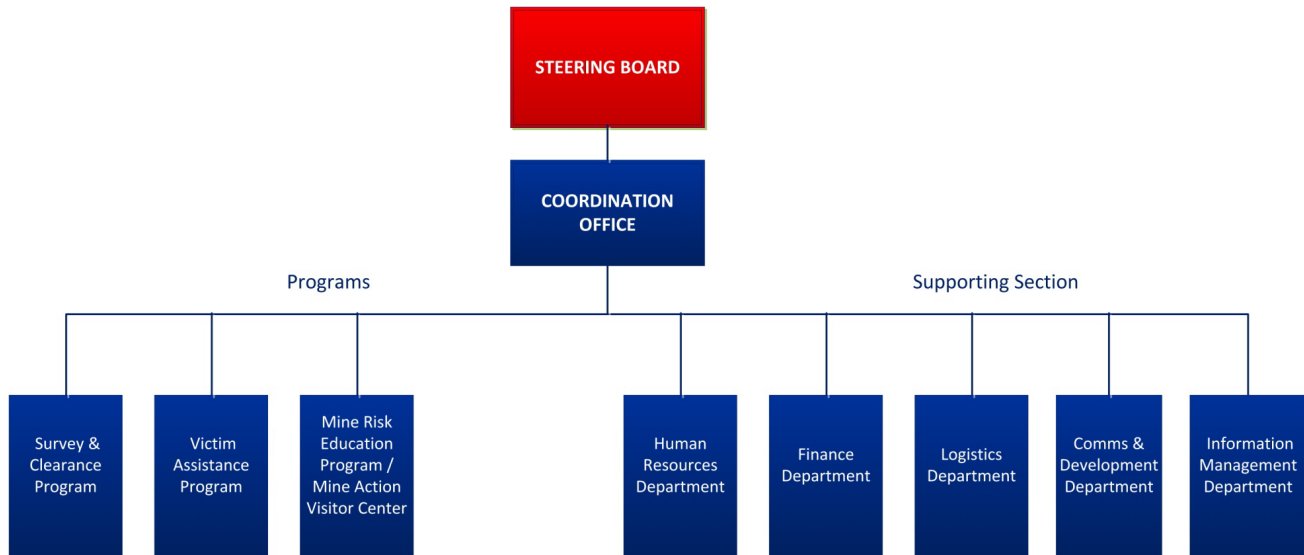
# Funding and Resources

In addition to appealing for support from our traditional donors, Project RENEW must continue fundraising to contribute to multi-year, expanded program design and flexibility. Crowd-funding and other innovative approaches to donor outreach and fund-raising will be tested and, if successful, implemented. Among all donors and in all cases, full financial accountability and program transparency will be a RENEW pledge that will not be violated.

Project RENEW will seek continued government funding in order to sustain the three components of work mentioned above. All three of these sources have shared informal assurances with RENEW staff that they expect their current funding approach and levels of funding to continue for several more years toward the objectives described above. Individual contributions are another important source of revenues for Project RENEW, so we will continue working with our partners and other organizations and individuals, to raise funds needed for victim assistance initiatives and other non-technical initiatives.

Finally, Project RENEW will explore additional in-kind assistance from the provincial government's budget, and other local institutional resources, which bring value-added to RENEW's efforts but may not be precisely quantified with a dollar value. In that same vein, RENEW will build upon working relationships mentioned above and seek external fund-raising, management, and creative expertise from friends and professional organizations which have expressed willingness, over the years, to lend their skills and knowledge to RENEW's mission success. We will make a more concerted effort to embrace their good will and take advantage of their positions of influence and, for some, financial security, as some have reached or soon will reach retirement age.

# Project RENEW Organizational Chart







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