



**Government of the Lao PDR  
And  
United Nations Development Programme  
Lao PDR  
Project Document**



**Programme Title**

**COMMUNITY PARTICIPATION AND COMMUNICATION  
SUPPORT PROGRAMME**

**UNDAF Outcome (3):**

By 2011, strengthened capacities of public and private institutions to fulfil their duties and greater people's participation in governance and advocacy for the promotion of human rights in conformity with the Millennium Declaration

**Expected CP Outcome (6):**

Greater people's and community participation in and contribution to public policy, local development and nation building

**Expected CP Outputs:**

6.1 Increased mechanisms and opportunities to convey the rights and interests of citizens, (young people and women in particular) to decision-makers through meaningful public participation  
6.3 Increased and more equal access to relevant information, especially in rural and remote areas and among poor, vulnerable populations, particularly women, youth and children  
6.4: Greater appreciation of the role and contribution of national civil society associations (CSAs) working alongside the government towards poverty reduction.

**Implementing partner:**

Ministry of Information and Culture

**Responsible Parties:**

Ministry of Information and Culture, Department of Information and Culture Xieng Khouang, Department of Information and Culture Sekong, Department of Information and Culture Oudomxay, and UNDP.

**Programme Brief**

*The programme will support the wider civil society in Lao PDR through supporting community organisations and helping to scale up community media, strengthening understanding of the equality of women and men and enhancing a positive and non discriminatory portrayal of women. It will also develop local capacity to sustain community media in the longer term. As a result, communities will enjoy better access to information and bottom-up communication channels, allowing them to take informed decisions, express their views, share knowledge and validate their cultures and traditions. Furthermore the programme will support the sustainability of community organisations especially community media organisations. The programme approach has been adopted along the lines of Vientiane Declaration on Aid Effectiveness to ensure better coordination and harmonisation of civil society initiatives in Lao PDR. The purpose is to deepen government - civil society partnership in the line of Accra Agenda for Action, to achieve the MDGs.*

|                                   |                                     |
|-----------------------------------|-------------------------------------|
| Programme Period:                 | 2011-2014                           |
| Key Result Area (Strategic Plan): | Democratic Governance               |
| Programme ID (Award):             | _____                               |
| Start date:                       | 01.02.2011                          |
| End Date                          | 31.12.2014                          |
| PAC Meeting Date                  | 20.12.2010                          |
| Management Arrangements           | National Implementation (NIM), MoIC |

|                            |                |
|----------------------------|----------------|
| 2011 AWP budget:           | USD 372,350    |
| Total resources required   | USD 1,600,000  |
| Total allocated resources: |                |
| • Regular TRAC             | USD 400,000    |
| • Other:                   |                |
| ○ Oxfam Novib              | USD 400,000    |
| ○ Government kind)         | USD 200,000(in |
| Unfunded budget:           | USD 800,000    |
| In-kind Contributions      | USD 200,000    |

Agreed by Lao PDR Government:

Date:



01 FEB 2011

Minister of Information and Culture

ທ່ານແກ້ວ ອິລະບູນ

Agreed by UNDP Lao PDR:

Date:



01 FEB 2011

Ms. Kyoko Yokosuka  
Resident Representative a.i.

## ACRONYMS

|                  |                                                                                            |
|------------------|--------------------------------------------------------------------------------------------|
| <b>ADB</b>       | Asian Development Bank                                                                     |
| <b>ASEAN</b>     | Association of South-East Asian Nations                                                    |
| <b>AIDS</b>      | Acquired Immune Deficiency Syndrome                                                        |
| <b>AIPA</b>      | ASEAN Inter-Parliamentary Association                                                      |
| <b>AWP</b>       | Annual Work Plan                                                                           |
| <b>CEDAW</b>     | Convention on the Elimination of All Forms of Discrimination<br>Against Women              |
| <b>CDR</b>       | Combined Delivery Report                                                                   |
| <b>CPAP</b>      | Country Programme Action Plan                                                              |
| <b>CPCSP</b>     | Community Participation and Communication Support Programme                                |
| <b>CRC</b>       | Convention on the Rights of the Child                                                      |
| <b>CSAC</b>      | Civil Society Advisory Committee                                                           |
| <b>CSD</b>       | Civil Society Division (PACSA)                                                             |
| <b>CSWG</b>      | Civil Society Working Group                                                                |
| <b>GPAR</b>      | governance and Public Administrations Reform Programme                                     |
| <b>EC</b>        | European Commission                                                                        |
| <b>FACE</b>      | Fund Authorization and Certificate of Expenditures                                         |
| <b>GEF</b>       | Global Environment Facility                                                                |
| <b>GPAR</b>      | Governance in Public Administration Reform Programme                                       |
| <b>GSWG</b>      | Governance Sector Working Group                                                            |
| <b>HACT</b>      | Harmonized Framework for Cash Transfers                                                    |
| <b>HIV</b>       | Human Immunodeficiency Virus                                                               |
| <b>ICT</b>       | Information and Communication Technologies                                                 |
| <b>LDC</b>       | Least Developed Country                                                                    |
| <b>MDG</b>       | Millennium Development Goals                                                               |
| <b>MoFA</b>      | Ministry of Foreign Affairs                                                                |
| <b>NA</b>        | National Assembly                                                                          |
| <b>NEX</b>       | National Execution                                                                         |
| <b>NPA</b>       | Not-for-profit Association                                                                 |
| <b>NSEDP</b>     | National Socio-Economic Development Plan                                                   |
| <b>OECD- DAC</b> | Organisation for Economic Development and Cooperation: Development Assistance<br>Committee |
| <b>PAG</b>       | Programme Assurance Group                                                                  |
| <b>PACSA</b>     | Public Administration and Civil Service Authority                                          |
| <b>PDR</b>       | People's Democratic Republic                                                               |
| <b>SELNA</b>     | Support to an Effective Lao National Assembly (UN Joint Programme)                         |
| <b>SGP</b>       | Small Grants Programme                                                                     |
| <b>TOR</b>       | Terms of Reference                                                                         |
| <b>UN</b>        | United Nations                                                                             |
| <b>UNAIDS</b>    | Joint United Nations Programme on HIV                                                      |
| <b>UNCAC</b>     | United Nations Convention Against Corruption                                               |
| <b>UNDAF</b>     | United Nations Development Assistance Framework                                            |
| <b>UNDG</b>      | United Nations Development Group                                                           |
| <b>UNDP</b>      | United Nations Development Programme                                                       |
| <b>UNFPA</b>     | United Nations Population Fund                                                             |
| <b>UNICEF</b>    | United Nations Children's Fund                                                             |
| <b>UNIFEM</b>    | United Nations Development Fund for Women                                                  |
| <b>UNODC</b>     | United Nations Office on Drugs and Crime                                                   |
| <b>UNV</b>       | United Nations Volunteers                                                                  |
| <b>WHO</b>       | World Health Organisation                                                                  |

**Contents**

- I. Executive Summary ..... 5
- II. SITUATION ANALYSIS ..... 6
- III. STRATEGIES & PROGRAMME INCLUDING NEEDS IDENTIFIED ..... 11
- IV. RESULTS FRAMEWORK..... 14
- V. Results and Resources Framework ..... 19
- VI. Annual Work Plan ..... 27
- VII. Management Arrangements..... 38
- VIII. Monitoring & Evaluation Framework ..... 42
- IX. Legal Context ..... 44
- X. ANNEX 1: RISK LOG ..... 45
- XI. ANNEX 2: TERMS OF REFERENCES..... 45
- XII. ANNEX 3: TERMS OF REFERENCE OF PROGRAMME STAFF..... 51
- XIII. ANNEX 4 FORMAT QUALITY MANAGEMENT FOR PROGRAMME ACTIVITY RESULTS .. 67
- XIV. ANNEX 5 : scaling up strategy for community radio ..... 75

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## I. EXECUTIVE SUMMARY

The **Goal** of the Community Participation and Communication Support Programme [CPCSP] is to contribute to greater people's participation in local development and nation-building through the programme **purpose** of enhanced capacity of communities to express their voice and participate in the poverty reduction efforts of Lao PDR.

Through its outputs, programme will contribute to the achievement of the national poverty alleviation goals and will aim to enhance civil society's and communities' role in improved governance thereby contributing to the Peoples Participation pillar of the government's Strategic Plan on Governance (2007). As stated in the National Growth and Poverty Eradication Strategy (NGPES), the Lao Government sees governance as an inter-sectoral priority and a "vital link between economic growth and poverty eradication". The NGPES recognizes "that improvements in governance are directly linked to poverty reduction, for limited public resources must be used effectively and efficiently in reaching out to help the poor".<sup>1</sup> People's participation is one of the focus areas in the National Socio-Economic Development Plan (NSED) 2006-2010<sup>2</sup> and will be integrated into the upcoming plan for 2011-2015.

Specifically, the programme seeks to strengthen civil society to help Laos achieve the MDGs, through improving access to information and voice of those who are most vulnerable in order to make them active participants in the development process.

The programme is based on voluntarism and voluntarism is encouraged through all programme activities. The sustainability of community organizations is based on volunteer participation on which the CPCSP is founded upon. Volunteerism is supported in the local level as well as on the international level throughout the programme.

The programme seeks to achieve the following outcome:

Greater people's and community participation in and contribution to public policy, local development and nation building

Through sub-outcome:

*"Poor and disadvantage communities have better access to relevant information and bottom-up communication channels, allowing people to take informed decisions, express their views, share knowledge and validate their cultures & traditions"*

The implementation strategy will adopt a capacity development approach. Gender and human rights are integrated as critical cross-cutting issues.

The total budget of the programme is US\$ 1,600,000 over four years.

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<sup>1</sup> National Growth and Poverty Eradication Strategy: GoL, 2003, p6

<sup>2</sup> National Socio-Economic Development Plan 2006-2010; GOL, 2006

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## II. SITUATION ANALYSIS

Lao PDR has a population of 6.3 million and is among the 13 Least Developed Countries (LDC) in the Asia Pacific Region. In the global Human Development Report (HDR) 2009, Laos is ranked 133 out of 182 countries. Its population density is the lowest in Asia. Eighty percent of the Lao population lives in rural areas. The country is characterised by a rich cultural and ethnic diversity. The population comprises 49 ethnic groups and belonging to four major ethno-linguistic families.

In its National Growth and Poverty Eradication Strategy (NGPES), which was adopted by the National Assembly in October 2003, the Government of Lao PDR has committed itself to equitable economic growth, poverty eradication and achieving the MDG's by 2015. The National Growth and Poverty Eradication Strategy (NGPES) also aims to lift the country out of poverty and beyond the status of an LDC by the year 2020.<sup>3</sup>

Over the last decade, progress has been made to reduce poverty in Laos and life expectancy at birth rose to 63.7 years by 2006<sup>4</sup>, however, the gap between those benefiting from development and those not benefiting is increasing. According to official figures, the overall percentage of people living below the poverty line has decreased from 45% in 1992/93 to 38.6% in 1997/98 and 33% in 2002/2003. These gains, with economic growth expected to continue at close to 8.5 per annum were fuelled by the upgrading of infrastructure, the continued development of extractive industries, hydro-power production, increased investment and trade and improved public service delivery.

These investments have lifted numbers of people from poverty in the cities and wealthier provinces – but eight provinces (Huaphanh, Oudoumxay, Phongsaly, Xiengkhouang, Savannakhet, Attapeu, Sekong and Saravane) represent over half of the poor in Laos. The NGPES specifically targets 72 “poor” and 47 “poorest” districts for special attention. Ethnic and linguistic diversity, lack of infrastructure and low education rates create special challenges for these districts. Such groups in Lao society have often not been able to equally benefit from new economic opportunities and development following the introduction of the New Economic Mechanism [1986] and the liberalisation of trade in Laos.

Lao PDR has also ratified various international Conventions including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW 1981), the Beijing Platform for Action (1995) and the International Covenant on Civil and Political Rights (ICCPR, 2009). The Government's commitment to the implementation of CEDAW led to the establishment of the Lao National Commission for the Advancement of Women (NCAW) in April 2003 and the adoption of the Law on the Development and Protection of Women by the National Assembly in October 2004. However, women in Laos continue to need specific assistance.

In order to achieve the national poverty reduction goals and Millennium Development Goals (MDGs), continued effort is therefore needed from government and development partners to promote inclusive development. Inclusive development, in the highly diverse Lao context mentioned above is a significant challenge which must be addressed by locally-generated rather than externally determined solutions. Such perspectives also echo UNDP's perspective on effective capacity development being an endogenous process which in the governance context should focus on promoting internationally recognised principles, responsive institutions and inclusive participation. A vibrant, effective civil society is viewed as essential to this. Therefore, people in all sectors of Lao society need to be involved in the development process of the country.

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<sup>3</sup> Government Report to the 7<sup>th</sup> RTM, November 2000, pp.49-53

<sup>4</sup> UNDP HDR – Statistical Update 2008

## 1) Peoples Participation and poverty in Laos

The Paris Declaration on Aid Effectiveness [2005] and the recent Accra Agenda for Action [2009] underline the role of civil society in sustainable poverty reduction and aid effectiveness in the strongest terms. UNDP defines civil society as a third sector existing alongside and interacting with the state and the private sector with Civil Society Organisations [CSOs] as non-state actors whose aims are neither to generate profits nor to seek governing power but rather to unite people to advance shared goals and interests.

UNDP, as the UN global development network, engages with civil society at all levels to promote the Millennium Development Goals (MDGs) and support people in their efforts to build a better life. Substantive partnership with civil society is of greater strategic importance than ever given the integral role of civil society in governance and development. There is growing recognition that engagement with civil society is critical to national ownership, accountability, good governance, decentralization, the democratization of development co-operation [where local groups have an opportunity to influence and shape the agenda of development partners] , and the quality and relevance of official development programmes.

The government of Lao PDR also recognises the advantages of having Civil Society Organisations (CSOs) present in the country in that they will be able to work directly with communities to reduce poverty and reach the MDGs. CSOs can provide services in remote areas where government services are difficult to access. Local CSOs work on the ground and have the local knowledge to provide services efficiently and effectively. They can respond quickly in emergency situations and are able to adapt themselves to local realities. CSOs also make important contributions towards more equitable and sustainable development. They contribute to greater diversity and quality of the development dialogue. Through facilitating the identification of lessons learned and contributing to knowledge sharing, which will lead to better development outcomes.

Up until quite recently civil society in Laos was viewed as being only part of the four Mass Organisations: The Lao Front for National Construction [which acts as the umbrella organisation for all social and religious organisations], The Lao Revolutionary Youth Union, The Lao Women’s Union and The Lao Federation of Trade Unions. However a wider understanding of civil society has emerged over the last few years.

The right of association is enshrined in the Constitution of Lao PDR in Article 44 states that “Lao citizens have the right and freedom of speech, press and assembly; and have the right to set up associations and to stage demonstrations which are not contrary to the laws”. In the Lao National Socio-Economic Development Plan (2006-2010) and the 2006 Strategic Plan on Governance the Government indicated willingness to engage in this area. Article 49.1 of the *Decree on Associations* (April 2009) reinforces government’s commitment to engaging civil society in poverty alleviation: through ‘constantly increasing transfer of public services to associations with detailed measures to encourage and promote associations in undertaking public services, social aid and poverty reduction.’

When referring to Non-Profit Associations [NPAs], it is important to note that the term ‘civil society’ also refers to the emergence of more informal social ‘spaces’ and groups, such as community based organisations [CBOs] and others and allows for a wide range of responses to social challenges. In some cases such informal groups over time may decide to register as NPAs while others may remain as semi/informal groups or cease activities completely. Such dynamics are usually considered healthy in an effective and participative civil society if the enabling environment for civil society is already well developed. Where it is not well developed due to the absence of enabling legislation [or public awareness of this], and where capacity or voice is limited, civil society may fail to emerge as a significant third sector promoting inclusive and participatory development.

## 2) The Enabling environment for civil society

In Lao PDR, the boundaries between civil society, the state, the market and the family are blurred; good governance structures that ensure transparency and accountability remain one of the main challenges for sustainable development of the sector; the policy and legal environment regulating social association is still incomplete; public and government understanding of civil society is limited; there is no regulation and little space for social associations (excluding mass organizations) to take part in government consultative processes on policy matters, and many social associations do not recognize nor have the capacity to play any significant role in contributing to public policies or discourse. However with the signing of the Decree on Associations and the new Prime Minister's Decree on INGOs the opportunity for such participation is now a reality.

To date, the lack of a clear legal framework for civil society has been a major obstacle to its development. It has meant that the legal status of existing organisations is unclear and many are registered through various, ad-hoc routes. This affected their ability to access funding, set up governance structures, network amongst themselves, and interact with government, donors and INGOs on a policy level. New or unregistered organisations were unsure of the process by which they should register, or if they could legally carry out activities without registration. The uncertainty has hampered civil society's development and participation to the extent that it is almost non-existent. While the Decree on Associations has now been approved (April, 2009), many of these questions will remain unresolved until the effects of the implementation are seen.

While there are reportedly approximately 191 [Lao Front for National Construction & Concern Worldwide, 2009], not-for-profit associations registered with a variety of government agencies, it is estimated that approximately 32 of these are engaged in development-related activities. Of these, those local associations that are generally considered to be reasonably well developed have been supported by or emerged from international NGOs and according to local experts, number approximately 15.

A range of International NGOs have provided significant support to civil society in Laos over the last few years. Concern Worldwide through their Civil Society Project has focused on both the development of civil society associations and organisations and also working alongside UNDP in supporting PACSA and in the development of the NPA decree. Concern Worldwide will be exiting Laos in 2011 and a replacement in terms of its work with civil society has now been identified. This work has been funded by Oxfam Novib which has supported the development of local civil society groups in Lao PDR since the early 1990s.

Through the CSP [where it was able to support the work with PACSA on the new NPA Decree] and a number of other earlier initiatives, Oxfam Novib has supported civic engagement and capacity development for local civil society. An example of this has been its ongoing support for Padetc which is now regarded as one of the strongest and most capable organisations in Laos. Oxfam Novib has also supported the emergence of a range of CS groups working under the umbrella of larger local NPAs and aims to expand its partnership models to both state partners where there is a commitment to active citizenship and to innovation, for example with the Vientiane Youth Centre on Sexual and Reproductive Health and Rights. It has also focussed on providing opportunities for peer networking and learning through linking with wider learning and practice in this and other regions. Oxfam intend to continue to use the CSP modality for supporting civil society in Laos when Concern exits in 2011.

Others such as DED and SNV have also provided some direct capacity support to local associations while the EU and World Bank have provided small grants schemes for local civil society organisations. However, these small grant schemes have proved challenging because of the limited capacity of local organisations to apply for and absorb the funds available. The Asia Foundation has initial plans to start a 2-3 year awareness raising project on the Decree on Associations during 2010. The INGO network is also working on new proposal regarding local civil society support.



In recent years these international organisations and INGOs<sup>5</sup> have developed more innovative and contextualised approaches capacity development support to NPAs through a wide range of initiatives, from locating advisors within local NPAs, providing ongoing training and small grants, supporting networking, providing ongoing technical support for organisations which are implementing projects on behalf of these international NGOs, providing logistical support and facilities etc.

Support to NPAs has therefore ranged from innovative institutional strengthening and mentoring of local partners in some cases to more limited and pragmatic interventions aimed at ensuring more effective service delivery by what are essentially sub-contracting local associations. Capacity development strategies for civil society have therefore varied in quality and effectiveness and it is generally agreed that there is a significant need for a more contextualised, harmonised and considered approach to supporting civil society, by both the larger development partners and INGOs, where support mechanisms will better tailored to local realities, at the enabling and institutional levels, in management /implementation of development activities and at the grass-roots level where the potential and fragile emergence of new civil society groups and voices will need significant and innovative support.

While civil society is necessary to the Lao government's goal of graduating from LDC status by 2020, currently, the small number of higher-capacity and active organisations are urban-based, and representative of the part of society that is better-off in terms of all social development indicators. Some of these more established and older Vientiane-based organisations have been able to offer a model of development to emulate as well as an umbrella and support structure for smaller and poorer rural groups which are just emerging and this will be vital in establishing a pattern of organisational development for CSOs locally in the current context. For an emergent civil society, these umbrella and model organisations will be vital as there is always the threat that as in other countries, the planned increase in donor funds will inadvertently lead to a disconnect between NPAs and those they seek to support and represent, contribute to 'mission drift' and that lack of absorption capacity will result in a loss of credibility within the sector.

Many local associations also struggle to define themselves as members of a nascent civil society, have limited experience, lack planning and budgeting skills and face significant internal governance challenges if they are to remain credible to the local communities they serve and to international donors. Some international donors are currently also attempting to respond to the opportunities provided by the signing of the decree by improving existing [or offering new] small grants and other funding initiatives. While these funds are much needed, experience from both within the region and beyond has shown that providing funding only does not necessarily achieve the desired outcomes. Where such capacity challenges exist, a profusion of emerging donor funds can actually exacerbate weak internal governance through inadvertently promoting the donor-lead culture donors wish to combat. In addition there may be a need to locate some of this funding outside the INGO and Development Partners, within the umbrella local organisations based in Vientiane [and also possibly in some of the provincial based groups which are currently emerging and approaching donors for funding] referred to above, in order to foster and enable the mentoring of smaller groups by more experienced and well established organisations.

Notwithstanding the above risks, it is important to recognise the privileged place the current small group of NPAs will occupy in Lao society in the coming years and build the capacity of these organisations accordingly; as fore-runners, leaders and models for the civil society of the future. Their reach can be far beyond managing their own organisations, and will include acting as a model for others, spearheading networks and assisting and nurturing other nascent organisations.

In summary, while the basic legal frameworks has been in place from November 2009 and will assist associations in the administrative aspects of registration, significant capacity gaps and widespread

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<sup>5</sup> for example DED, Concern Worldwide, Care, Cuso, Oxfam Novib, SNV

misunderstanding or confusion about the role of civil society in poverty reduction and national development will remain. There is also a need for understanding among the general public and within some in government around the need for an independent civil society given the existing mass organisations (Lao Front for National Construction and Lao Women's Union, for example).

### 3) Access to Information and Communication

The Khoun Community Radio for Development (KCRD) pilot project has shown that access to information for the very poor means the difference between knowing to vaccinate your children or boil water before drinking it, or achieve better yields on crops, and is therefore crucial to achievement of the MDGs in Laos – as evidenced in a recent UNDP project impact assessment.<sup>6</sup>

A number of studies in recent years have confirmed that radio, which can be found in more than half of the households, is the single most important form of contact and the most trusted and preferred source of information.<sup>7</sup> This is particularly the case amongst ethnic people, women and the elderly, where literacy rates are lowest. Radio has the added advantage that it can equally reach non-Lao speakers and illiterates. There are currently 32 LNR stations at central and local levels, however, the terrestrial signals do not reach the more remote and mountainous areas.

A study carried out by UNDP in Laos in 2009<sup>8</sup> has shown that rural and remote communities, particularly those from ethnic groups, have very little access to reliable information including development information. As a result of physical, capacity and policy constraints, media outreach is limited. Media content is catered largely to the information needs of government officials and educated urban population. The national media, including electronic and print press, do not reach a majority of the population outside the urban centres especially ethnic groups. Information is typically provided top-down and in the national language, which is often not understood by the most vulnerable segments of rural society. As an exception, the Lao National Radio (LNR) both at central and provincial levels has ethnic language windows which enjoy considerable popularity, although they are in essence translations of the mainstream programme.

The media sector in Lao PDR has seen significant changes in recent years. The Ministry of Information and Culture has embarked on an ambitious plan to improve the competitiveness, relevance and reach of national media, which has traditionally been challenged by electronic media from neighbouring countries that are widely understood in Lao PDR. The Government seeks to extend the radio network to the country's 47 poorest districts to improve information access of the ethnic minorities. The new Media Law 2008 marked a shift in paradigm in that domestic and foreign investors are encouraged to own and operate media outlets in Lao PDR.<sup>9</sup> The last 24 months have seen the emergence of the first private radio and TV stations. Recent examples include: Lao Star, MVTV or Kayson Phomvihane District Radio and new broadcasting licenses for Vientiane Capital have been granted to local companies.

Bottom-up information flows in Lao PDR have traditionally been confined to official reporting channels (through village chiefs, district offices, provincial authorities etc.). However, the Ministry of Information and Culture (MoIC) has supported several innovative pilots aimed at producing more local content in various local languages. District radio stations were established in the remote Ta Oy and Samoi Districts in Saravane.

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<sup>6</sup> Report of the Review, Impact and Sustainability Assessment: Khoun Radio Support Project: Bringing local news to local people in Xieng Khouang. UNDP (March 2009)

<sup>7</sup> Op. cit., Communication for Empowerment in Lao PDR, p 51

<sup>8</sup> Communication for Empowerment in Lao PDR: An assessment of information and communication needs: Challenges and Opportunities for ethnic peoples. UNDP (2009)

<sup>9</sup> The Media Law (2008) allows media ownership by individuals, companies, government, party organisations and other 'organized bodies'.

Community Radio was piloted with support from UNDP in the District of Khoun, Xiengkhouang. It introduced genuine ethnic language programming produced by volunteer broadcasters from local communities and paved the way for additional community radios in other parts of the country. The latter initiative has been so successful that the MoIC has requested UNDP to assist up scaling community radios to all 47 poorest districts of Laos.

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### **III. STRATEGIES & PROGRAMME INCLUDING NEEDS IDENTIFIED**

UNDP has been working in partnership with the government of Lao PDR since 2006 towards developing civil society in the Lao PDR and the first ever community radio started broadcasting programmes in three ethnic languages in October 2007. The 'Khoun Radio for Development' was established through a UNDP pilot project. The main objective was to support communities in one of the poorest districts in Laos to produce relevant information for themselves and through that become active owners of the development process.

The pilot project has been extended until the end of 2010 and at the moment Khoun community radio is a model for other similar initiatives in the country. Khoun radio station works in partnership with Thateng Ethnic Community Radio for Development (TECRD), one of the two CRs in Sekong province established through UNDP GPAR Sekong project funded by the United Nations Volunteers. Khoun radio provides valuable lessons learned and training for other community radios and in the future could become a support centre for similar initiatives around the country.

#### **1) Needs Identified**

##### *At Community Level*

Intrinsic to civil society development is the development of opportunities for people to contribute to their own development process, and to express their needs and desires more broadly. The diversity of information available in Lao PDR has rapidly increased in recent years, owing to the advent of internet cafes, satellite and cable TV, which relate to international information networks. While these new technologies are providing more access to information, they privilege those who have Lao language skills, discretionary income, and live in less-remote areas where reception is good. A large part of the Lao population, which lives in remote areas, has poor access to the national road and communication system, market places, urban centres and public services. Limited availability of information about markets, services, job opportunities and development issues, which are highly relevant for people's lives, is another important, non-physical obstacle for socio-economic development.

In furthering the poverty eradication goals of Lao PDR and the work towards reaching the MDGs by 2015, accurate information on problems hindering development is important. Media can play a key role by addressing development issues that are relevant for people's livelihoods. It helps the poor communities to be visible on the map so that their interests can be communicated to the policy-makers. Also information can empower poor communities to battle the circumstances in which they find themselves more effectively, including during times of crisis. At the same time, the outreach of national media continues to be very limited. In addition, a case study conducted under the Oslo Governance Centre found that in its short period of operations, the community radio had indisputably improved the self-esteem of and contributed to the cultural empowerment of ethnic groups.<sup>10</sup>

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<sup>10</sup> Empowering Indigenous Peoples in Asia through Communication, Oslo Governance Center (2009), p. 37-38.

A study on Communications for Empowerment which was conducted in Laos during 2008-9 showed that the link between poverty, lack of choice and access to information is strong – particularly where remoteness and linguistic diversity is an issue, as it is for ethnic peoples in Laos. This study demonstrated that with simple ‘catalytic’ interventions, people identify a dramatic increase in their sense of empowerment and control over their own development. Conversely, it also demonstrated that the most vulnerable in Lao society (ethnic people, women and the illiterate) have very few opportunities for civic participation, and this has a direct link to the availability and kinds of information they can access. That is, for the most vulnerable people in Laos, knowledge is power – power to escape poverty and improve their lives.

To address this need UNDP Lao PDR began a pilot community radio project in 2006. Khoun Community Radio for Development began broadcasting in October 2007 and has seen impressive development results in the Khoun community in the short space of time it has been on air. Results attributed to the radio include: increased child vaccination rates, improved hygiene practices and improved agricultural practices. As a pilot programme, it has been important to document successes and progress through evaluation and impact assessment – to date, two of these have been carried out to confirm the anecdotal evidence collected by the radio as to its impact on the lives of the Khoun District community<sup>11</sup>.

The purpose of the project is to improve access to information through local reporting and radio programme making in local languages; and to increase the voice of Lao citizens, in particular ethnic people and vulnerable groups, to help them participate in development decisions that affect their lives. The goal is to empower people in such a way that they can be engaged actively in their own development.

UNDP sees the Support to the expansion of the Community Radio Network in Laos through the Khoun Community Radio for Development (KCRD) as an essential and innovative element in its broader Support for Community Organisations Programme. It is a crucial grassroots demonstration of the power of civil society, through the media of community radio, access to information and voice. The powerful demonstrative effect of this programme is fed into the broader programme of advocacy and support on strengthening civil society; including through another programme of support to government on drafting the legal frameworks for civil society and for support to the National Assembly. KCRD is involved in a regional initiative on Communications for Empowerment of Asia’s Indigenous Peoples, which provides access to comparative experience, international expertise, and opportunities for networking and participation in regional and global events.

There now exists an opportunity for scaling-up of community radio in Lao PDR while further improving the quality and depth of community participation. This can be achieved, among others, through the combination of community radio with other bottom-up communication channels such as village speakers, mobile phone and internet. There is significant interest from government organizations and donors to introduce community radio in various parts of the country combined with the willingness to co-fund needed investments. This said community media in Lao PDR remains a rather new phenomenon and the limited local resources, expertise and capacities will constrain its potential in the near future.

With the advent of the new Media Law and Decree on Associations, an enabling policy framework is now in place for community radios to be established as legal entities and obtain a formal broadcasting license. The second phase of the project will be an integrated programme on Support for Community Organisations will link the community media initiative more clearly and strategically with awareness raising and information provision on the new decree and the registration process. In doing this it becomes both a vehicle of and a catalyst for civic participation and civil society development. In addition, the programme will link two

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<sup>11</sup> Report of the Review, Impact and Sustainability Assessment: Khoun Radio Support Project: Bringing local news to local people in Xieng Khouang. UNDP (March 2009)

community radios in Sekong established under the GPAR project and bring the under the same programme umbrella.

The needs identified below emerged from a series of different meetings held between the programme development team [including the CS Programme Officer and the Civil Society & Governance consultant] and the Government partners: Ministry of Information and Culture and the Department of Information and Culture [MoIC] Xiengkhouang, local authorities in Nong Het District in Xieng Khouang, Houn in Oudoumxai province and Thateng and Dakchung in Sekong province. Discussions were also held with the UN Resident Coordinator & UNDP Resident Representative (RR) and Deputy RR as well as UNEP and key staff in UNDP's International Law Project III (ILP III), Support to an Effective Lao National Assembly (SELNA) Joint Project and GPAR project. Other stakeholders such as the European Commission's Delegation (EU Delegation) to Laos, The World Bank and Swiss Development Cooperation [SDC], each of which have recently been targeting civil society development in Laos, were also consulted as well as International Civil Society organisations including Concern Worldwide, SNV, DED, CARE and the INGO network in Laos

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## IV. RESULTS FRAMEWORK

Between 2006 and 2010 the Khoun community radio support programme has been supported by the UNDP. This project will be succeeded by the Community Participation and Communication Programme, which will run from 2011 to 2014 and is intended to build on the successes of Phase I of the programme. The new programme will adopt a phased approach to obtain closer alignment with the Government's timeframe (NSEDP) and UNDP's country programme cycle, with the first two-year phase [2011 – 12] followed by a mid-term review to allow the programme to be adjusted to the new NSEDP (2011-2015) and a final evaluation at the end of the programme.

The **Goal** of the Community Participation and Communication Support Programme [SPSCP] is to contribute to greater people's participation in local development and nation-building through the programme **purpose** of enhanced capacity of communities to express their voice and participate in the poverty reduction efforts of Lao PDR.

The programme will contribute to this goal by supporting six community radios across Lao PDR to become independent sustainable entities and it will create mechanisms that will support other community radios in the future.

In line with the *Vientiane Declaration on Aid Effectiveness*<sup>12</sup> a programme approach is adopted in order to increase harmonization and aid effectiveness.

Practically speaking, this will entail:

- Alignment of community radio initiatives under one framework;
- Programme-wide monitoring, evaluation, and reporting;
- Programme-wide resource mobilization
- RBM based on interrelation of programme elements;
- The ability to share human and other resources across programme (efficiency gains, cost savings);
- The ability share lessons learned and organize combined training among different community radio initiatives in Lao PDR

Such a programme approach will also ensure that no element of UNDP's support to community participation and communication in Laos becomes a "silo" which would limit the potential impact of interventions. The programme will be also used as a platform to link civil society support into other ongoing UNDP and UN programmes, especially the Civil Society Support programme that will be launched in the near future.

### **Overall Goals and Justification for Support**

Through its outputs, the programme will contribute to the achievement of the national poverty alleviation goals. People's Participation is one pillar of the government's Strategic Plan on Governance (2007) and this programme will work at the level of civil society's role in improved governance. As stated in the National Growth and Poverty Eradication Strategy (NGPES), Lao Government sees governance as an inter-sectoral priority and a "vital link between economic growth and poverty eradication". The NGPES recognizes "that improvements in governance are directly linked to poverty reduction, for limited public resources must be used effectively and efficiently in reaching out to help the poor".<sup>13</sup>

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<sup>12</sup> Article 21: "The Government and the Partners will seek to explore the feasibility of using increasingly programme-based approaches."

<sup>13</sup> National Growth and Poverty Eradication Strategy: GoL, 2003, p6

Specifically, the programme seeks to strengthen civil society to help Laos achieve the MDGs, through increased capacity of communities and local civil society organizations, improving access to information and voice of those who are most vulnerable. This will be done through supporting community participation especially community media initiatives, developing access to information and voice for the poorest and most vulnerable.

## **SUPPORTING COMMUNITY PARTICIPATION AND COMMUNICATION**

*Programme outcome:*

Greater people's and community participation in and contribution to public policy, local development and nation building

*(Rural communities have better access to relevant information and bottom-up communication channels, allowing people to take informed decisions, express their views, share knowledge and validate their cultures & traditions)*

- Output 1 'Scaling-up' – Community media scaled up to poor and under-served districts
- Output 2 'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media
- Output 3 'Learning and Advocacy' – Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights

On the “demand” side of the civil society equation, supporting the emergence of civil society in Laos requires complementing upstream policy work with grass-roots engagement with the population to create understanding and demand for civil society. This proposal aims to build on innovative work carried out by UNDP in Lao PDR since 2006, in facilitating space for civil society and civic engagement through community radio. Working with the Ministry of Information and Culture and its Provincial Departments, the programme will work to build people's experience, at a very local level, of the basic concepts behind civil society – voice, transparency, and government responsiveness.

The programme targets the most vulnerable segments of rural society: youth, women and elderly people from remote and under-served ethnic villages. The programme seeks to improve access to:

- i) Information in languages that people can understand and which they find relevant for taking informed decisions.
- ii) Communication channels to express their views, share knowledge, validate their culture and traditions and to play an active part in society.
- iii) Increase the voice of communities and through that empower them to become actors of their own development. Find solutions to development challenges from inside communities through community radio.

Through the scaling-up of community media, the programme aims to increase voice – a crucial pillar of opening up space for civil society through empowerment of local people to become actors of their own development. A recent impact assessment of Khoun Community Radio has showed that community identifies an increase in their voice as a result of the radio – an outcome which suggests social change has taken place.

Building on the pilot experience from the Khoun Community Radio, community media practices (i.e. community radio and village broadcast systems in combination with new technologies) will be scaled-up to

additional poor districts in the country. The Scaling-up Strategy (see annex 5) takes into account the lessons from the first phase of the project. The plan is demand- and performance-driven and includes an explicit 'exit strategy'. The strategy strongly emphasizes local ownership and co-contributions, (gender) equity and sustainability. It strongly relies on peer support systems and 'champions of change' that are to be identified during the 'mobilization' stage of new community media projects. The Communication for Empowerment (C4E) Methodology can be used as a tool to identify new sites for community radio stations.

The project will help develop capacity in country to sustain community media. This includes the building of competence and partnerships in critical areas such as community media broadcasting, community building, financial and media management, broadcasting technology and peer support systems. The Programme – in cooperation with competent partners – is also well placed to assist the organizational strengthening of community radios who aspire to register as an association. Knowledge products<sup>14</sup> (manuals, reviews, studies) will be produced and disseminated to a wide range of international and local partners who are engaged in supporting community organisations in the country. It is anticipated that a service-provider association will spin off the project implementation unit or one of the more experience community radios and thus be able to assist community media beyond the scope and life-time of the project.

Community media provide space for civic engagement at the local level. At the same time they also have the ability to feed information and experience from the grassroots back into the national-level dialogue about civil society. The Programme will research and facilitate such feedback mechanisms, track and assess empowerment aspects of community media. It will also help develop the capacity of community media leaders, in particular women and ethnic people, and encourage them to participate in development policy debates. In this the project will collaborate closely with UNDP's Regional Indigenous Peoples Programme, which will facilitate access to cross-border networks and capacity development opportunities that are specifically tailored to the project's target groups. Lessons from the project and from UNDP's regional work in South-East Asia will inform policy-makers and contribute to an enabling environment for media and access to information initiatives.

The anticipated 'end-of-project situation' is that of a number of very diverse community radios in Lao PDR's poorest districts (some registered as associations) which continue to benefit from networking opportunities and peer-support systems created through the project. Community media representatives meet regularly and form a national network. Scaling-up in four to six districts was directly supported by the programme. At the same time, a wide range of partners had applied the project's field tested tool kits and knowledge products to the benefit of a number of additional districts. Community radios rely entirely on resources within Lao PDR (with the exception of some external funding support). National fund-raising schemes that complement local resource mobilization in exchange for quality programming are identified. The number of established associations is dependent on the enabling environment and the capacity of the community radio. Thus, the programme is dependent on the legal framework and enabling environment for civil society.

## **Gender**

For UNDP, the legitimacy of gender equality is a fundamental value that should be reflected in development choices and institutional practices. Gender equality is recognized as not just a "women's issue" but a societal one where gender equality goals should influence mainstream economic and social policies that deliver major

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<sup>14</sup> Publications from the Khoun Community Radio for Development:

- Strategic Plan: the basics for participation, management and sustainability (2007/2009)
- Many Voices – Our Voices. Guide to Establishing Community Radio in Lao PDR (2009)
- Community Research and Impact Assessment – a guide (2009)
- Working with Partners. A guide to implementing a partnership strategy for sustainability. (2009)
- User guides to working with the community radio equipment. (2009)



resources. Gender equality is pursued from the centre rather than from the margins with women recognised as decision makers about social values and development directions. Placing women as well as men in a position to influence the development agenda will also have an impact on both the strategic direction and implementation of its programmes.

Equal rights for women are guaranteed in the Constitution of Lao PDR and are reaffirmed in the 2004 Law on the Development and Protection of Women. Nonetheless, a significant gender gap is evident between men and women in various aspects of social development and in many areas of Lao society. Girls are less likely than boys to complete primary education and far less likely to complete secondary and tertiary education. Educational attainment levels and literacy rates are correspondingly lower for women than for men. In the home, major decisions tend to be made by male heads of households and in community decision-making women are often sidelined. In employment, Lao women generally work harder, receive lower wages and occupy fewer senior positions than men. The gender gap has narrowed over recent decades, particularly in terms of schooling and employment. Gradually, more women have assumed higher positions in business and government.

The programme will mainstream gender through:

1. Incorporating gender analysis in the design of all programme activities; a gender checklist will be developed in the beginning of the programme;
2. Including gender disaggregated data in all monitoring and reporting tools;
3. Ensuring public awareness and capacity development initiatives involve both women and men;
4. Targeted learning on gender for programme staff.
5. Ensuring that increasing amount of women are trained as community radio broadcasters

### **Partnership Strategy**

The programme seeks to work closely with Government partners, UN agencies, INGOs, NPAs and other civil society actors. With an emphasis on harmonization and coordination with all development partners to attain greater aid effectiveness in the civil society development sphere, the programme actively supports knowledge sharing and research to encourage more consistent, coherent and effective civil society development in Lao PDR.

The implementing partner of the programme is the Ministry of Information and Culture with its provincial offices as responsible parties for the respective radio stations.

The programme will be overseen and implemented by the MoIC at the central level, while at the local level the provincial Departments of Information and Culture of Xieng Khouang province and Sekong province will be responsible for the implementation at the provincial level. After two years the programme will possibly expand to Oudomxay province if funding is secured. In that case, the Department of Information and Culture of Oudomxay province will become the local partner. Possible other provincial authorities and civil society actors will become partners in the programme if the Community Participation and Communication Support Programme is expanded to other provinces.

In line with the Vientiane Declaration on Aid effectiveness, the programme will seek to build upon existing coordination mechanisms in the country. Lao PDR currently has 8 Sector Working Groups (SWGs) that bring together representatives from government and donor agencies, and NGOs. The SWGs are forums to discuss and build consensus about development priorities, and improve sectoral aid coordination and effectiveness as set out in the Vientiane Declaration Country Action Plan. Under the common framework of the Round Table Process, these groups commit to Lao PDR's development efforts in the areas of their expertise under the leadership of the Government of Lao PDR. These groups were formed in June 2005 when the Ministry of Foreign Affairs announced at the Round Table Implementation Meeting (RTiM) the Government's wish to merge the existing donor and government working groups. The Department of International Cooperation,

Ministry of Planning and Investment is the overall coordinating agency of the SWG mechanism. The programme will utilize the outputs and lessons learned by engaging with the governance sector working group, and, if appropriate, support the establishment of a Sub-Sector Working Group dealing especially with Advanced People's Participation which is one of the pillars of the Strategic Plan on Governance (2006-2010, 2011-2015).

**V. RESULTS AND RESOURCES FRAMEWORK**

**Community Participation and Communication Support Programme**

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| <b>Intended Outcome as stated in the Country Programme Action Plan Results and Resource Framework:</b><br>Greater people’s and community participation in and contribution to public policy, local development and nation building                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Outcome indicators as stated in the Country Programme Action Plan Results and Resources Framework, including baseline and targets:</b> 6.1 Increased mechanisms and opportunities to convey the rights and interests of citizens, (young people and women in particular) to decision-makers through meaningful public participation<br>6.3: Increased and more equal public access to timely and relevant information, especially in rural and remote areas and among poor, vulnerable populations, particularly women, youth, and children; 6.4: Greater appreciation of the role and contribution of national civil society associations (CSAs) working alongside the government towards poverty reduction.                                                                                                                                                                                                                                                                                                                              |
| <b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b> Democratic Governance: Key result area 2.1: Fostering inclusive participation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Partnership Strategy:</b> The programme seeks to work closely with Government partners, UN agencies, INGOs, NPAs and other civil society actors. With an emphasis on harmonization and coordination with all development partners to attain greater aid effectiveness in the civil society development sphere, the programme actively supports knowledge sharing and research to encourage more consistent, coherent and effective civil society development in Lao PDR. The implementing partners of the programme is the MoIC and its provincial offices.<br>The programme will be overseen by the MoIC at the central level and at the local level by the provincial Departments of Information and Culture.<br><br>In line with the Vientiane Declaration for Aid Effectiveness, the programme will seek to build upon existing coordination mechanisms in the country through engaging with the Governance Sector Working Group, and, if appropriate, support the establishment of a People’s Participation Sub-Sector Working Group. |
| <b>Programme title and ID (ATLAS Award ID):</b> Community Participation and Communication Support Programme [CPCSP]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| <b>Community Participation and Communication Support Programme</b>                                                       |                                                                     |                                                                       |                                |                                                                 |
|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------|
| <b>PROGRAMME OUTCOME:</b>                                                                                                |                                                                     | <b>PARTNER:</b>                                                       |                                |                                                                 |
| Greater people’s and community participation in and contribution to public policy, local development and nation building |                                                                     | Ministry of Information and Culture                                   |                                |                                                                 |
| <b>BASELINE &amp; OUTPUT INDICATORS</b>                                                                                  | <b>OUTPUT TARGETS FOR (YEARS)</b>                                   | <b>INDICATIVE ACTIVITIES</b>                                          | <b>RESPONSIBLE PARTIES</b>     | <b>INPUTS</b>                                                   |
| <b>OUTPUT 1: ‘Scaling-up’ – Community media scaled up to</b>                                                             | <b>Mobilisation phase:</b><br>1. By the end of 2014 female and male | <b>Activity Result 1: Mobilization phase conducted in 3 districts</b> | MoIC, DoIC<br>Service-provider | Governance & Civil Society Capacity Advisor (25%) <sup>15</sup> |

<sup>15</sup> Post will not be activated until full funding is secured

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| <p><b>poor and under-served districts</b></p> <p><b>Baseline:</b></p> <p>1. Two districts in Lao PDR currently have a community radio stations that broadcasts in local languages with involvement from community volunteers</p> <p>2. Low effectiveness of rural communication due to sub-optimal technology solutions.</p> <p>3. Strong interest from districts, donors and projects to establish community radio</p> <p>4. Relevant programmes in ethnic languages not widely available.</p> <p>5. Community radio pilot has shown that CR can work as a development tool</p> <p><b>Indicators:</b></p> <p>1. No. of community radios and village broadcasting systems operating sustainably</p> <p>2. No. of people and remote villages benefitting from improved access to information and communication channels</p> <p>3. No. people from target groups participating in programme-making</p> <p>4. % of people satisfied with the information received from the community radio.</p> | <p>volunteer broadcasters in 3 new districts will be able to broadcast and manage the temporarily Radio and village speakers.</p> <p>2. By the end of 2014 a ‘Champion’ in 3 new districts provides leadership</p> <p>3. By the end of 2014 committed volunteers at village and radio exchange and coordinate programmes in 3 new districts</p> <p><b>Institutionalisation phase:</b></p> <p>1. By the end of 2014 main building blocks formalized for 4 new CR: station board, manager, vision, bylaws, rules, budget admin</p> <p>2. By the end of 2014 equipment and station is functioning in 4 new districts</p> <p>3. By the end of 2014 four new CRs have received a broadcasting permit from MoIC</p> <p>4. By the end of 2014 village – station feedback loop institutionalised in 4 new districts</p> <p><b>Consolidation phase:</b></p> <p>1. By the end of 2014 application for registration as community radio association has been submitted by 6 new CRs</p> <p>2. Four trainings for new female and male volunteers is organised per year in each station.</p> <p>3. Each CR provides peer support for other stations at least 3 times a year</p> <p>4. By 2014 six stations have a sustainable partnership strategy, board and</p> | <p>1<sup>st</sup> year: Nong Het (XK)</p> <p>2<sup>nd</sup> year: Houn &amp; Namour, Oudomxay</p> <p>Action 1.1: Demonstration visits</p> <p>Action 1.2: Sensitisation of authorities</p> <p>Action 1.3: Outreach to communities</p> <p>Action 1.4: Mapping of community assets</p> <p>Action 1.5: Listeners’ baseline survey</p> <p>Action 1.6: Mobilisation of volunteers</p> <p>Action 1.7: Identification of ‘champions’</p> <p>Action 1.8: Exchange visits and peer support with/from other CRs</p> <p>Action 1.9: Training on computer and test equipment</p> <p>Action 1.10: Test broadcasting permit</p> <p>Action 1.11: Test broadcast from radio and speaker system</p> <p>Action 1.12: Training on financial management and resource mobilisation</p> <p><b>Activity Result 2: Institutionalisation phase conducted in 4 districts</b></p> <p>1<sup>st</sup> year: Dakchuang (Sekong)</p> <p>2<sup>nd</sup> year: Nong het (XK)</p> <p>3<sup>rd</sup> year: Houn &amp; Namour (Oudomxay)</p> <p>Action 2.1: Radio equipment procured</p> <p>Action 2.2: Facilitation for: development of vision, bylaws, formalization of board, contracts with station manager and volunteers</p> | <p>association</p> <p>UNDP</p> <p>/Partners</p> | <p><b>\$210,000</b></p> <p>UNV<br/>Monitoring, Evaluation &amp; Learning [MEL]<br/>Specialist<br/><b>\$200,000</b></p> <p><b>National Project Staff</b><br/>1 x Coordinator/<br/>\$100,000<br/>1 x Office Manager/<br/>Accountant \$30,000<br/>1 x Driver and<br/>Technical Officer<br/>\$15,000<br/>1 x Translator and<br/>Communications<br/>officer<br/>\$72,000<br/><b>Total: \$217,000</b></p> <p><b>Mobilisation Phase</b><br/>Equipments \$10,000<br/>Materials &amp; Supplies<br/>\$5,000<br/>Travel &amp; DSA \$ 50,000<br/>Communications:<br/>1,000<br/><b>Total: \$66,000</b></p> <p><b>Institutionalisation Phase</b><br/>Equipment<br/>\$200,000<br/>Buildings \$80,000</p> |
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| <p>5. 'Significant change' stories reported by project target groups</p> | <p>management in place<br/>5. By the end of 2014 barefoot impact assessment conducted in 6 districts</p> <p><b>Graduation phase</b></p> <p>1. By the end of 2014 three CRs have a sustainable organisational and financial status</p> <p>2. By the end of 2014 three Community Radio Association registered</p> <p>3. Each CR association is training at least 5 new female and 5 new male volunteers each year</p> <p>4. Each CR association have at least one functional feedback loop by the end of 2014</p> | <p>Action 2.3: Financial mgt training<br/>Action 2.4: Suitability of possible station sites assessed and broadcasting coverage prediction conducted<br/>Action 2.5: Training on new equipment<br/>Action 2.6: Application for permit license<br/>Action 2.7: Official launch<br/>Action 2.8: Peer support and networking<br/>Action 2.9: Introduction of operation block grant<br/>Action 2.10: Introduction of 'mini audit'</p> <p><b>Activity Result 3: Consolidation phase conducted in 6 districts</b></p> <p>1<sup>st</sup> year: Khoun (XK), Thateng (Sekong)<br/>2<sup>nd</sup> year: Dachuang (Sekong)<br/>3<sup>rd</sup> year: Nong Het<br/>4<sup>th</sup> year: Houn, Namour (Oudomxay)</p> <p>Action 3.1: Peer support and networking with CR and NPAs<br/>Action 3.2: Exchange of programmes and volunteers with other CRs<br/>Action 3.3: Review of partnership strategy<br/>Action 3.4: Facilitation: organisational development, building of association<br/>Action 3.5: Support in conducting barefoot impact assessment</p> <p><b>Activity Results 4: Graduation phase conducted in 3 districts</b></p> <p>2<sup>nd</sup> year: Khoun (XK), Thateng (Sekong)</p> |  | <p>Station Manager \$18,000<br/>Consultants \$30,000<br/>Travel &amp; DSA \$20,000<br/>Materials &amp; supplies \$4,500<br/>Rent &amp; utility \$4,500<br/>Communications: \$2,000<br/><b>Total: 359,000</b></p> <p><b>Consolidation Phase</b><br/>Equipment \$15,000<br/>Consultants for evaluation \$39,000<br/>Travel &amp; DSA \$25,000<br/>Rent &amp; utility \$12,000<br/>Materials &amp; supplies \$8,000<br/>Communication: \$1,000<br/><b>Total: \$100,000</b></p> <p><b>Graduation Phase</b><br/>Travel &amp; DSA \$26,000<br/>Consultants \$12,000<br/>Communications \$1,000<br/><b>Total: \$39,000</b></p> <p><b>Training of Trainers</b><br/>Rent &amp; utility \$10,000<br/>Materials &amp; Supplies \$10,000<br/>Travel &amp; DSA \$28,000<br/>Communications \$1,000<br/><b>Total: \$49,000</b></p> |
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| <p><b>OUTPUT 2: 'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b></p> <p><b><u>Baseline:</u></b></p> <p>1. Lack of CR knowledge products</p> <p>2. High demand for, but lack of locally available knowledge, resources and capacity in the area of community media (esp. in technical fields, e.g. transmitters)</p> <p>3. Piloting of community radio in several</p> | <p>Target 1: By 2012 four practical manuals published: procurement, installation maintenance of: 1. studio equipment; 2.</p> | <p>4<sup>th</sup> year: Nong Het (XK)</p> <p>Action 4.1: Peer support</p> <p>Action 4.2: Tutoring of other CRs</p> <p>Action 4.3: Exchange of programmes between CRs</p> <p>Action 4.4: Outstanding programme awards</p> <p>Action 4.5: Final peer review by another CR</p> <p>Action 4.6: Nation-wide resource mobilisation</p> <p><b>Activity Result 1: Knowledge products for CR are available on-line</b></p> <p>Action 1.1: Drafting, publication, dissemination of four practical manuals</p> <p>Action 1.2: Field testing of community media innovations (e.g. radio browsing)</p> <p>Action 1.3: Design &amp; develop website for knowledge products</p> <p>Action 1.4: Review of lessons learned, publication and dissemination of study</p> | <p><b>Refreshment Training</b><br/>Trainers (3 years):<br/>Rent &amp; utility \$9,000<br/>Travel &amp; DSA \$30,000<br/>Materials &amp; supplies \$4,500<br/>Communications \$1,500<br/><b>Total: \$45,000</b></p> <p><b>Internships</b><br/>Travel &amp; DSA \$40,000<br/>Communications \$1,000<br/><b>Total: \$41,000</b></p> <p><b>Manuals</b><br/>Consultants \$20,000<br/>Publishing \$15,000<br/>Web design \$5,000<br/><b>Total: \$40,000</b></p> <p><b>Pioneer CR association (service provider)</b><br/>Consultants \$2,000<br/>Travelling &amp; DSA \$3,000<br/>Materials &amp; supplies \$5,000<br/>Communications: \$500<br/><b>Total: \$10,500</b></p> <p><b>Registration of service-provider association</b></p> |
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| <p><i>districts ongoing, but the concepts, although supported by MoIC, are not yet understood widely. Government policy to expand the radio network to the 47 poorest districts</i></p> <p><i>4. 0 community radios registered as an association- Decree on associations in force</i></p> <p><i>5. Community radio in Lao PDR not sustainable; reliance on international expertise, trainers and funding</i></p> <p><b>Indicators:</b></p> <p><i>1. Number of knowledge products developed</i></p> <p><i>2. Community radios, local governments, NGOs and donors make use of the project's knowledge products</i></p> <ul style="list-style-type: none"> <li>- Training manuals and tool kits</li> <li>- Study on sustainability of community radio in Lao PDR</li> <li>- Online resources with local best practices</li> </ul> <p><i>3. Peer-support system for exchanges between Lao community radios</i></p> <p><i>4. Number of community radio associations registered</i></p> <p><i>5. Service-provider association assisting partners in scaling up community media registered</i></p> | <p>building; 3. transmitters; 4. village broadcasting systems; 5. radio browsing</p> <p>Target 2: By 2012 website developed for on-line knowledge products</p> <p>Target 3: By the end of 2014 pool of community media trainers/facilitators maintained (at least 50% women, 50% ethnic people) and strategic plan developed.</p> <p>Target 4: By the end of 2014 capacity building and partnership strategy developed for 6 CRs</p> <p>Target 5: Refresher training/coaching for community broadcasters (50% women, 50% ethnic people) organised annually between 2012-2014</p> <p>Target 6: Study on community feedback mechanisms (combination of CR, loudspeakers, radio browsing etc.) conducted by 2014.</p> <p>Target 7: Revised guide 'How to setup Community Radio in Lao PDR' exists by 2014</p> <p>Target 8: National resource mobilization scheme 'Adopt a community radio' initiated by 2014</p> <p>Target 9: Service-provider association established and capacity development</p> | <p>Action 1.5: Updating of community radio guide</p> <p><b>Activity Result 2: Local CR experts are trained</b></p> <p>Action 2.1: Advertisement, selection and training of community media trainers/facilitators</p> <p>Action 2.2: Assessment of local resources (technology, training, resource mobilization)</p> <p>Action 2.3: Internship placements in other countries to learn about CR experience</p> <p>Action 2.4: Refresher training for volunteers</p> <p><b>Activity Result 3: CR support centre established</b></p> <p>Action 3.1: Develop capacity assessment and development plan</p> <p>Action 3.2: Facilitation of registration/organizational development</p> <p>Action 3.3: Review of CRs in Lao PDR in view of sustainability, publication/dissemination of study</p> <p>Action 3.4: Capacity development for service-provider association.</p> <p>Action 3.5: Assistance / facilitation to community radio network, as appropriate</p> | <p>Travel &amp; DSA \$3,000<br/>Rents and &amp; utility \$3,000<br/>Communications: \$500<br/><b>Total: \$6,500</b></p> <p><b>Community Radio Scheme</b><br/>Travel &amp; DSA \$7,500<br/>Rent &amp; utility \$5,000<br/>Materials &amp; supplies \$2,000<br/>Communications: \$500<br/><b>Total: \$15,000</b></p> <p><b>Competence of outstanding broadcasters</b><br/>Travel &amp; DSA \$7,000<br/>Rent &amp; Utility \$7,000<br/>Materials &amp; supplies \$7,000<br/>Communications: \$1,000<br/><b>Total: \$22,000</b></p> <p><b>Annual Conferences / Awareness Raising Events</b><br/>Travel &amp; DSA \$15,000<br/>Rent &amp; Utility \$ 10,000<br/>Materials &amp; supplies \$5,000<br/>Communications \$1,000</p> |
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| <p><b>OUTPUT 3: ‘Learning and Advocacy’– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b></p> <p><u>Baseline:</u><br/> 1. Lack of clear M&amp;E system for CRs</p> <p>2. The 2008 Media Law encourages media ownership by individuals, the private sector and other legal entities, however awareness of the law is not widely disseminated</p> | <p>plan developed by 2014</p> <p>-Target 10: Published study on ‘Sustainability of community media in Lao PDR’ by 2014</p> <p>Target 11: Competence of outstanding community broadcasters developed in leadership skills, community development and gender mainstreaming (at least 50% women, 70% ethnic people) annually between 2011-2014</p> <p>Target 12: At least one technical support and training on CRs provided through local organisations per year between 2011-2012</p> <p>Target 1: Design a M&amp;E System for community media by 2012</p> <p>Target 2: Between 2011-2014 organise annually a National Community Media Conference and contribute to awareness-raising events documenting impact stories.</p> | <p><b>Activity Result 1: Support system for sustainability of CRs</b></p> <p>Action 1.1: Development of M&amp;E system</p> <p>Action 1.2: External mid-term review of scaling-up strategy in 2013</p> <p><b>Activity Result 2: Government officials</b></p> | <p><b>Total: \$31,000</b></p> <p><b>Studies on CR</b><br/> Consultants \$10,000<br/> Printing &amp; publishing \$5,500<br/> <b>Total: \$15,500</b></p> <p><b>International Trainings / Networking</b><br/> Travel &amp; DSA \$10,000<br/> Fees \$8,000<br/> Communications \$500<br/> <b>Total : \$18,500</b></p> |
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| <p>3. Favorable Govt and LPRP minority policies and recognition of UN Declaration on the Rights of Indigenous Peoples, however more awareness raising needs to be conducted esp. in district level</p> <p>4. Several ASEAN countries interested in lessons from Lao PDR, however formal network does not exist</p> <p><b>Indicators:</b></p> <p>1. M&amp;E System to track aspects of sustainability and impacts of community media in Lao PDR</p> <p>2. Increased understanding and support from policy-makers and local authorities</p> <p>3. Community media representatives contributing to policy debates</p> <p>4. Contributions to and from international networks</p> | <p>Target 3:By 2014 authorities in 15 poorest districts sensitized about community media</p> <p>Target 4: Joint Donor/Government Validation Mission organised in 2012</p> <p>Target 5: Network of Community radios institutionalized by the end of 2014</p> <p>Target 6: Increased understanding, positive attitude and support from policy-makers and local authorities in target districts by the end of 2014</p> <p>Target 7: Community media representatives empowered to be partners in policy-debates by the end of 2014</p> | <p><b>are aware of the benefits of CR</b></p> <p>Action 2.1: Annual sensitization drives for local MoIC officers and local authorities between 2011-2014</p> <p>Action 2.2: Conduct joint mission with Oxfam, MoIC to assess progress; participatory review of strategy by the end of 2012</p> <p><b>Activity Result 3: People increase their participation in public sphere through CR</b></p> <p>Action 3.1: Conduct annual conference in collaboration with like-minded partners between 2011-2014</p> <p>Action 3.2:Facilitate participation of community broadcasters in at least one international networks action each year between 2011-2014</p> <p>3.3: Contribute to Ethnic Peoples Day between 2011-2014</p> <p>3.4: Participation in at least one UNDP Regional Indigenous Peoples Programme (RIPP) activity or similar initiatives</p> |  |                  |
| <b>TOTAL</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  | <b>1,485,000</b> |

## PROGRAMME MANAGEMENT OUTPUT

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                       |  |                                                                                                                                                                                                                                                                                                                                       |                     |
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| <p><b>OUTPUT 4: Efficient and effective programme monitoring and coordination systems and resources are in place.</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. <i>Monthly &amp; quarterly planning and coordination meetings take place and the agreed quorum is achieved.</i></li> <li>2. <i>Steering Committee Meetings are held twice each year</i></li> <li>3. <i>Programme review meetings held once per year 2010-2014.</i></li> <li>4. <i>Baseline monitoring data established. Mid-term evaluation conducted in 2012 Final evaluation conducted in 2013</i></li> </ol> | <p><b>Targets Years 2011-2014 :</b></p> <ul style="list-style-type: none"> <li>- Regular planning and review meetings are held to monitor programme delivery.</li> <li>- Monitoring and evaluation mechanisms are established.</li> <li>- Mid-term Review takes place</li> <li>- Final Evaluation takes place</li> </ul> | <p><b>Activity result 1: Programme monitoring system in place</b></p> <p>Action 1.1: Programme Board Established</p> <p>Action 1.2: Staff Recruited</p> <p>Action 1.3: M&amp;E system in developed</p> <p>Action 1.4: Annual Work Plans developed</p> <p>Action 1.5: Monitoring and evaluation of programme delivery and outcomes</p> |  | <p><b>Annual Review Meetings + Programme Board Meetings</b><br/><b>\$20,000</b></p> <p><b>Audit 2012-2015</b><br/><b>\$24,000</b></p> <p><b>Mid-term Review &amp; Final Evaluation</b><br/>Consultants \$40,000<br/>Travel &amp; DSA \$10,000<br/>Rent &amp; utility 20,000<br/>Communications \$1,000<br/><b>Total: \$71,000</b></p> |                     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                       |  | PROGRAMME MANAGEMENT                                                                                                                                                                                                                                                                                                                  | <b>\$115,000</b>    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                       |  | TOTAL                                                                                                                                                                                                                                                                                                                                 | <b>\$ 1,600,000</b> |



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| <p>new CR (Dachuang): station board, manager, vision, bylaws, rules, budget admin</p> <p>2. By the end of 2011 equipment and station is functioning in Dachuang district</p> <p>3. By the end of 2011 Dachuang CR has received a broadcasting permit from MoIC</p> <p>4. By the end of 2011 village – station feedback loop institutionalised in Dachuang district</p> <p><b>Consolidation phase:</b></p> <p>1. By the end of 2011 application for registration as community radio association has been submitted by Khoun and Thateng CRs</p> <p>2. In 2011 four trainings for new female and male volunteers is organised in each station.</p> <p>3. Khoun and Thateng CRs provide peer support for other stations at least 3 times a year</p> <p>4. By the end of 2011 Khoun and Thateng CRs have a sustainable partnership strategy, board and management in place</p> <p>5. By the end of 2011 barefoot impact assessment are conducted in Khoun and Thateng</p> <p><b>Baseline:</b></p> <p>1. Two districts in Lao PDR currently have a community radio stations that broadcasts in local languages with involvement from community volunteers</p> <p>2. Low effectiveness of rural communication due to sub-optimal technology solutions.</p> <p>3. Strong interest from districts, donors and projects to establish community radio</p> <p>4. Relevant programmes in ethnic languages not widely available.</p> <p>5. Community radio pilot has shown that CR can work as a development tool</p> | <p><b>Activity 1: Mobilization phase:</b></p> <p><b>Nong Het</b></p> <p>Action 1.1: Demonstration visits</p> <p>Action 1.2: Sensitisation of authorities</p> <p>Action 1.3: Outreach to communities</p> <p>Action 1.4: Mapping of community assets</p> <p>Action 1.5: Listeners’ baseline survey</p> <p>Action 1.6: Mobilisation of volunteers</p> <p>Action 1.7: Identification of ‘champions’</p> <p>Action 1.8: Exchange visits and peer support with/from other CRs</p> <p>Action 1.9: Training on computer and test equipment</p> <p>Action 1.10: Test broadcasting permit</p> <p>Action 1.11: Test broadcast from radio and speaker system</p> <p>Action 1.12: Training on financial management and resource mobilisation</p> | x | x | x | x | MoIC | UNDP, Oxfam Novib | <p>Equipments</p> <p>Materials and Supplies</p> <p>Travel &amp; DSA</p> <p>Communications</p> | <p>\$3,500</p> <p>\$2,000</p> <p>\$20,000</p> <p>\$500</p> <p>Total:</p> <p><b>\$26,000</b></p> |
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|  | <b>Activity 2: Institutionalisation phase: Dakchung</b><br>Action 2.1: Radio equipment procured<br>Action 2.2: Facilitation for: development of vision, bylaws, formalization of board, contracts with station manager and volunteers<br>Action 2.3: Financial mgt training<br>Action 2.4: Suitability of possible station sites assessed and broadcasting coverage prediction conducted<br>Action 2.5: Training on new equipment<br>Action 2.6: Application for permit license<br>Action 2.7: Official launch<br>Action 2.8: Regular programme and board meetings<br>Action 2.9: Peer support and networking<br>Action 2.10: Introduction of operation block grant<br>Action 2.11: Introduction of 'mini audit' | x | x | x | x | MoIC | UNDP, Oxfam Novib | Equipments<br>Station manager<br>Consultants<br>Travel & DSA<br>Materials & supplies<br>Rent & utility<br>Communications | \$50,000<br>\$3,000<br>\$10,000<br>\$6,000<br>\$750<br>\$750<br>\$500<br><b>Total:<br/>         \$71,000</b> |
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|                                                                                                                                                                                                                                     | <b>Activity 3: Consolidation phase: Khoun &amp; Thateng</b><br>Action 3.1: Peer support and networking with CR and NPAs<br>Action 3.2: Exchange of programmes and volunteers with other CRs<br>Action 3.3: Review of partnership strategy<br>Action 3.4: Facilitation: organisational development, building of association<br>Action 3.5: Support in conducting barefoot impact assessment | x | x | x | x | MoIC | UNDP, Oxfam Novib | Equipment<br>Travel & DSA<br>Rent & utility<br>Materials & supplies<br>Communication           | \$5,000<br>\$8,000<br>\$4,000<br>\$3,000<br>\$300<br><br>\$500<br>Total:<br><b>\$20,300</b> |
| <b>Output 2: 'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b><br><br><u>Indicators:</u><br>1. Number of knowledge products developed |                                                                                                                                                                                                                                                                                                                                                                                            | x | x | x | x | UNDP | UNDP              | <b>Governance &amp; Civil Society Capacity Advisor (50%)</b><br><br><b>International UNV 2</b> | <b>\$17,500</b><br><br><b>\$17,000</b>                                                      |

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| <p>2. Community radios, local governments, NGOs and donors make use of the project's knowledge products</p> <ul style="list-style-type: none"> <li>- Training manuals and tool kits</li> <li>- Study on sustainability of community radio in Lao PDR</li> <li>- Online resources with local best practices</li> </ul> <p>3. Peer-support system for exchanges between Lao community radios</p> <p>4. Number of community radio associations registered</p> <p>5. Service-provider association assisting partners in scaling up community media registered</p> <p><b>Targets year 2011</b></p> <p>Target 1: By 2012 four practical manuals published: procurement, installation maintenance of: 1. studio equipment; 2. building; 3. transmitters; 4. village broadcasting systems; 5. radio browsing</p> <p>Target 2: By 2012 website developed for on-line knowledge products</p> <p>Target 3: By the end of 2011 pool of community media trainers/facilitators trained (at least 50% women, 50% ethnic people) and strategic plan developed.</p> <p>Target 4: By the end of 2011 capacity building and partnership strategy developed for 2 CRs</p> <p><b>Baseline:</b></p> <p>1. Lack of CR knowledge products</p> <p>2. High demand for, but lack of locally available knowledge, resources and capacity in the area of community media (esp. in</p> |                                                                                                                                                                                                                                                                                   | x | x | x | x | MoIC | UNDP, Oxfam Novib | <p><b>National Staff</b></p> <p>1 x Project Manager/Community Mobilisations officer</p> <p>1 x Office Manager/Accountant</p> <p>1 x Driver and Technical Officer</p> <p>1 x Translator &amp; Communications Officer</p> | <p>\$10,000</p> <p>\$2,500</p> <p>\$1,250</p> <p>\$6,000</p> <p><b>Total: \$19,750</b></p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><i>Activity Result 1: Knowledge products for CR are available on-line</i></p> <p>Action 1.1: Drafting, publication, dissemination of four practical manuals</p> <p>'Station Equipment'</p> <p>'Studio building'</p> <p>'Village Broadcasting System'</p> <p>'Web Browsing'</p> |   |   | x | x | MoIC | UNDP, Oxfam Novib | <p>Consultants</p> <p>Publication</p>                                                                                                                                                                                   | <p>\$10,000</p> <p>\$10,000</p> <p><b>Total: \$20,000</b></p>                              |

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| <p><i>technical fields, e.g. transmitters)</i></p> <p><i>3. Piloting of community radio in several districts ongoing, but the concepts, although supported by MoIC, are not yet understood widely. Government policy to expand the radio network to the 47 poorest districts</i></p> <p><i>4. 0 community radios registered as an association- Decree on associations in force</i></p> <p><i>5. Community radio in Lao PDR not sustainable; reliance on international expertise, trainers and funding</i></p> | <p>Action 1.2: Field testing of community media innovations (e.g. radio browsing)</p> <p>'Transmitter' Including coverage prediction methodology</p>                           |   |   | x | x | MoIC | UNDP, Oxfam Novib | <p>Consultant \$10,000</p> <p>Publication \$5,000</p> <p><b>Total: \$15,000</b></p>                                                                                 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Action 1.3: Web design</p>                                                                                                                                                  |   | x |   |   | MoIC | UNDP, Oxfam Novib | <p>Consultant <b>\$5,000</b></p>                                                                                                                                    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Activity Result 2: Local CR experts are trained</p> <p>Action 2.1: Training of Trainers: Advertisement, selection and training of community media trainers/facilitators</p> | x | x | x | x | MoIC | UNDP, Oxfam Novib | <p>Rent&amp; utility \$2,500</p> <p>Materials &amp; Supplies \$2,500</p> <p>Travel &amp; DSA \$7,000</p> <p>Communications \$250</p> <p><b>Total: 12,250</b></p>    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Action 2.2: Assessment of local resources (technology, training, resource mobilization)</p>                                                                                 |   | x |   |   | MoIC | UNDP, Oxfam Novib | <p>Travel &amp; DSA \$1,750</p> <p>Rent &amp; Utility \$1,750</p> <p>Materials &amp; supplies \$1,750</p> <p>Communications: \$250</p> <p><b>Total: \$5,500</b></p> |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Action 2.3: Internship placements in other countries to learn about CR experience</p>                                                                                       |   |   |   | x | MoIC | UNDP, Oxfam Novib | <p>Travel &amp; DSA \$10,000</p> <p>Communications \$250</p> <p><b>Total: \$5,250</b></p>                                                                           |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                |   |   |   |   |      |                   |                                                                                                                                                                     |





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| <p><b>Output 3: ‘Learning and Advocacy’– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b></p> <p><b><u>Indicators:</u></b></p> <p>1. M&amp;E System to track aspects of sustainability and impacts of community media in Lao PDR</p> <p>2. Increased understanding and support from policy-makers and local authorities</p> <p>3. Community media representatives contributing to policy debates</p> <p>4. Contributions to and from international networks</p> <p><b>Targets year 2011:</b></p> <p>Target 1: Design a M&amp;E System for community media by the end of 2011</p> <p>Target 2: Organise one National Community Media Conference and contribute to awareness-raising events documenting impact stories in 2011.</p> <p>Target 3: Authorities in 4 poorest districts sensitized about community media in 2011</p> <p>Target 4: Increased understanding, positive attitude and support from policy-makers and local authorities in 4 target districts by the end of 2011</p> <p>Target 5: Community media representatives in 4 target districts empowered to be partners in policy-debates by the end of 2011</p> | <p>Activity Result 1: Support system for sustainability of CRs</p> <p>Action 1.1: Development of M&amp;E system</p> |          |          |          |          |             | <p>Governance &amp; Civil Society Capacity Advisor (50%)</p> <p>International UNV 2</p> | <p>\$17,500</p> <p>\$16,000</p> |
| <p>34   Page</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                     | <p>x</p> | <p>x</p> | <p>x</p> | <p>x</p> | <p>UNDP</p> |                                                                                         |                                 |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                     |  |  |  |  |      |                         |                                                                                                                                                                                                                           |                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <p><b><u>Baseline:</u></b></p> <p>1. Lack of clear M&amp;E system for CRs</p> <p>2. The 2008 Media Law encourages media ownership by individuals, the private sector and other legal entities, however awareness of the law is not widely disseminated</p> <p>3. Favorable Govt and LPRP minority policies and recognition of UN Declaration on the Rights of Indigenous Peoples, however more awareness raising needs to be conducted esp. in district level</p> <p>4. Several ASEAN countries interested in lessons from Lao PDR, however formal network does not exist</p> | <p>Activity Result 2: Government officials are aware of the benefits of CR</p> <p>Action 2.1: Sensitization drives for local MoIC officers and local authorities in 4 districts</p> |  |  |  |  | MoIC | UNDP,<br>Oxfam<br>Novib | <p><b>National Staff</b></p> <p>1 x Project Manager/ Community Mobilisations officer</p> <p>1 x Office Manager/ Accountant</p> <p>1 x Driver and Technical Officer</p> <p>1 x Translator &amp; Communications officer</p> | <p>\$5,000</p> <p>\$2,500</p> <p>\$1,250</p> <p>\$6,000</p> <p><b>Total:<br/>\$14,750</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|



|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                          |   |   |   |   |      |                       |                                                           |                  |         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---|---|---|---|------|-----------------------|-----------------------------------------------------------|------------------|---------|
| <p><b>OUTPUT 4: Efficient and effective programme monitoring and coordination systems and resources are in place.</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Monthly &amp; quarterly planning and coordination meetings take place and the agreed quorum is achieved.</li> <li>2. Steering Committee Meetings are held twice each year</li> <li>3. Programme review meetings held once per year 2009-2014.</li> <li>4. Baseline monitoring data established.</li> <li>5. Mid-term review conducted in 2012</li> <li>6. Final evaluation conducted in 2013</li> </ol> <p><b>Targets:</b></p> <ol style="list-style-type: none"> <li>1. Regular planning and review meetings are held to monitor programme delivery.</li> <li>2. Monitoring and evaluation mechanisms are established.</li> </ol> | <p><i>Activity result1 : Programme monitoring system established</i></p> |   |   |   |   |      |                       |                                                           |                  |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action 1.1: Programme Board Established                                  | X |   |   |   |      |                       |                                                           |                  |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action 1.2: Staff Recruited                                              | X | X |   |   |      |                       |                                                           |                  |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action 1.3: M&E system in developed                                      | X |   |   | X | MoIC | UNDP, Oxfam Novib     | Annual Review Meetings + Programme Project Board Meetings | Rent & utility   | \$2,500 |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action 1.4: Annual Work Plans developed                                  | X |   |   |   |      |                       | Travel & DSA                                              | \$1,000          |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Action 1.5: Monitoring and evaluation of programme delivery and outcomes | X | X | X | X |      |                       | Materials & supplies                                      | \$1,000          |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                          |   |   |   |   |      | Communications        | \$500                                                     |                  |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                          |   |   |   |   |      | <b>External audit</b> |                                                           | \$6,000          |         |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                          |   |   |   |   |      |                       | <b>Total:</b>                                             | <b>\$11,000</b>  |         |
| <b>SUBTOTAL YEAR 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                          |   |   |   |   |      |                       |                                                           | <b>\$372,350</b> |         |

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## VII. MANAGEMENT ARRANGEMENTS

This programme will be implemented by the Ministry of Information and Culture, with the provincial Departments of Information and Culture in Xieng Khouan, Sekong, and Oudoumxay provinces as responsible parties.

### **Programme Management:**

Following a global trend, the Programme attempts to shift from implementing stand-alone projects toward a programme-based approach working across provinces. Though effective to a certain extent stand-alone projects tend to have high administrative costs, typically putting in place parallel management structures and high demands on government to approve and administer the project.

One emerging alternative 'aid modality' is a Programme-Based Approach (PBA). The *Vientiane Declaration on Aid Effectiveness* is clear in its preference for programmes against project approaches. Article 21 states: ***The Government and the Partners will seek to explore the feasibility of using increasingly programme-based approaches.***

Programme-based Approaches are already extensively used in service-delivery sectors such as health, water and sanitation, and education but are now increasingly applied to all donor supported development initiatives. In partnership with the MoIC, UNDP is now moving towards a programme approach in Peoples Participation because although there are many counterparts, there is a great need for flexibility and resource mobilisation advantages in this new sector. Resources and technical expertise can be shared across programme which would increase the effectiveness and efficiency of the programme. In addition, the programme also works in partnership with UNDP funded civil society support programme, sharing human resources and possible other resources.

### **Implementation Arrangements:**

The programme will be managed in accordance with UNDP policies and procedures governing National Implementation (NIM). A support office for coordination of the programme will be set up within the MoIC (implementing partner) for the programme lifetime. The support office will only be needed during the programme implementation since it is expected that the community radio stations will become independent units equipped with full administrative capacity. Thus, the support office will be phased out along the programme.

MoIC will appoint a National Programme Manager with an overall responsibility for the management of the whole programme.

### **Programme Board (detail TOR annexed)**

The programme board will be responsible for overall guidance as well as management decisions in regard to the programme. The Programme Board will be comprised of: an Executive, with representatives of MoIC, who will chair the board; a Senior Supplier, the Assistant Resident Representative (Gov) of UNDP Lao PDR as well as a representative of Oxfam Novib will provide guidance in regard to the technical feasibility of the programme; and Beneficiaries, including the Lao Front for National Construction, representatives from NPAs and communities that are reached by the radio and the National Assembly representing the Lao people as the ultimate beneficiaries of the programme.

The **Executive** is ultimately responsible for the programme, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the Programme 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 Programme gives value for money, ensuring a cost-conscious approach to the programme, balancing the demands of beneficiary and supplier.

The **Beneficiaries** are responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the programme. The role represents the interests of all those who will benefit from the programme, 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.

The **Senior Supplier** represents the interests of the parties which provide funding and/or technical expertise to the Programme (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the programme. 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.

The Programme Board will meet on an annual basis or otherwise upon recommendation of the programme executive, and will approve the Annual Work Plan (AWP), to be prepared at the Programme Level. In its meetings, the Programme Board will assess the programme results and progress against the AWP and approve subsequent programmed activities for implementation.

#### **Programme Manager:**

The Programme Manager will be responsible for ensuring adherence to the timeframe for implementation of programme activities as indicated in the annual work plan (AWP), the coordination of programme inputs, the quality of programme outputs as well as coordination amongst stakeholders. The Programme Manager will be supported by Programme Coordinator [detail TOR annexed] on day-to-day monitoring of the programme implementation and preparation of quarterly financial and narrative reports to the members of the Programme Board. The programme manager will also seek to mitigate the associated programme risks.

Programme Assurance is the responsibility of each Programme Board Member; however the role can be delegated. The Programme Assurance role supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate Programme management milestones are managed and completed. Programme Assurance has to be independent of the Programme Manager; therefore the Programme Board cannot delegate any of its assurance responsibilities to the Programme Manager.

A UNDP Programme Officer will be assigned to hold the Programme Assurance role and ensures that the implementation of the assurance responsibilities throughout the Programme as part of ensuring that it remains relevant follows approved plans and continues to meet the planned targets and quality levels. It is necessary to keep Programme Support and Programme Assurance roles separate in order to maintain the independence of Programme Assurance.

#### **Programme-Level Staff**

Programme Support includes coordination, administration, management and technical support to the Programme Manager. Programme technical support and advice will be provided and it will be coordinated by a Programme Coordinator. The Programme staff will be required to work cooperatively with the Programme Coordinator to ensure timely and high quality reporting and other inputs to the Board and Programme Manager.

At programme level UNDP will attach one part-time Civil Society Advisor, one full time international UNV and international short-term advisors will be required to support the programme. Detailed TORs are annexed.

**Programme Support** provides project administration, management and technical support to the Programme Manager as required by the needs of the programme or Programme Manager. A full-time Programme Coordinator will be recruited and may deputise on behalf of the PM in his or her absence, including the preparation of the routine reports required by Government and donors (including annual work-plans, quarterly work plans, UN FACE forms based submissions/requests. Project Support will:

- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer Programme Board meetings
- Administer programme revision control
- Establish document control procedures
- Compile, copy and distribute all programme reports
- Assist in the financial management tasks under the responsibility of the Programme Manager
- Provide support in the use of Atlas for monitoring and reporting
- Review technical reports
- Monitor technical activities carried out by responsible parties

#### **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 UNDP 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 as 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

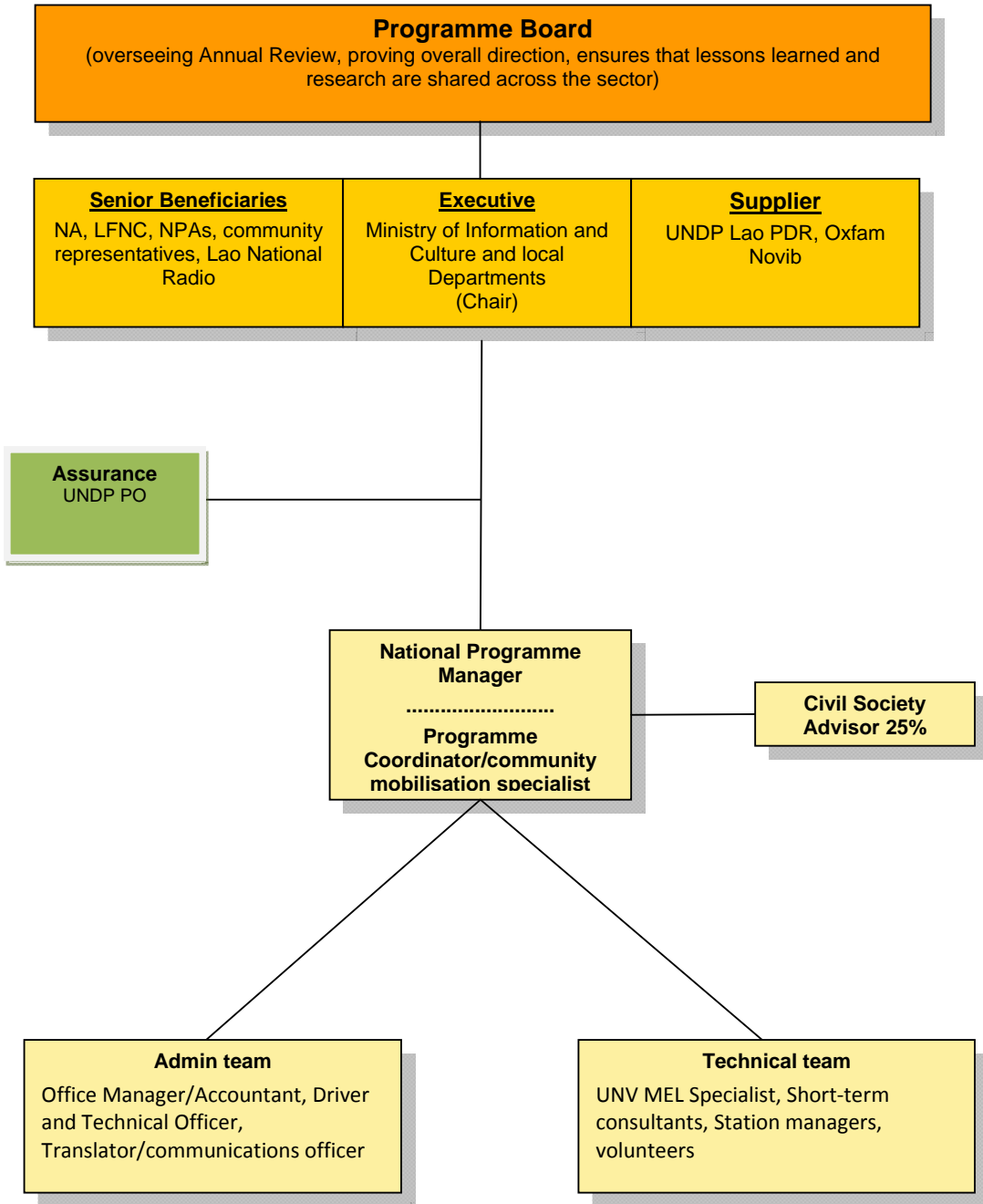
#### **Audit arrangements**

Audit will be conducted in accordance with the UNDP NIM Audit policies and procedures, and based on UNDG's Harmonised Cash Transfer (HACT) policy framework.

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

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





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## VIII. MONITORING & EVALUATION FRAMEWORK

The programme will cover a period of four years. Initially, there will be an inception phase of six months. The following activities will be carried out in the inception phase and reflected in the inception report:

- Appointments to the Programme Board;
- Nomination of the Programme Management Team;
- Selection and Recruitment of national or international Programme Staff
- Recruitment of national support staff;
- Recruitment of volunteers/interns;
- Elaboration of detailed work, procurement and recruitment plans;
- Procurements of programme equipment;
- Elaboration of Programme Monitoring and Reporting System;
- Finalization of ToR for Baseline Studies
- Capacity Assessment

The programme will present quarterly reports about progress against work plans and against output indicators. These three-monthly and annual reports will include a narrative element that examines the activities that the programme has been supporting and the stage of completion against the major outputs of the programme.

UNDP will conduct a financial audit of the programme based on the established rules and regulations pertaining to NIM project audits.

An extensive mid-term programme review will also take place towards the end of the second year of the programme.

At the discretion of the Programme Board a final evaluation of the programme may be undertaken, in order to assess overall progress towards delivering outputs effectively and efficiently; identifying lessons; and making recommendations/giving clear guidance with regard to a possible continuation/extension of the programme. In addition, monthly programme meetings with the Programme Management Team, Coordinators, UNDP and major stakeholders will be conducted.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the Programme 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 Programme 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 Programme implementation.

- Based on the above information recorded in Atlas, a Programme Progress Reports (PPR) shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot.
- a Programme Lesson-learned log shall be activated and regularly updated 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 programme
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- **Annual Progress Report.** An Annual Progress Report shall be prepared by the Programme Manager and shared with the Programme Board. As minimum requirement, the Annual Progress 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 Programme Review.** Based on the above report, an annual Programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the Programme and appraise the Annual Work Plan (AWP) for the following year. In the 2<sup>nd</sup> year this review will be a mid-term evaluation and in the last year this review will be a final assessment. This review is driven by the Programme 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.

#### Mid-Term Review

- The Programme was designed during a period when the decree on NPAs was signed into law, the INGO Decree was being finalised and discussions on the proposed Decree on Foundations and other decrees relevant to civil society were being discussed. The programme is therefore necessarily innovative and reflexive and as such it will be necessary that a thorough and extensive mid-term programme review take place after two years in order to review programme inputs and targets, take account of current context and modalities and adjust where necessary.

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## IX. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP on 28 March 2007, which is incorporated by reference, constitute a Programme/Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) of 10 October 1988. All CPAP 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 implementing partner 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 the country where the Programme is being carried;
- 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 Programme 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 Programme Document.

## X. ANNEX 1: RISK LOG

| # | Description                                                             | Date Identified     | Type                  | Impact & Probability                                                                                                                                                                                             | Countermeasures / Mgt Response                                                                                                                                                                                                                                                                                                                                                | Owner                           | Submitted Updated by        | Last Update | Status   |
|---|-------------------------------------------------------------------------|---------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-----------------------------|-------------|----------|
| 1 | Programme activities are not fully implemented due to lack of resources | During formulation. | Financial Operational | <p>Programme objectives will not be fully realised. Critical components of the Programme may be terminated</p> <p>Probability (P) =1</p> <p>Impact (I)=3<br/>(1X3=3)</p>                                         | Strong support and involvement of the Implementing Partner and responsible parties are needed as is a coherent resource mobilisation strategy for the programme. It is anticipated that funds to meet the budget will be secured before the Programme commences. In the worse-case scenario, some activities will need to be reduced in consultation with the Programme Board | UNDP                            | Programme formulation team. |             | Reducing |
|   | Lack of political commitment to implement some activities.              | During formulation. | Political             | <p>May hinder delivery of planned programme outputs/outcomes.</p> <p>P = 1<br/>I = 5<br/>P*I = 5</p>                                                                                                             | Every effort has been made to ensure that the programme is aligned with institutional and political priorities. The Programme Board will be responsible for ensuring agreed activities receive support from all sectors concerned.                                                                                                                                            |                                 | Programme formulation team. |             | Reducing |
| 2 | Delays in implementing activities                                       | During formulation. | Operational           | <p>This could undermine confidence in the Programme among development partners. It could also extend the cycle of the Programme beyond its scheduled date with cost implications</p> <p>P =1 , I = 2 (1X2=2)</p> | Regular Programme meetings, under the leadership of the Programme Board Executive and the Board will be convened to keep track of progress in the implementation process.                                                                                                                                                                                                     | Programme Team, Programme Board | Programme formulation team. |             | Reducing |
| 3 | Coordination & harmonisation with different                             | During formulation. | Operational           | <p>This could lead to confusion, overlapping of activities and operational delays</p>                                                                                                                            | Ensure adequate representation on the Programme Board of all                                                                                                                                                                                                                                                                                                                  | UNDP, Programme                 | Programme formulation team. |             | Reducing |

|   |                                                                    |                     |             |                                                                                                                                               |                                                                                                                                                                                                                                                                     |                      |  |  |          |
|---|--------------------------------------------------------------------|---------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--|--|----------|
|   | stakeholders is not adequate                                       |                     |             | P =1<br>I = 4<br>(1X4=4)                                                                                                                      | stakeholders. Ensure close cooperation in programme level with all stakeholders                                                                                                                                                                                     | Team                 |  |  |          |
| 4 | Difficulties in recruitment of international staff and consultants | During formulation. | Operational | The unavailability of suitable short term Consultants could undermine the timely implementation of Programme activities<br>P=2<br>I=3 (2X3=6) | The Programme will commence the international staff recruitment process as early as possible to avoid possible delays. The Programme will also identify where and when consultants may be needed at the beginning of each year and commence recruitment accordingly | UNDP, Programme Team |  |  | Reducing |

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## XI. ANNEX 2: TERMS OF REFERENCES

### Annex 2.1. Programme Board

#### **Overall responsibilities:**

The Programme Board is ultimately responsible for making sure that the Programme remains on course to deliver the desired results. It is responsible for making by consensus management decisions for the programme:

- at designated decision points during the implementation of the Programme (see specific responsibilities below);
- when guidance is required by the Programme Manager; and,
- when Programme tolerances (normally in terms of time and budget) have been exceeded.

The Programme Board reviews and approves the Annual Work Plans (AWP) and authorizes any major deviation from these plans. It ensures that the required resources are available, arbitrates on any conflicts within the Programme and negotiates a solution to any problems between the Programme and external bodies. In addition, it approves the appointment and responsibilities of a Programme and or Project Managers. It may also decide to delegate its Programme Assurance responsibilities to a staff of UNDP and/or the Implementing Partner.

#### **Composition and organization:**

1. The Executive of the Programme Board will be representative from MoIC as a chair. The Executive chairs the Programme Board, and is ultimately responsible for the programme. It has to ensure that the Programme remains focused on achieving its objectives and is cost-effective.

2. The representatives of the Senior Supplier will be: UNDP and Oxfam Novib

The Senior Supplier represents the interests of the parties providing resources and/or technical expertise to the programme. Their primary function within the Board is to provide guidance regarding the technical feasibility of the programme. They are accountable for the quality of the resources (funding or technical assistance) provided by the suppliers.

3. The representatives of the Senior Beneficiaries will be: LFNC, NA, NPAs, and representatives from the communities. The Senior Beneficiaries represent the interests of those who will ultimately benefit from the programme. They monitor the accomplishments and outputs of the Programme against the agreed requirements.

Others such as Programme/Project Managers, UNV and programme staff etc are usually invited as observers to the board meetings as they will be requested to report on programme progress made.

#### **Specific responsibilities:**

*When the Programme is initiated*

- Agree on the Programme Manager's responsibilities, as well as the responsibilities of the other members of the Programme team;
- Delegate any Programme Assurance function as appropriate;
- Review and appraise detailed Programme Plans and AWP, including the risk log and the monitoring and communication plan.

*During the implementation of the Programme*

- Provide overall guidance and direction to the programme;
- Address Programme issues as raised by the Programme Manager;
- Provide guidance and agree on possible management actions to address specific risks;
- Agree on Programme Manager's tolerances within the AWP;
- Conduct regular meetings as it may deem appropriate (e.g. to review the Programme Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- to review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner);
- Appraise the Programme Annual Review Report, make recommendations for the next AWP;
- Provide ad-hoc direction and advice for exception situations when Programme Manager's tolerances are exceeded;
- Assess and decide on Programme changes through revisions.

*When the Programme is being closed*

- Assure that all Programme deliverables have been produced satisfactorily;
- Review and approve the Final Programme Review Report, including Lessons-learned;
- Make recommendations for follow-on actions;
- Commission Programme evaluation if it is required;
- Notify operational completion of the programme.

*Meetings:* The Programme Board meets:

- On an annual basis to review and approve the annual Programme reports.
- At any other time a meeting is requested by one of its members, the Programme Manager or the Programme Assurance because guidance is required, tolerances have been exceeded, or a particular issue or risk requires the intervention of the Programme Board.



## Annex 2.1 Note on Programme Assurance

Programme Assurance is the responsibility of each Programme Board member. However the role can be delegated by the Programme Board. When this happens, the Programme Assurance person supports the Programme Board by carrying out objective and independent Programme oversight and monitoring functions. The Programme Assurance function has to be independent of the Programme Manager; therefore the Programme Board cannot delegate any of its assurance responsibilities to the Programme Manager.

### **Proposed Delegation of Assurance Tasks in relation to the Programme:**

One or more UNDP Programme Officers in the Governance Unit will hold the Programme Assurance role, given UNDP's overall assurance and monitoring responsibility for the programme.

The following list includes the key elements that need to be checked for assurance purposes throughout the programme.

- Maintenance of thorough liaison throughout the Programme between the members of the Programme Board.
- Beneficiary needs and expectations are being met or managed
- Risks are being controlled
- Adherence to the Programme Justification (Business Case)
- Programmes fit with the overall Country Programme
- The right people are being involved
- An acceptable solution is being developed
- The Programme remains viable
- Internal and external communications are working
- Applicable UNDP rules and regulations are being observed
- Any legislative constraints are being observed
- Adherence to monitoring and reporting requirements and standards

*Specific responsibilities of the assurance function:*

### ***During the implementation of the programme***

- Ensure that funds are made available to the programme;
- Ensure that Programme outputs definitions and activity definition including description and quality criteria have been properly recorded in the Atlas Programme Management module to facilitate monitoring and reporting;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical Programme information is monitored and updated in Atlas, using the Activity Quality log in particular;
- Ensure that Programme 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 Programme Board and Outcome Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.
- Ensure that the Programme Data Quality Dashboard remains “green” When the Programme is being closed
- Ensure that the Programme is operationally closed in Atlas;

- Ensure that all financial transactions are in Atlas based on final accounting of expenditures;
- Ensure that Programme accounts are closed and status set in Atlas accordingly.

## Annex 2.2. Note on National Programme Manager's Responsibilities and Tolerance Granted

### Overall responsibilities:

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

The Programme Manager shall be different from the Implementing Partner's representative in the Boards. Prior to the approval of the programme, the Programme Developer role shall be the responsibility of the UNDP staff member responsible for programme management functions during formulation until the Programme Manager is in place.

### Specific responsibilities:

#### *Overall programme management:*

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

#### *Running a programme:*

- Plan the activities of the programme and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative 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 programme risks as initially identified in the Programme Brief appraised by the LPAC, submit new risks to the Programme Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Programme Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Programme Board and Programme Assurance;
- Prepare the Annual review Report, and submit the report to the Programme Board;

- Based on the review, prepare the AWP for the following year.

#### *Closing a Programme*

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

#### **Tolerances**

It is understood that no programme ever goes 100% according to the initial plan. Even with a good plan, some things will go a little slower than planned or cost a little more; other things will go faster or cost a little less. Although the Programme Board agrees on a plan with the Programme Manager at the beginning of the year, it does not want the Programme Manager to be constantly running back to it, saying “I have spent a small amount more than we had planned this week” or “I am a day late this week”. On the other hand, the Programme Board does not want progress to deviate wildly from the plan without being told and being able to react.

So where is the dividing line between deviations that are permissible without Programme Board intervention and deviations that require the intervention of the Programme Board? The dividing line is called tolerance. Tolerance is a permissible deviation from the Programme plan that does not require bringing the deviation to the attention of the Programme Board.

The tolerances for the Programme as a whole are normally reviewed and recommended for approval during the LPAC meeting. Subsequently, the Programme Board may want to agree with the Project Managers on a tolerance for each deliverable once the AWP has been produced.

When it appears that the tolerance granted by the Programme Board to the Programme Managers for the Programme as a whole or a particular deliverable has been exceeded or is likely to be exceeded, the Programme Board needs to convene and agree on the measures to be taken.

Separate tolerance figures should be given for:

- time (to deliver outputs/activities)
- cost (of Programme/activities)
- scope (of Programme)

Tolerance figures need not be the same for over and under cost and time. A tolerance of, say + 5% to - 20% may be more realistic than +/- 10%. In addition, it may be more realistic to quote tolerances as “real” figures rather than percentages – for example, ten days or a defined amount of money. The setting of these tolerances is done as part of the work planning (AWP).

#### **Tolerances proposed in the case of Community Participation and Communication Programme:**

The Programme Managers will need to refer to the Programme Board as soon as it will appear that

- total budget requirements for a quarter are more than 15% higher than planned
- delivery is more than 15% below targets for a quarter
- any new workshop/travel/activity costing more than \$21,000 is required
- the estimated cost of any of the programme activities is increased by more than \$5,000
- the implementation of any of the programme activities is delayed by more than 3 months

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## ANNEX 3: TERMS OF REFERENCE OF PROGRAMME STAFF

### Terms of Reference <sup>16</sup>

#### Governance & Civil Society Capacity Advisor [International]

|                                       |                    |
|---------------------------------------|--------------------|
| <b>Location :</b>                     | Vientiane, Lao PDR |
| <b>Type of Contract :</b>             | FTA                |
| <b>Post Level :</b>                   | P3/P4 (TBD)        |
| <b>Languages Required :</b>           | English            |
| <b>Starting Date :</b>                | 1 February 2011    |
| <b>Duration of Initial Contract :</b> | 1 year             |
| <b>Expected duration:</b>             | up to 4 years      |

#### Background

The Government of the Lao PDR acknowledges the need for increased participation of the people in its poverty reduction efforts and included this objective in the Strategic Plan on Governance (2006-2010) and the 6<sup>th</sup> National Socio-Economic Development Plan (2007-2011).

UNDP has been working in partnership with the government of Lao PDR since 2006 towards developing civil society in the Lao PDR and the first ever community radio started broadcasting programmes in three ethnic languages in October 2007. The 'Khoun Community Radio for Development' was established through a UNDP pilot project. The main objective was to support communities in one of the poorest districts in Laos to produce relevant information for themselves and through that become active owners of their own development process.

The pilot project has been extended until 2011 and at the moment Khoun community radio is a model for other similar initiatives in the country. Khoun community radio station works in partnership with two new community radios in Sekong established through UNDP GPAR project. Khoun radio provides valuable lessons learned and training for other community radios and in the future could become a support centre for similar initiatives around the country.

Working with the Ministry of Information and Culture and the Provincial Departments of Information and Culture (Xiengkhouang, Sekong & Oudomxay) the programme will also work to build people's participation at a very local level, and provide an initial experience of voice, transparency, and government responsiveness. In the absence of civil society, community radio can provide a nucleus and a model for such participation. UNDP's support in this area will be focused on the creation of a Lao Community Radio Centre, which would provide support to communities interested in community radio in their area, along with support for community mapping and mobilization, training, capacity development, technical support and assistance in implementing community radio initiatives.

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<sup>16</sup> To be reviewed upon advertisement. The post will only be activated/recruited if the remaining 75% of the funding will be secured.

Information and voice of those who are most vulnerable and capturing and disseminating knowledge and lessons learned among all development partners in Lao PDR.

Programme Outputs:

- |          |                                                                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1 | <b>'Scaling-up' – Community media scaled up to poor and under-served districts</b>                                                                                                    |
| Output 2 | <b>'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b>                                    |
| Output 3 | <b>'Learning and Advocacy'– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b> |

### **Duties and Responsibilities**

Under the authority of the Resident Representative UNDP, and under the direct supervision of the National Project Managers and the UNDP ARR Governance, the Governance & Civil Society Capacity Advisor will perform the following duties and tasks:

#### **With Ministry of Information and Culture (25%):**

- Provide technical advice and capacity support in the coordination of all activities with the MoIC National Project Managers staff and in achieving programme outputs and outcomes;
- Ensure appropriate links with other relevant Government institutions, such as PACSA, the National Assembly, Ministry of Planning, Ministry of Finance, Ministry of Foreign affairs, etc;
- Participate in and advise on the scaling up of community media and other civil society initiatives in Lao PDR;
- Advise on the development of an overall capacity development plan for Community Associations;
- Provide technical support and advice on the development of capacity development programmes for relevant people;
- Provide technical support and advice on effective awareness raising activities addressing government staff and the general public;

#### **General responsibility and Teamwork:**

- Provide the UNDP Resident Representative and the National Project Managers with strategic advice and technical inputs to guide the implementation mechanism;
- Support and provide guidance to the National Project Managers in organizing work, in particular monthly meetings and monitoring and evaluation activities on the field;
- Ensure effective and efficient coordination of activities between PACSA, DIO, MOIC, UNDP and partners;
- Assist the Project Managers in submitting reports to MoIC and UNDP on Programme progress, etc;
- Support creation of strategic partnerships and close coordination with all stakeholders, including the MoIC, PACSA secretariat, DIO and other relevant Government institutions, INGOs and donor agencies;
- Conduct regular analysis of participation by different stakeholders in the Capacity Development process, with reference to – inter alia – geography, ethnicity, gender, disability and language
- Assist in analysing the effectiveness of the legal framework and implementation structures and provide recommendations for possible improvements;
- Identify opportunities for mobilizing additional resources;

- Observe and promote the vision, mission, values and strategic goals of UNDP;

## **Competencies**

### *Interpersonal Skills:*

- Effective communication skills and ability to establish good working relationships with national and local stakeholders, and international interlocutors
- Excellent organizational and management skills.
- Demonstrates high moral integrity by modelling the UN's values and ethical standards, sound political judgment, diplomacy, impartiality and discretion.
- Displays cultural, political, gender, ethnic, age sensitivity and adaptability
- Acknowledges and react appropriately to the ideas, interests and concerns of others;
- Promotes a learning environment, encourage the development of individual and collective competencies.

### *Communication Skills:*

- Excellent communication skills and good command in spoken and written English. Good Mastery of office computer software (Word, Excel, PowerPoint, Web 2.0).

### *Professional knowledge and Expertise*

- Demonstrate proven technical skills to adequately handle the responsibilities and requirements of this job;
- Use information technology as a tool and a resource;
- Be motivated and work towards continuing personal learning and development.

### *Required Skills and Experience*

- Advanced university degree (Master's degree or equivalent) in Political Science, Social Sciences, International Relations or a related field.
- A minimum of 7 years of work experience in governance / civil society capacity development and participation at national and local levels, at least 6 years of which should be in transition / development contexts.
- Extensive experience of managing complex and sensitive programmes and projects in developing countries.
- Senior level policy advisory experience in governance and civil society capacity development is essential, with particular emphasis on institutional development, organisational change management and the development of enabling legal frameworks and mechanisms
- Working knowledge of the political and cultural context in Lao PDR and neighbouring countries is essential.
- Experience in mainstreaming human rights and/or gender in institutional development and capacity development initiatives in developing countries is highly desirable.

## Terms of Reference

### Programme Coordinator/ Community Mobilisation Officer

|                                       |                                           |
|---------------------------------------|-------------------------------------------|
| <b>Location :</b>                     | Vientiane, Lao PDR<br>Travel to provinces |
| <b>Type of Contract :</b>             | Project Position                          |
| <b>Post Level :</b>                   |                                           |
| <b>Languages Required :</b>           | English, Lao                              |
| <b>Starting Date :</b>                | 01 February 2011                          |
| <b>Duration of Initial Contract :</b> | 1 year                                    |
| <b>Expected duration:</b>             | 4 years                                   |

### Background – Community Participation and Communication Support Programme

CPCSP is a four-year programme [2011- 2014] with the expected outcome: Greater people's and community participation in and contribution to public policy, local development and nation building.

The programme aims to advance civil society through community media in Lao PDR. Since 2006, UNDP has been working in partnership with the Ministry of Information and Culture to pilot community radio in Khoun District, Xiengkhouang. In the absence of a strong civil society in Lao PDR, community radio has provided a nucleus and a model for people's participation in local governance. In 2007, the first station operated by community volunteers was launched. In Line with the Government's plan to expand community radio to the 47 poorest districts of the country, UNDP will support the scaling up of community and help develop local capacity to sustain them in the longer term. In addition, the programme will help community radio to further develop institutionally. The programme will seek to identify lessons, take stock of best practices and contribute to an enabling environment for bottom-up communication, access to information and greater inclusiveness.

#### Project Outputs:

|          |                                                                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1 | <b>'Scaling-up' – Community media scaled up to poor and under-served districts</b>                                                                                                    |
| Output 2 | <b>'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b>                                    |
| Output 3 | <b>'Learning and Advocacy'– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b> |

### Duties and Responsibilities

The Programme Coordinator will assist the programme manager on the overall responsibility and management of the outputs. The Manager has the authority to run the Programme on a day-to-day basis on behalf of the Programme Board within the constraints laid down by the Board. The Programme Coordinator's prime responsibility is to support the Programme Manager to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.



Programme Coordinator will also work as a Community Mobilisation officer supporting the implementation of the Community Participation and Communication Programme in the community level.

**Specific responsibilities:**

*Programme coordination*

- Plan the activities of the Programme and monitor progress against the initial quality criteria.
- Coordinate the development of a gender checklist in the beginning of the programme and monitor its use in all programme activities
- Manage the support team and be responsible for administration;
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- 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;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Programme Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Programme Manager, Board and Programme Assurance;
- Prepare the Annual Programme Review Report, and submit the report to the Programme Manager and Board
- Based on the review, prepare inputs to the AWP for the following year.

*Community Mobilisation*

1. Support, facilitate, review and modify the 'community media replication strategy'
  - Develop criteria for the selection of districts
  - Sensitize local authorities about the opportunities of community media
  - Arrange promotion tours, peer visits and field trips
  - Mobilize and train community volunteers; ensure equal participation from women and ethnic groups
  - Analyze the strengths and limitations of sites and ensure that the project's target groups (youth, women, elderly, ethnic groups) benefit from projects
  - Identify champions in the community with the potential and willingness to lead community media initiatives
  - Facilitate the creation of community media organisations
  - Advise community media operators on internal procedures, structures and governance
  - Support the development of an operational grants system
  - Monitor compliance with grant rules and regulations
  - Monitor and evaluate progress of Supporting Community Organisations, including considerations of gender equity and social inclusion of vulnerable and ethnic groups
  - Review the strengths and weaknesses of the 'replication strategy' and carry out adjustments
2. Support awareness-raising and advocacy events and provide other supports as required
  - Organize events

- Contribute to reporting of progress and annual planning
- Provide other supports

### **Tolerances for Programme**

- Quarterly expenditure shall not be more than 15% higher than planned
- Delivery is more than 15% below targets for a quarter

Programme Board needs to be informed of:

- Any new workshop/travel/activity costing more than \$5,000
- The estimated cost of any of the Pillar activities is increased by more than \$5,000
- The implementation of any of the Pillar activities is delayed by more than 3 months

### **Competencies**

#### *Interpersonal Skills:*

- Maturity, gender-sensitivity and proven ability to work productively and respectfully with local communities from ethnic groups.
- High degree of self-motivation, ability to inspire and be inspired; willingness to be based in a provincial capital in Lao PDR and undertake prolonged field trips to remote districts.

#### *Communication Skills:*

- Good communication skills in English (at least oral) and Lao language
- Ethnic language skills highly desirable.
- Mastery of office computer software (Word, Excel, PowerPoint).

#### *Professional knowledge and experience*

- Secondary education or higher degree in Social Sciences, Rural Development or Pedagogy.
- Proven track record in supporting community-driven processes, involving ethnic minorities.
- Demonstrated knowledge and understanding of participatory approaches.
- Familiarity with (community) media and sound technical skills are a plus.

Women and candidates from ethnic groups are strongly encouraged to apply!

## Terms of Reference

### Monitoring, Evaluation & Learning [MEL] Specialist

|                                       |                                           |
|---------------------------------------|-------------------------------------------|
| <b>Location :</b>                     | Vientiane, Lao PDR<br>Travel to provinces |
| <b>Type of Contract :</b>             | International UNV                         |
| <b>Post Level :</b>                   |                                           |
| <b>Languages Required :</b>           | English                                   |
| <b>Starting Date :</b>                | 01 February 2011                          |
| <b>Duration of Initial Contract :</b> | 1 year                                    |
| <b>Expected duration:</b>             | 4 years                                   |

### Background – Community Participation and Communication Support Programme

CPCSP is a four-year programme [2011-2014] with the expected outcome: Greater people's and community participation in and contribution to public policy, local development and nation building

The programme aims to advance civil society through community media in Lao PDR. Since 2006, UNDP has been working in partnership with the Ministry of Information and Culture to pilot community radio in Khoun District, Xiengkhouang. In the absence of a strong civil society in Lao PDR, community radio has provided a nucleus and a model for people's participation in local governance. In 2007, the first station operated by community volunteers was launched. In Line with the Government's plan to expand community radio to the 47 poorest districts of the country, UNDP will support the scaling up of community and help develop local capacity to sustain them in the longer term. In addition, the programme will help community radio to further develop institutionally. The programme will seek to identify lessons, take stock of best practices and contribute to an enabling environment for bottom-up communication, access to information and greater inclusiveness.

#### Project Outputs:

|          |                                                                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1 | <b>'Scaling-up' – Community media scaled up to poor and under-served districts</b>                                                                                                    |
| Output 2 | <b>'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b>                                    |
| Output 3 | <b>'Learning and Advocacy'– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b> |

### Duties and Responsibilities

Under the direct supervision of the Programme Manager, the Programme Officer [MEL] will work towards the outcome of the Programme.

#### Specific duties include:

- Develop a practical Monitoring and Evaluation System to track and assess the impact and sustainability of community radio in Lao PDR

- Identify and take stock of lessons in bottom-up communication practices
- Coordinate the drafting, publication and dissemination of manuals and studies, including a guide for community radio in Lao PDR
- Update web-resources of the project
- Facilitate networking and peer support systems between community radios in Lao PDR
- Organize knowledge-sharing events
- Seek domestic and international internship opportunities for community media trainers and/or broadcasters
- Liaise with partners from government, donors and projects as well as the UNDP Regional Centre in Bangkok
- Contribute to project planning and reporting
- Provide other supports to the Programme Manager, Coordinator and UNDP, as required

### **Competencies**

#### *Interpersonal Skills:*

- Maturity, patience and cultural/gender sensitivity: willingness to play an enabling and supporting role as a member of a local team.
- High degree of self-motivation, ability to inspire and be inspired; willingness to be based in a provincial capital in Lao PDR and undertake prolonged field trips.
- Promotes a learning environment, encourage the development of competencies of the Lao team members.

#### *Communication Skills:*

- Excellent communication skills in English. Lao language skills are an advantage.
- Mastery of office computer software (Word, Excel, PowerPoint, Web 2.0).

#### *Professional knowledge and experience*

- Master's Degree in Social Sciences, International Development or Communications
- Demonstrated skills and experience in developing Monitoring and Evaluation Systems
- Experience in designing and managing Knowledge Management Systems
- Excellent networking skills
- Hands-on experience in developing countries and international development projects, preferably at sub-national levels
- Familiarity with South-East Asia is an advantage
- (Community) media experience is a strong asset

## Terms of Reference

### International Short-term Advisors

|                                |                               |
|--------------------------------|-------------------------------|
| Location :                     | Lao PDR                       |
| Type of Contract :             | SSA or institutional contract |
| Languages Required :           | English                       |
| Starting Date :                |                               |
| Duration of Initial Contract : | 3 years                       |
| Expected duration:             |                               |

### Background – Community Participation and Communication Support Programme

CPCSP is a four-year programme [2011-2014] with the expected outcome: Greater people's and community participation in and contribution to public policy, local development and nation building

The programme aims to advance civil society through community media in Lao PDR. Since 2006, UNDP has been working in partnership with the Ministry of Information and Culture to pilot community radio in Khoun District, Xiengkhouang. In the absence of a strong civil society in Lao PDR, community radio has provided a nucleus and a model for people's participation in local governance. In 2007, the first station operated by community volunteers was launched. In Line with the Government's plan to expand community radio to the 47 poorest districts of the country, UNDP will support the scaling up of community and help develop local capacity to sustain them in the longer term. In addition, the programme will help community radio to further develop institutionally. The programme will seek to identify lessons, take stock of best practices and contribute to an enabling environment for bottom-up communication, access to information and greater inclusiveness.

#### Project Outputs:

|          |                                                                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1 | <b>'Scaling-up' – Community media scaled up to poor and under-served districts</b>                                                                                                    |
| Output 2 | <b>'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b>                                    |
| Output 3 | <b>'Learning and Advocacy'– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b> |

### Scope of work

International backstoppers / short-term consultants will be hired on a retainer basis to help produce the following deliverables:

- 1. Manuals prepared for procurement, installation maintenance of: 1. studio equipment; 2. building;**
- 3. village broadcasting systems; 4. radio browsing (Year 1)**

**Anticipated result:**

Practical manuals produced in English and Lao language for use by community broadcasters, local authorities and projects

**Inputs:**

- Review specifications and prepare more (cost-)effective specifications for a variety of community media technologies in the Lao context; include realistic indications for costs and sourcing; analyze results from field-testing of equipment; liaise with possible providers; research and document installation requirements and maintenance routines and prepare simple handbooks and materials. Test manuals with a live audience from a community radio and improve according to the feedbacks received
- Website design

**Competences and Skills:**

- Degree in relevant technical field
- Practical experience in media production, editing, installation and maintenance of broadcasting equipment
- Proven ability to produce user-friendly instructions and guides
- Excellent writing skills in English; Lao language skills are an asset
- Maturity, gender and cultural sensitivity
- Familiarity with the Lao context is a strong asset

**2. Transmitter handbook for Lao community radio produced (Year 1)****Anticipated result:**

All-round assessment of providers, technologies, best practices in transmitter technology suitable to community radio in Lao PDR. As a result, the project has a i) methodology to assess transmitter site; ii) access to low-cost and effective transmitter technology suitable for community radio in Lao PDR; a strategy to develop technical capacity of community radios

**Inputs:**

- Review sustainability and cost-effectiveness of technology solutions currently implemented in community radio in Lao PDR; visit pilot sites; liaise with service and hardware providers; assess capacity of potential training providers; develop a transmitter handbook; identify a methodology to assess proposed transmitter sites in terms of coverage; provide recommendations to the project for the building of technical capacities of community radios

**Competencies and Skills:**

- Strong background and demonstrated knowledge in radio transmission technology
- At least 5 years experience working as a technical engineer for a reputed state or private radio organisation
- Familiarity with the context of developing countries
- Ability to produce easy to understand manuals and guidelines
- Strong communication skills
- Maturity, gender and cultural sensitivity
- Willingness to undertake field trips to remote areas of the country

### **3. Pool of community media trainers (50% women, 50% ethnic people) identified, trained and maintained (Year 1, Year 2, Year 3, year 4)**

#### **Anticipated result:**

Trainers capable of i) conducting annual refresher training for community broadcasters; ii) facilitating the 'mobilization phase' of CR replication strategy

#### **Inputs:**

- Training of trainers in community mobilization, community mapping, community media management, programme production and editing, interviewing, baseline and audience surveys
- Substantive advice in related areas as needed (not exceeding 5 working days per year)

#### **Competences and Skills:**

- Degree in social sciences, communications or related field
- Demonstrated and hands-on skills and experience in establishing community media and training of community broadcasters
- Strong track-record in community mobilization, participatory methodologies, delivery and evaluation of trainings (including ToT)
- Excellent communication skills in English; strong didactic skills
- Maturity, gender and cultural sensitivity
- Familiarity with the region and relevant language skills are a plus

### **4. Two studies conducted (Year 3) on: i) Sustainability of community Media in Lao PDR and ii) Feedback mechanisms with particular emphasis on gender and ethnic groups;**

#### **Anticipated result:**

Report reviewed by stakeholders and ready for publication

- Inputs under i) Analyze financial, organisational and social sustainability of at least 3 CR as well as support systems in Lao PDR, identify lessons and recommendations and draft research report
- Inputs under ii) Conduct desk study and field research to analyze whether and how participatory communication channels contribute to the empowerment of vulnerable groups (women, youth, elderly from remote ethnic communities)

#### **Competencies and Skills**

- Higher degree in social sciences, communications or related field
- Proven track record in conducting quality research in the area of empowerment approaches, community development, communications and (gender) equity
- Familiarity with community media
- Excellent communication and writing skills in English
- Maturity, gender and cultural sensitivity
- Familiarity with the region is an asset

Comments:

The backstopping / short-term mandates shall be tendered to individuals and/or a (single) competent media development institution. Contracts spanning over multiple years will include a performance review clause with the possibility to terminate the collaboration at the end of any calendar year. Contracts include also a clause that provides for the event of unanticipated support needs of the project. The contract shall allow, within limits, the mobilization of the short-term advisors for additional inputs at an agreed upon daily rate and subject to their availability.

Women are strongly encouraged to apply!



## Terms of Reference

### Translator and Communications Officer

|                                       |                                           |
|---------------------------------------|-------------------------------------------|
| <b>Location :</b>                     | Vientiane, Lao PDR<br>Travel to provinces |
| <b>Type of Contract :</b>             | Project Position                          |
| <b>Post Level :</b>                   |                                           |
| <b>Languages Required :</b>           | English, Lao                              |
| <b>Starting Date :</b>                | 01 February 2011                          |
| <b>Duration of Initial Contract :</b> | 1 year                                    |
| <b>Expected duration:</b>             | 4 years                                   |

### Background – Community Participation and Communication Support Programme

CPCSP is a four-year programme [2010-2014] with the expected outcome: Greater people's and community participation in and contribution to public policy, local development and nation building

The programme aims to advance civil society through community media in Lao PDR. Since 2006, UNDP has been working in partnership with the Ministry of Information and Culture to pilot community radio in Khoun District, Xiengkhouang. In the absence of a strong civil society in Lao PDR, community radio has provided a nucleus and a model for people's participation in local governance. In 2007, the first station operated by community volunteers was launched. In Line with the Government's plan to expand community radio to the 47 poorest districts of the country, UNDP will support the scaling up of community and help develop local capacity to sustain them in the longer term. In addition, the programme will help community radio to further develop institutionally. The programme will seek to identify lessons, take stock of best practices and contribute to an enabling environment for bottom-up communication, access to information and greater inclusiveness.

#### Project Outputs:

|          |                                                                                                                                                                                       |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output 1 | <b>'Scaling-up' – Community media scaled up to poor and under-served districts</b>                                                                                                    |
| Output 2 | <b>'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b>                                    |
| Output 3 | <b>'Learning and Advocacy'– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b> |

### Duties and Responsibilities

Under the direct supervision of the Programme Coordinator, the Translator and Communications Officer will assume responsibility for deliverables under all three outputs

#### Specific duties include:

- a. Be responsible for the training of trainers for community broadcasters
  - Identify pool of trainers
  - Collaborate and support the international backstopper

- Maintain roster, write terms of reference, contract trainers and coordinate training events
- b. Prepare annual refresher trainings for community broadcasters across the country
  - Provide technical inputs and trainings
  - Organize events
  - Mobilize inputs from community radios
- c. Create, facilitate and coordinate peer support systems
  - Conduct needs analysis
  - Identify resource persons
  - Coordinate exchange events and schedules
  - Monitor effectiveness and efficiency of systems
- d. Contribute to awareness-raising and advocacy events
  - Prepare presentations and substantive inputs
  - Conduct demonstrations and sensitization activities
  - Liaise with government and donor partners
- e. Contribute to Pillar planning and reporting
- f. Facilitate participation in international training and networking events
- g. Provide oral and written translation
  - Support Lao, international staff and UNDP in meetings
  - Translate letters and documents
  - Arrange translation of manuals and guides and conduct quality control
- h. Communicate programme outcomes
  - publications
  - newsletters
  - website
  - other communication materials
- i. Provide other supports as needed

### **Competencies**

#### *Interpersonal Skills:*

- Degree in social sciences or communication or other relevant field
- Strong inter-personal skills and ability to work well with (ethnic) communities
- Good didactics skills; familiarity with training methodologies
- Very good English and Lao language skills; translation experience is an asset
- Mastery of office computer software (Word, Excel, PowerPoint)
- Ability to live in a provincial capital and conduct extended field trips
- Familiarity with (community) media is an advantage

## XII. ANNEX 4 FORMAT QUALITY MANAGEMENT FOR PROGRAMME ACTIVITY RESULTS

| <b>OUTPUT 1: 'Scaling-up' – Community media scaled up to poor and under-served districts</b>                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                       |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>Activity Result 1</b><br>(Atlas Activity ID)                                                                 | <i>Mobilization phase conducted in 3 districts</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                  | <i>Prepare and train communities to launch community radio</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                       |
| <b>Description</b>                                                                                              | <ul style="list-style-type: none"> <li>- Demonstration visits</li> <li>- Sensitisation of authorities</li> <li>- Outreach to communities</li> <li>- Mapping of community assets</li> <li>- Listeners' baseline survey</li> <li>- Mobilisation of volunteers</li> <li>- Identification of 'champions'</li> <li>- Exchange visits and peer support with/from other CRs</li> <li>- Training on computer and test equipment</li> <li>- Test broadcasting permit</li> <li>- Test broadcast from radio and speaker system</li> <li>- Training on financial management and resource mobilisation</li> </ul> |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i> | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Number of demonstration visits                                                                               | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 2. Number of authorities receiving training on community radio                                                  | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 3. Number of outreach mission conducted                                                                         | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 4. Availability of baseline surveys                                                                             | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | July 2011<br>July 2012                                                                |
| 5. Number of volunteers trained on community radio practice                                                     | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 6. Number of 'champions in participating communities                                                            | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 7. Number of exchange visits conducted                                                                          | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 8. number of volunteers trained on radio                                                                        | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                       |
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| equipment                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                       |
| 9. Available test broadcasting permits                                                                          | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | July 2011<br>July 2012                                                                |
| 10. Number of test broadcasts conducted                                                                         | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Every quarter                                                                         |
| 11. Number of trained people                                                                                    | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Every quarter                                                                         |
| <b>Activity Result 2<br/>(Atlas Activity ID)</b>                                                                | <b><i>Institutionalisation phase conducted in 4 districts</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                  | <i>To launch 4 new community radios</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                       |
| <b>Description</b>                                                                                              | <ul style="list-style-type: none"> <li>- Radio equipment procured</li> <li>- Facilitation for: development of vision, bylaws, formalization of board, contracts with station manager and volunteers</li> <li>- Financial mgt training</li> <li>- Suitability of possible station sites assessed and broadcasting coverage prediction conducted</li> <li>- Training on new equipment</li> <li>- Application for permit license</li> <li>- Official launch</li> <li>- Peer support and networking</li> <li>- Introduction of operation block grant</li> </ul> Introduction of 'mini audit' |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i> | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Availability of radio equipments                                                                             | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Every quarter                                                                         |
| 2. Availability of all necessary legal documents for CR                                                         | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2014                                       |
| 3. Number of people trained on financial management                                                             | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Every quarter                                                                         |
| 4. Availability of Assessment                                                                                   | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2014                                       |
| 5. Number of people trained on new equipment                                                                    | Progress report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Every quarter                                                                         |
| 6. Copy of permit application filed                                                                             | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2014                                       |
| 7. Official launch conducted                                                                                    | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | December 2011                                                                         |

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|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                     | December 2012<br>December 2014                                                        |
| 8. Number of peer support and networking visits conducted                                                       | Progress report                                                                                                                                                                                                                                                                                                                                     | Every quarter                                                                         |
| 9. Availability of block grant                                                                                  | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                        | December 2011<br>December 2012<br>December 2014                                       |
| 10. Availability of 'mini' audit document                                                                       | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                        | December 2011<br>December 2012<br>December 2014                                       |
| <b>Activity Result 3</b><br><b>(Atlas Activity ID)</b>                                                          | <b>Consolidation phase conducted in 6 districts</b>                                                                                                                                                                                                                                                                                                 | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                  | <i>Prepare and train community radios to become independent entities</i>                                                                                                                                                                                                                                                                            |                                                                                       |
| <b>Description</b>                                                                                              | <ul style="list-style-type: none"> <li>- Peer support and networking with CR and NPAs</li> <li>- Exchange of programmes and volunteers with other CRs</li> <li>- Review of partnership strategy</li> <li>- Facilitation: organisational development, building of association</li> <li>- Support in conducting barefoot impact assessment</li> </ul> |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i> | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                      | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Number of peer support and networking visits conducted                                                       | Progress report                                                                                                                                                                                                                                                                                                                                     | Every quarter                                                                         |
| 2. Number of volunteers taking part in exchange programmes and number of exchanged programmes                   | Progress report                                                                                                                                                                                                                                                                                                                                     | Every quarter                                                                         |
| 3. Availability of partnership strategy review                                                                  | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                        | December 2011<br>December 2012<br>December 2013<br>December 2014                      |
| 4. Number of association applications submitted                                                                 | Progress report<br><br>Final Evaluation                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2013<br>December 2014<br>December 2014     |
| 5. Availability of barefoot impact assessment                                                                   | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                        | December 2011<br>December 2012<br>December 2013                                       |

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|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                  | December 2014                                                                         |
| <b>Activity Result 4</b><br><b>(Atlas Activity ID)</b>                                                                                                       | <b>Graduation phase conducted in 3 districts</b>                                                                                                                                                                                                                                                                                                 | Start Date: 1 January 2011<br>End Date: 31 December 2014                              |
| <b>Purpose</b>                                                                                                                                               | <i>Community radios to become fully independent</i>                                                                                                                                                                                                                                                                                              |                                                                                       |
| <b>Description</b>                                                                                                                                           | <ul style="list-style-type: none"> <li>- Peer support</li> <li>- Tutoring of other CRs</li> <li>- Exchange of programmes between CRs</li> <li>- Outstanding programme awards</li> <li>- Final peer review by another CR</li> <li>- Nation-wide resource mobilisation</li> </ul>                                                                  |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i>                                              | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                   | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Number of peer support visits conducted                                                                                                                   | Progress report                                                                                                                                                                                                                                                                                                                                  | Every quarter                                                                         |
| 2. Number of tutoring visits conducted                                                                                                                       | Progress report                                                                                                                                                                                                                                                                                                                                  | Every quarter                                                                         |
| 3. Number of programmes exchanged between stations                                                                                                           | Progress report                                                                                                                                                                                                                                                                                                                                  | Every quarter                                                                         |
| 4. Number of outstanding programme awards                                                                                                                    | Progress report                                                                                                                                                                                                                                                                                                                                  | Every quarter                                                                         |
| 5. Availability of final peer review                                                                                                                         | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                     | December 2011<br>December 2012<br>December 2014                                       |
| <b>OUTPUT 2: 'Capacity for sustainability' – Local organizations and companies have the knowledge and competence to scale up and sustain community media</b> |                                                                                                                                                                                                                                                                                                                                                  |                                                                                       |
| <b>Activity Result 1</b><br><b>(Atlas Activity ID)</b>                                                                                                       | <b>Knowledge products for CR are available on-line</b>                                                                                                                                                                                                                                                                                           | Start Date: February 2011<br>End Date: December 2014                                  |
| <b>Purpose</b>                                                                                                                                               | <i>All community radios can benefit from knowledge product</i>                                                                                                                                                                                                                                                                                   |                                                                                       |
| <b>Description</b>                                                                                                                                           | <ul style="list-style-type: none"> <li>- Drafting, publication, dissemination of four practical manuals</li> <li>- Field testing of community media innovations (e.g. radio browsing)</li> <li>- Web design</li> <li>- Review of lessons learned, publication and dissemination of study</li> <li>- Updating of community radio guide</li> </ul> |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i>                                              | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                   | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |

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| 1. Availability of four practical manuals                                                                       | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                         | December 2011                                                                         |
| 2. Field testing conducted                                                                                      | Progress report                                                                                                                                                                                                                                                                                                                                                                                                      | December 2011                                                                         |
| 3. Availability of website                                                                                      | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                         | December 2011                                                                         |
| 4. Availability of lessons learned study                                                                        | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                         | December 2014                                                                         |
| 5. Availability of updated community radio guide                                                                | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                         | December 2011                                                                         |
| <b>Activity Result 2</b><br><b>(Atlas Activity ID)</b>                                                          | <b>Local CR experts are trained</b>                                                                                                                                                                                                                                                                                                                                                                                  | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                  | <i>To build in-country capacity of CR experts</i>                                                                                                                                                                                                                                                                                                                                                                    |                                                                                       |
| <b>Description</b>                                                                                              | <ul style="list-style-type: none"> <li>- Advertisement, selection and training of community media trainers/facilitators</li> <li>- Assessment of local resources (technology, training, resource mobilization)</li> <li>- Internship placements in other countries to learn about CR experience</li> <li>- Refresher training for volunteers</li> </ul>                                                              |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i> | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                                                                                       | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Number of community trainers/facilitators trained                                                            | Progress report                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 2. Availability of local resources assessment                                                                   | Desk review by UNDP and MoIC                                                                                                                                                                                                                                                                                                                                                                                         | December 2011                                                                         |
| 3. Number of volunteers participating in internship programme                                                   | Progress report                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| 4. Number of volunteer receiving refreshment training                                                           | Progress report                                                                                                                                                                                                                                                                                                                                                                                                      | Every quarter                                                                         |
| <b>Activity Result 3</b><br><b>(Atlas Activity ID)</b>                                                          | <b>CR support centre established</b>                                                                                                                                                                                                                                                                                                                                                                                 | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                  | <i>To support long term sustainability of the CRs</i>                                                                                                                                                                                                                                                                                                                                                                |                                                                                       |
| <b>Description</b>                                                                                              | <ul style="list-style-type: none"> <li>- Capacity assessment and development plan</li> <li>- Facilitation of registration/ organizational development</li> <li>- Review of CRs in Lao PDR in view of sustainability, publication/dissemination of study</li> <li>- Capacity development for service-provider association.</li> <li>- Assistance / facilitation to community radio network, as appropriate</li> </ul> |                                                                                       |

| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i>                                                                                 | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
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| 1. Availability of capacity assessment and development plan                                                                                                                                     | Desk review by UNDP and MoIC                                                                                                                                                                                                  | December 2011                                                                         |
| 2. Availability of a copy of registration form in the file                                                                                                                                      | Desk review by UNDP and MoIC                                                                                                                                                                                                  | December 2011                                                                         |
| 3. Availability of sustainability study                                                                                                                                                         | Desk review by UNDP and MoIC                                                                                                                                                                                                  | December 2014                                                                         |
| 4. Number of consultations provided by service centre association                                                                                                                               | Progress report                                                                                                                                                                                                               | Every quarter                                                                         |
| 5. Functioning CR network exists                                                                                                                                                                | Progress report                                                                                                                                                                                                               | Every quarter                                                                         |
| <b>OUTPUT 3: 'Learning and Advocacy'– Lessons learned will be used to inform policy-makers and contribute to an enabling environment for media, access to information and indigenous rights</b> |                                                                                                                                                                                                                               |                                                                                       |
| <b>Activity Result 1</b><br><b>(Atlas Activity ID)</b>                                                                                                                                          | <b>Support system for sustainability of CRs</b>                                                                                                                                                                               | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                                                                                                  | <i>To create mechanisms for long-term support of CRs</i>                                                                                                                                                                      |                                                                                       |
| <b>Description</b>                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- Development of M&amp;E system</li> <li>- External mid-term review of scaling-up strategy</li> </ul>                                                                                  |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i>                                                                                 | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Availability of M& E system                                                                                                                                                                  | Desk review by UNDP and MoIC                                                                                                                                                                                                  | December 2011                                                                         |
| 2. Availability of Mid-term review                                                                                                                                                              | Desk review by UNDP and MoIC                                                                                                                                                                                                  | June 2013                                                                             |
| <b>Activity Result 2</b><br><b>(Atlas Activity ID)</b>                                                                                                                                          | <b>Government officials are aware of the benefits of CR</b>                                                                                                                                                                   | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                                                                                                  | <i>Increased political support for people's and community participation</i>                                                                                                                                                   |                                                                                       |
| <b>Description</b>                                                                                                                                                                              | <ul style="list-style-type: none"> <li>- Sensitization drives for local MoIC officers and local authorities</li> <li>- Conduct joint mission with Oxfam, MoIC to assess progress; participatory review of strategy</li> </ul> |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the</i>                                                                                                                   | <b>Quality Method</b><br><i>Means of verification. What method will be</i>                                                                                                                                                    | <b>Date of Assessment</b><br><i>When will the assessment of</i>                       |



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| <i>activity result will be measured?</i>                                                                           | <i>used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                                                                                                                                  | <i>quality be performed?</i>                                                          |
| 1. Number of awareness raising session organised                                                                   | Progress report                                                                                                                                                                                                                                                                                                                                                                             | Every quarter                                                                         |
| 2. Join mission takes place                                                                                        | Progress report                                                                                                                                                                                                                                                                                                                                                                             | December 2012                                                                         |
| <b>Activity Result 3</b><br>(Atlas Activity ID)                                                                    | <b>People increase their participation in public sphere through CR</b>                                                                                                                                                                                                                                                                                                                      | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |
| <b>Purpose</b>                                                                                                     | <i>Increased people's participation in decision making level</i>                                                                                                                                                                                                                                                                                                                            |                                                                                       |
| <b>Description</b>                                                                                                 | <ul style="list-style-type: none"> <li>- Conduct annual conference in collaboration with like-minded partners</li> <li>- Facilitate participation of community broadcasters in international networks Action</li> <li>- Contribute to Ethnic Peoples Day</li> <li>- Participation in activities of the UNDP Regional Indigenous Peoples Programme (RIPP) and similar initiatives</li> </ul> |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i>    | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                                                                                                                                              | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Annual conferences organised                                                                                    | Progress report                                                                                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2013<br>December 2014                      |
| 2. Number of broadcasters taking part in international networks                                                    | Progress report                                                                                                                                                                                                                                                                                                                                                                             | Every quarter                                                                         |
| 3. CR represented in the ethnic people's day                                                                       | Progress report                                                                                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2013<br>December 2014                      |
| 4. Number of joint activities with RIPP                                                                            | Progress report                                                                                                                                                                                                                                                                                                                                                                             | December 2011<br>December 2012<br>December 2013<br>December 2014                      |
| <b>OUTPUT 4: Efficient and effective programme monitoring and coordination systems and resources are in place.</b> |                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                       |
| <b>Activity Result 1</b><br>(Atlas Activity ID)                                                                    | <b>Programme monitoring system in place</b>                                                                                                                                                                                                                                                                                                                                                 | Start Date: 1 February 2011<br>End Date: 31 December 2014                             |

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| <b>Purpose</b>                                                                                                  | <i>To assure that programme is managed effectively and efficiently</i>                                                                                                                                                                                        |                                                                                       |
| <b>Description</b>                                                                                              | <ul style="list-style-type: none"> <li>- Programme Board Established</li> <li>- Staff Recruited</li> <li>- M&amp;E system developed</li> <li>- Annual Work Plans developed</li> <li>- Monitoring and evaluation of programme delivery and outcomes</li> </ul> |                                                                                       |
| <b>Quality Criteria</b><br><i>how/with what indicators the quality of the activity result will be measured?</i> | <b>Quality Method</b><br><i>Means of verification. What method will be used to determine if quality criteria has been met?</i>                                                                                                                                | <b>Date of Assessment</b><br><i>When will the assessment of quality be performed?</i> |
| 1. Programme board meets at least once a year                                                                   | Desk review by UNDP and MoIC                                                                                                                                                                                                                                  | December 2011<br>December 2012<br>December 2013<br>December 2014                      |
| 2. Programme functioning with full staff                                                                        | Desk review by UNDP and MoIC                                                                                                                                                                                                                                  | December 2011                                                                         |
| 3. M&E system in place                                                                                          | Desk review by UNDP and MoIC                                                                                                                                                                                                                                  | December 2011                                                                         |
| 4. Annual Work Plans agreed                                                                                     | Desk review by UNDP and MoIC                                                                                                                                                                                                                                  | January 2011<br>January 2012<br>January 2013<br>January 2014                          |
| 5. Variances in programme delivery reported accurately                                                          | Progress report                                                                                                                                                                                                                                               | Every quarter                                                                         |

### XIII. ANNEX 5 : SCALING UP STRATEGY FOR COMMUNITY RADIO

| <b>(Draft) Scaling-up Strategy for Community Radio in Combination with Village Speakers</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                          |
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|                                                                                             | Mobilization 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Institutionalization 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Consolidation 12 months                                                                                                                                                                                                                                                                                                                                                                                                           | Graduation 12 months                                                                                                                                                                                                                                                                                                     |
| <b>Results of Phase</b>                                                                     | <ol style="list-style-type: none"> <li><b>Radio and village speakers test broadcast</b> from a temporary facility according to a schedule</li> <li>A '<b>Champion</b>' provides leadership (=station manager)</li> <li><b>Committed volunteers</b> at villages and radio exchange and coordinate programmes</li> </ol>                                                                                                                                                                                                                                                                             | <ol style="list-style-type: none"> <li>Main <b>building blocks</b> formalized: board, station manager, vision, bylaws, rules, budget &amp; admin</li> <li><b>Extended reach</b>, upgraded equipment and station</li> <li><b>Broadcast permit</b> from MoIC</li> <li><b>Village – radio station feedback loop</b> institutionalized</li> </ol>                                                                                                                                                                                                                                                          | <ol style="list-style-type: none"> <li>Application for registration as <b>community radio association</b></li> <li><b>Regular training</b> within station and peer support to other stations</li> <li>Sustainable <b>partnership strategy, board and management</b> in place</li> <li>'<b>Barefoot</b>' <b>Impact Assessment</b> conducted</li> </ol>                                                                             | <ol style="list-style-type: none"> <li><b>Sustainable organizational and financial status</b></li> <li>Community radio <b>association registered</b></li> <li>Taking-in of <b>new volunteers</b></li> <li>Variety of <b>feedback loops</b> functional</li> </ol>                                                         |
| <b>Indicative activities</b>                                                                | <ul style="list-style-type: none"> <li>Demonstration visit</li> <li>Sensitization of authorities</li> <li>Outreach to communities (both near and far)</li> <li>Mapping of community assets</li> <li>Listeners' baseline survey</li> <li>Mobilization of volunteers</li> <li>Identification of 'champion(s)'</li> <li>Exchange visits and peer support with/from other CR</li> <li>Training on computer and test equipment</li> <li>Test broadcasting permit</li> <li>Test broadcasts from radio and speaker systems</li> <li>Training on financial management and resource mobilisation</li> </ul> | <ul style="list-style-type: none"> <li>Facilitation for: development of vision, bylaws, formalization of board, contracts with station manager and volunteers</li> <li>Financial mgt training</li> <li>Suitability of possible station sites</li> <li>assessed and broadcast coverage prediction conducted</li> <li>Training on new equipment</li> <li>Application for permanent license</li> <li>Official launch</li> <li>Regular programme and board meetings</li> <li>Peer support and networking</li> <li>Introduction of operational block grant</li> <li>Introduction of 'Mini audit'</li> </ul> | <ul style="list-style-type: none"> <li>Peer support and networking opportunities with CR and Lao associations</li> <li>Exchange of programmes and volunteers with other radios</li> <li>Review of partnership strategy</li> <li>Facilitation: organizational development, building of association</li> <li>Outstanding programme award (grant competition)</li> <li>Support in conducting 'Barefoot' Impact assessment</li> </ul> | <ul style="list-style-type: none"> <li>Peer support</li> <li>Project inputs upon specific requests</li> <li>Tutoring of other CR</li> <li>Exchange of programmes</li> <li>Outstanding programme award (grant competition)</li> <li>Final peer review by another CR</li> <li>Nation-wide resource-mobilization</li> </ul> |
| <b>Project financial and hardware inputs</b>                                                | <p>Appr. \$38,000</p> <p><b>Project</b></p> <ul style="list-style-type: none"> <li>1 Suitcase radio and 8 village broadcasting systems</li> <li>Hardware and activities funded by project</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                               | <p>Appr. \$57,000</p> <p><b>Project</b></p> <ul style="list-style-type: none"> <li>&lt;70% upgraded hardware (station, radio equipment, transmitter) funded</li> <li>80% operational costs</li> </ul> <p><b>Government and partners</b></p> <ul style="list-style-type: none"> <li>&gt;30% contribution to hardware</li> <li>20% operational costs</li> </ul>                                                                                                                                                                                                                                          | <p>Appr. \$23,000</p> <p><b>Project</b></p> <ul style="list-style-type: none"> <li>60% operational costs</li> </ul> <p><b>Government and partners</b></p> <ul style="list-style-type: none"> <li>40% operational costs</li> </ul>                                                                                                                                                                                                 | <p>Appr. \$10,000</p> <p><b>Project</b></p> <ul style="list-style-type: none"> <li>30% operational cost</li> </ul> <p><b>Government and partners</b></p> <ul style="list-style-type: none"> <li>50% operational costs</li> <li>20% operational costs through nation-wide resource mobilization</li> </ul>                |
| <b>Performance Management</b>                                                               | <p>Phase results not reached after max. 18 months<br/>⇒ <b>Termination of project support</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p><b>Station upgrade subject to</b><br/>Local contribution &gt;30%<br/>Broadcast permit<br/>Added-value for remote, under-served target groups demonstrated<br/><b>Operational support subject to</b><br/>Quality of 'Mini audits'</p>                                                                                                                                                                                                                                                                                                                                                                | <p><b>Operational support subject to</b><br/>Quality of 'Mini audits'<br/>Regular trainings for volunteers<br/>Regular meetings of board<br/>Equipment replacement fund<br/>'Barefoot' Impact Assessment</p>                                                                                                                                                                                                                      | <p><b>Operational support subject to</b><br/>Quality of 'Mini audits'<br/>Regular trainings for volunteers<br/>Regular board meetings<br/>Equipment replacement fund<br/>Formal Peer Review by other CR</p>                                                                                                              |