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

Programme Title	**CIVIL SOCIETY 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 6.4: Greater appreciation of the role and contribution of national civil society associations (CSAs) working alongside the government towards poverty reduction.
Implementing partner:	Public Administration and Civil Service Authority [PACSA]
Responsible Parties:	1) PACSA 2) Department of International Organisations (DIO) of the Ministry Of Foreign Affairs 3) UNDP.

Programme Brief

The programme will support the development of an enabling environment for emergence and functioning of local and international civil society organisations that work towards achieving the Millenium Development Goals (MDGs), especially those focused on gender equality and women's empowerment, by facilitating the development of a legal and regulatory framework, supporting the setting up of a coherent and effective government registration and monitoring structure at national, provincial and district levels.

The programme will further enhance the knowledge of government officials and legislators in regard to the role of not-for profit associations (NPAs), foundations and international NGOs to work alongside government towards the MDGs, especially towards gender equality and women empowerment, particularly through the sharing of experiences and best practices amongst south-south countries in workshops held at national and province levels. The programme will also support awareness raising activities targeting the general public.

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, in order to achieve the MDGs.

Programme Period:	2011-2014
Key Result Area (Strategic Plan):	Democratic Governance
Programme ID (Award):	00062102
Programme ID:	00079384
Start date:	12 Jul 2011
End Date	31 Dec 2014
LPAC Meeting Date	03 Jun 2011
Management Arrangements:	National Implementation (NIM)
Implementing Partner:	PACSA

2011 AWP budget:	$ 300,000
Total resources required	$ 1,300,000
Total allocated resources:	
• Regular (UNDP Core):	$ 400,000
• Other:	
o Donor	$ 600,000
o Donor	
o Government (in-kind)	(see below)
Unfunded budget:	$ 300,000
In-kind Contributions (Government)	$ 200,000

Agreed by (Implementing Partners):

Public Administration and Civil Service Authority [PACSA]   ຄຳມູນ ວິພັງໄຊ   1 2 JUL 2011

Agreed by UNDP Lao PDR:

Mr. Minh H. Pham
Resident Representative   1 2 JUL 2011

Co-signed by:

Ministry of Foreign Affairs: 1 2 JUL 2011
Saleumxay KOMMASITH

ACRONYMS

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

Contents

I. EXECUTIVE SUMMARY

The **Goal** of the Civil Society Support Programme is to contribute to greater people's participation in local development and nation-building through the programme **purpose** of enhanced capacity of government, Not-for-Profit Associations (NPAs), INGOs, communities and development partners to develop partnerships, share knowledge and deliver services in the public interest towards poverty reduction.

Through its outputs, the programme will contribute to the achievement of the national poverty alleviation goals and will aim to enhance civil society's role in improved governance thereby contributing to the People's Participation pillar of the government's Strategic Plan on Governance (2007). People's participation is also one of the focus areas in the National Socio-Economic Development Plan (NSEDP) 2006-2010[1] and has been integrated into the upcoming plan for 2011-2015.

Specifically, the programme seeks to strengthen civil society to help Laos achieve the MDGs, through increased capacity of government to support and enable civil society development, improving the enabling environment for and capacities of local and international civil society organizations, improving access to information and voice of those who are most vulnerable and capturing and disseminating knowledge and lessons learned among all development partners in Lao PDR.

The programme aims to enhance the enabling environment for Civil Society Organisations through three outputs:

Output 1. PACSA Capacity Development:
PACSA - Department of Public Administration Development [DPAD]-CSD is fulfilling its duties under the NPA and Foundations decrees through an effective legal framework, information management system and coordination mechanisms.

Output 2. Department of International Organisations [DIO MOFA] Capacity Development:
Department of International Organisations [DIO] MOFA is fulfilling its duties under the INGO decree through effective legal frameworks, information provision and coordination mechanisms.

Output 3. Developing a Knowledge and Information Platform:
PACSA Department of Public Administration Development [DPAD] and and Department of International Organisations [DIO] have better knowledge and skills to support the enabling environment for civil society.

The total budget of the programme is **US$ 1,300,000** over **three and half years**.

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[1] National Socio-Economic Development Plan 2006-2010; GOL, 2006

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 key ethnic groups and four major ethno-linguistic families.

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[2], however, the gap between those benefiting from development and those not benefitting 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 seven provinces (Huaphanh, Oudoumxay, Phongsaly, Xiengkhouang, Savannakhet, Attapeu and Saravane) representing 40% of the country's population, now have 54% of the poor. Ethnic and linguistic diversity, lack of infrastructure and low education rates create special challenges for these provinces. 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), and the Beijing Platform for Action (1995). 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. According to the 9th Party Congress Resolution, Laos will need to mobilise all possible financial sources in order to make breakthrough in poverty reduction.[3] Therefore also civil society organisations need to be included into the poverty reduction efforts.

1)   Peoples Participation and poverty in Laos

The Paris Declaration [2005] and the recent Accra Agenda for Action [2009] outline 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.

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[2] UNDP HDR – Statistical Update 2009

[3] 9th Party Congress Resolution, 4th breakthrough, http://www.kplnet.net/english/news/edn10.htm

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 has exited 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.

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 2011. The INGO network is also working on new proposal regarding local civil society support.

In recent years these international organisations and INGOs[4] 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

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[4] for example DED, Concern Worldwide, Care, Cuso, Oxfam Novib, SNV

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 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).

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. A pilot programme, 'Enhancing Government – CSO Partnerships for Poverty Reduction' Phase I, implemented by the Public Administration and Civil Service Authority (PACSA, Prime Minister's Office) commenced in 2007. Together with Concern Worldwide (INGO) and the Viet Nam Assistance for the Handicapped (VNAH) NGO, the main objective of this Programme was to support PACSA in drafting a Decree on Associations, which would allow for central registration of CSOs. This objective was supported by awareness-raising activities, at all levels of government and society, to increase understanding of the role of CSOs in poverty reduction.

A Phase II programme document was drafted early in 2008 on the assumption that the decree would be passed by late 2008, and registration of CSOs could start early in 2009. The Decree was passed on 29 April 2009. UNDP and PACSA extended the Phase I Programme until end 2009 to allow more time for transitioning from the project phase to this new, expanded programme.

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:

- Government partners PACSA and the Department of International Organisations [MOFA] The UN Resident Coordinator & UNDP Resident Representative (RR) and Deputy RR.
- UNEP and key staff in UNDP's International Law Project III (ILP III) and Support to an Effective Lao National Assembly (SELNA) Joint Programme.
- 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.
- International Civil Society organisations including Concern Worldwide, SNV, DED, CARE, Oxfam Novib and the INGO network in Laos.

1) Needs Identified

Within PACSA

There is a continued need for policy & administrative capacity development to PACSA in the implementation of the decree and all functions assigned to PACSA in the decree. Extensive capacity development, training and mentoring is now required within government ministries at central, provincial and local levels, with PACSA Department of Public Administration Development particulay Civil Society Management Division [CSD] responsible for the delivery of this. Concurrent with and prior to this the legal framework and statutory instruments for the implementation of the decree will require considerable elaboration, fine tuning and planning.

Within DIO - MOFA

With the signing of Prime Minister's Decree 013/PM on International NGOs, the Ministry of Foreign Affairs [MOFA] Department of International Organisations [DIO] has requested capacity development and support from UNDP to help it provide the necessary coordination and guidance to the 162 INGOs currently registered, in managing the dissemination of information of the Decree as well as the subsequent capacity development work with provincial authorities and line agencies in understanding the regulations and procedures necessary for working with INGOs. Human Resources are also a significant challenge because DIO has insufficient trained and capable staff to cope with its existing workload, which will significantly increase due to the decree. Significant capacity development is also needed in the area of statistics and data management, programme formulation, data processing and analysis, M&E methodology and programme documentation analysis.

2)   Policy & Practice Challenges

Perhaps due to the lack of civil society development in Lao PDR over the last number of years there is a paucity of research, documented lessons learned or access to what does exist. Availability of data is considered a major constraint in policymaking and progress monitoring.

> *"Data disaggregation by sex, location and ethnicity is improving but does not yet support adequate analysis and policy formulation. The data collection carried out as part of the MDG reporting process in 2003 and 2004 highlighted a number of data gaps that remain unaddressed. There are a range of reasons for the data constraints including poor coordination between line ministries and agencies and between donors and development partners on data collection and analysis efforts. In addition, the government lacks the human resources and financial capacity to undertake data collection, analysis and reporting."[5]*

The endogenous capacity development of a vibrant civil society in Laos over the next few years will require that learning and knowledge are valued, prioritised, captured, managed and shared as widely and as effectively as possible. UNDP as the UN's global development network is uniquely placed to champion knowledge and learning as the key enabler of participation and development. For UNDP knowledge management is about leveraging lessons learned from programmes and activities to replicate their successes. Knowledge management at UNDP focuses on development of information systems to monitor and evaluate, analysis and codification of lessons learned through generation of knowledge products and services; knowledge dissemination through new/existing mechanisms and ensuring knowledge acquisition, which is critical for ensuring that knowledge products and services are not only applied and used, but also further improved through such use.

Knowledge Products are research tools, best practices, publications, networks, learning facilities and services, which serve as national and/or international public goods and seek to impact development and facilitate better policy and decision making. In this context, publications and research can range from conceptual models and data summaries to policy guides, practitioner's case studies and 'stories of change' which are used and further enhanced by local and international experts [including local users and communities] inside and outside Laos through various networks, platforms, and e-portals.

A desire was expressed throughout the formulation mission for this programme for more harmonisation amongst international partners. There is some concern about overlap, duplication and streamlining of civil society initiatives as well as promoting the sharing of best practice and emerging knowledge, commissioning research for evidence-based policy making. Most stakeholders agree that it is vitally important to take a joint approach to addressing NPA absorption capacity challenges and promoting an enabling environment for civil society involvement in national policy development on both governance issues and in the development [and perhaps the ongoing monitoring and evaluation] of the new National Socio- Economic Development Plan.

To date, networking of local NPAs has not taken place actively, although a nascent NPA network is currently emerging with support from INGOs. Such a network has potential to provide significant support to the development of a Code of Conduct for NPAs, establishing Minimum Standards in management and governance and in providing the necessary capacity development and knowledge resources to enable NPAs to reach those standards.

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[5] http://www.undp.org/rbap/Country_Office/UNDAF/UNDAF-LaoPDR_2007_2011.pdf

IV.   RESULTS FRAMEWORK

Between 2007 and 2009 the Public Administration and Civil Service Authority [PACSA] with the assistance of UNDP, has implemented the 'Enhancing Government – CSO Partnerships for Poverty Reduction' Phase I Project. This project, which ended in December 2009, will be succeeded by the Civil Society Support Programme phase II, which will run from July 2011 to December 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 an 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 programme **Goal** is to contribute to greater people's participation in public policy, local development and nation-building through the programme **purpose** of enhanced capacity of government, Not-for-Profit Associations (NPAs) and INGOs to develop partnerships, share knowledge and deliver services in the public interest towards poverty reduction.

Through the programme PACSA and MOFA with UNDP will be able to coordinate the support for enabling environment for civil society organisations in a more harmonised manner. The programme will work as a coordinator and seek partnerships with different initiatives in the sector in order to enhance aid effectiveness and harmonisation. UNDP will lead the coordination between different development partners in order to find the best synergies and avoid overlapping.

Using a programme rather than a project approach is also in line with the *Vientiane Declaration on Aid Effectiveness*[6] and adopts an harmonized manner for enhancing enabling environment for civil society and fulfills UNDP's commitment to promoting People's Participation in Laos.

Practically speaking, this will entail:
- Alignment of start- and finish-dates of PACSA and MOFA support under this 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 the programme (efficiency gains, cost savings);
- A dedicated programme output [Knowledge and Information Platform] which is focused on supporting Department of Public Administration Development [DPAD] of PACSA and DIO of MOFA to have better knowledge and skills to support the enabling environment for civil society.

Such a programme approach will also ensure that no element of UNDP's support to governance and civil society 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 Community Participation and Communication Support Programme (CPCSP), which was launched in February 2011.

Overall Goals and Justification for Support

Through its outputs, the programme will contribute to the achievement of the national poverty alleviation goals, through supporting an enabling environment for civil society. This is expected to result in an increased number of civil society organizations working in the development sector. People's Participation is one pillar of

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[6] Article 21: "The Government and the Partners will seek to explore the feasibility of using increasingly programme-based approaches."

the government's draft Strategic Plan on Governance (2011-2020)[7] and this programme will work at the level of civil society's role in improved governance.

Specifically, the programme seeks to strengthen civil society to help Laos achieve the MDGs, through increased capacity of government to support and enable civil society development, improving the enabling environment for and capacities of local and international civil society organizations, improving access to information and voice of those who are most vulnerable and capturing and disseminating knowledge and lessons learned among all development partners in Lao PDR.

It will do this through supporting two government Ministries to provide the legal framework for the enabling environment for civil society organizations. Through this the programme will support the emerging NPAs, Foundations and International NGOs by improving the registration process and access to information regarding the registration. It is expected that by the end of 2014 the programme has achieved to increase the capacity of PACSA Department of Public Administration Development [DPAD] particularly CSD and the NPAs registration process is mainstreamed and all registrations are processed according to the framework set in the Decrees. This will have an impact on the number of NPAs and Foundations working in Lao PDR. Secondly, it is expected that the capacity of MOFA DIO has been enhanced and INGO registration is processed according to the framework set in the INGO Decree.

The programme will concentrate on supporting the following actions:

- **Capacity Development of PACSA**: developing the legal framework & enabling environment for national and local civil society
- **Capacity Development of DIO**: developing the legal framework & enabling environment for international civil society
- **Developing a Knowledge & Information Platform**: Developing capacities of PACSA Department of Public Administration Development [DPAD] particulary CSD and DIO staff to have better knowledge and skills to support the enabling environment for civil society.

Output 1: The capacity of PACSA Department of Public Administration Development [DPAD] - CSD to fulfil its duties under the NPA and Foundations decrees has increased resulting in an effective legal framework, information management system and coordination mechanisms.

Target 1.1   [INCEPTION] PACSA Department of Public Administration Development [DPAD]-CSD structures, systems and overall capacity are reviewed and targets for capacity development interventions are agreed and coordinated.

Target 1.2   The overall capacity of PACSA Department of Public Administration Development [DPAD] - CSD to implement the NPA and Foundations decrees is increased

Target 1.3   PACSA has completed and operationalised the legal framework for NPA registration through capacity development and awareness raising at national, provincial and capital levels.

Target 1.4   The relevant legal documents related to the Decree on Foundations have been finalised and PACSA has developed and operationalised the legal framework for Foundations registration through government capacity development and awareness raising at national, provincial and capital levels

Target 1.5   Decrees that have an impact on CS have been jointly reviewed by PACSA Department of Public Administration Development [DPAD], Civil Society Department [CSD] and MOFA Department of International Organisations [DIO]

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[7] Draft Strategic Plan on Governance, Lao PDR, 2011-2020

The programme will focus on supporting PACSA's reorganization and restructuring to administer the Decree on Associations, the Foundations Decree, and any future required legislation. This will be based on a capacity assessment conducted during the inception phase of the programme. This capacity assessment /review will be based on the UNDP Capacity Development and Capacity Practice notes and will be highly participatory, focusing on endogenous identification of need by the PACSA Department of Public Administration Development [DPAD] particulay CSD.

The assessment/review will be developed and facilitated by UNDP in liaison with any agencies who may be supporting the CSD of the Department of Public Administration Development [DPAD], in order to ensure a coherent and collaborative approach to the capacity assessment and development of PACSA and minimise overlap and duplication in support offered to PACSA by international agencies. Coaching and mentoring strategies will then be utilized in supporting the provision of capacity development by PACSA to local and regional level government officials, ministries as well as the new units set up in Governor's offices, on the new decree.

The programme will also focus on support to PACSA in commissioning training by international organisations to NPAs and others on the decree and associated regulations and extensive support to ongoing monitoring and public awareness raising on the decree and the registration process for associations including organizational capacity development to PACSA as the registering authority.

There will be exposure visits from/to other countries in the region who have attempted similar initiatives to share lessons learned. PACSA will also be supported in the development of a database of CSOs in Laos and the development of web site access for information on NPA/Foundation registration and in the latter stages of the programme, online registration to supplement physical registration will also be explored.

A national Telephone Hotline will be developed to support NPAs' own registration and PACSA Department of Public Administration Development [DPAD]-CSD will also be assisted in developing a monitoring and quality assurance mechanism [including protocols, minimum performance standards and criteria] on the Decree implementation for roll-out at provincial and national levels. Relevant ministry and provincial government staff will then be trained in the monitoring and quality assurance mechanism.

The Prime Minister has, through Ordinance 86, required that One Door Service centres for business registration be expanded in all provinces. The GPAR programme is supporting four pilot provinces in One Door Service, and the programme will examine whether it would be possible to work with this initiative to streamline registration of NPAs at the provincial level, especially during the first year of the programme where PACSA will be supported to work closely with pilot provinces on facilitation registration of NPAs. The CSS programme will also be aligned with the new GPAR Programme once it will be launched in 2012.

The scope of supporting governments work with civil society will be broadened to include support to government's regulation of international NGOs. Therefore this part of the programme will seek to work with the DIO at MOFA, to develop their capacity in this area following the signing of Decree 013/PM on the regulation of INGOs. Assistance will therefore also focus on capacity development and support for implementing new legislation for INGOs.

Output 2. The capacity of MOFA DIO to fulfil its duties under the INGO decree has increased resulting in effective legal frameworks, information and coordination mechanisms

Target 2.1   MOFA DIO has increased technical and infrastructural capacity to implement the decree and provide support to ministries, line agencies and INGOs on fulfilling their obligations under the new decree

Target 2.2   Decrees that impact on CS have been jointly reviewed by PACSA Department of Public Administration Development [DPAD], Civil Society Division [CSD] and MOFA Department of International Organisations [DIO].

With the signing of Prime Minister's Decree 013/PM on International NGOs, the Department of International Organisations [DIO] at the Ministry of Foreign Affairs [MOFA] is requesting capacity development and support from UNDP to help it provide the necessary coordination and guidance to the 162 INGOs currently registered in Lao PDR. DIO has identified and agreed a range of targeted measures focussed on increasing its capacity to deliver on the new decree. The programme may also support process mapping for INGO registration.

The programme will provide technical support and capacity development to DIO in managing the dissemination of information on the Decree and provide ongoing support through the provision of training. This will be determined through a capacity assessment conducted during the inception phase of the programme. This capacity assessment /review will be based on the UNDP Capacity Development and Capacity Practice notes and will be highly participatory, focusing on endogenous identification of need by the DIO.

The first emphaisis of the programme will be on improved IT communication systems [both software, hardware and training] within the DIO office and developing a three year Capacity Development Strategy to effectively target the main capacity gaps in the department and through that improve the registration process of INGOs as well as DIO's capacity monitor and evaluate the projects implemented by INGOs.

The programme will also provide ad-hoc and ongoing advisory support to DIO in their capacity development work with Provincial Authorities in understanding the regulations and procedures necessary for working with INGOs and Training of Trainers programmes to address the need for extension and multiplication to take account of the limited number of staff within MOFA DIO.

Following the Mid-term review in 2013 consideration will be given to supporting the development of an INGO Resource Centre within the ministry where processes for registration, permits etc. could be streamlined and where information and research could be disseminated.

Output 3: PACSA and DIO have better knowledge and skills to support the enabling environment for civil society.

Target 1:   Specific training for PACSA and DIO to acquire skills and knowledge to support the enabling environment for civil society in Lao PDR;

Target 2:   Improved information and coordination of civil society initiatives within PACSA and DIO;

Target 3:   Increased knowledge sharing and harmonisation among development partners.

The programme will provide PACSA and DIO with capacity development and technical advice and will provided training and mentoring on relevant skills required to support the enabling environment for civil society such as English training, IT skills, Monitoring and Evaluation skills. PACSA, DIO and other relevant participants will also be offered the opportunity to share and gain knowledge through participating in national and regional level networks and exposure [visits].

PACSA and DIO will also be supported to engage in a Civil Society Mapping Exercise to provide data to all development partners on the range and type of activities, structures, location, staffing levels and funding of what is hoped will be a flourishing civil society sector by 2014. A model will be developed for capture, codification and dissemination of knowledge on civil society and a publication on CS mapping will be produced and disseminated.

The UNDP Civil Society Support Programme will seek to complement the work of INGOs in supporting civil society development through networking activities and research. It will also support the development of knowledge products, processes and services in support of civil society networks in Laos.

By the end of year 2 of the programme, a draft model to manage civil society knowledge in Lao PDR will be developed, which recognises the added value and unique role international civil society and multilateral organisations can play in supporting civil society development in Lao PDR. By the end of the programme the pilot framework will be jointly reviewed, lessons learned incorporated into a revised framework for discussion and/or publication.

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 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 by PACSA and DIO on the decrees at national and provincial levels involve both women and men;
4. Ensuring capacity development is provided in equal measure to both male and female staff at DIO and PACSA wherever feasible; and
5. Targeted learning on gender for PACSA and DIO staff.

Partnership Strategy
The implementing partners of the programme are PACSA and DIO of Ministry of Foreign Affairs. The CSS 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 Environment Small Grants Programme [SGP] administered separately but linked to this programme framework, seeks to engage NPAs in improving the adaptive capacity of communities to climate change through small grants. Outcome 3 of the of the programme is that 'lessons based upon effective approaches for implementing community adaptation measures are documented', therefore, the programme will seek to complement and contribute to this outcome by working with the NPA and INGO networks to identify lessons

learned from the GEF SGP, facilitate the codification and sharing of this knowledge and use it to develop capacity and increased effectiveness by NPAs in programmes delivered under the SGP.

In line with *the Vientiane Declaration for Aid effectiveness*, the programme will seek to build upon existing coordination mechanisms in the country. Lao PDR currently has 8 Sector Working Groups 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.

V.   RESULTS AND RESOURCES FRAMEWORK

Civil Society Support Programme

Intended Outcome as stated in the Country Programme Action Plan Results and Resource Framework:
Greater people's participation in and contribution to public policy, local development and nation building
Outcome indicators as stated in the Country Programme Action Plan Results and Resources Framework, including baseline and targets: 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 6.4: Greater appreciation of the role and contribution of national civil society associations (CSAs) working alongside the government towards poverty reduction.
Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance: Key result area 2.1: Fostering inclusive participation
Partnership Strategy: The CSS 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 are PACSA Department of Public Administration Development [DPAD] Civil Society Division [CSD] and DIO of MOFA.

Programme title and ID (ATLAS Award ID): Civil Society Support Programme [CSSP]	
ENABLING ENVIRONMENT FOR CIVIL SOCIETY	
OUTPUT 1: PACSA CAPACITY DEVELOPMENT **PACSA Department of Public Administration Development [DPAD] - CSD is fulfilling its duties under the NPA and Foundations decrees through an effective legal framework, information management system and coordination mechanisms.**	**PARTNER:** **Public Administration and Civil Service Authority, (PACSA)**

BASELINE & OUTPUT INDICATORS	OUTPUT TARGETS FOR 2011 -2014	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

Baseline: **1.** Although job descriptions have been developed for DPAD - CSD there is no coherent capacity assessment analysis or coordinated capacity development strategy within CSO Division **2.** No registration database or info website in PACSA DPAD - CSD **3.** Capacity gaps will be determined by the capacity assessment **4.** There is limited awareness of and capacity to implement the decree-related requirements and instruments at national, provincial and capital levels. **5.** 1 registration applications finalised in March 2011. **6.** No training needs assessments or strategies available. **7.** Hotline does not exist and limited availability of information regarding registration available for public. **8.** As the Associations and Foundations	**Target 1: Capacity Development Strategy of PACSA DPAD - CSD** Target 1.1: By the mid- 2012 PACSA DPAD-CSD structures, systems and overall capacity are assessed and targets for capacity development interventions are outlined in a Capacity Assessment Report which includes organisational resource gaps and skill deficit. Target 1.2: Based on the assessment, a 3-year capacity development startegy has been developed Target 1.3: Registration database and intranet are functional by mid-2012. Target 1.4: NPA and Foundations registration info website exists by mid- 2012 **Target 2: Capacity of PACSA DPAD - CSD developed** Target 2.1: By mid 2013 50% and 100% by the end of 2014 of the capacity gaps,	**ACTIVITY RESULT 1: PACSA DPAD-CSD structures, systems and overall capacity are reviewed and targets for capacity development interventions are agreed and coordinated.** Activity 1.1: Conduct Capacity Assessment in 2011-2012 Activity 1.2: Development of agreed 3-year Capacity Development Strategy by mid-2012 Activity 1.3: Development registration database and intranet within DPAD - CSD. Activity 1.4: Development of registration info website. **ACTIVITY RESULT 2: The overall capacity of PACSA CSD to implement the NPA and Foundations decrees is increased** Activity 2.1: Staff coaching, training and mentoring 2011-2014	PACSA	Governance & Civil Society Capacity Advisor (75%)[8] **$431,000** National Staff: Capacity Developent Specialist **$29,000** Finance and admin Officer **$10,000** Driver **$ 3,500** Capacity Assessment & Capacity Development Plan Travel & DSA $10,000 Printing $5,000 Total: **$15,000** Exposure visits Travel & DSA **$30,000** Training Materials & supplies $15,000 Travel & DSA $24,000 Rent & Utility $10,000 Consultants $10,000 Communications $3,000 Total: **$62,000** IT Consultant for database and intranet

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[8] Post will not be activated until full funding is secured

Decrees are new decree, levels of awareness, understanding and therefore capacity to implement the decree-related requirements and instruments at national, provincial and capital levels are limited. **9.** Foundations Decree has been approved in March 2011 **10.** Awarness of the Foundations Decree in line ministries and among provincial staff is limited **11.** There is currently no civil society related coordination mechanism in place between PACSA and DIO	established through the Capacity Assessment have been addressed. Target 2.2: By 2014 selected participants have participated in 2 exposure visits to a relevant regional country[ies] to review CS legal framework and coordination experiences.	Activity 2.2: 2 exposure visits to a regional neighbour 2011-2014		**$12,000** Hotline: **$10,000** PACSA/DIO Meetings Rent & utility $5,000 Materials & supplies $1,000 Communications $500 Total: **$6,500**
	Target 2.3: By the end of 2012 DPAD - CSD is assisted to develop a monitoring and quality assurance mechanism [including protocols, minimum performance standards and criteria] on the NPA and Foundations decrees implementation for roll-out at provincial and national levels.	Activity 2.3: Design Monitoring and Quality Assurance Mechanism by the end of 2012		
	Target 2.4: By the end of 2014 relevant ministry and provincial government staff are trained in the quality assurance mechanism.	Activity 2.4: Organise training for Ministries and provincial staff on the quality assurance mechanism.		
Indicators: 1. 3-year capacity development plan for DPAD - CSD has been produced and approved by PACSA by mid 2012 2. By mid 2012 a registration database and info website are functional 3. Percentage of capacity gaps [identified through capacity assessment] addressed each year 4. Training needs analysis and strategy and public awareness raising strategy available by mid 2012	Target 2.5: Mid-term Evaluation conducted and recommendations addressed by the end of 2013.	Activity 2.5: Plan developed to address recommendations of the MTE by the end of 2013		
		ACTIVITY RESULT 3: PACSA has completed		

5. Public hotline functioning by the end of 2012 4. No. of DPAD - CSD Staff who have received training mentoring and coaching to address agreed capacity gaps [including gender training] by the end of each year 5.Number of registered NPAs and Foundations each year 6. Number of officials trained on the decrees and registration process 7. Finalised Foundations Decree legal documents 8.Training and awareness raising strategy for Foundations Decree 9. Number of ministry and provincial staff trained on the Foundations Decree 8. Coordination mechanisms between PACSA & DIO to ensure harmonisation and effectiveness measures are in place by end 2014	**Target 3: Legal framework for NPAs in place** Target 3.1: Training needs analysis for ministries and provincial staff available by mid 2012 Target 3.2: By mid 2012 a training strategy for national and provincial level government agencies and NPAs is developed within DPAD - CSD Target 3.3: Public awareness strategy exists by mid 2012 Target 3.4: By the end of 2014 a public awareness strategy on the NPA Decree is implemented in all 17 provinces and in all relevant line Ministries Target 3.5: TOR for Hotline developed by the end of 2011 Target 3.6: A national Telephone Hotline facility on the NPA and Foundations decrees is developed by the end of 2012 Target 3.7: PACSA DPAD - CSD staff has the capacity to train and mentor provincial and ministry staff on the NPA registration.	**and operationalised the legal framework for NPA registration through capacity development and awareness raising at national, provincial and capital levels.** Activity 3.1: Conduct a training needs analysis. Activity 3.2: Develop a training strategy including curriculum and TOT/Mentoring Model Activity 3.3: Develop Public Awareness Strategy Activity 3.4: Identify target Provinces and Ministries for years 2011-2014 & conduct training Activity 3.5: Develop a TOR for hotline by for approval Activity 3.6: Establish Hotline in 2012 Activity 3.7: 2011-2014 technical support and mentoring to PACSA on providing training and mentoring to provincial staff and ministries		

	Target 4: Legal framework for foundations in place	**ACTIVITY RESULT 4**: **The relevant legal documents related to the Decree on Foundations have been finalised and PACSA has developed and operationalised the legal framework for Foundations registration through government capacity development and awareness raising at national, provincial and capital levels**		
	Target 4.1: The legal documents of the Decree on Foundations have been finalised by the end of 2012.	Activity 4.1: Advise and provide technical support on finalising the decree and other legal documents.		
	Target 4.2: DPAD - CSD has developed an implementation plan for the new Foundations decree by the end of 2012.	Activity 4.2: Devise implementation plan for operationalising the decree		
	Target 4.3: Training and awareness raising strategy exists by mid 2013	Activity 4.3: Design Curriculum and develop Training and Awareness Strategy		
	Target 4.4: By the end of 2014 at least 1 training and awareness raising activity has been conducted in all 17 provinces and in all relevant line ministries.	Activity 4.4: Conduct training and awareness raising for Ministries and provincial staff		
	Target 4.5: Each training and evaluation session will be evaluated and lessons learned used for next planning.	Activity 4.5: Conduct evaluation of training and awareness raising activities after each activity.		
	Target 5: Coordination mechanisms	**ACTIVITY RESULT 5: Decrees that impact on CS have been jointly reviewed by PACSA DPAD - Civil Society Division [CSD] and**		

	between PACSA & DIO are in place	**MOFA Department of International Organisations [DIO]**		
		Activity 5.1: 2011-2014 joint quarterly meetings organised and follow up and reporting on meetings is conducted		
	Target 5.1: At least 4 meetings per year are organised between PACSA CSD and MOFA DIO on civil society legal framework and decree implementation to discuss harmonisation and effectiveness.			
	Target 5.2: By the end of 2012 a joint report on harmonised systems produced between PACSA and MOFA.	Activity 5.2: Develop proposal for harmonised systems.		
	Target 5.3: PACSA and MOFA staff are trained and using the harmonised system by 2014	5.3:Implementation of agreed harmonised system and associated in-house training between 2012-2014		
			OUTPUT 1 TOTAL	**$609,000**

OUTPUT 2: DIO CAPACITY DEVELOPMENT:		PARTNER:		
Department of International Organisations [DIO] MOFA is fulfilling its duties under the INGO decree through effective legal frameworks, information provision and coordination mechanisms.		Department of International Organisations at the Ministry Of Foreign Affairs [MOFA]		
BASELINE & OUTPUT INDICATORS	**OUTPUT TARGETS FOR (YEARS)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Baseline: 1. Capacity of the DIO needs to be assessed in order to define capacity gaps 2. No registration database or info website in PACSA DPAD - CSD 3. Inadequate office systems [incl. IT network and database], materials, publications and audio–visual equipment 4. Capacity gaps in implementation of the INGO registration in ministries and line agencies 5. Registration process is not predictable. 6. There is currently no civil society related coordination mechanism in place between PACSA and DIO **Indicators:** 1. 3-year capacity development plan for DIO has been produced and	**Target 1: Capacity of DIO to process INGO registration has been enhanced** Target 1.1: By the mid 2012 DIO structures, systems and overall capacity are assessed and targets for capacity development interventions are outlined in a Capacity Assessment Report which includes organisational resource gaps and skill deficit. Target 1.2: Based on the assessment, a 3-year capacity development startegy has been developed by tmid 2012 Target 1.3: Registration database is functional by mid 2012. Target 1.4: DIO has sufficient IT equipment to process INGO registration by the end of 2012 Target 1.5: Data management capacity in the Division has been strengthened by the the end of 2014. Target 1.6: DIO staff will be able to disseminate information on INGO decree to line ministries and provincial staff	**Activity Result 1: MOFA DIO is providing effective support and information to ministries, line agencies and INGO's on fulfilling their obligations under the new decree** Activity 1.1: Conduct Capacity Assessment Activity 1.2: Development of agreed 3-year Capacity Development Strategy. Activity 1.3: Development registration database within DIO Activity 1.4: IT equipment procured based on capacity assessment Activity 1.5: DIO staff receive data management training and mentoring 2011-2014 Activity 1.6: DIO staff training and TOT in INGO decree implementation guidelines	Ministry Of Foreign Affairs [DIO]	Governance & Civil Society Capacity Advisor (75%) **$66,000** National Staff: Capacity Developent Specialist **$29,000** Finance & Admin Officer **$10,000** Driver **$3,500** Capacity Assessment & Capacity Development Plan Travel & DSA $10,000 Printing $5,000 Total: **$15,000** 3 x National Conference DSA & Travel $20,000 Rent & utility $15,000 Materials & supplies $6,000 Communications $2,000 **Total: $43,000** Training and other activities Travel & DSA $15,000 Rent & Utility $10,000

approved by MOFA				Materials & supplies $10,000 Communications $3,000 **Total: $38,000**
2. Registration database exists	Target 1.7: Information on the INGO decree disseminated in 3 provincial capitals (Vientiane, Luang Prabang, Savannaketh) by mid 2012	Activity 1.7: National Conference on the INGO decree organised in 3 provincial capitals (Vientiane, Luang Prabang, Savannaketh)		
3. Number of DIO office infrastructure, communications and data management facilities to deliver on the requirement of the decree				IT Consultant for database **$12,000**
4. Number of government staff trained each year	Target 1.8: Provincial staff capacity to process INGO registration has improved by 2014	Activity 1.8: Northern Central & Southern regions provincial staff receive training on the decree in 2012-2013		Training for database **$8,000**
5. Institutionalised registration process set by 2014	Target1.9: INGO Resource Centre within the ministry where processes for registration, permits etc could be streamlined and where information and research could be disseminated [Subject to End of Mid-term Evaluation]	Activity 1.9: Planning for resource centre based on recommendations from MTE		IT Hardware & Software $40,000 **Total: $40,000**
6. Coordination mechanisms between PACSA & DIO to ensure harmonisation and effectiveness measures are in place by end 2014		**ACTIVITY RESULT 2: Decrees that impact on CS have been jointly reviewed by PACSA DPAD - Civil Society Division [CSD] and MOFA Department of International Organisations [DIO]**		Meetings Materials & supplies $4,000 Communications $2,000 Total: **$6,000**
	Target 2: Coordination mechanisms between PACSA & DIO are in place			
	Target 2.1: At least 4 meetings per year are organised between PACSA DPAD - CSD and MOFA DIO on civil society legal framework and decree implementation to discuss harmonisation and effectiveness.	Activity 2.1: 2011-2014 joint quarterly meetings organised and follow up and reporting on meetings is conducted		Training for regional provincial staff DSA & Travel $30,000 Rent & utility $15,000 Materials & supplies $10,000 Communications $2,000 **Total: $57,000**
	Target 2.2: By the end of 2012 a joint report on harmonised systems produced between PACSA and MOFA.	Activity 2.2: Develop proposal for harmonised systems		PACSA/DIO Meetings Rent & utility $5,000 Materials & supplies $1,000
	Target 2.3: PACSA and MOFA staff are	Activity 2.3:Implementation of agreed harmonised system and associated in-house		Communications $500

	trained and using the harmonised system by 2014	training between 2012-2014		Total: **$6,500**
			OUTPUT 2 TOTAL	**$334,000**

Output 3: Developing a Information and Coordination Platform: PACSA DPAD - CSD and DIO have better knowledge and skills to support the enabling environment for civil society.		PARTNER: Public Administration and Civil Service Authority (PACSA) & Department of International Organisations (DIO) MOFA		
BASELINE & OUTPUT INDICATORS	**OUTPUT TARGETS FOR (YEARS)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
<u>Baseline:</u> 1. Availability of data is considered a major constraint in policymaking and progress-monitoring on the MDG's. Data disaggregation by sex, location and ethnicity is improving but does not yet support adequate analysis and policy formulation. 2. Government lacks the capacity to efficiently support the emerging civil society. 3. There is little if any formal knowledge capture and sharing among development partners in Lao PDR. There is also a policy imperative and demand for harmonisation and coordination among all development partners working on CS. 4. Information sharing on CS is not systematic	**Target 1: Specific training for PACSA and DIO to acquire skills and knowledge to support the enabling environment for civil society in Lao PDR** Target 1.1: Training plans and tailored curriculum for all staff have been developed and agreed within PACSA and DIO Target 1.2: PACSA & DIO IT skills have been enhanced by the end of 2014 Target 1.4: PACSA & DIO have improved English skills by 2014 Target 1.5: PACSA & DIO have improved M&E skills by 2014 **Target 2: Improved information and coordination of civil society initiatives within PACSA and DIO** Target 2.1: Civil Society Mapping exercise final report by mid 2013	**ACTIVITY RESULT 1: PACSA and DIO have the necessary skills required to support the enabling environment for civil society** Activity 1.1: Development of training plan and curriculum in 2011 Activity 1.2: IT training and mentoring for PACSA and DIO staff between 2011-2014 Activity 1.4: Weekly English training for PACSA and DIO staff between 2011-2014 Activity 1.5: M&E training and mentoring for PACSA & DIO staff between 2011-2014 **ACTIVITY RESULT 2: PACSA and DIO are effectively collecting information and coordinating civil society initiatives in Laos.** Activity 2.1: Conduct civil society mapping excercise 2012-2013	PACSA/DIO UNDP	Governance & Civil Society Capacity Advisor (50%) **$55,000** National Staff: Capacity Developent Specialist **$28,000** Finance & Admin Officer **$10,000** Driver **$3,500** Training Rent & utility $8,000 Materials & supplies $4,000 Communications $1,000 Total: **$13,000** Consultants/tuition fees (English, IT) **$90,000** CS Mapping CS mapping consultant $10,000 Publication $5,000

				Total: **$15,000**
Indicators: 1. CS mapping concluded and results available for the government and DPs by the end of 2014	Target 2.2: CS Publication available by 2014	Activity 2.2: Produce CS publication based on the mapping exercise results in 2013		Seminars Travel & DSA $15,000 Rent & utility $8,000 Materials and supply $3,000 Publications $3,000 Communication $1,000 Total: **$30,000**
2. Number of government staff trained each year on skills required to support the enabling environment for CS		**ACTIVITY RESULT 3: Knowledge on civil society in Laos has been captured, codified and disseminated to all stakeholders and information exchange and harmonisation has been strengthened between government, civil society, development partners and relevant UN agencies resulting in more consistent, coherent and more effective support to civil society development**		Meetings Rent & utility $2,000 Materials & supplies $2,000 Communications $500 Total: **$4,500**
3. By 2014 the government has collected information on all CS projects and is able to coordinate efforts.	**Target 3: Increased knowledge sharing and harmonisation among development partners.**			
4. CS website provides information on CS activities in Lao PDR	Target 3.1: Knowledge base website for civil society information established by the end of 2013	Activity 3.1: Website developed in 2013 to share information on civil society in Lao PDR		Website **$12,000** Training of webmaster **$6,000**
	Target 3.2: Increased CS knowledge sharing between government and DPs	Activity 3.2: At least 1 national and 3 local seminar is organised for government, CSOs and development partners for CS knowledge sharing and dissemination between 2011-2014		Regional & International Exposure Visit Travel & DSA **$20,000**
	Target 3.3: Knowledge captured from NPA grantees of the GEF Small Grants Programme (SGP) is shared with government and development partners in a meeting organised once a year between 2011-2014.	Activity 3.3: Organise meeting once a year (2011-2014) to discuss lessons learned from GEF small grants programme with government and DPs		
	Target 3.4: PACSA, DIO, UNDP and INGOs have increased coordination of efforts in CS field.	Activity 3.4: Organise meeting 1 times a year (2011-2014) to coordinate CS support		
	Target 3.5: CS Mapping report is shared among all development partners by the end of 2014.	Activity 3.5: Disseminate CS mapping report through email, website, meetings with government, CSOs and wider public by the end of		

		2014		
	Target 3.6: At least 2 government representatives and 1 civil society representative have learned from CS experience in other countries by 2014.	Activity 3.6: Exposure visit to other countries to share CS experiences		
			OUTPUT 3 TOTAL	**$287,000**

PROGRAMME MANAGEMENT

Indicators:		**ACTIVITY RESULT: Efficient and effective programme monitoring and coordination systems and resources are in place.**		**Annual Review Meetings + Programme/Project Board Meetings $20,000**
1. *Monthly & quarterly planning and coordination meetings take place and the agreed quorum is achieved.*	1. Brogramme Board established by the end of 2011 and meets at least once a year	1. Establish Programme Board		
2. *Steering Committee Meetings are held twice each year*	2. All programme staff recruited by the end of 2011	2. Recrutment of Programme staff		**Mid-term Review & Final Evaluation**
3. *Programme review meetings held once per year 2010-2014.*	3. Regular planning and review meetings are held to monitor at least once a month programme delivery 2011-2014.	3. M&E system established by the end of 2011		Consultants $30,000 Travel & DSA $10,000 Rent & utility 9,000
4. *Baseline monitoring data established.*	4. Annual workplans available in Q1 each year	4. Annual Work Plans agreed every year 2011-2014		Communications $1,000
5. *Mid-term evaluation conducted in 2012 Final evaluation conducted in 2013*	5. Monitoring and evaluation mechanisms are established by the end of 2011	5. Monitoring and evaluation of programme delivery and outcomes ongoing 2011-2014		**Total: $50,000**
	6. Mid-term Review report finalised by mid 2013	6. Mid term Evaluation is conducted in Q1 2013		
		7. Final evaluation is conducted in 2014		

	7. Final Evaluation finalised 2014			
			PROGRAMME MANAGEMENT	$70,000
			TOTAL	$ 1,300,000

VI. ANNUAL WORK PLAN

CIVIL SOCIETY SUPPORT PROGRAMME ANNUAL WORK PLAN 2011 (Q3 & Q4)

Output 1: Capacity Development of PACSA DPAD – CSD
PACSA DPAD - CSD is fulfilling its duties under the NPA and Foundations decrees through an effective legal framework, information management system and coordination mechanisms.

ACTIVITY RESULTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicators and annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
1. PACSA DPAD - CSD structures, systems and overall capacity are reviewed and targets for capacity development interventions are agreed and coordinated.								**Governance & Civil Society Capacity Advisor**	$15,000
								National Staff: Capacity Developent Specialist	
Indicators: _1. Draft of 3-year capacity development plan for DPAD CSD available_	Activity 1.1: Start Capacity Assessment				X				$900
2. Registration database and info website development has started				X		PACSA	UNDP	Finance and admin Officer	$290
	Activity 1.2: start development of agreed 3-year Capacity Development Strategy				X			Driver	$100
Target 1: Capacity Development Strategy of PACSA DPAD - CSD Target 1.1: By the end of 2011 PACSA DPAD - CSD structures, systems and overall capacity are assessed and targets for capacity development interventions are initially outlined in a draft Capacity Assessment Report which includes organisational resource gaps and skill deficit.						PACSA	UNDP		
	Activity 1.3: Start development registration database and intranet within DPAD CSD				X			**Capacity Assessment & Capacity Development Plan**	
				X		PACSA	UNDP	Travel & DSA Printing	$10,000 $5,000
Target 1.2: Based on the assessment, a 3-year capacity development startegy has been started.					X				
	Activity 1.4: Development of registration info website started			X		PACSA	UNDP	**IT consultant Consultant**	$12,000
Target 1.3: Development of registration database and intranet has started									
Target 1.4: Development of NPA and Foundations registration info website has started									
Baseline: _1. Although job descriptions have been developed for DPAD CSD there is no coherent capacity assessment analysis or coordinated_									

capacity development strategy within CSO Division *2. No registration database or info website in PACSA DPAD - CSD*										
2. The overall capacity of PACSA DPAD - CSD to implement the NPA and Foundations decrees is increased ***Indicators:*** *1. Percentage of capacity gaps addressed in 2011* *2. No. of DPAD- CSD Staff who have received training mentoring and coaching to address agreed capacity gaps [including gender training] by the end of 2011* *3. Number of registered NPAs and Foundations in the end of 2011* **Target 2: Capacity of PACSA DPAD-CSD developed** Target 2.1: By the end of 2011 5% of the capacity gaps, established through the Capacity Assessment have been addressed. Target 2.2: Selected participant has participated in a exposure visits to a relevant regional country to review CS legal framework and coordination experiences. Target 2.3: Development of a monitoring and quality assurance mechanism [including protocols, minimum performance standards and criteria] on the NPA and Foundations decrees implementation for roll-out at provincial and national levels has	Activity 2.1: Staff coaching, training and mentoring Activity 2.2: 2 exposure visits to a regional neighbour 2011-2014 Activity 2.3: Development of Monitoring & Quality Assurance Mechanism started			X	X	PACSA	UNDP	**Governance & Civil Society Capacity Advisor** Capacity Developent Specialist Finance and admin Officer Driver **Exposure visits** Travel & DSA **Training** Materials & supplies Travel & DSA Rent & utility Consultants Communications	$15,000 $900 $290 $100 $5,000 $1,000 $2,000 $2,000 $500

Activity 2.2: X — PACSA — UNDP
Activity 2.3: X X — PACSA — UNDP

been started.										
Baseline: *1. Capacity gaps of PACSA DPAD-CSD will be determined by the capacity assessment* *2. There is limited awareness of and capacity to implement the decree-related requirements and instruments at national, provincial and capital levels.* *3. 1 registration applications finalised in March 2011.*										
3. PACSA has completed and operationalised the legal framework for NPA registration through capacity development and awareness raising at national, provincial and capital levels. *Indicators:* *1. Initial draft of training needs analysis and strategy and public awareness raising strategy available by the end of 2011* *2. TOR for hotline drafted by the end of 2011* *3. Number of officials trained on the decrees and registration process in 2011* **Target 3: Legal framework for NPAs in place** Target 3.1:Initial training needs analysis for ministries and provincial staff Target 3.2: 1st draft of training strategy for national and provincial level government agencies and NPAs is developed within DPAD-CSD Target 3.3: Draft public awareness strategy developed	Activity 3.1: Conduct a training needs analysis			X	X	PACSA	UNDP	**Governance & Civil Society Capacity Advisor** National Staff: Capacity Developent Specialist Finance and admin Officer Driver	$11,000 $900 $290 $100
	Activity 3.2: Develop a training strategy including curriculum and TOT/Mentoring Model				X	PACSA	UNDP		
	Activity 3.3: Prepare Public Awareness Strategy				X	PACSA	UNDP		
	Activity 3.6: Develop a TOR for hotline for approval				X	PACSA	UNDP	**Training** Materials & supplies Travel & DSA Rent & utility Communications	$1,000 $2,000 $1,000 $500

Target 3.6: Draft TOR for Hotline developed by the end of 2011										
Baseline: _1. No training needs assessments or strategies available._ _2. Hotline does not exist and limited availability of information regarding registration available for public._ _3.As the Associations and Foundations Decrees are new decree, levels of awareness, understanding and therefore capacity to implement the decree-related requirements and instruments at national, provincial and capital levels are limited._										

							Governance & Civil Society Capacity Advisor	$10,500
4: **The relevant legal documents related to the Decree on Foundations have been finalised and PACSA has developed and operationalised the legal framework for Foundations registration through government capacity development and awareness raising at national, provincial and capital levels** *Indicators:* *1. Foundations Decree legal documents have been identified and awork planhas been approved.* *2. Number of ministry and provincial staff trained on the Foundations Decree*	4.1 Advise and provide technical support on drafting the legal documents of the decree	X	X	PACSA	UNDP	**National Staff** Capacity Developent Specialist Finance and admin Officer Driver	$900 $290 $100
Target 4: Legal framework for foundations in place Target 4.1: The drafting of Foundations decree legal documents has started by the end 2011 Target 4.2: DPAD CSD has started to develop an implementation plan for the new Foundations Decree.	4.2 Devise Implementation plan for operationalising the decree		X	PACSA	UNDP	**Training** Materials & supplies Travel & DSA Rent & utility Communications	$1,000 $2,000 $1,000 $500
Target 4.3: Training and awareness raising strategy development has been started in DPAD CSD	4.3 Design Curriculum and develop Training and Awareness strategy		X	PACSA	UNDP		
Target 4.4: By the end of 2011 some provinces and line ministries have received training and awraness raising.	4.4 Deliver training and awareness raising activities		X	PACSA	UNDP		
Target 4.5: Each training and evaluation session will be evaluated and lessons learned used for next planning. *Baseline:* *1. The Foundations Decree has been signed as of March 2011* *2. Awarness of the decree in line ministries and among provincial staff is limited*	4.5 Evaluate and Review training and awareness effectiveness		X	PACSA	UNDP		

5. Decrees that impact on CS have been jointly reviewed by PACSA DPAD-Civil Society Division [CSD] and MOFA Department of International Organisations [DIO] *Indicators:* *1. Coordination mechanisms between PACSA & DIO to ensure harmonisation and effectiveness measures are in place has been initiated in 2011* **Target 5: Coordination mechanisms between PACSA & DIO are in place** Target 5.1: At least 4 meetings per year are organised between PACSA DPAD-CSD and MOFA DIO on civil society legal framework and decree implementation to discuss harmonisation and effectiveness. Target 5.2: By the end 0f 2011 a joint report on harmonised systems between PACSA and MOFA has been initiated. *Baseline:* *1. There is currently no civil society related coordination mechanism in place between PACSA and DIO*	5.1 Joint quarterly meetings 5.1a Follow up and reporting on meetings 5.2 Proposal for harmonised systems started	X X	X X X	PACSA/DIO PACSA/DIO PACSA/DIO	UNDP UNDP UNDP	**Governance & Civil Society Capacity Advisor** **National Staff** Capacity Developent Specialist Finance and admin Officer Driver **PACSA/DIO meetings** Rent & utility Materials & supplies Communications	$10,000 $900 $290 $100 200 200 50 **Total Output 1: $84,400**

Output 2: Capacity Development of Department of International Organisations [DIO]

DIO is fulfilling its duties under the INGO decree through effective legal frameworks, information provision and coordination mechanisms.

ACTIVITY RESULTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicators and annual targets	List activity results and associated actions	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
1. MOFA DIO is providing effective support and information to ministries, line agencies and INGOs on fulfilling their obligations under the new decree. *Indicators:* *1. 3-year capacity development plan for DIO has been produced and submitted for approval by MOFA by the end of 2011*	Activity 1.1: Conduct Capacity Assessment in 2011			X	X	DIO	UNDP	**Governance & Civil Society Capacity Advisor** **National Staff:** Capacity Developent Specialist Finance and admin Officer	$4,700 $ 2,100 $715
2. By the end of 2011 the development of a registration database and info website has been started	Activity 1.2: Development of agreed 3-year Capacity Development Strategy started by the end of 2011				X	DIO	UNDP	Driver	$250
3. Number of DIO office infrastructure, communications and data management facilities to deliver on the requirement of the decree	Activity 1.3: Launch the development of registration database within DIO				X	DIO	UNDP	**Capacity Assessment & Capacity Development Plan** Travel & DSA Printing $5,000	$10,000 $5,000
4. Number of government staff trained each year	Activity 1.4: It equipment procured based on capacity assessment				X	DIO	UNDP		
5. Institutionalised registration process outlined **Target 1: Capacity of DIO to process INGO registration has been enhanced** Target 1.1: By the end of 2011 DIO structures, systems and overall capacity are assessed and targets for capacity development interventions are outlined in a Capacity Assessment darft report which includes organisational resource gaps and skill deficit.	Activity 1.6: DIO staff receive training and TOT in INGO decree implementation guidelines			X	X	DIO	UNDP	**3 x National Conference** DSA & Travel Rent & utility Materials & supplies Communications **Training and other activities** Travel & DSA Rent & Utility Materials & supplies Communications	$20,000 $15,000 $6,000 $2,000 $5,000 $3,000 $1,750 $1,000
Target 1.2: Based on the assessment, a draft 3-year capacity development startegy has been developed by	Activity 1.7: National Conference on the INGO decree organised in 3 provincial capitals (Vientiane, Luang Prabang, Savannaketh)			X	X	DIO	UNDP	IT Consultant for	

the end of 2011									database	$12,000
Target 1.3: Registration database has started by the end of 2011.									IT Hardware & Software	$40,000
Target 1.4: DIO has sufficient IT equipment to process INGO registration by the end of 2011										
Target 1.6: DIO staff will be able to disseminate information on INGO decree to line ministries and provincial staff										
Target 1.7: Information on the INGO decree disseminated in 3 provincial capitals (Vientiane, Luang Prabang, Savannaketh) by the end of 2011										
Baseline:										
1. *Capacity of the DIO needs to be assessed in order to define capacity gaps*										
2. *No registration database or info website in PACSA DPAD-CSD*										
3. *Inadequate office systems [incl. IT network and database], materials, publications and audio–visual equipment*										
4. *Capacity gaps in implementation of the INGO registration in ministries and line agencies*										
5. *Registration process is not predictable.*										

2. Decrees that impact on CS have been jointly reviewed by PACSA DPAD - Civil Society Division [CSD] and MOFA Department of International Organisations [DIO] *Indicators:* *1. Coordination mechanisms between PACSA & DIO to ensure harmonisation and effectiveness measures are in place has been initiated in 2011* **Target 2: Coordination mechanisms between PACSA & DIO are in place** Target 2.1: At least 2 meetings in 2011 are organised between PACSA DPAD CSD and MOFA DIO on civil society legal framework and decree implementation to discuss harmonisation and effectiveness. Target 2.2: By the end 0f 2011 a joint report on harmonised systems between PACSA and MOFA has been initiated. *Baseline:* *1. There is currently no civil society related coordination mechanism in place between PACSA and DIO*							**Governance & Civil Society Capacity Advisor** National Staff: Capacity Developent Specialist Finance and admin Officer Driver **PACSA/DIO Meetings** Rent & utility Materials & supplies Communications	$ 4,700 $ 2,100 $715 $250 $200 $200 $50
	2.1 Joint quarterly meetings	X	X	DIO/PACSA	UNDP		
	2.1a Follow up and reporting on meetings	X	X	DIO/PACSA	UNDP		
	2.2 Proposal for harmonised systems started	X	X	DIO/PACSA	UNDP		**Total Output 2: 136,730**
OUTPUT 3: Developing a Knowledge & Information Platform							

PACSA and DIO have better knowledge and skills to support the enabling environment for civil society.

ACTIVITY RESULTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
1: PACSA and DIO have the necessary skills required to support the enabling environment for civil society ***Indicators:*** 1. Number of government staff trained in 2011. **Target 1: Specific training for PACSA and DIO to acquire skills and knowledge to support the enabling environment for civil society in Lao PDR** Target 1.1: Training plans and tailored curriculum for all staff have been developed and agreed within PACSA and DIO by the end of 2011 Target 1.2: 20% of PACSA CSD & DIO staff have received IT training by the end of 2011 Target 1.4: 20% of PACSA CSD & DIO havereceived English training by the end of 2011 Target 1.5: 20% of PACSA CSD & DIO have received M&E training by the end of 2011 **Baseline:** 1. Government lacks the human resources and financial capacity to undertake data collection, analysis and reporting	Activity 1.1: Development of training plan and curriculum in 2011 Activity 1.2: IT training and mentoring for PACSA DPAD-CSD and DIO staff Activity 1.4: Weekly English training for PACSA DPAD-CSD and DIO staff Activity 1.5: M&E training and mentoring for PACSA DPAD-CSD & DIO staff			X X X X	X X X X	DIO/PACSA DIO/PACSA DIO/PACSA DIO/PACSA	UNDP UNDP UNDP UNDP	**Governance & Civil Society Capacity Advisor** National Staff: Capacity Developent Specialist Finance and admin Officer Driver **Training** Rent & utility Materials & supplies Communications Consultants/tuition fees	$3,000 $1,200 $480 $200 $2,000 $1,000 $500 $15,000

2: PACSA and DIO are effectively collecting information and coordinating civil society initiatives in Laos. **Indicators:** 1. Availability of main points discussed with CS partners regarding CS mapping **Target 2: Improved information and coordination of civil society initiatives within PACSA and DIO** Target 2.1: Civil Society Mapping exercise has been discussed among partners **Baseline:** 1. Availability of data is considered a major constraint in policymaking and progress-monitoring on the MDG's. Data disaggregation by sex, location and ethnicity is improving but does not yet support adequate analysis and policy formulation.	Activity 2.1: Initial discussions and coordination among partners regarding CS mapping				X	DIO/PACSA	UNDP	**Governance & Civil Society Capacity Advisor** National Staff: Capacity Developent Specialist Finance and admin Officer Driver	$3,000 $1,200 $470 $200
3: Knowledge on civil society in Laos has been captured, codified and disseminated to all stakeholders and information exchange and harmonisation has been strengthened between government, civil society, development partners and relevant UN agencies resulting in more consistent, coherent and more effective support to civil society development *Indicators:* 3. By 2011 the government has increased information collection on CS projects and better coordination efforts have been made								**Governance & Civil Society Capacity Advisor** National Staff: Capacity Developent Specialist Finance and admin Officer Driver	$2,000 $1,200 $470 $100

Target / Baseline	Activity				X	Responsible	Funding	Budget Description	Amount
Target 3: Increased knowledge sharing and harmonisation among development partners. Target 3.2: Increased CS knowledge sharing between government and DPs	Activity 3.2: 1 national seminar is organised for government, CSOs and development partners for CS knowledge sharing and dissemination in 2011.				X	DIO/PACSA	UNDP	**Meetings** Rent & utility Materials & supplies Communications	$200 $200 $100
Target 3.3: Knowledge captured from NPA grantees of the GEF Small Grants Programme (SGP) is shared with government and development partners in a meeting organised once in 2011.	Activity 3.3: Organise meeting to discuss lessons learned from GEF small grants programme with government and DPs				X	DIO/PACSA	UNDP	Regional & International Exposure Visit Travel & DSA	$10,000
Target 3.4: PACSA, DIO, UNDP and INGOs have increased coordination of efforts in CS field.	Activity 3.4: Organise at least 1 meeting to coordinate CS support				X	DIO/PACSA	UNDP		
Target 3.6: At least 1 government representatives and 1 civil society representative have learned from CS experience in other countries in 2011. **Baseline:** 3. There is little if any formal knowledge capture and sharing among development partners in Lao PDR. There is also a policy imperative and demand for harmonisation and coordination among all development partners working on CS. 4. Information sharing on CS is not systematic	Activity 3.6: 1 exposure visit abroad to share CS experiences				X	DIO/PACSA	UNDP		**Total Output 3 $42,520**

Programme Management Output									Annual Review Meetings + Programme Project Board Meetings	
[SHARED] Efficient and effective programme monitoring and coordination systems and resources are in place.									Rent & utility	$2,500
									Travel & DSA	$1,000
Indicators:									Materials & supplies	$1,000
1. Monthly & quarterly planning and coordination meetings take place and the agreed quorum is achieved.									Communications	$500
2. Steering Committee Meetings are held twice each year	1. Programme Board Established and Meetings held					PACSA	UNDP			
3. Programme review meetings held once in 2011										
4. Baseline monitoring data established.	2. Annual Work Plan agreed					PACSA	UNDP			
Targets:	3. Monitoring and evaluation of programme delivery and outcomes					PACSA	UNDP			**Total: $5,000**
1. Regular planning and review meetings are held to monitor programme delivery.										
2. Monitoring and evaluation mechanisms are established.										
TOTAL YEAR 1 OUTPUTS 1, 2 & 3										**$300,000**

VII. MANAGEMENT ARRANGEMENTS

This programme will incorporate three key outputs, implemented by PACSA andndelivered through different responsible parties:

i. Support to government in working with national civil society – PACSA DPAD- Civil Society Division

ii. Support to government in working with international civil society – DIO of MOFA

iii. Enhancing government, civil society and development partners knowledge development and management – PACSA and DIO

Programme Management:

Following a global trend, the CSS Programme attempts to shift from implementing stand-alone projects toward a programme-based approach. 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 DIO and PACSA, 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.

What is the difference between programmes and projects?

Programme	Project
Supports government's sector strategies	Works towards more narrow project outputs
Higher government leadership on sector	Donor-led on specific area of work
More open to donor harmonisation and coordination	Little incentive to harmonise support with other donors as project outcomes are very narrow
Shared resources across outputs	Staff, training and resources work only in one project, inefficient capacity development efforts
Outcome over output reporting	Focus on project outputs – which does not say much about how effective a project has been
Includes space for research, networking, social capital and other non-tangible outcomes	Often conceived too narrowly to work beyond agreed narrow outputs

Reasons why CSS programme is more desirable than separate project:

1. **Promoting efficiency**. It is more efficient to combine and share resources across programmes than to duplicate in each small project. For example, it is much more efficient to run one training with several partners, where the need is the same, than to repeat it many times. Likewise with programme staff – it would not make sense to hire secretaries, accountants, technical advisors etc within each partner.

2. **Implementing the Vientiane Declaration on Aid Effectiveness - Harmonisation:** Supporting government's request to work in a more aligned and harmonised manner. This reduces the burden of reporting and management across the programme. Peoples Participation is a relatively new sector of government engagement, so it makes sense to align UNDP cooperation with two government ministries dealing with people's participation – government capacity on civil society and legal frameworks.

3. **More effective monitoring and evaluation.** While monitoring is done regularly, evaluation is done periodically and at the outcome level. Monitoring should be done in a harmonised way within UNDP and with government, and a programme arrangement facilitates this. It is also important in this new programme to be able to evaluate achieving high-level outcomes in the area of people's participation, which involves many stakeholders.

4. **Resource mobilisation.** Given that essentially all donors are much more interested in funding programmes than simply projects, CSSP will allow UNDP and government to mobilise resources much more flexibly and beyond its current levels.

Implementation Arrangements:

The programme will be managed in accordance with UNDP policies and procedures governing National Implementation (NIM).

There are two implementing partners with overall responsibility for the programme:

1. PACSA, for overall responsibility of the programme,
2. PACSA will be responsile party for Output 1 and 3
3. DIO will be responsible party for Output 2 and 3

PACSA will appoint a Project Manager, who will be supported by a Programme Coordinator seconded by PACSA who will have the overall responsibility for the coordination of the whole programme. PACSA, as the overall responsible partner will provide office space for the programme operations.

Programme Board (detail TOR annexed)

The programme 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 DIO and PACSA, who will co-chair the board; a Senior Supplier, the Assistant Resident Representative of UNDP Lao PDR, who will provide guidance in regard to the technical feasibility of the programme; and Beneficiaries, including the National Assembly, the Lao Front for National Construction and representatives from NPAs representing the Lao people as the ultimate beneficiaries of the programme. The composition and membership of the board may be revised during the inception phase or during the implementation phase as decied by the board to allow e.g. new donors to get a seat in the board.

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 monitor programme implementation and prepare and submit 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 administration, management and technical support to the Project Managers. Programme technical support and advice will be provided by the **Programme Coordinator**. Programme Coordination will be distinct from Project Management in that the in addition to technical support and advice the Programme Coordinator will be seconded from PACSA abd s/he will be the key focal point for programme level reporting, planning, coordination, and support to the Board. The Programme Coordinator will be required to work cooperatively with the Project Managers to ensure timely and high quality reporting and other inputs to the Board and Project Managers.

At programme level UNDP will attach one international capacity development advisor with extensive civil society, governance and knowledge management experience. The UNDP Programme Advisor will be responsible for developing capacity in government counterparts, with a clear exit strategy for their involvement at the end of the four-year programme period.The Advisor will be shared 75/25 with another UNDP programme "Community Participation and Communication Support Programme". A national Capacity Development Specialist will be recruited to the programme to provide training and mentoring to the PACSA and DIO staff, along side with the Programme advisor. Financial & Administrational Officer and Programme Driver will be recruited to support the programme delivery. Detailed TORs are annexed.

Project Support provides project administration, management and technical support to the Project Manager as required by the needs of the project or Project Manager. A senior technical advisor to be

recruited by UNDP 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
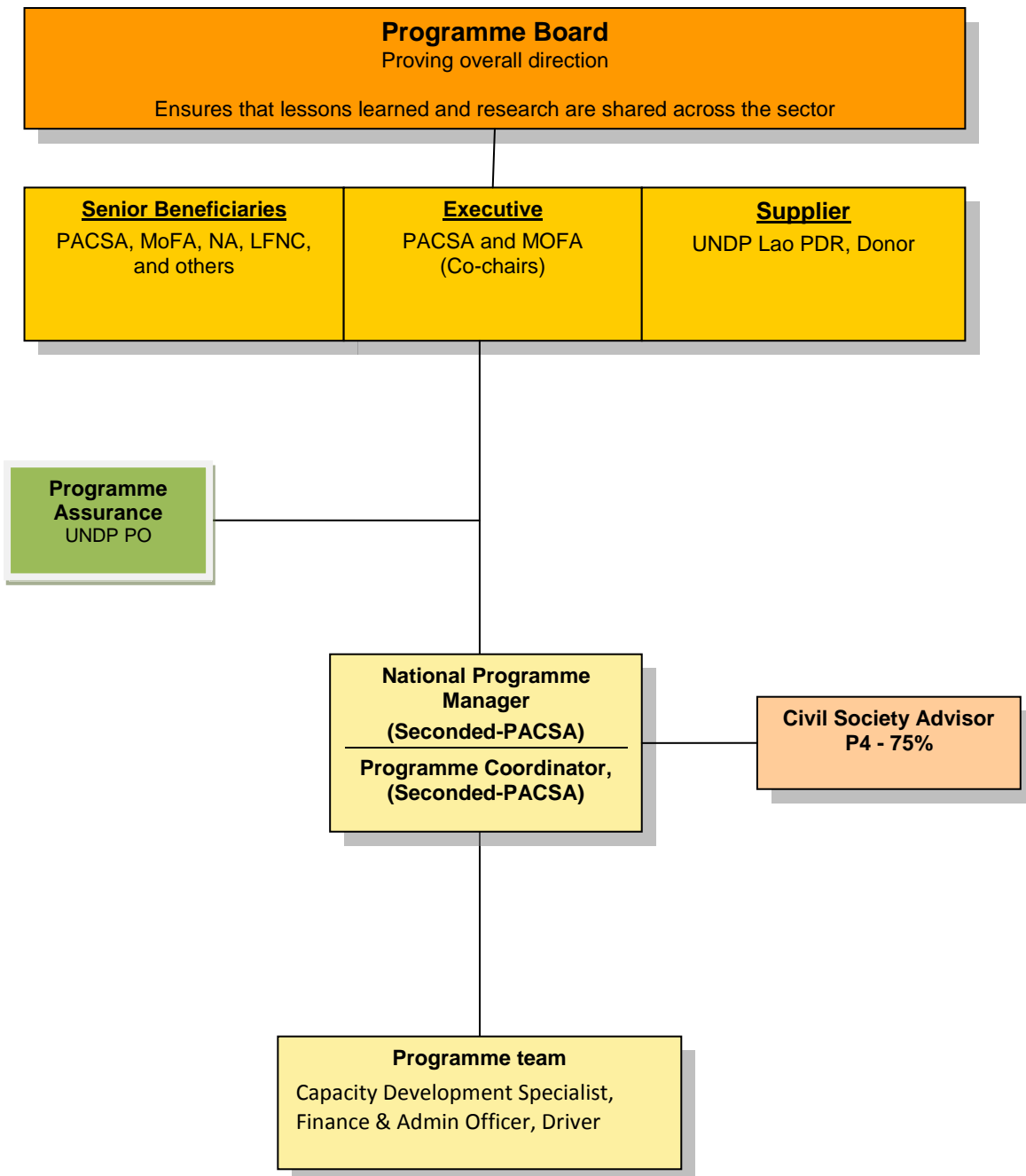
Assets

When no longer needed by the programme or project, assets may be transferred to another programme or project, to the government or it may be disposed of by sale or donation.

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 retrained 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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│                    Programme Board                           │
│                 Proving overall direction                    │
│                                                              │
│   Ensures that lessons learned and research are shared       │
│                    across the sector                         │
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┌──────────────────────┬──────────────────────┬──────────────────────┐
│ Senior Beneficiaries │      Executive       │       Supplier       │
│ PACSA, MoFA, NA, LFNC,│  PACSA and MOFA      │  UNDP Lao PDR, Donor │
│      and others      │    (Co-chairs)       │                      │
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│   Programme   │
│   Assurance   │
│   UNDP PO   │
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┌──────────────────────────┐          ┌──────────────────────┐
│ National Programme       │          │ Civil Society Advisor│
│ Manager                  │──────────│ P4 - 75%             │
│ (Seconded-PACSA)         │          │                      │
├──────────────────────────┤          └──────────────────────┘
│ Programme Coordinator,   │
│ (Seconded-PACSA)         │
└──────────────────────────┘

┌──────────────────────────────────────┐
│            Programme team            │
│  Capacity Development Specialist,    │
│  Finance & Admin Officer, Driver     │
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VIII. PART IV: 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: Institutional Assessment of PACSA & DIO
- Capacity Assessment/ Institutional Review within PACSA DPAD - Civil Society Division and MOFA DIO

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 after the 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 2nd 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 CSS Programme was designed during a period when the decree on NPA's and INGO Decree were signed into law, 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.

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	Programme objectives will not be fully realised. Critical components of the Programme may be terminated Probability (P) =1 Impact (I)=3 (1X3=3)	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	May hinder delivery of planned programme outputs/outcomes. P = 1 I = 5 P*I = 5	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	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 =1 , I = 2 (1X2=2)	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.		Current and stable
3	Coordination & harmonisation difficulties	During formulation.	Operational	This could lead to confusion and operational delays	Ensure adequate representation on the Programme Board for both	UNDP, Programme	Programme formulation team.		Current and

#	Risk	Date	Type	Description / P·I	Countermeasures	Owner	Submitted by		Status
	between PACSA and DIO regarding the reviewing of the various pieces of legislation affecting civil society			P =1 I = 4 (1X4=4)	ministries and the National Assembly; ensure close consultations between DIO and PACSA through the Programme Office	Team			stable
4	Legislation on Foundations may not be adopted	During formulation.	Regulatory	Foundations legislation provide the rationale for the programme targets of raising ministry and public awareness of the decree However failure to adopt legislation would not terminate other programme components as the Decree on NPA's is already adopted P=1 I=4 (1X4=4)	Advocate for the adoption of the Foundations legislation through representations to the National Assembly and other state agencies. Enhance the effectiveness of both PACSA and DIO through assistance with workshops and training on the NPA decree	UNDP, Programme Team, Programme Board	Programme formulation team.		Current
5	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 P=2 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		5	Current

XI.   ANNEX 2: TERMS OF REFERENCES

Annex 2.1. Programme Board

Overall responsibilities:
The CSS 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 CSS 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 Manager. 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 representatives from PACSA and DIO as co-chairs. The Executive is 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
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: NA, LFNC, NPAs
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 Manager, coordinator, advisor, 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 report and the Annual workplan for the next year.
- 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 CSS 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;
- 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 Project Managers 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 and the Outcome 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 CSS 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

XII. TERMS OF REFERENCE OF PROGRAMME STAFF

Terms of Reference

Program Coordinator [Government]

Location :	Vientiane, Lao PDR
Type of Contract :	Seconded by Government
Post Level :	TBC
Languages Required :	Lao/English
Starting Date :	01 July 2011
Duration of Initial Contract :	1 year
Expected duration:	Up to 3.5 years

Background – Enabling Environment for Civil Society

The CSSP is a three and half year programme [July 2011- December 2014] and concentrates on supporting the enabling environment for Civil Society in Lao PDR through three main outputs:
1. **Capacity Development of PACSA**: developing the legal framework & enabling environment for national and local civil society
2. **Capacity Development of DIO** : developing the legal framework & enabling environment for international civil society
3. **Developing a Knowledge & Information Platform**: Developing capacities of PACSA CSD and DIO staff to have better knowledge and skills to support the enabling environment for civil society

Project Outputs:
Output 1: The capacity of PACSA DPAD - CSD to fulfil its duties under the NPA and Foundations decrees has increased resulting in an effective legal framework, information management system and coordination mechanisms.

Output 2. The capacity of MOFA DIO to fulfil its duties under the INGO decree has increased resulting in effective legal frameworks, information and coordination mechanisms

Output 3. PACSA DPAD - Civil Society Division and and DIO have better knowledge and skills to support the enabling environment for civil society.

Duties and Responsibilities
The Programme Coordinator will assist the Programme Manager on the overall responsibility and management of the programme. The Manager has the authority to manage 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.

Specific responsibilities:
Programme coordination
- Plan the activities of the programme and monitor progress against the initial quality criteria.
- 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 Board and Programme Assurance;
- Prepare the Annual Review Report, and submit the report to the Programme Board
- Based on the review, prepare inputs to the AWP for the following year.

Tolerances for the Programme
- Quarterly expenditure shall not be 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 Pillar activities is increased by more than $5,000
- The implementation of any of the Pillar activities is delayed by more than 3 months

Terms of Reference[9]

Governance & Civil Society Capacity Advisor [International][10]

Location :	Vientiane, Lao PDR
Type of Contract :	FTA – Fixed Term Appointment
Post Level :	P4
Languages Required :	English
Starting Date :	July 2011
Duration of Initial Contract :	One year with possibility of extension subject to satisfactory performance
Expected duration:	Up to 3.5 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 (2011-2020) and the 7th National Socio-Economic Development Plan (2011-2015).

UNDP has been working in partnership with the government of Lao PDR since 2006 towards developing civil society through two different pilot projects. Currently UNDP is looking to recruit a Governance and Civil Society Advisor to support two new civil society programmes, the other one concentrating on supporting the legal framework of civil society organisations and the other concentrating on supporting people's participation in the community level through community media. The Advisor would work 75% for the Civil Society Support Programme and 25% for the Community Participation and Communication Support Programme. The Advisor would be able to use the lessons learned from both of the programmes and bring them into a wider debate regarding civil society in the national, regional and international level.

Civil Society Support Programme (75%)

The lack of a clear legal framework for civil society has been a major obstacle to its development in Lao PDR and has meant that the legal status of existing organisations was unclear. The signing of the Decree on Associations in April 2009 is therefore a significant development which provides a framework for the development for civil society capacity in Laos, which would enable local groups and associations to access funding, set up governance structures, network amongst themselves, and interact with government, donors and INGOs on a policy level. There is also a continued need for policy & administrative capacity development support to PACSA in the implementation of the decree and in the proposed development of a new decree on civil society 'Foundations'.

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[9] To be reviewed upon advertisement

[10] The post will only be activated/recruited once the full funding will be secured.

Allied to this, the Ministry of Foreign Affairs, [INGO Division] has recently passed a second decree Prime Minister's Decree on International NGOs and DIO has requested capacity development and support from UNDP to help it provide the necessary coordination and guidance to the 162 INGOs currently registered, in managing the dissemination of Information of the Decree as well as the subsequent capacity development work with Provincial Authorities and line agencies in understanding the regulations and procedures necessary for working with INGOs.

In responding to these shifts and building on the work of the pilot project (2007-2009), UNDP, in conjunction with PACSA and DIO has developed the Civil Society Support Programme, which will adopt a programme approach in order to strengthen civil society to help Laos achieve the MDGs, through increased capacity of government to support and enable civil society development, improving the enabling environment for and capacities of local civil society organizations, improving access to information and voice of those who are most vulnerable and capturing and disseminating knowledge and lessons learned among all development partners in Lao PDR.

The CSSP is a three and half year programme [July 2011- December 2014] and concentrates on supporting the enabling environment for Civil Society in Lao PDR through three main outputs:
4. **Capacity Development of PACSA**: developing the legal framework & enabling environment for national and local civil society
5. **Capacity Development of DIO** : developing the legal framework & enabling environment for international civil society
6. **Developing a Knowledge & Information Platform**: Developing capacities of PACSA DPAD-CSD and DIO staff to have better knowledge and skills to support the enabling environment for civil society

Community Participation and Communication Support Programme (25%)
The first ever community radio in Lao PDR 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.

At the moment Khoun community radio is a model for other similar initiatives in the country. Khoun 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 Provincial Department of Information and Culture (Xiengkhouang and Sekong) the new Community Participation and Communication Support Programme will work to build people's participation at a very local level, and provide an initial experience of voice, transparency, and government responsiveness. UNDP's support in this area will be focused on the creation of a Lao Community Radio Centre, which would provide grants 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.
Information and voice of those who are most vulnerable and capturing and disseminating knowledge and lessons learned among all development partners in Lao PDR.

The CPCSP has started in February 2011 and will run until December 2014. The programme will support community participation and communication through three main outputs:

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**

Duties and Responsibilities of the Governance and Civil Society Advisor
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 PACSA Civil Society Management Division (40%):
- Provide technical advice and capacity support in the coordination of all activities with the PACSA National Project Managers staff and in achieving programme outputs and outcomes;
- Ensure appropriate links with other relevant Government institutions, such as the National Assembly, Ministry of Planning, Ministry of Finance, Ministry of Foreign affairs, etc;
- Participate in and advise on the design of coherent and clear governmental implementation structures and frameworks for the NPA decree at different levels (Central, Provincial, City and District) for the consideration, registration and monitoring of candidate associations;
- Advise on the development of an overall capacity development plan for NPA decree framework implementation;
- Provide technical support and advice on the development of capacity development programmes for relevant PACSA staff;
- Provide technical support and advice on effective awareness raising activities addressing government staff and the general public;
- Participate in and assist with the formulation and elaboration of the implementation guidelines for the Decree on Foundations;

With MOFA DIO (35%):
- Provide technical advice and capacity support in the coordination of all activities with the DIO staff and in achieving relevant programme outputs and outcomes;
- Ensure appropriate links with other relevant Government institutions, such as the National Assembly, PACSA, Ministry of Planning, Ministry of Finance, etc;
- Participate in and advise on the design of coherent and clear governmental implementation structures and frameworks for the INGO decree at different levels (Central, Provincial, City and District) and provide ongoing advice on publicity and roll-out mechanisms as requested by DIO
- Advise on and develop an overall capacity development plan for INGO Division including:
    - providing technical support and advice on decree framework implementation,
    - the development of capacity development and training programmes for relevant INGO Division staff,

- the development of knowledge management, IT and database solutions relevant to the agreed needs of INGO division and
- the coordination of exposure visits and knowledge sharing exchanges for INGO staff.

• Provide technical support and advice on effective training curriculum and awareness raising activities addressing government staff and the general public;
• Participate in and assist with the formulation and elaboration of the implementation guidelines for the Decree on INGOs;

With MoIC (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 Programme Manager 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 Programme Managers in submitting reports to PACSA, MOFA, MoIC and UNDP on Programme progress, etc;
• Support creation of strategic partnerships and close coordination with all stakeholders, including the PACSA secretariat, DIO, MoIC 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;
• Contribute to relevant UNDP knowledge networks;
• 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.

<u>Women and candidates from ethnic groups are strongly encouraged to apply!</u>

Terms of Reference

Capacity Development Specialist [National]

Location :	Vientiane, Lao PDR
Type of Contract :	National
Post Level :	Senior Professional/Coordinator
Languages Required :	Lao, English
Starting Date :	July 2011
Duration of Initial Contract :	One year with possibility of extension subject to satisfactory performance
Expected duration:	Up to 3.5 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 (2010-2020) and the 7th National Socio-Economic Development Plan (2011-2015).

However the development of civil society in the Lao PDR is at an early stage. A legal framework for the central registration of CSOs was passed in April 2009 and following a preparatory phase, has been implemented from November 2009.

UNDP has been working in partnership with the government of Lao PDR since 2006 towards developing civil society in the Lao PDR. A pilot project, 'Enhancing Government – CSO Partnerships for Poverty Reduction' Phase I, implemented by the Public Administration and Civil Service Authority (PACSA, Prime Minister's Office) commenced in 2007. The lack of a clear legal framework for civil society has been a major obstacle to its development and has meant that the legal status of existing organisations was unclear. The signing of the Decree on Associations is therefore a significant development which provides a framework for the development for civil society capacity in Laos, which would enable local groups and associations to access funding, set up governance structures, network amongst themselves, and interact with government, donors and INGOs on a policy level. There is also a continued need for policy & administrative capacity development support to PACSA in the implementation of the decree and in the proposed development of a new decree on civil society 'Foundations'.

Allied to this, the Ministry of Foreign Affairs, [INGO Division] has recently passed a second decree Prime Minister's Decree on International NGO's and MOFA has requested capacity development and support from UNDP to help it provide the necessary coordination and guidance to INGOs, in managing the dissemination of Information of the Decree as well as the subsequent capacity development work with Provincial Authorities and line agencies in understanding the regulations and procedures necessary for working with INGOs.

In responding to these shifts and building on the work of the pilot project, UNDP, in conjunction with PACSA and MOFA has developed the Civil Society Support Programme, which will adopt a programme approach in order to strengthen civil society to help Laos achieve the MDGs, through increased capacity of government to support and enable civil society development, improving the enabling environment for

and capacities of local civil society organizations and disseminating knowledge and lessons learned among all development partners in Lao PDR.

The CSSP is a three and half year programme [July 2011- December 2014] and concentrates on supporting the enabling environment for Civil Society in Lao PDR through three main outputs:
1. **Capacity Development of PACSA**: developing the legal framework & enabling environment for national and local civil society
2. **Capacity Development of DIO** : developing the legal framework & enabling environment for international civil society
3. **Developing a Knowledge & Information Platform**: Developing capacities of PACSA CSD and DIO staff to have better knowledge and skills to support the enabling environment for civil society

Duties and Responsibilities
Under the authority of the National Programme Manager and under the supervision of the Programme Coordinator and the Governance and Civil Society Advisor, the Capacity Development Specialist will perform the following duties and tasks:
- Conduct a participatory Capacity Assessment for PACSA DPAD-CSD and MOFA DIO and develop a 3-year Capacity Development in a team with the Governance & Civil Society Advisor;
- Provide technical support and advice on the design of curriculum, training programmes, workshops and exposure visits designed to increase PACSA DPAD-CS Division's and MOFA DIO's capacity to collect, collate, analyse and manage data to promote civil society development in Laos;
- Train, coach and mentor PACSA DPAD-CSD and MOFA DIO staff on their daily implementation of the civil society decrees, quality assurance and on data management;
- Support the Governance & Civil Society Advisor in developing the developing the quality assuarance mechanism and support PACSA DPAD-CSD to develop training curriculum;
- Support PACSA DPAD-CSD and MOFA DIO in their training and coaching of line ministry and provincial staff;
- Facilitate PACSA DPAD-CSD and MOFA DIO in jointly reviewing the wider legal framework for civil society to promote an enabling environment for effective CS development;
- Facilitate PACSA DPAD-CSD, MOFA DIO and Development Partners in increasing coordination and effectiveness through the development of mechanisms, arrangements and products which support a harmonised approach to civil society development in Laos including a joint report on harmonised systems;
- Plan and facilitate training programmes and exposure visits according to the capacity development strategy.

General responsibility and Teamwork:
- Provide the National Programme Manager, Coordinator and Governance & CS Advisor with strategic advice and technical inputs to guide the implementation mechanism;
- Work closely with and support the Governance & Civil Society Capacity Advisor to ensure effective and efficient programme delivery and optimisation of outcomes;
- Support and provide guidance to the National Programme Manager in organizing knowledge management and increasing aid effectiveness within the programme itself so as to model best practice for others;
- Support effective and efficient coordination of activities between PACSA, MOFA, UNDP and development partners;
- Assist the Programme Manager in submitting reports to PACSA and UNDP on Programme progress, etc;

- Support creation of strategic partnerships and close coordination with all stakeholders, including the PACSA secretariat, MOFA DIOand other relevant Government institutions, INGOs and donor agencies;
- 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 and Lao languages. 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 4 years of work experience in capacity development, learning and/or aid effectiveness, with a focus on governance and/or civil society capacity development in transition / development contexts.
- Experience of managing complex and sensitive programmes and projects in developing countries.
- Experiences of facilitating government – development partner dialogue/coordination mechanisms and multi-stakeholder negotiation processes is essential.
- Working knowledge of the political and cultural context in Lao PDR and neighbouring countries is highly desirable.
- Proven capacity to work in an advisory capacity with Government authorities, parliamentarians, the media, civil society organisations and development partners.
- Experience in mainstreaming human rights and/or gender in institutional development and capacity development initiatives in developing countries

Terms of Reference

Finance & Administrational Officer [National]

Location :	Vientiane Capital, Lao PDR
Type of Contract :	Project Position
Post Level :	N-7
Languages Required :	English, Lao
Starting Date :	July 2011
Duration of Initial Contract :	One year with possibility of extension subject to satisfactory performance
Expected duration:	Up to 3.5 years

Background – Community Participation and Communication Support Programme

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 (2010-2020) and the 7th National Socio-Economic Development Plan (2011-2015).

In responding to this, UNDP, in conjunction with PACSA and MOFA has developed the Civil Society Support Programme, which will adopt a programme approach in order to strengthen civil society to help Laos achieve the MDGs, through increased capacity of government to support and enable civil society development, improving the enabling environment for and capacities of local civil society organizations and disseminating knowledge and lessons learned among all development partners in Lao PDR.

The CSSP is a three and half year programme [July 2011- December 2014] and concentrates on supporting the enabling environment for Civil Society in Lao PDR through three main outputs:
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2. **Capacity Development of DIO** : developing the legal framework & enabling environment for international civil society
3. **Developing a Knowledge & Information Platform**: Developing capacities of PACSA DPAD-CSD and DIO staff to have better knowledge and skills to support the enabling environment for civil society

Duties and Responsibilities

Under supervision of the Programme Coordinator (PC) and Programme Manager (PM), and working as a member of the programme team, s/he supports the financial management and general administration of the programme. The Programme Financial and Administrational Officer will be responsible for advising on the financial management of the programme and the maintenance of accurate accounting and financial records and reports, in accordance with the programme document and UNDP Guidelines

for Nationally Executed Projects. The Programme Accountant's major tasks will include, but not necessarily be limited to, the following:

Specific responsibilities:

- Maintaining proper financial records and files in accordance with prevailing procedures;
- Preparing draft financial reports for the project team and advising them accordingly;
- Monitoring, analyzing and supervising expenditures by project with respect to approved budgets and work-plans;
- Assisting the PM and PC to prepare work plan, budgets and estimates of project quarterly expenditure;
- Realizing, on a monthly basis, bank, CDR and expenditures reconciliations against project budget;
- Compiling monthly, quarterly and annual expenditure reports for the PM and Project Coordinator and project team and providing expenditure updates as required;
- Preparing requests for direct payment and requests for advance to project operating account;
- Preparing and maintaining updated ledgers and inventories of supplies and non-expendable property;
- Liaising with UNDP Finance Unit and UNDP Programme Analyst and Programme Associate as required;
- Briefing people or organizations in receipt of payments from the project on financial procedures and requirements;
- Ensuring financial guidelines are followed and best practices maintained during the project implementation;
- Manage office activities, stationary and office equipment and office inventory;
- Performing other relevant duties as required.

Competencies

Interpersonal Skills:
- Maturity, gender-sensitivity and proven ability to work productively and respectfully with people from different backgrounds;
- Strong inter-personal skills;
- High degree of self-motivation, ability to inspire and be inspired.

Communication Skills:
- Good communication skills in English and Lao language;
- Mastery of office computer software (Word, Excel, PowerPoint).

Professional knowledge and experience
- Recognized accounting qualification;
- At least three years accounting experience;
- Knowledge of modern accounting and office procedures;
- Knowledge of modern office management;
- Experience working with development projects is an advantage;

<u>Women and candidates from ethnic groups are strongly encouraged to apply!</u>

Terms of Reference

Programme Driver [National]

Location :	Vientiane Capital, Lao PDR
Type of Contract :	Project Position
Post Level :	N-3/N-4
Languages Required :	English, Lao
Starting Date :	July 2011
Duration of Initial Contract :	One year with possibility of extension subject to satisfactory performance
Expected duration:	Up to 3.5 years

Background – Community Participation and Communication Support Programme

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 (2010-2020) and the 7th National Socio-Economic Development Plan (2011-2015).

In responding to this, UNDP, in conjunction with PACSA and MOFA has developed the Civil Society Support Programme, which will adopt a programme approach in order to strengthen civil society to help Laos achieve the MDGs, through increased capacity of government to support and enable civil society development, improving the enabling environment for and capacities of local civil society organizations and disseminating knowledge and lessons learned among all development partners in Lao PDR.

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3. **Developing a Knowledge & Information Platform**: Developing capacities of PACSA CSD and DIO staff to have better knowledge and skills to support the enabling environment for civil society

Duties and Responsibilities

Programme Driver will be contracted to serve as a driver, and to conduct some technical officer duties on request for theprogramme daily activities. S/he is expected to work closely with the programme's staff to assist them as required in terms of driving, technical and office administrative tasks.

Specific responsibilities:
- Drive office and mission staff both locally and nation-wide;
- Meet programme officials at the airport and facilitate immigration and customs formalities;

- Log official trips, daily mileage, gas consumption, oil changes, lubrication, etc.
- Take charge of the day-to-day maintenance of assigned vehicle;
- Collect and deliver mail as required. Undertake clerical tasks as required, such as photocopying, processing forms and other general support to the administrative functions of the programme;
- Performing other relevant duties as required.

Competencies

Interpersonal Skills:
- Maturity, gender-sensitivity and proven ability to work productively and respectfully with people from different backgrounds;
- Strong inter-personal skills;
- High degree of self-motivation, ability to inspire and be inspired; willingness to undertake field trips to provinces.

Communication Skills:
- Good communication skills in English (at least oral) and Lao language;

Professional knowledge and experience
- Secondary education;
- Valid driver's license;
- Knowledge of driving rules and regulations of Laos and Thailand;
- Minimum of 5 years work experience as a driver;
- Safe driving record;
- Knowledge of driving rules and regulations and skills in minor vehicle repair;
- Familiarity with office rules and procedures on the use of official vehicle;

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

XIII.   ANNEX 4 FORMAT QUALITY MANAGEMENT FOR PROGRAMME ACTIVITY RESULTS

OUTPUT 1: The Capacity of PACSA DPAD – CSD to fulfil its duties under the NPA and Foundations Decrees has increased resulting in an effective legal framework, information management system and coordination mechanisms

Activity Result 1 (Atlas Activity ID)	*Capacity assessment and plan for PACSA*	Start Date: 1 July 2011 End Date: 31 June 2012
Purpose	*To determine capacity gaps within PACSA and provide methodologies to address them.*	
Description	- Conduct Capacity Assessment in 2011-2012 - Development of agreed 3-year Capacity Development Strategy by mid 2012 - Development registration database and intranet within CSD by mid 2012 - Development of registration info website by mid 2012	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Availability of Capacity Assessment	Desk review by UNDP and PACSA	July 2012
Availability of Capacity Development Strategy	Desk review by UNDP and PACSA	July 2012
Availability of registration database and intranet	Desk review by UNDP and PACSA	July 2012
Avalability of registration info website	Desk review by UNDP and PACSA	December 2011

Activity Result 2 (Atlas Activity ID)	*Enhance the capacity of PACSA*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*Better implementation of NPA and Foundations decrees*	
Description	Activity 2.1: Staff coaching, training and mentoring 2011-2014 Activity 2.2: 2 exposure visits to a regional neighbour 2011-2014 Activity 2.3: Design Monitoring and Quality Assurance Mechanism by the end of 2012 Activity 2.4: Organise training for Ministries and provincial staff on the quality assurance mechanism. Activity 2.5: Plan developed to address recommendations of the MTE by the end of 2013	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been*	Date of Assessment *When will the assessment of quality be performed?*

	met?	
Number of staff trained each year	Progress report	Every quarter
Number of exposure visits conduced	Progress report	Each year
Availability of quality assurance mechanism	Desk review by UNDP and PACSA	31 December 2012
Number of officials trained on quality assurance mechanism	Progress report	Every quarter
Availability of a plan to address MTE recommendations	Desk review by UNDP and PACSA	31 December 2013
Activity Result 3 **(Atlas Activity ID)**	*Awarness raising and training for government officials*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*Complete and operationalise the legal framework for NPASa and foundations*	
Description	- Conduct a training needs analysis by mid 2012 - Develop a training strategy by mid 2012 including curriculum and TOT/Mentoring Model - Prepare Public Awareness Strategy by mid 2012 - Identify target Provinces and Ministries for years 2011-2014 & conduct training - Develop a TOR for hotline by the end of 2011 for approval - Establish Hotline in 2012 - 2011-2014 technical support and mentoring to PACSA on providing training and mentoring to provincial staff and ministries	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Availability of training needs analysis	Desk review by UNDP and PACSA	1 July 2012
Avalability of training needs strategy	Desk review by UNDP and PACSA	1July 2012
Availability of public awareness startegy	Desk review by UNDP and PACSA	1 July 2012
Number of provincial and ministry official trained	Progress report	Every quarter
Availability of TOR for hotline	Desk review by UNDP and PACSA	31 December 2011
Availability of hotline	Desk review by UNDP and PACSA	1 July 2012
Number of PACSA staff trained	Progress report	Every quarter
Activity Result 4 **(Atlas Activity ID)**	*Finalise the legal documentsrelated to the Decree on Foundations*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*Legal framework for Foundations in place*	
Description	- Advise and provide technical support on finalising legal documents of the decree. - Devise implementation plan for operationalising the decree - Design Curriculum and develop Training and Awareness Strategy	

	- Conduct training and awareness raising for Ministries and provincial staff - Conduct evaluation of training and awareness raising activities after each activity.	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Availability of the legal documents of the foundations decree	Desk review by UNDP and PACSA	31 December 2012
Availability of implementation Plan	Desk review by UNDP and PACSA	31 December 2012
Availability of curriculum	Desk review by UNDP and PACSA	1 July 2013
Number of ministry and provincial staff trained	Progress report	Every quarter
Availability of evaluations	Desk review by UNDP and PACSA	Every year

Activity Result 5 **(Atlas Activity ID)**	*Coordination between PACSA and MOFA established*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*Harmonise the legal framework for national and international civil society organisations.*	
Description	- 2011-2014 joint quarterly meetings organised and follow up and reporting on meetings is conducted - Develop proposal for harmonised systems in 2012 - Implementation of agreed harmonised system and associated in-house training between 2012-2014	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Availability of minutes of the quarterly meetings	Desk review by UNDP and PACSA	Every quarter
Availability of proposal for harmonised system	Desk review by UNDP and PACSA	31 December 2012
Number of people trained on harmonised system	Progress report	Every quarter

OUTPUT 2: Department of International Organisations [DIO] MOFA is fulfilling its duties under the INGO decree through effective legal frameworks, information provision and coordination mechanisms.

Activity Result 1 **(Atlas Activity ID)**	*Increased capacity of DIO to process INGO registration*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*INGO registration will be more systematic and predictable.*	

Description	- Conduct Capacity Assessment by mid 2012
	- Development of agreed 3-year Capacity Development Strategy by mid 2012
	- Development registration database within DIO by mid 2012
	- IT equipment procured based on capacity assessment by the end of 2012
	- DIO staff receive data management training and mentoring 2011-2014
	- DIO staff have received training and TOT in INGO decree implementation guidelines
	- National Conference on the INGO decree organised in 3 provincial capitals (Vientiane, Luang Prabang, Savannaketh) by mid 2012
	- Northern Central & Southern regions provincial staff receive training on the decree in 2012-2013
	- Planning for resource centre based on recommendations from MTE

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Availability of capacity assessment	Desk review by UNDP and DIO	1 July 2012
Avalability of capacity development strategy	Desk review by UNDP and DIO	1 July 2012
Availability of a database	Desk review by UNDP and DIO	1 July 2012
Availability of IT equipment	Desk review by UNDP and DIO	31 December 2012
Number of staff trained on data management	Progress report	Every quarter
Number of staff received TOT	Progress report	Every quarter
Number of conferences organised	Progress report	Every quarter
Number of provincial staff trained	Progress report	Every quarter
Availability of resource centre plan	Desk review by UNDP and DIO	31 December 2013
Activity Result 2 **(Atlas Activity ID)**	*Coordination between PACSA and MOFA established*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*Harmonise the legal framework for national and international civil society organisations*	
Description	- 2011-2014 joint quarterly meetings organised and follow up and reporting on meetings is conducted	
	- Develop proposal for harmonised systems in 2012	
	- Implementation of agreed harmonised system and associated in-house training between 2012-2014	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been*	**Date of Assessment** *When will the assessment of quality be performed?*

	met?	
Availability of minutes of the quarterly meetings	Desk review by UNDP and DIO	Every quarter
Availability of proposal for harmonised system	Desk review by UNDP and DIO	31 December 2012
Number of people trained on harmonised system	Progress report	Every quarter

OUTPUT 3: PACSA DPAD-CSD and DIO have better knowledge and skills to support the enabling environment for civil society

Activity Result 1 **(Atlas Activity ID)**	*PACSA and DIO knowledge management skills increased*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*PACSA and DIO have the necessary skills required to support the enabling environment for civil society*	
Description	- Development of training plan and curriculum in 2011 - IT training and mentoring for PACSA and DIO staff between 2011-2014 - Weekly English training for PACSA and DIO staff between 2011-2014 - M&E training and mentoring for PACSA & DIO staff between 2011-2014	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Availability of training plan	Desk review by UNDP and PACSA	31 December 2011
Number of staff received IT training	Progress report	Every quarter
Number of staff received English training	Progress report	Every quarter
Number of staff received M&E training	Progress report	Every quarter

Activity Result 2 **(Atlas Activity ID)**	*Knowledge management improved in PACSa and DIO*	Start Date: 1 July 2011 End Date: 31 December 2014
Purpose	*PACSA and DIO are effectively collecting information and coordinating civil society initiatives in Laos*	
Description	- Conduct civil society mapping excercise 2012-2013 **-** Produce CS publication based on the mapping exercise results in 2013	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Availability of CS mapping	Desk review by UNDP and PACSA	1 July 2013
Availability of CS publication	Desk review by UNDP and PACSA	1 January 2014

Activity Result 3 (Atlas Activity ID)	*Civil society knowledge is captured, codified and disseminated amond DPs*	Start Date: 1 july 2011 End Date: 31 December 2014
Purpose	*CS knowledge is captured and used for increased coordination and harmonisation among development partners.*	
Description	- Website developed in 2013 to share information on civil society in Lao PDR - At least 1 national and 3 local seminar is organised for government and development partners for CS knowledge sharing and dissemination between 2011-2014 - Organise meeting once a year (2011-2014) to discuss lessons learned from GEF small grants programme with government and DPs - Organise meeting once a year (2011-2014) to coordinate CS support - Disseminate CS mapping report through email, website, meetings with government, CSOs and wider public by the end of 2014 - Exposure visit to other countries to share CS experiences	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	Quality Method *Means of verification. What method will be used to determine if quality criteria has been met?*	Date of Assessment *When will the assessment of quality be performed?*
Availability of a website	Desk review by UNDP and PACSA	31 December 2013
Number of seminar organised	Progress report	Every quarter
Availability of minutes of the GEF meeting	Desk review by UNDP and PACSA	Every quarter
Availability of minutes of the coordination meeting	Desk review by UNDP and PACSA	Once a year
Number of reports distributed	Progress report	31 December 2014
Number of exposure visits organised	Progress report	Every year

OUTPUT 4: Programme Management

Activity Result 1 (Atlas Activity ID)	*Programme monitoring system in place*	Start Date: 1 July 2011 End Date: 31 December 2015
Purpose	*To assure that programme is managed effectively and efficiently*	
Description	- Establish Programme Board - Recrutment of Programme staff - M&E system established by the end of 2011 - Annual Work Plans agreed every year 2011-2014 - Monitoring and evaluation of programme delivery and outcomes ongoing 2011-2014 - Mid term Evaluation is conducted in Q1 2013 - Final evaluation is conducted in 2014	
Quality Criteria *how/with what indicators the quality of the*	Quality Method *Means of verification. What method will be*	Date of Assessment *When will the assessment of*

activity result will be measured?	used to determine if quality criteria has been met?	quality be performed?
Availability of the minutes of programme board meeting	Desk review by UNDP & PACSA	Every year
Staff recruited	Desk review by UNDP & PACSA	31 December 2011
Availability of M&E Plan	Desk review by UNDP & PACSA	31 December 2011
Availability of Annual Work Plan	Desk review by UNDP & PACSA	February 2012 February 2013 February 2014
Availability of Monitoring & Evaluation report	Desk review by UNDP & PACSA	Every quarter
Availability of mid-term evaluation report	Desk review by UNDP & PACSA	1 July 2013
Availability of final evaluation report	Desk review by UNDP & PACSA	1 July 2015