



Empowered Lives
Resilient Lives

PROJECT DOCUMENT

Lao People's Democratic Republic



Project Title: Enhancing People's Participation through Community Radio

Project Number: 00104976

Implementing Partner: Ministry of Information, Culture and Tourism

Start Date: 1 August 2017 **End Date:** 31 December 2021 **PAC Meeting date:** 24 July 2017

Brief Description

When UNDP Lao PDR and the Ministry of Information, Culture and Tourism (MICT) established the first community radio in Khoun District, Xieng Khouang Province in 2007, it was received with encouraging responses from villagers who heard news, local updates, and development information delivered in their own dialect. The innovative project was then extended in seven priority districts and to date, about 300,000 people in rural and remote areas can be reached by community radio. The bottoms-up, two-way communication approach of community radio provides the platform for people – including the marginalized and disadvantaged - to receive information relevant to their needs and interests, speak their thoughts and issues, share knowledge, validate their culture, and help them make informed decisions.

Limited access to information and communication channels to express opinion restricts people from participating in the development process. This is mostly evident in rural populations, particularly illiterate ethnic communities in remote areas living below the poverty threshold. This is being addressed by the Community Radio network and as such has proved to be an effective participatory tool for the target populations.

The current project supporting eight community radio stations is coming to an end and to strengthen a collective impetus for greater people participation, the new phase of support will embark on a two-fold task: secure a roadmap to full sustainability through established local ownership of existing community radios, and extend the coverage to more areas including underrepresented ethnic groups living in remote high-risk border districts.

Contributing Outcomes: 8 th NSEDP Outcome 2 / Output 6 UNDP CPD (2017-2021) Outcome 3 UNPF (2017-2021) Outcomes 7 & 8 UNDP Strategic Plan (2014-2017) Outcomes 2 & 3 Gender Marker: GEN 2 * Refer to Annex A for details on the outcomes	Total resources required:	US\$ 3,000,000	
	Total resources allocated *:	UNDP TRAC:	
		Donor:	
		Government:	
		In-Kind:	
Unfunded:			

Agreed by (signatures):

Ministry of Information, Culture, and Tourism	UNDP
Print Name: Savankhona RAJMOUNTRY	Print Name: Kaarina Immonen Resident Representative
Date:	Date:

* Amount to be confirmed and updated in due course.

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I. DEVELOPMENT CHALLENGE

Lao People's Democratic Republic is a land-locked least developed country with a population of 6.5 million (2015)¹ spread across 18 provinces. According to the Human Development Report (HDR) 2016, Laos ranked 138th of 188 countries in the world; 7th out of 10 countries in the ASEAN region. Over the past years, the country has made progress in human development and poverty reduction based on the HDI value rising from .340 in 1980 to .575 in 2014². Despite this development, Lao PDR's global ranking declined, which meant that other countries have made more progress. The country's slow performance in poverty reduction and human development is mainly attributed to an increase in inequality and spatial disparities, along with high vulnerability.³

The country's 8th National Socio-Economic Development Plan (2016-2020) sets out Government strategies to steer the country's graduation from Least Developed Country status by 2020. The comprehensive plan envisions that by 2030, the country will have decreased development disparities in urban and rural areas, and there will be improved human development that ensures access to quality social services.

1. Rural populations and poverty

Approximately 67% of the population live in rural areas mostly inhabited by multiple ethnic communities. Under the four major ethno-linguistics groups namely Lao-Tai, Mon-Khmer, Chinese-Tibetan, and Hmong-Mien, there are 49 recognized ethnic communities that make up the country's rich cultural diversity.⁴ Efforts to enlist all ethnic populations by obtaining an accurate, disaggregated data proved to be difficult due to different dialects, people movement, and limited government resources to undertake the study, among other factors.⁵

In the 5th National Human Development Report (NHDR), Lao PDR's progress in poverty reduction and human development are uneven both across its regions and among its ethnic groups. Poverty and deprivation are largely concentrated in remote and rural provinces where social infrastructures remain inaccessible and limited. As such, human development prevails low among non-Lao-Tai ethnic groups that receive less education and are primarily dependent on family farming for livelihood.

Disparities between urban and rural areas, and inter-provincial and inter-regional developments still exist and the gap between the poor and the rich is still large. Gender disparities also exist in both poverty and the level of human development. The 8th NSEDP aims to promote sustainable, equitable and inclusive growth by better understanding the needs of vulnerable groups and targeting them effectively through policy interventions.

2. Illiteracy and language barrier

The country's literacy rate ranks among the lowest in the Southeast Asian Region. Net secondary enrolment nationwide is almost 50%, with lowest proportions in remote rural provinces. Non-Lao-Tai ethnic groups constitute two thirds of people without formal education⁶. The literacy rate of women and men generally relates to poverty, where more men continue to attain higher educational level than women. This situation still exists in rural community settings where cultural beliefs confine women to domestic roles while men take on leadership and decision making responsibilities.

In a multi-ethnic culture such as Laos, language can be diverse but it also limits educational opportunities for disadvantaged ethnic communities who can only speak in traditional dialect. The predominant Lao language used as the primary medium of instruction in the education system,

¹ 2015 National Population Census, Lao Statistics Bureau

² 2017 Lao PDR National Human Development Report, Ministry of Planning and Investment

³ *ibid*

⁴ Data from by Lao Front for National Construction

⁵ Interview with Lao Front for National Construction, June 2017

⁶ 8th NSEDP

presents some learning difficulties for non-Lao language speaking students. Zero education in adults as well as school age children is evident in remote villages particularly where education facilities are hardly accessible. Non-formal classes are organized in some ethnic villages through a multi-grade system for both adults and young learners.⁷ Apart from distant locations, literacy facilitators also encounter challenges in the language of teaching and insufficient instructional materials. While learning Lao national language in schools or through human interactions presents a great advantage, it is also important to consider preserving the ethnic oral dialect being an integral part of a cultural heritage that should be handed down through generations.

3. Limited access to information and channels for local participation

Access to information is vital to help people make informed decisions. Large parts of rural population in remote areas receive limited information on development issues that matter to them most. The absence of channels to express their views on relevant local issues hinders the participation of ethnic communities in local development process, hence their needs often remain unaddressed.

Lao people largely rely on State-run and a few private media companies for their daily source of news, information, updates as well as entertainment through various forms of mass media. Some international television and radio broadcasts can be also accessed through satellite feed, most of which come from neighbouring countries like China, Thailand and Vietnam. While the Government has modernized its mass media system with digital technology and expanded networks over broadcast, print and the internet, there is an apparent need to penetrate the far-flung communities by improvising on media tools that are acceptable and effective to the level of literacy and localized need of disadvantaged populations.

For rural populations, radio is by far the most popular form of media because of its affordability, mobility and a direct feedback system that encourages interaction with listeners. Programme broadcasts from Lao National Radio (LNR), Army Radio, and Security Radio reach most of the countryside where there are sub-stations or relay stations. Radio programmes cover a variety of news and information on Government and current events as well as some development topics that are of national scope. The national radio mainly delivers its broadcast in Lao language but also has programmes in Hmong and Khmu, two of the more widely used ethnic languages.

Considering limitations in tailoring radio programmes that directly address the relevant information needs at the local level, the Ministry of Information, Culture and Tourism (MICT) strongly supported the establishment of community radios in poor, underserved and ethnically diverse districts. The joint programme with UNDP, established eight community radio stations in five provinces and currently has an estimate audience reach of nearly 300,000 people. The presence of community radio is a breakthrough as it not only complements the role of national media in disseminating information, but also provides a common avenue for ethnic communities to freely express their views and engage in public discussions that can essentially feed into local development planning and policy making. Several district and provincial governments have approached the MICT asking for technical support to existing district radio stations with limited broadcasting capacity, or set up a community radio in their locality.

Despite its popularity and favorable feedback from a gamut of stakeholders, community radio stations and the implementing Government partner require further support directed towards achieving full sustainability of the existing stations and increasing their range of coverage as well as to expand the network with additional stations. Radio volunteers need guidance in planning and producing quality programmes, public advocacy, and technical operation. Station managements identified financial budgeting, partnership building, resource mobilization and volunteer management as among their capacity gaps. Furthermore, MICT, as well as district and provincial authorities involved need to strengthen institutional mechanisms that would propel the sustainable management of community radios anchored on the principles of local ownership.

⁷ Interview with the Ministry of Education and Sports, Education Department, June 2017

II. STRATEGY

1. Lessons learned, best practices

When the first community radio was established in Khoun District, Xieng Khouang Province in 2007, it created an immediate impact to its radio listeners and community volunteers running the station. Through programmes on sustainable farming, families learned innovative ways to improve productivity, which earned them more profit by adopting organic farming in chili production and coffee growing, and techniques in livestock raising, among other topics.⁸ Radio hosts introduced the callers to local authorities to learn more technical know-how and information on Government services. The benefits of immunization and health sanitation practices heard over the radio have encouraged parents to bring their children to health stations or start boiling water to prevent water-borne diseases.⁹ Radio spots on UXO awareness reminded villagers of the dangers of land mine and what to do to avoid unlikely occurrences. Programmes delivered in Lao, Hmong, and Khmu languages by their own people proved to be more interesting and beneficial as they can directly communicate their needs and concerns as all stations have a listener call back facility. For community radio volunteers, they have gained the admiration and trust of villagers. The skills trainings received including on specific thematic issues such as climate change (in collaboration with UNDP Environment Projects) have helped boost their confidence in public speaking and even taught them how to use the computer or cover specific topics.

The initial success of Khoun Community Radio had its ripple effect in that two years after, a new station was set up in Thateng District, Sekong Province and this was successively extended to six more strategic locations across the country (Nonghed District, Xieng Khouang Province; Dakcheung District, Sekong Province; Houn and Namor Districts, Odoumxay Province; Lakhonpeng District, Salavan Province; and Khop District, Xayabouly Province).

A recent listener survey on Thateng and Khop Districts showed that most listeners prefer to listen to community radio because they take pride being represented by programme hosts and DJs from their ethnic groups. By broadcasting in different ethnic languages and by mixing entertainment (listener's choice of music) with development messaging and programming, more young people were encouraged to listen regularly and speak their own dialect. Radio volunteers also shared experiences how working in community radio has changed their life and inspired people in their respective ethnic villages. This small but growing set of volunteers are turning out to be committed development workers with a mission fired by passion.

By disseminating Government notices, regulations, and linking listeners with policy-makers such as the Provincial People's Assembly (PPA) representatives, community radio helped raise awareness on democratic rights to vote and provided a forum for people's voices to be heard by elected officials. The number of voters in the first PPA election reached a 100% target, largely attributed to community radio for the increased public knowledge.¹⁰

The nationwide immunization project also recognized the contribution of community radio for disseminating the campaign among rural ethnic populations hardly reached by national media, thus increasing the targets reached. Radio programmes on gender equality have changed people's views on women's roles in society.¹¹ In some cases, women from some ethnic groups were not allowed to attend meetings and decision makings were delegated to men; this cultural belief has changed. In community events organized by the radio stations, women have shown active participation and freely expressed their opinion.

⁸ Listener Survey, CPCSP, (2014)

⁹ Report on the Khoun Radio Support Project (2009)

¹⁰ Initial data from Sustainability Assessment Mission, Sekong Province, June 2017

¹¹ 2016 Project Board Annual Review Meeting Minutes

Through community media, people's inclusion is exemplified by engaging ethnic communities in consultations, evaluation and feedback surveys executed through village visits; airing radio programmes that address their needs and interests; and communicating with them at the level and in language they understand.

2. Enabling factors

- Community radio uses local dialects in reaching out to target communities. While the main programmes are aired in Lao, these are summarized in 10 other languages/dialect at assigned time slots.
- Community radio promotes volunteerism through local volunteers who serve the station without compensation. They come from different background, age group and ethnicity, and with different levels of education. They are farmers, students, teachers, housewives, Government staff, and small-scale entrepreneurs.
- Community radio builds local capacities. Most of the volunteers had no knowledge and experience in radio broadcasting and production but were provided with trainings to acquire appropriate skills.
- Community radio situates development issues and priorities into the local context to help find immediate solutions in coordination with relevant authorities. In this way, listeners are able to share their views on issues that directly affect them.
- Community radio respects diversity and the different ethnic cultures they serve. It encourages participation of underrepresented ethnic groups, women and those in disadvantaged situations by reaching out through interviews and field visits.
- Community radio ensures balance and variety in its programming by giving people the information they need and want. Programmes are presented in various formats that are informative, educational and entertaining.
- Community radio supports the existing channels of communication such as the print and electronic media, formal and informal education in raising awareness on key issues such as gender and climate change.

3. Strategic Development Focus and Approaches:

Building on the experiences in the past, the next phase of support will provide strategic interventions to achieve full sustainability of community radio within a four-year period (2017 - 2021) as well as further expansion through the following approaches:

3.1 Established local ownership

- Recognize responsibilities, commitment and accountability of all sectors in the community
- Empower key actors and afford them with equal opportunities, thereby creating shared vision and management roles
- Promote the unique individuality of each radio station by addressing specific community needs, identity and preferences

3.2 Priority for vulnerable ethnic groups

- Increase broadcast time for other ethnic languages as well as establish newer stations to expand coverage
- Promote ethnic cultural values and heritage such as traditional arts and music, language and local tourism
- Campaign for more volunteers from other ethnic groups and sectors such as women, youth, persons with disabilities, elderly people
- Intensify community participation through village visits, remote broadcasts, station-initiated outreach activities

3.3 Addressing poverty and exclusion

- Contribute to localizing the SDGs and national development agenda by raising awareness and participation in the SDGs campaign

- Adopt a flagship development goal that best represents the priority of the district as the station's advocacy focus
- Promote other cross-cutting issues that are not commonly discussed in the media or any public forum such as gender, climate change, safe migration, anti-human and drug trafficking, migrant labor, rights of persons with disabilities, etc.
- Link Government programmes and services with the communities, convey community issues and concerns with proper authorities

3.4 Diverse partnerships

- Build good rapport with Government sectors, local organizations and private sector / businesses to initiate or strengthen existing partnerships with mutual gains
- Broaden networks by promoting community radio at a regional and global level for resource sharing and learning opportunities
- Strengthen cooperation between and among stakeholders, key actors and Development Partners through meetings, forums and regular contacts

3.5 Community volunteers for development

- encourage multi-sectoral representation and participation from ethnic communities that are not yet represent
- provide incentives to non-paid volunteers in the form trainings, short-term learning, transportation allowance
- highlight the role of local exemplars to encourage proactive participation and replication of community media models

3.6 Innovation

- The approach of utilizing communications technology through Community Radio is considered innovative as it reaches remote, rural areas and is transmitted in different ethnic languages and has the ability to be replicated, adapted to local circumstances and to be timely in terms of key messages.
- The project will explore potentials for further innovations with improved technology and replication across Lao PDR.

4 Contributing to national development outcomes

Aligned with the Lao Government's development agenda laid out in the 2016-2020 8th National Socio-Economic Development Plan (8th NSEDP), the UN Partnership Framework (UNPF) and UNDP Country Programme Document (CPD) for Lao PDR (2017-2021), the new project will directly contribute to specific outcomes and cut across other goals and objectives.

8th NSEDP Outcome 2: *Human resources are developed and the capacities of the public and private sectors is upgraded; poverty in all ethnic groups is reduced, all ethnic groups and both genders have access to quality education and health services; the unique culture of the nation is protected and consolidated; political stability, social peace and order, justice and transparency are maintained.*

- The project will continue to build capacities of institutions and individuals to strengthen community media work and engage local communities from different ethnic backgrounds into meaningful participation.
- In coordination with the Ministry of Education and Sports (MOES), community radio will help promote the non-formal learning programme to ethnic populations particularly women and take advantage of the opportunity to accelerate their educational level.
- By broadcasting in multi-ethnic languages and promoting local cultures, community radio also supports the achievement of 8th NSEDP *Output 6: Protection of national traditions and cultures.*

UNPF (2017-2021) Outcome 7/ UNDP CPD Outcome 3: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs

- Being under the District Information, Culture and Tourism (DICT) Bureau, community radio has the distinct advantage to introduce Government programmes and services to the people. Past experiences have proven this effective, e.g. radio talk show on sustainable farming, promotion of child immunization project, explaining the benefits of visiting reproductive health clinics. Since broadcasts are done in different ethnic dialects and reaches remote villages, information and updates are delivered in a timely manner.
- The project will improve its listener feedback mechanisms by carrying out remote broadcasts and live interactions with people in the villages. This is in addition to radio call-ins, random interviews, and listener survey. Issues needing immediate attention are then raised to appropriate local authorities for their response. This approach will contribute to **UNDP CPD Output 3.2: Accountability framework introduced and/or expanded at district level to capture and use citizen feedback for provision of basic services.**

UNPF Outcome 8: People enjoy improved access to justice and fulfilment of their human rights

- Listener feedback and *vox pop* interviews allow people to express their views and be heard. The project will continue to encourage participation of other disadvantaged rights holders such as persons with disabilities, victims of gender-based violence and trafficking, illiterate villagers, out of school youth, among others.

III. RESULTS AND PARTNERSHIPS

1. Expected Results

The overall goal of the project is for community radios to be sustainably managed at the local level and the number of stations / their outreach be expanded. By local management it means that the community radio station is independently run by a multi-sectoral group of community and district representatives and able to generate income from various sources to fund its operations and deliver quality programmes. Over the four-year period, the project will anchor on four interlocking outputs to direct the planning and implementation of programmes and activities to its desired results contributing to full sustainability.

Desired Project Outcome:

An increased number of locally managed community radios provide rural populations with greater access to information and increased opportunities to participate in local development processes and make informed decisions.

Expected Outputs:

1.1 Community media services scaled up to effectively deliver quality broadcasts by improving transmission capacities, expanding geographic coverage, and increasing the number of listeners in remote rural areas where access to information and opportunities for public engagement are limited.

Planned interventions:

- Upgrade radio station equipment and facilities including provisions to improve transmission signal, install safety measures, and insure property, e.g. *force majeure* to minimize technical damage and secure physical investments for long-term use
- Establish additional community radios in underserved districts with highly vulnerable ethnic groups, limited access to media facilities, and are situated along international borders
- Support radio district stations serving high-risk ethnic groups such as Taoy and Samoy in Salavan Province and Huapan Province through capacity building and technical upgrade

- Expand broadcast coverage and improve radio programme production by installing loudspeakers in remote villages, encourage the use mobile phones with FM band, and organizing remote broadcasts in hardly visited villages
- Guide the DICTs and CRS in developing a comprehensive sustainability framework which includes financial proposals, and strategic programme advocacy plan

Intended Results:

- Increased coverage areas and number of listeners
 - at least 80% of target population reached
 - minimised technical problems on radio equipment determined by reduced expenses on repairs
- 6 additional radio stations constructed in underserved districts
 - Increased number of ethnic groups (baseline: 11 ethnic groups)
 - Increased number of languages/dialects used in broadcast (baseline: 11 dialects)
 - Community radio station management board appointed and given orientation
 - DICT and station management attend training on strategic management and planning
 - 6 CRS launched
- 4 district radio stations assisted and fully functional
 - Increased broadcasting hours
 - Improved programme delivery and variety of development topics discussed in radio programme (baseline: current programming)
 - Experienced volunteers (at least 1 women out of three) from existing CRS mentor district radio staff
- Improved quality of broadcast transmission manifested by good feedback and increased listenership
 - More call-ins received (baseline from Year 1 figures)
 - New ethnic groups engaged to participate through interviews, radio guesting and remote broadcasts (baseline 11 ethnic groups)
 - At least 2 remote broadcasts (taped or live) in hardly reached villages by each station per year
- Sustainability plans developed and adopted by CRS
 - Eight existing CRS are able to generate 80% of their income from production costs, air time, advertisements, community contributions, and district allocation by third year of project implementation
 - Newly-established CRS and assisted district radio stations receive allocation from respective district/provincial governments by Year 3

Selection process of target provinces for new radio stations

The targeted provinces/districts where new Community Radio Stations will be established will be identified during the 6 first months of the project period. Criteria to identify appropriate targeted geographic areas will be determined, prioritizing areas where communities are the most marginalized and have the least access to information. The identification process will be mainly based on field visits and existing needs assessments conducted by MICT and UNDP. The provinces/districts that the project will select for establishing new Community Radio Stations will also take into account those in which support from other UNDP governance projects (linked to, for example, local public administration, local justice services, and PPAs) is/will also be implemented to enable achieving broader, cross-sector development results. Alignment with other UNDP community-based activities from other Units such as the Environment Unit projects which have a component on dissemination of information, will also be prioritized. Final choice will be made by the Project Board led jointly by MICT and UNDP.

1.2 Local expertise in radio production and management strengthened through continuous capacity building, learning additional knowledge, and sharing of skills at individual and institutional levels

Planned interventions:

- Build volunteer capacities addressing specific knowledge and skills gaps
- Carry out advanced learning sessions for peer coaches both on radio production and technical skills
- Coordinate learning opportunities for station management boards and radio volunteers such as study visits, trainings, apprenticeship, and exchange programmes at local and regional levels.
- Advocate for the inclusion of community radio as a recognized media entity under the New Media Law, and subsequently for the accreditation of qualified radio volunteers as recognized community broadcasters on merits of their competence and invaluable contribution to society
- Support short-term apprenticeship on radio broadcasting for volunteers and nonformal education where facilities are applicable
- Engage vulnerable groups such as persons with disabilities, the elderly, out of school youth, and disadvantaged girls and women to participate in community radio activities

Intended Results:

- All volunteers have undergone the basic training on radio production and another skills area through organized trainings or peer coaching
- Peer coaches receive adequate refresher courses and advance trainings each year
 - Peer coaching team from each station submits session plans and reports annually
 - At least 3 hands-on coaching sessions held per year for new and inexperienced volunteers in each radio station
- Project has established networks with regional community radio network through the ASEAN network or South-South Cooperation
 - 2 cross visits among radio stations and 2 regional study trips in the Asian region organized for volunteers and project management
- Community radio recognized as a legitimate media entity under the New Media Law; qualified radio volunteers receive Government accreditation as community broadcasters
- Short-term apprenticeship offered by Lao National Radio for community radio volunteers;
 - At least 10 volunteers (50% women) have attended short-term apprenticeship
- Functional community media network established in each district with representation from various sectors and community regularly for update sharing
 - Each ethnic village has appointed a media focal point to report significant events, updates or local announcements and coordinate outreach events
- Radio programmes promoting awareness of rights-holders about inclusion and human rights, delivered in various dialects, are produced and hosted by volunteers or representatives from vulnerable groups, e.g. persons with disabilities

1.3 Participatory advocacy and monitoring enhanced to popularize development concepts, the SDGs and national development priorities in a language preferred and understood by rural communities, and create multiple channels to receive feedback and measure impacts

Planned Interventions

- Support to localizing the SDGs and national development policies/plans through diversified radio programming to ensure that locally relevant SDGs/NSEDP priorities are widely disseminated and information gaps are addressed
- Initiate community outreach activities in villages and schools to promote national/community events such as International Women's Day, World Youth Day, World Radio Day, International Volunteers Day, World Environment Day, World Food Day, national immunization campaigns, important cultural observations and Government holidays
- Develop and disseminate knowledge pieces based on good practices and lessons learned through print and audio-video

- Carry out participatory monitoring and ensure that reporting mechanisms are in place, including conducting regular listeners survey, systematic feedback response, evaluation missions and exchange study visits among community radio stations

Intended Results:

- Community radio stations promote the national development policies and SDGs based district priorities complementing with the needs and interests of listeners
 - Radio volunteers receive adequate training and information on Government development policies and SDGs to effectively communicate the message
 - Phone calls received show diversity of development concerns raised and responded to
- Community media networks take lead in organizing outreach programmes in schools and villages
 - At least two community events organized by each station annually; outreach programme can be held simultaneous with other activities such as remote broadcasts and field research to maximize use of time and resources
- Knowledge pieces are produced and disseminated to various audiences
 - Materials produced from the previous projects are compiled and shared to community radio stations as a resource, particularly for new stations
 - Success stories and inspiring testimonies from listeners and volunteers are featured in radio programmes and disseminated throughout national media and internet
 - 1 audio-video material featuring local champions produced and widely disseminated
 - Community Radio Operational Manual developed and used by radio stations, which includes sections on financial planning and management, volunteer guidelines, technical operation, and marketing
- Community radio stations bilingual website is up and updated regularly, which links with development partner's sites other social media accounts to gain wider network
- Community radio stations conduct listeners' surveys annually, and periodic narrative and financial reports, following a standard results-based reporting template, are submitted on time
 - Community radio stations are capacitated to conduct field monitoring and surveys with minimal supervision
 - Reports submitted capture both qualitative and quantitative data, disaggregated by sex, age, ethnicity for better analysis
 - Listener feedback response is more systematic and timely; requests and concerns beyond the radio host or manager's knowledge are immediately referred to authorities

1.4 Effective partnerships and mobilization enhanced to ensure financial, social and institutional stability by establishing local sustainability mechanisms and build long-term linkage between development partners and stakeholders.

Planned interventions

- Strengthen collaboration with Government ministries and UN agencies for radio programme content development and resource sharing
- Assist MICT/PICT/DICT and CRS management in applying for funding and training opportunities, and building network with development partners, non-Government organizations and business groups
- Promote community volunteering for development as an entry point to achieve local ownership of the radio station, exemplifying shared responsibility and commitment among local stakeholders
- Provide key Implementing Partner (MICT) with project support staff to effectively implement plans and activities; MICT assigns technical personnel to assist the project more specifically in monitoring, technical work, and resource mobilization
- Project Management Board takes on a proactive role in providing guidance and technical advice to implementing team

Intended Results

- Effective synergies between Government and UN partners are realized through:
 - Support to CRS in developing contents for radio programmes
 - Sharing of information and other forms of resources, e.g. small-grants, funds to produce programme segments, community outreach, etc.
 - Promotion of programmes, services and public campaigns through community radio
 - Training opportunities for radio volunteers
- MICT/PICT/DICT and CRS have gained knowledge in financial planning and management, resource mobilization and proposal development
 - Implementing partners will have secured at least 50% funding for community radio operation. It is also expected that by Year 2, local governments have approved budget allocation for eight existing CRS from their local funds. New CRS will have received local government support by Year 4
 - The district government takes supervisory responsibility over the radio station and fulfils its budgetary obligations to secure sustainable operation of CRS
 - CRS management has developed a financial management plan which includes fund sourcing strategies
 - CRS management has appointed a local committee responsible for fund raising
 - Institutional partnerships are expanded to include Non-Profit Associations (NPAs), community-based organizations, and business groups
- Increased number of proactive volunteers and radio followers, complemented by strong community engagements, results in expressed local ownership where all stakeholders voluntarily share their time, effort, talent and resources for the community radio
 - CRS remains as a quasi-independent media entity and receives guidance from an editorial management board in radio programming and production
 - Communities value their contribution to community media and engagement in public discussions as be manifested by expression of views, providing feedback and active participation in local events
- Effective and efficient support to project management
 - A small team of staff in place and work harmoniously with assigned MICT staff; coordination, management and technical support provided to CRS
 - Technical expertise engaged
 - Project Management Board convenes twice a year for the project review and planning, gets the consensus on matters needing management decisions, monitors CRS project by joining field missions, helps CRS secure funds from various sources

2. Resources Required to Achieve the Expected Results

The key requirement for the project to proceed would be substantial funding commitment for the four-year duration, apart from technical and human resource. As the Implementing Partner of the project, the following resource are required from MICT: (1) personnel to work with the project support staff at the central level; (2) adequate office space with basic furniture; and (3) official correspondences with other Government institutions and local governments involved. From PICTs/DICTs: (1) coordinator for each community radio with a task to supervise, monitor and report the activities of the station; (2) budget allocation for community radio operations and support activities. The provincial/district governments concerned will secure the donated lot property to build the new radio stations. UNDP Lao PDR on the other hand, will mobilize / contribute funds for the project and technical staff for quality assurance. Small grants and activity-based funds from other UN agencies and development partners will also be mobilized to support specific advocacies through community media.

In the initial stages (about six-months), the project will focus on the following tasks: fund sourcing; review and consolidation of lessons learned, challenges and achievements of the previous work; and detailed planning. The new phase will also require an innovative and dynamic setup to manage three-tiered interventions (strengthening and sustainability of eight existing CRS, reviving district radio stations, build new CRS in highly vulnerable districts) within the four-year implementation.

Convening the project management team, new partners, and key actors from the community level at the early stage is also essential to set out strategic complementation arrangements.

3. Partnerships

Government Institutions

- **Lao National Radio (LNR)** has been helping community radio volunteers and station management since the pilot project through a range of capacity building activities. While it covers widespread radio broadcasts across the country, LNR acknowledges the need to expand community radios particularly in border districts where underrepresented ethnic communities are at greater risk for trafficking and illegal migration. CRS plays an important role in sharing timely and relevant information to these vulnerable groups in a language they understood. For this project, LNR will continue to train community radio volunteers and mentor some of them through apprenticeships.
- **Lao Front for National Construction** is the primary government body that looks after the rights, development and welfare of ethnic communities across the country. At the early start of the project, NFRC will be involved in setting up criteria for selection of districts for expansion. They will be consulted on matters related to ethnic groups and cultures.
- **Lao Youth Union** operates its own radio station with coverage around Vientiane and has produced a wide range of information package on youth advocacy which will be shared with CRS. It has active branches and programmes in the provinces and some members in the district. LYU will be consulted during stages of planning and production of youth related radio programmes.
- Some women radio volunteers are active members of the **Lao Women's Union (LWU)** and have served as radio hosts of programmes dedicated to women and girls. With LWU as a project partner, radio programmes on women and gender equality will have more focus and relevance to national gender policies and programmes.
- The **Ministry of Education and Sports (MoES)** runs a nonformal education programme for school age kids and adults in remote areas where school facilities are not available. This is mainly intended for disadvantaged ethnic people who have no education or have attended a lower grade level and would like to continue their education. However, MoES experiences difficulties in reaching out target clientele due to remote locations, limited resources to cover all priority districts, and the language of instruction. Initially, CRS can help by promoting nonformal learning through its education programmes, inviting mobile teachers as radio guests, and linking potential students to MoEYS district/provincial offices.

UN Agencies

- **UN Volunteers (UNV)** is a consistent project partner providing international and national volunteers assigned in the community or at the MICT. It has also funded several capacity building activities. CRS serve as the microcosm of UNV, both sharing similar principles of volunteerism for development. For the next phase, UNV will be requested for additional volunteers with specialized functions, including a short-term engagement of a broadcast engineer and an online volunteer to develop the website and other start-up social media applications.
- **IOM** and **UNODC** jointly supported the pilot radio programmes on safe migration and anti-human trafficking in three CRS along the borders, which was received with positive feedback and evaluation. Both organizations have signified interest to continue the partnership and expand in other CRS. In addition, **ILO** has had several meetings with UNDP and would like to support media advocacies on labor and migration.
- Through the UN Country Team, the project will seek assistance from other UN agencies such as **WHO**, **UNWOMEN**, **UNFPA**, **UNICEF**, **FAO** and **UNEP** for content development, information sharing, and technical advice in popularizing the SDGs and development topics related to their respective mandates.

Other potential partners

- Khoun Community Radio had earlier linked with the **World Association of Community Radio Broadcasters** for trainings and resource exchange. The new project will coordinate with this network to explore opportunities for exchange visits in other developing countries to gain reciprocal learning through South-South experience.
- The **Lao Disabled People's Association** will be encouraged to partner with the CRS at a level they are comfortable with. Some association members can host or guest in the radio programme or join as radio volunteers. In this way, CRS helps in the advocacy for the rights of persons with disabilities.

4. Risks and Assumptions

- *Refer to the attached risk log (Annex)*

5. Stakeholder Engagement / Target Groups

- Ethnic communities (with a particular focus on women, youth, elderly and disabled people) living in remote villages with limited access to information and who have low literacy are the primary beneficiaries of the project. They will be directly engaged through consultations, interviews, field visits, and community outreach. Their feedback to the radio programmes, conveyed through call-ins, evaluations and surveys, will guide the station management in tailoring programme concepts and formats to their preference.
- Community radio works with and through volunteers from different backgrounds. To ensure they are equipped with appropriate knowledge and skills in radio broadcasting and technical operation, volunteers will attend trainings and receive mentoring from experienced co-volunteers. The project will endeavor to provide them with opportunities to strengthen their capacities and recognize their potentials through learning exchange visits and apprenticeship. Most of the volunteers live in far-flung villages and to compensate the transportation costs, they will be provided with fuel allowance.

6. South-South and Triangular Cooperation (SSC/TrC)

Several community radio volunteers have joined a study visit in Cambodia and training in Thailand in the past projects. The learning experiences from other developing countries have inspired participants to improve their skills and adopt some practical and applicable approaches into their own. For the new project, possible study visits in developing countries such as Viet Nam, The Philippines, India, and Bangladesh present a promising exposure for radio volunteers from Lao PDR to share their inspiring stories and challenges given the unique context of community radio in the country. In the same manner, Lao participants will gainfully learn experiences from another culture and environmental setting, and through interactive sharing, some insights on effective and latest trends in radio programme formats, multi-media interface, and financial sustainability.

7. Knowledge

- Listeners' feedback surveys will be conducted annually by each radio station using a standard methodology for consistency and collective data analysis. This will be consolidated and published in a popular format (infographics, flyers) for development partners and relevant Government agencies.
- CRS database and archives of radio materials that have been produced since the start will be compiled and kept in both hard copy and e-files if possible.
- An audio-video documentary on the impact of community radio on the lives of disadvantaged ethnic groups border issues will be produced mid-project implementation and disseminated

widely through social media platforms, UNDP and MICT websites, distribution to relevant Government agencies and institutional partners, and used as a visual aid in trainings.

- With inputs from key partners, some significant development topics tackled in the radio programmes will be accompanied by sample radio spots, info-graphics, fliers, and another information materials to supplement awareness and advocacy campaigns. Examples are SDGs, themes during community outreach, and celebrations of events.
- The project will design an information packet or brochure, as well as promotional merchandise. A news or feature story released in national broadsheets (Lao and/or English language) at least once a year, and posted on the internet, will help increase project visibility and promote the stories of CRS or the volunteers.
- If possible, all CRS will maintain a mini-library in their respective stations for references of volunteers as well as interested listeners. Given the broad network of institutions the project will have established by then, a wide range of materials can already be collected and supplied to CRS.

8. Synergies

The project will aim to maximize the use of UNDP and Development Partners' resources and build in synergies with other UNDP governance projects (such as the Strategic Support to Strengthen the Rule of Law in Lao PDR Programme, the Governance for Inclusive Development Programme and Strategic Support to the NA and PPAs Project). UNDP will adopt a programmatic approach, in terms of Governance, and engage in joint planning exercises for its four projects/programmes – 3S-RoL, GIDP, National Assembly, and Community Radio - operating in the Governance sector, with a particular focus on the rule of law public service delivery and other initiatives at the local level.

For example, UNDP's new programme implemented by the Ministry of Home Affairs (MoHA) – the Governance for Inclusive Development programme (GIDP) – is strengthening the service delivery of local administration and engage with local administrations to collect reliable data and feedback from citizens on service provisions. CRS can act as a medium to disseminate information on services that are available and/or as a channel through which people can provide feedback in terms of services that are needed. In addition to public service information, radio programmes on legal information may be conveyed to the public, particularly in rural and remote areas, ensuring the provision of updated legal information. These might include referral systems for village mediation committees, legal libraries, primary legal aid services institutionalised at the district level. These activities will be coordinated with UNDP's Strategic Support to Strengthen the Rule of Law Programme (3S-RoL) and Strategic Support to the NA and PPAs Project and will contribute overall to supporting public legal awareness and improving local access to legal information.

The provinces/districts that the project will select for establishing new Community Radio Stations will take into account those in which support from other UNDP projects (linked to, for example, local public administration, local justice services, and PPAs) is/will also be implemented to enable achieving broader, cross-sector development results.

This synergistic approach will enable generating increased value added from existing UNDP resources by using the resources of a particular project to simultaneously produce results for at least one other project.

Efforts will also be made to ensure integration and coordination with projects from other pillars of UNDP support in Lao PDR including inclusive growth, UXO clearance, community resilience and environmental sustainability. Regarding the environmental sustainability pillar and areas for collaboration, for example:

- ✓ In partnership with UNDP's Environment Unit, Community Radio has been used over the last two years to share messages on Food Security and Nutrition, Climate Change, Disaster Risk Reduction and other environmental issues. This new Project offers the opportunity for Community Radio to continue working with UNDP Environment Projects to get environment, climate change and disaster messages out to various communities.

- ✓ Moreover, the Environment Unit has also provided training for Community Radio personnel on climate change. The Project will seek further alignment with Environment Unit projects for on-going training on environmental issues and messaging.
- ✓ In particular the upcoming Disaster Preparedness for Recovery Project will have a component on community outreach. The target province will be Bolikhamxay. Community Radio could be used in the provinces where they already exist to support the disaster messaging for community preparedness.

9. Sustainability and Scaling Up

The collective impact and contributions of community radio to national development, backed up by a permanent management structure at the MICT/PICT/DICT levels, validate a legitimate need to advance its status as a media entity recognized under the law. By including provisions on community radio in the New Media Law, this will guarantee sustainability of operations, support from government institutional partners, expansion in other priority areas, and budget allocations. Along this development, some qualified community radio volunteers will be given accreditation as broadcasters following criteria and requirements established by the law-making body.

Synergies between and among government institutions must be initiated by MICT to ensure full support from the central management, from which directive and delegation of responsibilities emanate. While the project through MICT takes overall coordination responsibility, PICTs and DICTs involved need to initiate an interactive connection among themselves for exchange of learnings, resource sharing, joint projects, and consolidated reporting of results and achievements.

The use of the NIM modality combined with high quality assurance standards will facilitate the transfer of good practice, from both technical and operational perspectives, and help enhance development results, ownership and sustainability.

A clear transition arrangement and phase-out /exit plan will be developed jointly with MICT in order to sustain and scale up the project results.

IV. PROJECT MANAGEMENT

The Project Management and a small team of staff will be based at the MICT Mass Media Department. MICT will assign technical staff to work with the project team on monitoring, resource mobilization, and radio technical production. The additional assignments for Government staff are to be considered for a longer term assuming permanence of management responsibilities of MICT over the community radio after project completion.

Apart from providing guidance to the station management, PICTs/DICTs should also take on coordination, fund sourcing, monitoring and reporting responsibilities under the lead of a coordinator or focal point. This is similar with the existing structure however, a more active engagement should be expected in field monitoring and periodic reporting to relevant government authorities, particularly for the designated officer from DICT who will be more physically involved in CRS activities. The community radio station will be furnished with modest office facilities to accommodate management and volunteers.

Details of management structure and functions are discussed under the subsequent section, XVIII Governance and Management Arrangements.

Annual Work Plan for 2017

The first annual work plan for 2017 will be prepared by the Project Team and presented, discussed and approved at the first project board meeting.

V. RESULTS FRAMEWORK¹²

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

UNDP CPD (2017-2021) Outcome 3: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs

UNDP CPD Output 3.2. Accountability framework introduced and/or expanded at district level to capture and use citizen feedback for provision of basic services.

UNDP CPD Output 3.6. Increased public understanding of Legal Rights and Information, and increased Public Participation in the legal system for equal Access to Justice

UNPF (2017-2021) OUTCOME # 7: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs

UNPF (2017-2021) OUTCOME # 8: People enjoy improved access to justice and fulfilment of their human rights

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 3.2.1. Number of people giving feedback on the relevance and quality of services received

Baseline: 0 (2015) Target: 15,750 (Women=6300, Youth=3135) (2021)

Indicator 3.6.2. Percentage of local residents citing their lack of knowledge and capacity as the main barrier to their access to the justice system

Baseline: 37% (2014) Target: 15% (2021)

Applicable Output(s) from the UNDP Strategic Plan:

Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development

Output 3.2: Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public

Project title and Atlas Project Number: Enhancing People's Participation through Community Radio

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1 Community media services scaled up	1.1 No of CRS that develop and adopt sustainability plans	Project reports	0	2016	4	8	14	14		14	Reports from radio stations
	1.2 No. of target population reached	Project reports	290,000	2016	300,000	400,000	500,000	600,000		600,000	Reports from radio stations
	1.3 No. of CRS fully functional	Project reports	8	2016	09	11	13	14		14	Reports from radio stations

¹² Data including targets for the RRF can be further refined at the first Project Board

	1.4 No. of ethnic groups participating	Project reports	11	2016	12	13	14	15		15	Reports from radio stations
Output 2 Local expertise in radio production and management strengthened	2.1 No. of volunteers trained	Project reports	N/A	2016	99	198	198	99		594	Reports from radio stations
	2.2 No. of peer coaching sessions held	Project reports	N/A	2016	6	12	12	6		36	Reports from radio stations
	2.3 No. of study visits organized	Project reports	0	2016	2	3	3	3		11	Reports from radio stations
	2.4 No. of CRS volunteers	Project reports	240	2016	300	350	400	450		450	Reports from radio stations
	2.5 % of CRS volunteers who are women	Project reports	40%	2016	45%	50%	50%	50%		50%	Reports from radio stations
	2.6 CRS provision in New Media Law	MICT	0	2016	0	0	0	1		1	Reports from radio stations
Output 3 Participatory advocacy on and monitoring of local development enhanced	3.1 % of radio programmes on NSEDP/SDGs-related topics including gender equality and climate change	Project reports	60%	2017	65%	70%	75%	80%		80%	Reports from radio stations
	3.2 No. of community outreach activities held on development topics	Project reports	4	2016	1	3	3	3		10	Reports from radio stations
	3.3 No. of knowledge pieces developed	Data	3	2016	0	2	2	2		6	Reports from radio stations
	3.4 No. of gender and ethnic disaggregated listeners survey conducted	Survey reports	2	2017	4	10	0	14		28	Reports from radio stations
Output 4 Effective partnership and mobilization enhanced	4.1 No. of CRS that have developed a financial management plan including fund sourcing strategies	PICT/ DICT	0	2016	4	10	14	14		14	Reports from radio stations
	4.2 No. of partnerships established	Project reports	15	2016	5	10	5	5		40	Reports from radio stations
	4.3 No of CRS that receive financial support from local government funds	Project reports	4	2016	4	8	10	14		14	Reports from radio stations
	4.4 % of funding secured by CRS for community radio operation	Project reports	5	2016	10	30	50	80		80	Reports from radio stations

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	

Project Review (Project Board)	<p>The project’s governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>Specify frequency (i.e., at least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>
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Evaluation Plan

Evaluation Title	Related Strategic Plan Output	UNPF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
<p>Mid-Term Evaluation</p>	<p>UNDP Strategic Plan Outcome 2: “Citizens’ expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance”</p> <p>Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development</p> <p>UNDP Strategic Plan Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services</p> <p>Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public</p>	<p>UNPF Outcome 7: “Institutions and policies at national and local level support the delivery of quality services that better respond to people’s needs”</p> <p>UNPF Outcome 8: “People enjoy improved access to justice and fulfilment of their human rights”</p> <p>CPD Outcome 3 “Institutions and policies at national and local level support the delivery of quality services that better respond to people’s needs”</p> <p>CPD Output 3.2. “Accountability framework introduced and/or expanded at district level to capture and use citizen feedback for provision of basic services”.</p> <p>CPD Output 3.6. “Increased public understanding of Legal Rights and Information, and increased Public Participation in the legal system for equal Access to Justice”</p>	<p>June 2019</p>	<p>MICT/PICT/DICT/CRS</p>	<p>US\$ 20,000</p>

VII. MULTI-YEAR WORK PLAN¹³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year*				RESPONSIBLE PARTY	PLANNED BUDGET ¹⁴		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
Output 1: Community media services scaled up <i>Gender marker: GEN2</i>	1.1 Upgrade radio equipment and station facilities	30,000	40,000	40,000	20,000			130,000	
	1.2 Establish additional community radio in underserved districts	110,000	250,000	220,000	30,000			610,000	
	1.3 Support existing district radio stations	60,000	60,000	20,000	10,000			150,000	
	1.4 Expand broadcast coverage and improve production	70,000	70,000	70,000	70,000			280,000	
	1.5 Guide DICT/CRS in developing a sustainability framework plan	5,000	10,000	5,000	5,000			25,000	
	Support to management planning and coordination (Project Coordinator)	4,500	4,500	4,500	4,500			18,000	
	UNDP Programme and Development Effectiveness Support	5,000	5,000	5,000	5,000			20,000	
	MONITORING	5,000	5,000	5,000	5,000			20,000	

¹³ The first annual work plan for 2017 will be prepared by the Project Team and presented, discussed and approved at the first project board meeting.

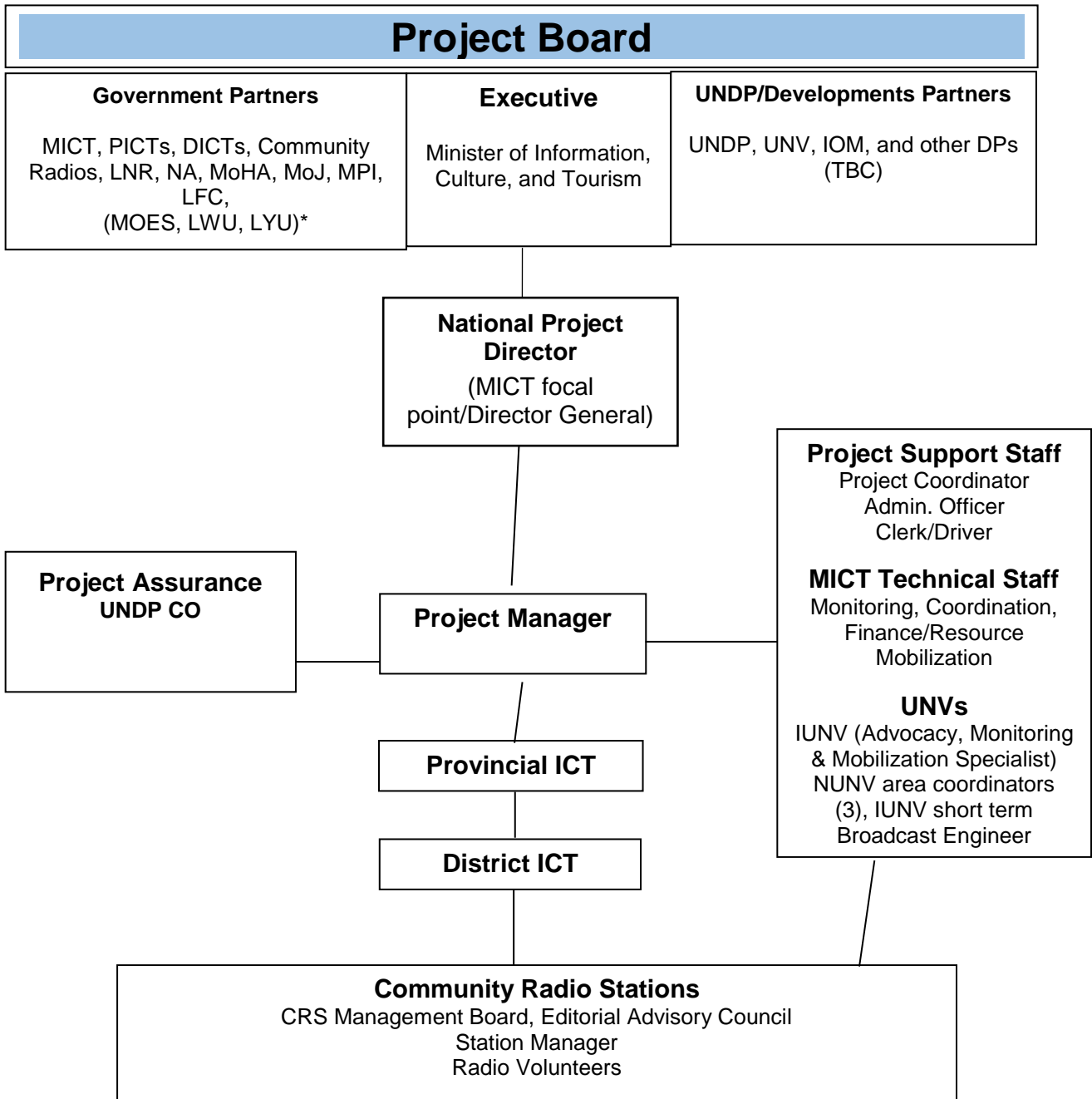
¹⁴ The planned budget is indicative. It will be finalized by MICT and the final decision will be made and approved by the project board. Joint efforts for resource mobilization need to be carried out in order to secure additional funds, in addition to the core resources from UNDP.

	Sub-Total for Output 1	289,500	444,500	369,500	149,500				1,253,000
Output 2: Local expertise in radio production and management strengthened <i>Gender marker: GEN2</i>	2.1 Build volunteer capacities	25,000	30,000	25,000	12,000				92,000
	2.2 Conduct advanced training on peer coaching	10,000	10,000	10,000	5,000				35,000
	2.3 Coordinate learning exchange opportunities	10,000	50,000	50,000	10,000				120,000
	2.4 Policy advocacy for inclusion of CRS in the New Media Law	4,000	8,000	5,000	1,000				18,000
	2.5 Support short-term apprenticeship on radio broadcasting for volunteers (IUNV Shortterm)	10,000	10,000	10,000	2,000				32,000
	2.6 Mobilize vulnerable groups	6,000	8,000	9,000	6,000				29,000
	NUNV area coordinator 1	9,000	9,000	9,000	9,000				36,000
	Support to management planning and coordination (Project Coordinator)	4,500	4,500	4,500	4,500				18,000
	UNDP Programme and Development Effectiveness Support	5,000	5,000	5,000	5,000				20,000
	MONITORING	5,000	5,000	5,000	5,000				20,000
	Sub-Total for Output 2	88,500	139,500	132,500	59,500				420,000

Output 3: Participatory advocacy on and monitoring of local development enhanced <i>Gender marker: GEN2</i>	3.1 Support localization of SDGs/national development policies	5,000	15,000	10,000	5,000				35,000
	3.2 Initiate community outreach activities	22,000	32,000	27,000	15,000				96,000
	3.3 Develop knowledge pieces	15,000	25,000	15,000	15,000				70,000
	3.4 Carry out participatory monitoring	50,000	50,000	50,000	50,000				200,000
	NUNV area coordinator 2	9,000	9,000	9,000	9,000				36,000
	Support to management planning and coordination (Project Coordinator)	4,500	4,500	4,500	4,500				18,000
	UNDP Programme and Development Effectiveness Support	5,000	5,000	5,000	5,000				20,000
	MONITORING	5,000	5,000	5,000	5,000				20,000
	Sub-Total for Output 3	115,500	145,500	125,500	108,500				495,000
Output 4: Effective partnership and mobilization enhanced <i>Gender marker: GEN2</i>	4.1 Strengthen collaboration with institutional partners	5,000	5,000	5,000	5,000				20,000
	4.2 Capacitate MICT/PICT/DICT and CRS management in resource mobilization	8,000	8,000	8,000	5,000				29,000
	4.3 Promote community volunteering for development	30,000	30,000	30,000	30,000				120,000
	4.4 Support to project management and staff (IUNV)	58,000	58,000	58,000	58,000				232,000
	NUNV area coordinator 3	9,000	9,000	9,000	9,000				36,000

	Support to management planning and coordination (Project Coordinator)	4,500	4,500	4,500	4,500				18,000
	UNDP Programme and Development Effectiveness Support	5,000	5,000	5,000	5,000				20,000
	MONITORING	5,000	5,000	5,000	5,000				20,000
	Sub-Total for Output 4	124,500	124,500	124,500	121,500				495,000
General Management Support	Output supports (incl. equipment and staff etc.)	26,178	27,000	27,000	27,000				107,178
	Audit	1,900	1,900	1,900	1,900				7,600
	GMS**	52,646	71,592	63,192	34,792				222,222
	Sub-total	80,724	100,492	92,092	63,692				337,000
TOTAL		698,724	954,492	844,092	502,692				\$3,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Note:

*Further discussion on and endorsement of the Governance Structure will take place at the first Project Board meeting.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Lao PDR and UNDP, signed on 10 October 1988. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by the Ministry of Information, Culture and Tourism (MICT) (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], 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. To this end, 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 project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. 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 the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and

Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds

from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

ANNEX A - Contributing Outcomes:

8th NSEDP Outcome 2: Human resources developed, public/private workforce capacity upgraded, poverty in all ethnic groups reduced, equal access by female/male/all ethnic groups to quality education and health services, the unique Lao culture promoted, protected and developed, political stability maintained with social peace and order, justice and transparency.

8th NSEDP Output 6: *Protection of national traditions and cultures*

UNDP CPD (2017-2021) Outcome 3: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs

UNDP CPD Output 3.2: Accountability framework introduced and/or expanded at district level to capture and use citizen feedback for provision of basic services.

UNDP CPD Output 3.6. Increased public understanding of Legal Rights and Information, and increased Public Participation in the legal system for equal Access to Justice

UNPF (2017-2021) OUTCOME # 7: Institutions and policies at national and local level support the delivery of quality services that better respond to people's needs

UNPF (2017-2021) OUTCOME # 8: People enjoy improved access to justice and fulfilment of their human rights

UNDP Strategic Plan Outcome 2: "Citizens' expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance"

Output 2.4. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development

UNDP Strategic Plan Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services

Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public

Indicative Project Output(s) with gender marker:

Output 1: Community media services scaled up (GEN 2)

Output 2: Local expertise in radio production and management strengthened (GEN 2)

Output 3: Participatory advocacy on and monitoring of local developed enhanced (GEN 2)

Output 4: Effective partnership and mobilization enhanced to ensure financial, social and institutional stability of community radio stations (GEN 2)

Overall: GEN2

1. **Project Quality Assurance Report**

See attachment

2. Social and Environmental Screening

Project Information

Project Information	
1. Project Title	Enhancing People's Participation through Community Radio
2. Project Number	
3. Location (Global/Region/Country)	Country (Lao PDR)

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The project aims to realize human rights by raising awareness of right holders through radio programmes promoting inclusion and human rights, delivered in various dialects that are produced and hosted by volunteers or representatives from vulnerable groups, e.g. persons with disabilities. The radio programmes will also increase public understanding of Legal Rights through the dissemination of legal information.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Gender equality will be promoted as one of the strategic development focus and approaches of the project. Ethnic communities with a particular focus on ethnic women, living in remote villages with limited access to information and who have low literacy are the primary beneficiaries of the project. Community radio will encourage participation of women by reaching out through interviews and field visits and engaging women to participate in community radio activities. There will be active engagement of women in the project. Some women radio volunteers, who are active members of the Lao Women's Union (LWU), will serve as radio hosts of programmes dedicated to gender equality, women and girls. With LWU as a project partner, radio programmes on women and gender equality will have more focus and relevance to national gender policies and programmes. Specific gender based indicators will be used i.e: No. of gender and ethnic disaggregated listeners surveys conducted; percentage of CRS volunteers who are women.

Briefly describe in the space below how the Project mainstreams environmental sustainability

Radio programmes will raise awareness on the SDGs including on environmental sustainability and climate change. Community outreach activities will be conducted in villages and schools to promote national/community events such as World Environment Day. All activities of the programme will adhere to the objectives and requirements of the UNDP Social and Environmental Standards (SES).

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			
Risk Description	Impact and Probability (1-5)	Significance (Low, Moderate High)	Comments	Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider potential impacts and risks.
Risk 1: Duty-bearers do not have the capacity to meet their obligations in the project	I = 4 P = 4	H	Learning by doing support given to GoL officials	In the course of the implementation of the project, capacity of the duty-bearers will be developed and strengthened through specific activities including 1.5 Guide DICT/CRS in developing a sustainability framework plan and 4.2 Capacitate MICT/PICT/DICT and CRS management in resource mobilization
Risk 2 Rights-holders do not have the capacity to claim their rights	I = 4 P = 4	H	Right holders have to be aware of what services are planned.	The project aims to realise human rights by raising awareness of right holders through radio programmes promoting inclusion and human rights, delivered in various dialects that are produced and hosted by volunteers or representatives from vulnerable groups, e.g. persons with disabilities
Risk 3: Reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits	I = 4 P = 3	M	Laos is a patriarchal society and differences in role and status of women in rural areas is present.	There will be active engagement of women in the project. Some women radio volunteers, who are active members of the Lao Women’s Union (LWU), will serve as radio hosts of programmes dedicated to women and girls. With LWU as a project partner, radio programmes on women and gender equality will have more focus and relevance to national gender policies and programmes.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
Low Risk				
Moderate Risk			V	Related to social impact, not negative environmental impact
High Risk				

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
Check all that apply		Comments
Principle 1: Human Rights	√	Mitigation measures incorporated into the project design
Principle 2: Gender Equality and Women's Empowerment	√	Mitigation measures incorporated into the project design
1. Biodiversity Conservation and Natural Resource Management		No risks
2. Climate Change Mitigation and Adaptation		No risks
3. Community Health, Safety and Working Conditions		No risks
4. Cultural Heritage		No risks
5. Displacement and Resettlement		No risks
6. Indigenous Peoples		No risks
7. Pollution Prevention and Resource Efficiency		No risks

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	Yes
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable <u>Natural</u> Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse trans boundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities that could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same-forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental <u>vulnerability to climate change</u> now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labour standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or <u>transboundary impacts</u> ?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

3. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgt Response	Owner
1	Delays / difficulties in setting a project team	During formulation	Organizational/ Operational	P = 1 I = 3	MICT will assign the project manager as soon as the project starts so that s/he can proceed with setting a project team without delays. Moreover, all ToRs for key positions have been developed by the current CPCSP project team with support from UNDP in order for the new project to be able to recruit key staff without delays.	MICT
2	Lack of resources	During formulation	Financial Operational	P = 3 I = 4	The IP with support from UNDP will devise a robust resource mobilization strategy which will be in operation throughout the life of the project. In addition, the Project Board will also advocate for additional funds from DPs. The IP will be provided with strong support in mobilising resources from UNDP. It is anticipated that additional funds will be secured to meet the total planned budget. A potential short-fall in resources, human or financial, will be countered through more streamlined management structures to improve synergy and the sharing of resources, and less resource-intensive activities.	MICT
3	Delays in implementing activities	During formulation	Operational	P = 1 I = 2	Project meetings, under the leadership of the Project Board, will be convened to keep track of progress in the implementation process on a regular basis.	Project Board
4	Lack of co-ordination between different levels of relevant line Ministry (MICT/PICT/DICT)	During formulation	Political/ Operational	P = 2 I = 3	Effective top-bottom and bottom-up co-ordination mechanism and communication channels will be put in place between the central Government and local governments and it will be monitored closely by the Project Board.	Project Board

4. Capacity Assessment

4.1. HACT Assessment

See attachment.

4.2. Preliminary Implementing Partner Capacity Assessment

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	Comments	REFERENCE DOCUMENTS AND INFORMATION SOURCES
PART I. BACKGROUND INFORMATION			
1. History	Date of establishment of the organization	1983	www.micat.gov.la
2. Mandate and constituency	What is the current mandate or purpose of the organization? Who is the organization's primary constituency?	Ministry of Information, Culture and Tourism (MICT) is a Government organization, has roles as secretariat to the Government at macro level regarding information, culture and Tourism at central and local levels throughout in the country. Further details about MICT Mandates can be found on the website.	www.micat.gov.la
3. Legal status	What is the organization's legal status? Has it met the legal requirements for operation in the programme country?	Yes, MICT has the legal status meeting the legal requirements for operation in the country	Government ministry
4. Funding	What is the organization's main source (s) of funds?	Public Budget	Annual reports
5. Certification	Is the organization certified in accordance with any international standards or certification procedure?	N/A	ISO, project management standard, other standards
6. Proscribed organizations	Is the organization listed in any UN reference list of proscribed organizations?	No	http://www.un.org/sc/committees/1267/consolist.shtml
PART II. PROJECT MANAGEMENT CAPACITY			
2.1 Managerial Capacity			
1. Leadership Commitment	Are leaders of the organization ready and willing to implement the proposed project?	YES	Consultations
2. Management experience and qualifications	2.1. Which managers in the organization would be assigned to work on the proposed project? 2.2. What are their credentials and experience that relate to the proposed project? 2.3. Do these managers have experience implementing UNDP or other donor-funded projects?	2.1. Previous CPCSP Project Board will be assigned and a MICT Project Manager will be assigned by the MICT and approved by the Project Board. 2.2. & 2.3 They have experience working on the previous CPCSP project supported by UNDP	Project Document VIII. Governance and Management Arrangement CPCSP project reports

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	Comments	REFERENCE DOCUMENTS AND INFORMATION SOURCES
3. Planning and budgeting	Does the organization apply a results-based management methodology? Are there measurable outputs or deliverables in the strategies, programmes and work plans? Are budgets commensurate with intended results? How do planners identify and accommodate risks?	CPCSP has been assisting MICT to address a comprehensive package of Community Radio stations with a results-based management methodology. There are measurable outputs and risks identified in the project document. The work plans show the budgets commensurate with intended results.	Project document III.1. Expected Results, V. Results Framework, VII. Multi- Year Work Plan, and Annex 3. Risk Analysis
4. Supervision, review, and reporting	How do managers supervise the implementation of work plans? How do they measure progress against targets? How does the organization document its performance, e.g., in annual or periodic reports? How are the organization's plans and achievements presented to stakeholders? Does the organization hold regular programme or project review meetings? Are such meetings open to all stakeholders? Are the organization's activities subject to external evaluation? How does the organization learn and adapt from its experience?	Reporting to stakeholders and monitoring activities will be organized on a regular basis	Project Document IV. Monitoring and Evaluation
5. Networking	What other organizations are critical for the successful functioning of this organization? How does the organization conduct relations with these organizations? Is the organization a party to knowledge networks, coordinating bodies, and other fora?	Line ministries and local authorities at the provincial, district, and village levels. This includes PICTs, DICTs, Lao National Radio (LNR), Lao Front for National Construction, Lao Youth Union, Lao Women's Union, and the Ministry of Education and Sports (MoES). IP has an existing network with these stakeholders and they will be invited to project board meetings on a regular basis.	Website- www.micat.gov.la Project document III.3. Partnerships VIII. Governance and Management
2.2 Technical Capacity			
1. Technical knowledge and skills	Do the skills and experience of the organization's technical professionals match those required for the project? Would these professionals be available to the project? Does the organization have the necessary technical infrastructure (e.g., laboratories, equipment, software, technical data bases, etc.) to support the implementation of the project? How do staff members of the organization keep informed about the latest techniques and trends in their areas of expertise? What external technical contacts and networks does the organization utilize? What professional associations does the organization and/or its professional staff belong to?	IP has developed its technical knowledge and skills through previous projects supported by UNDP and other development partners. Through the most recent CPSP project, it has demonstrated its enhanced technical knowledge and skills in terms of data collection and analysis and network management.	CPCSP project reports
PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES			
3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed project.			

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	Comments	REFERENCE DOCUMENTS AND INFORMATION SOURCES
1. Facilities, infrastructure and equipment	<p>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the project?</p> <p>Can the organization manage and maintain the administrative and technical equipment and infrastructure?</p>	<p>The IP possesses sufficient administrative facilities, equipment and budget to carry out its activities.</p> <p>Contractual individuals will be recruited to provide additional administrative support.</p>	<p>CPCSP project reports Project document Annex 5. Set of Terms of Reference</p>
2. Recruitment and personnel management	<p>Does the organization have the legal authority to enter into employment contracts with individuals?</p> <p>Does the organization have dedicated personnel capacity? Do recruitment personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written recruitment procedures?</p> <p>Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency?</p> <p>Does the organization have a salary scale that would apply to project personnel? Would that scale inhibit the hiring of the best candidates? If the organization has a salary scale, how often is this salary scale revised and what would be the likely impact of these raises to the project costs?</p> <p>Does the organization have established rules to deal with dispute cases effectively?</p> <p>What is the staff well-being policy of the organization, in particular dealing with discrimination, grievances, harassment and abuse cases?</p> <p>In case of dispute cases with its staff working in projects does the organization undertake full responsibility to investigate and settle such cases without infringement to UNDP?</p> <p>Is the leave policy of the organization compatible with UNDP's leave policies and is this policy likely to impede project implementation activities?</p> <p>Does the organization have personnel policies regarding death and disability?</p> <p>Does the organization have personnel policies on health insurance and pension arrangements?</p>	<p>The IP has the legal authority to enter into employment contracts with individuals and has developed and demonstrated its personnel management capacity for many years through previous projects including the most recent CPCSP project.</p>	<p>CPCSP project reports</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	Comments	REFERENCE DOCUMENTS AND INFORMATION SOURCES
3. Procurement and contracting	<p>Does the organization have the legal authority to enter into contracts and agreements with other organizations? Does the organization have access to legal counsel to ensure that contracts are enforceable, meet performance standards, and protect the interests of the organization and UNDP?</p> <p>Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the project? Does the organization have written procurement procedures? Number of staff involved in procurement?</p> <p>Is there evidence that the organization conducts procurement based on best value for money, transparency, and effective international competition?</p> <p>Number of procurement actions and their value in the past year?</p> <p>Is there a procurement plan for either the current, or next year?</p>	<p>The IP has the legal authority to enter into contracts and agreements with other organizations. Its capacity for procurement and contracting has been demonstrated for many years through previous projects including the recent CPCSP Project.</p> <p>Further details are analysed in HACT Micro Assessment</p>	<p>CPCSP project reports HACT Micro Assessment</p>
3.2 Financial Management Capacity			
1. Financial management organization and personnel	<p>Does the organization have written rules and regulations for financial management that are consistent with international standards? Does the organization have a dedicated finance unit?</p> <p>Do finance managers and personnel have skills and experience that are appropriate to the requirements of the project? Is the existing financial management capacity adequate to meets the additional requirements of the project?</p> <p>Do finance personnel have experience managing donor resources?</p>	<p>The IP has a dedicated finance unit.</p> <p>Further details are analysed in HACT Micro Assessment</p>	<p>CPCSP project reports HACT Micro Assessment</p>
2. Financial position	<p>Does the organization have a sustainable financial position?</p> <p>What is the maximum amount of money the organization has ever managed? If the proposed project is implemented by this organization, what percentage of the organization's total funding would the project comprise?</p>	<p>The IP has a sustainable financial position as proven by the previous CPCSP project.</p> <p>Further details are analysed in HACT Micro Assessment</p>	<p>CPCSP project reports HACT Micro Assessment</p>
3. Internal control	<p>Does the organization maintain a bank account? Does the organization have written rules and procedures on segregation of duties for receipt, handling and custody of funds? How does the organization ensure physical security of advances, cash and records?</p> <p>Does the organization have clear written procedures and internal controls governing payments? How does the organization ensure that expenditures conform to their intended uses? Does the organization have a policy requiring two signatures for payments over a defined limit?</p> <p>Is there any evidence of non-compliance with financial rules and procedures?</p>	<p>This is analysed in HACT Micro Assessment</p>	<p>CPCSP project reports HACT Micro Assessment</p>

AREAS FOR ASSESSMENT	ASSESSMENT QUESTIONS	Comments	REFERENCE DOCUMENTS AND INFORMATION SOURCES
4. Accounting and financial reporting	<p>Are accounts established and maintained in accordance with national standards or requirements?</p> <p>When and to whom does the organization provide its financial statements?</p> <p>Can the organization track and report separately on the receipt and use of funds from individual donor organizations?</p> <p>Is there any evidence of deficiencies in accounting or financial reporting?</p> <p>Does the organization have a system and procedures for asset management and inventory control?</p>	This is analysed in HACT Micro Assessment	CPCSP project reports HACT Micro Assessment
5. Audit	<p>Is the organization subject regularly to external audit? Is audit conducted in accordance with international audit standards? Are audit findings public? If so, have the organization's financial audits produced any significant recommendations for strengthening of financial systems and procedures? Have audits identified instances of non-compliance with rules and procedures or misuse of financial resources? What has been done to carry out audit recommendations?</p>	This is analysed in HACT Micro Assessment	CPCSP project reports HACT Micro Assessment

5. Set of Terms of Reference

5.1. TOR of the Project Board

PROJECT BOARD

Summary

The project will be strategically directed by a **Project Board**, comprising of one senior representative from the “Executive (MICT)”, senior representatives of UNDP and other Development Partners, and senior representatives of the “Government Partners” (including MICT, PICTs, DICTs, Community Radios, LNR, NA, MPI, LFC, MoES, LWU, LYU). The Project Board will meet at least twice a year to review progress and take decisions as required to facilitate the implementation of the project.

Most importantly, the Project Board will approve the Annual Work Plans prepared by the project and take decisions on mid-year changes in project activities or financial allocations, if any. The Project Board ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. Specifically, the Project Board will provide guidance and agree on possible counter measures/management actions to address, manage and mitigate any risks found during the life of the project. In addition, it approves the appointment and responsibilities of the part-time National Project Director and any delegation of its project assurance responsibilities. In summary:

- **The Project Board** (nomination of representatives from MICT) will oversee all aspects of the Implementing Partner (IP) execution.
- **The Executive** (Project Board Chair) representing the national ownership of the project is ultimately responsible for the project, supported by UNDP and other Development Partners.
- UNDP and other Development Partners represent the interests of the partners, which provide funding and/or technical expertise to the project to provide guidance about the technical feasibility and implementation of the project.
- **The Government Partners** represent the interest of the stakeholders who will ultimately benefit from the produces and services delivered by the project and are responsible to ensure that the realisation of project is beneficial to their work.

The Project Board will meet on a regular basis to review project progress; set targets of the project and endorse project orientations. Project Board will be responsible for endorsing and monitoring the quarterly work plans, quarterly progress reports, annual work plans and annual progress reports. It will supervise the overall project implementation and management. It also ensures that the required resources are available, arbitrates on any conflicts within the project and negotiates a solution to any problems between the project and external bodies. The ultimate responsibility for the delivery of the Project is with the Executive of the Project Board. A National Project Director (NPD) and a Project Manager (PM) are designated by MICT and approved Project Board.

Overall responsibilities: Project Board is ultimately responsible for making sure that the project remains on course to deliver the desired results. It is responsible for making by consensus, management decisions for the project:

- at designated decision points during the implementation of the project;
- when guidance is required by NPD or PM and
- when tolerances (normally in terms of time and budget) have been exceeded;

Specific responsibilities:

When the Project is initiated

- Agree on the responsibilities of NPD and PM, as well as the responsibilities of the other members of the Project team;
- Delegate any Project Assurance function as appropriate;

- Review and appraise detailed Project Plans and AWP, including the risk log and the monitoring and communication plan.

During the implementation of the project

- Provide overall guidance and direction to the project;
- Address project issues as raised by the NPD or PM;
- Provide guidance and agree on possible management actions to address specific risks;
- Agree on NPD and PM and other project tolerances within the AWP;
- Conduct regular meetings as it may deem appropriate (e.g. to review the different Project 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 Project Annual Review Report, make recommendations for the next AWP;
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded; and
- Assess and decide on project changes through revisions.

When the Project is being closed

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

Meetings: Project Board meets:

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

5.2. TOR of the National Project Director

NATIONAL PROJECT DIRECTOR

Duties and Responsibilities

The National Project Director (NPD) will be designated by the Ministry of Information, Culture and Tourism (MICT) and approved by the Project Board.

The NPD will have the overall responsibility for the project to ensure the objectives, outputs and outcomes of the project are achieved through efficient and effective use of the project resources. Specifically, the NPD will:

- Supervise the operational management of the project and ensure timely implementation of the approved project activities;
- Be accountable to the MICT and UNDP for the proper use of all funding resources and for the quality and efficiency of project results;
- Maintain and coordinate at high level between the project and partners, such as other line ministries and departments, collaborating agencies and sub-contracts;
- Hold the ultimate authority to expend funds, disbursement from the project budget;
- Review and monitor the quarterly and annual targets and activities, originally submit quarterly and annual workplans to the Project Board and UNDP for approval;
- Be responsible to the MICT and UNDP for the use of the project's' funding and assets.

5.3. TOR of the Project Manager

PROJECT MANAGER

Duties and Responsibilities

The Project Manager (PM) will be designated by the Ministry of Information, Culture and Tourism (MICT) and approved by the Project Board.

Under the direct supervision of the National Project Director, the Project Manager (PM) is responsible for the overall operational management of the project on a day-to-day basis within the constraints laid down by the Project Board. The PM will be responsible to:

- Prepare and update quarterly and annual work plans, and submit these to the NPD and UNDP for clearance;
- Ensure that all agreements with responsible parties are prepared, negotiated and agreed upon;
- Draft TORs for key inputs (i.e. personnel, sub-contracts, training, procurement) under the responsibility of the Implementing Partner, submits these to the NPD and UNDP for clearance, and administers the mobilisation of such inputs;
- With respect to external project implementing agencies:
 - a) Ensure that these agencies mobilise and deliver the inputs in accordance with their letters of agreement or contracts and
 - b) Provide overall supervision and/or coordination of their work to ensure the production, quality and timeliness of the expected outputs;
- Assume direct responsibility for managing the project budget as Committing Officer, by ensuring that:
 - a) Project funds are made available when needed, and are disbursed properly;
 - b) Expenditures are in accordance with the project document and/or existing project work plan;
 - c) Accounting records and supporting documents are kept;
 - d) Required financial reports are prepared;
 - e) Financial operations are transparent and financial procedures and regulations for the project are properly applied; and
 - f) S/he is ready to respond to audits at any time;
- Assume direct responsibility for managing the physical resources (e.g. vehicles, office equipment, furniture, stationary) provided to the project by UNDP;
- Supervise the project staff, National and International UN Volunteers, and local or international consultants working for the project;
- Draft project progress reports of various types (e.g. quarterly report, annual report, and the Final Project report) as scheduled, and organises review meetings and evaluation missions in coordination with UNDP if required;
- Report regularly to and keeps the NPD up-to date on project progress, implementing issues, emerging risks/problems as well as suggests to him/her necessary remedial actions.

5.4. TOR of the Project Coordinator

PROJECT COORDINATOR

Reporting to the Project Manager, the Project Coordinator will oversee and provide support in the implementation of project outputs. The Project Coordinator is responsible for all matters concerning the timely delivery of outputs.

Duties and Responsibilities:

Under the guidance and direct supervision of the Project Manager, the incumbent shall:

- Provide support in overseeing the implementation of outputs specified under the project
- Provide assist in preparing work plans
- Coordinating/liasing with and supporting the Managers of Community Radio Stations in the actual implementation of planned activities
- Coordinate drafting annual/quarterly work plans, budgets, procurement plans, progress reports, and other required documents in close consultation with Community Radio Stations
- Translate relevant documents and reports from Lao to English and vice versa
- Prepare for and organize monthly/quarterly/annually meetings
- Participate in processes of selection, recruitment and performance management of consultants and volunteers including UNVs
- Ensure close co-ordination of the output activities with activities of other outputs
- Act as an interpreter when required
- Perform other duties as required

Qualifications and Experience:

- Master's Degree in development studies, political studies, or social sciences
- A minimum of 3 years of work experience in working in the field of governance, and programme/programme management and coordination
- Familiarity with Lao Government ministries and agencies
- Strong understanding of citizens' engagement and public awareness promotion in Lao PDR, particularly with reference to the assigned areas of responsibility;
- High level capacity to work with, and support national entities to achieve results;
- Strong work planning and coordination ability;
- Strong technical knowledge and experience related to program management, governance, community participation and public awareness promotion;
- Excellent reading, speaking, writing skills in both Lao and English;
- Strong focus on results-based performance and ability to monitor performance.
- Experience working in a culturally diverse environment

5.5. TOR of the Administrative Officer

ADMINISTRATIVE OFFICER

The Administrative Officer will support the project team in routine accounting functions by preparing annual and quarterly budgets and expenditure reports. S/he will have specific responsibility to support the finance transactions, reconciliation of accounts and financial reporting.

This position will also support needs in procurement of assets and services, maintaining inventories and stocks, and facilitate services required by the Project Manager. S/he will report to the Project Manager and work closely with the Project Coordinator.

Responsibilities

- Support the Project team for carrying out all routine financial transactions and preparation of related documents such as payment requests, vouchers and reconciliation
- Facilitate timely completion of accounting documents to enable regular updating of financial system and records, including overall project monthly, quarterly and annual expenditure reports
- Ensure the timely completion of accounting and administrative documents
- Assist the Project team in preparation of payment requests, advance requests, contract payments, and making and settling field advances and petty cash funds in accordance with NIM/other relevant guidelines
- Support the Project team in liaising with the finance offices of different development partners
- Participate in meetings to review/monitor budgets and expenditure
- Assist the preparation of annual project procurement plans and provide administrative and logistical support for implementing project activities
- Manage procurement of office supplies, materials, printing and services, and manage/maintain the inventory list and maintenance list for all project equipment
- Facilitate administrative and logistical support for organizing workshops, conferences and meetings
- Maintain project files and documents of all official correspondence, and draft minutes of meetings such as monthly meetings
- Prepare documentation and provide support to recruit international consultants, and manage visa formalities, travel arrangements, etc. related to project staff and international consultants and volunteers
- Assist in communications to key stakeholders-Government organizations and donors

Qualifications

- Minimum of a Bachelor degree in the field of accounting or finance management
- Minimum of 3 years' experience in accounting, and preparing related vouchers and documentation
- Hands on experience in managing advances and petty cash with development assistance projects
- Solid experience in providing administrative and logistical support to projects
- Good knowledge of Government administrative procedures
- Track record of systematic document management and superior interpersonal and reporting skills
- Sound working knowledge of MS Word, Excel, PowerPoint, and other relevant software;
- Strong oral and written English communications skills, results-oriented, strong team player
- Sound judgment, flexibility and adaptability, cultural sensitivity.
- Experience working within a multicultural, consultative team.

5.6. TOR of the IUNV (Advocacy, Monitoring and Mobilisation Specialist)

ADVOCACY, MONITORING AND MOBILISATION SPECIALIST (International UNV)

Description of tasks:

Under the direct supervision of the Project Manager in MICT and UNDP Head of Governance Unit, the UN Volunteer will undertake the following tasks:

Monitoring and Evaluation 35%

- Carry out needs assessment of current volunteer activities in the project and appropriate response around capacity, knowledge transfer, sustainability and scaling up issues;
- Support the implementation of the practical monitoring and evaluation system already in place to track and assess the impact and sustainability of community radio in Lao PDR as well as the contribution from UNV;
- Assess the impact of the UNV contribution and sustainability of the community radio project as a whole in Lao PDR through evidence based data that is collected and analysed systematically in coordination with stakeholders; and
- Support project planning and reporting in line with the exit strategy of the project.

Community Volunteering 45%

- Effective management of up to 3 national volunteers to a) gather data and information at the community level for M&E; b) improve the ability of community volunteers to develop stories for broadcasting and c) promote sustainable local volunteer action for local governance;
- Develop and support the delivery of training on recruitment and management of volunteers and volunteer activities, as well as volunteering for local governance in support of the mobilization of community volunteer groups and to make national volunteer action sustainable;
- Collect volunteer stories and promote national volunteer action for development in Lao PDR for dissemination through UNV and UNDP;
- Knowledge sharing events organized and knowledge transfer tools and techniques including on the-job-training applied to address capacity, sustainability and scaling up issues across provinces and community radio stations;
- Deliver workshop to radio volunteers on how to develop quality broadcasting material using different techniques;
- Strengthen the partnership between community radio, development projects, private sector, community and Government; and
- Identify lessons in bottom up communication practices for dissemination.

Other 20%

- Provide support to UNDP/UNV and Project Manager on resource mobilization;
- Provide other supports to the Project Manager, Coordinator and UNDP as required
- Liaise with all UN agencies in the country to ensure an understanding of UNV's mandate and the nature of UN Volunteer assignments;
- Act upon and follow-up on requests with partner agencies, and collaborate in the preparation of assignment descriptions;
- Assess and report on the forecast demand for UN Volunteers in the country; assist in mobilizing UN Volunteers with the project and UNDP; and
- Other tasks required by UNDP Governance Unit in Lao PDR.

Qualifications

Degree level: Master's degree in Social Sciences, International Development or Communications

Years of work experience: At least 1 year of hands on experience in a developing country working at community level;

- Experience in training, coaching and managing community volunteers and promoting volunteerism for development;
- Experience in designing, managing and implementing knowledge management systems across provinces and projects to strengthen local ownership, local capacity, knowledge transfer, scaling up and sustainability of the project;
- Demonstrated experience in developing and implementing monitoring and evaluation systems in remote areas to be able to measure the contribution from UNV as well as the overall success of the project;
- Familiarity with South.East Asia is an advantage; and
- Community media experience or radio broadcasting is a strong asset to support the development of radio content.

Language (s):

- Excellent communication skills in English
- Knowledge of Lao language skill is an advantage

Computer skills: Proficiency in office computer software (MS Word, Excel, PowerPoint, Web 2.0)

5.7. TOR of the NUNV Area Coordinator (three)

AREA COORDINATOR (National UNVs)

Description of tasks:

Under the direct supervision of the Project Manager and the International UNV, the national UN Volunteer will work towards the outcome of the project and undertake the following tasks. Specific duties include:

Coordination 45%

- Support the radio stations as assigned and liaise with other national UNVs serving in the other project sites to share best practices
- Travel to the assigned radio stations regularly as authorized by the Project Manager
- Conduct local data collection that can be used to measure the progress of the project
- Train local groups on data collection tools and processes
- Report back on the implementation of activities
- Knowledge sharing events organized and knowledge transfer tools and techniques including on-the-job-training applied to address capacity, sustainability and scaling up issues across provinces and community radio stations
- Identify and take stock of lessons in bottom-up communication practices for dissemination and informed decision-making
- Establish a strategic partnership between local Government, radio stations, other development projects in the area and private sector
- Provide other support to the Project Manager and UNDP as required

Mobilization 45%

- Implement training on recruitment and management of volunteers and volunteer activities, as well as volunteering for local governance, in support of the mobilization of community volunteer groups and to make national volunteer action sustainable
- Establish community volunteer groups and volunteer activities among the local community
- Collect volunteer stories and promote national volunteer action for development in Lao PDR
- Implement workshops to increase the capacity of local volunteers on how to develop broadcasting materials to contribute to the community radio

Others 10%

- Support the work of the radio station

Qualifications

- Enthusiastic Lao national with experience in community development.
- Upper secondary School qualifications are preferred but not required. Alternatively, 3 years of work experience with the community radio. Women candidates and candidates with an ethnic group background are particularly encouraged to apply.
- Promotes a learning environment, encourages the development of competencies of the Lao team members and the community
- Excellent networking, organization and team skills
- Ability to work independently and take initiative
- Interest in promoting volunteerism

- Sensitivity to gender and disadvantage groups' issues

Communication Skills:

- Excellent communication skills in Lao written and oral
- Local ethnic language skills are desirable
- Knowledge of English an advantage

Professional knowledge and experience:

- Experience working with local Government
- Experience working at community level in community mobilization
- Experience working in radio broadcasting
- Knowledge of ethnic groups' culture and languages
- Experience working as a volunteer desirable

5.8. TOR of Clerk/Driver

CLERK / DRIVER

Duties and Responsibilities:

The Driver / Clerk (national) will organize and implement the transportation requirements of the activities of the project and assist with other work assigned by the Project Manager. This position will also support needs in relation to travel organized by the project team, management of vehicles, support for staff, consultants and visitors, organizing and scheduling vehicle maintenance, managing vehicle logs and documentation, and support for procuring official documents from other offices for the project. More specifically:

- Assist in the project vehicles management
- Drive project staff to meetings and various locations
- Drive project staff in the course of implementing project activities countrywide
- Deliver mail and messages to UNDP, ministries and other locations
- Prepare plan for regular vehicle maintenance and follow up of the same
- Ensure regular cleaning of the project cars
- Assist if necessary, in office support activities, such as photocopying, binding documents, logistical arrangements etc.
- Ensure that the log books for all project vehicles (including analysis of petrol usage) are maintained
- Highly skilled in picking up and delivering project documents and items to their destinations
- Track record of verifying delivery information, for instance names, addresses, and contact numbers
- Competent at planning and following the most resourceful routes for delivery

Qualifications

The Driver / Clerk will be a qualified driver with an active driver's license and certificate level qualifications. S/he will be experienced professional who is well organized and communicates effectively. S/he needs to be responsible, take initiatives, have strong interpersonal skills, and the ability to deal with external persons. Therefore s/he is expected to have:

- High level of driving skills, in city and to remote locations
- Basic knowledge of vehicle mechanics and maintenance
- Basic knowledge of English language
- Up-to-date knowledge of traffic regulations
- Good team player, willing to assist with a variety of duties
- Healthy and in alert physical condition
- Highly skilled in picking up and delivering items to their destinations
- Track record of verifying delivery information, for instance names, addresses, and contact numbers
- Competent at planning and following the most resourceful routes for delivery
- Dedicated and meticulous – high level of accuracy and attention to detail
- Qualified driver with active license
- Certificate level qualification
- Certificate in vehicle mechanics or equivalent
- Working experience in driving large vehicles and working as a clerk

6. Theory of Change

