Programme Title: Strategic Support to Strengthen the Rule of Law in Lao PDR (3S-RoL)

Programme Number: Implementing Partner: Ministry of Justice
Start Date: 1 August 2017 End Date: 31 Dec 2021 PAC Meeting date: 17 July 2017

Brief Description

Significant achievements have been made towards achieving the rule of law state by the Government of Lao PDR eight years after the adoption of the Legal Sector Master Plan (LSMP). However, progress remains slower than expected. Regional and international integration, while presenting many opportunities, also test the system in terms of rapid economic and social change and both trans-border trade and crime. The Government continues to strive to monitor and measure actual progress on the ground. Streamlined coordination and synergy of action, both between justice sector agencies and with Development Partners, as well as more comprehensive long-term planning, needs more work. Shortfalls reflect a broader disconnect in translating fully those policies, international commitments, and reforms introduced, legislative and organisational, into consistent implementation and service-delivery at all levels: especially, the grassroots level. It also highlights the need to engage citizens in the process, working together, to build the rule of law state. Most importantly, efforts to establish the rule of law state must change attitudes and behaviour, as well as strengthen relationships between people, between institutions, and between the people and the state.

The "Strategic Support to Strengthening the Rule of Law" (3S-RoL) Programme will seek to address these challenges by delivering 5 key outputs: (i) enhanced ability of the Government to coordinate, monitor, and identify resources to establish the rule of law state; (ii) expanded and systematised use of evidence-based policy and legislative-development; (iii) strengthened capacity of Lao PDR to harmonise with, and transpose, international obligations and standards into domestic law and practice; (iv) improved access to justice and justice service delivery for citizens; and (v) increased public awareness of legal rights and responsibilities, and confidence in justice institutions.

The programme will be implemented in a period of over 4 years.

Contributing Outcomes:
8th NSEDP Outcome 2
UND P CPD (2017-2021) Outcome 3
UNPF (2017-2021) Outcomes 7 & 8
UNDP Strategic Plan (2017-2017) Outcomes 2 & 3
Gender Marker: GEN 2
* Refer to Annex 6 for details on the outcomes

Total resources required: US$ 4,000,000
Total resources allocated:
| UNDP TRAC: |
| Donor: |
| Government: |
| In-Kind: |

Agreed by (signatures):

Ministry of Justice

Print Name:

Date:

UND P

Print Name:

Kaarin Immonen
Resident Representative

Date:
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I. DEVELOPMENT CHALLENGE

In September 2009, the Legal Sector Master Plan (LSMP) was officially adopted by the Government of Lao PDR (GoL). The LSMP established a framework for coordinated and systemic change in the justice sector, with the ultimate goal of establishing a rule of law state by 2020 – and, through it, graduating from Least-Developed Country status and Lao PDR taking its rightful place in the ASEAN Economic Community. UNDP and key development partners (DPs) then developed plans to promote sector-wide LSMP implementation by channelling support to systemic planning, key activities, and improved coordination of resources, both domestic and international, to engaging key sector institutions: including, the Ministry of Justice (MoJ), People’s Supreme Court (PSC), Office of the Supreme People’s Prosecutor (OSPP), Ministry of Foreign Affairs (MoFA), Ministry of Public Security (MPS) and Lao Bar Association (LBA). These plans culminated in the launch of the “Support Project for Implementation of the Legal Sector Master Plan” (SPLSMP) in 2014.

Since then, significant changes have been introduced in the justice system. Improved procedures and techniques, including public consultation, have been adopted for the law-making process, and piloted in the case of major legislative initiatives: such as the landmark preparation of Lao PDR’s first fully-fledged Penal Code. Similarly, the system for the adoption and implementation of new international commitments is being strengthened. Major organisational changes have been initiated, while training and capacity-building has become more systemic and professional. Not least, at the local level, a concerted effort has been made to improve front-line justice service-delivery: including, the capacity-building of village mediators, establishment of provincial legal aid clinics, and design of mobile courts - all coupled with more and effective awareness-raising about legal rights and obligations.

Nevertheless, as 2020 draws nearer, progress toward achieving the rule of law state has been slower than expected, Transparency and accountability in the system, despite the Government’s best efforts, remains a challenge. Regional and international integration, while presenting many opportunities, also test the system in terms of rapid economic and social change and both trans-border trade and crime.

This exacerbates the difficulty the Government faces in monitoring actual progress on the ground, and, indeed, the need to update the LSMP and begin to look beyond 2020. More directly, the major boost towards obtainment of LSMP outcomes, from improved coordination and synergy of action, between justice sector agencies, as well as more comprehensive long-term planning, remains an unfinished agenda. Shortfalls in progress reflect a broader disconnect in terms of translating fully those policies, international commitments, and reforms introduced, legislative and organisational, into consistent implementation and service-delivery at all levels, but especially at the grassroots level, and engage citizens — civilians and public officials, women and men, rural and urban — in the process, working together, to build the rule of law state. Most importantly, efforts to establish the rule of law state must also encompass the changing of attitudes and behaviour, as well as strengthen relationships: relationships between people, between institutions, and between the people and the state.

II. STRATEGY

1. Development Objective and Programme Purpose

To strengthen the rule of law and advance the exercise of rights in Lao PDR.

2. Theory of Change

Developing policies and legislation that better address the reality and priorities of the country, improving law implementation – not least through more effective monitoring and coordination, feeding back into justice-service planning, management, and delivery procedures – and building public confidence in, and understanding of, the system through increased awareness, transparency, and efficiency, will engage
citizens - including officials - more with the legal system and strengthen relationships between them. As a result, citizens will be better able to realise their legal rights, but also to respect their legal obligations, and Lao PDR’s advancement towards its goal of becoming a rule of law state will increase markedly.

The SPLSMP strengthened the framework of the justice sector in Lao PDR by improving the quality of the law and treaty-making processes, including aiding in the development of key laws, restructuring and systematising justice sector institutions and their human resource capacity, enhancing legal information dissemination and awareness-raising, and boosting coordination in the sector. The new programme will build upon this solid foundation.

The programme will do so by helping justice sector agencies to ensure that the laws, international obligations, and processes previously adopted are implemented, and implemented thoroughly, by creating more effective monitoring and evidence-based feedback systems. The programme will continue to work with the Government to ensure that legislation, adoption of international commitments, and other responses are better grounded in Lao PDR’s economic, social, and cultural realities and needs, more accurately reflect Government priorities and policies, and are thoroughly understood, accepted, and embraced by both the public and by the officials responsible for implementing them.

UNDP will work with the government to make certain that the justice services already developed are rolled out, by focusing on capacity at the delivery end: i.e., the provincial, district, and village levels. It will also work to make sure that those services reach even to the most remote areas and are adapted to serve all segments of society, especially the most vulnerable. Most importantly, it will seek to foster greater engagement and confidence between citizens and their government. Thereby, the work of the Government in law implementation, and in building the rule of law state in general, will be greatly facilitated.

Coordination in the sector will be continued - through regular meetings, and intensified through joint work-planning exercises conducted within the UN family, as well as with other DPs – so as to make optimal use of resources and maximise the impact of successful initiatives. UNDP will also work with the Government to facilitate looking beyond the LSMP, drawing upon the lessons learned inter alia under SPLSMP, in order to plan accurately for the next phase of reform to realign and accelerate progress towards the goal of a achieving a rule of law state.

3. Programme Strategy

UNDP’s comparative advantage in Lao PDR is that it has a long-established, trusted relationship with the Government and governmental institutions. Lao PDR is a member state of the UN and, as such, UNDP is a key development partner: ‘neutral’, yet supportive. As the repository of the main international human rights treaties, which are mainly to be realised through the national justice system, the UN has a specific responsibility in terms of assisting the GoL to implement them. Moreover, at the global level, the UNSG Report of 2012 has stated, “the rule of law is ensured by national institutions that can generate and implement clear, public and just laws, and that provide fair, equitable and accountable public services to all people equally.” ¹ Most importantly, UNDP has a long and concrete experience working to strengthen the rule of law in many countries of the world including Lao PDR – in terms of partnerships and methodologies developed, as well as lessons-learned – not least because of the SPLSMP, but also from well-established and impactful projects with the National Assembly and in public administration reform. UNDP programmes and projects are owned and implementation led by the Government and reflect national priorities.

The programme is fully aligned with the “Vientiane Declaration for Partnership for Effective Development Cooperation” (2016-2025). In particular, the programme concept\(^2\) flows from Lao PDR’s own national strategies and plans. Most immediately, it supports enhanced implementation of the \(\text{LSMP}\), as well as the next phase of rule of law planning through support to the development of the National Social Science Council (NSSC)’s Feasibility Study Report on “Development of a State Governed by Law in Lao PDR”. In strategic terms, “develop[ing] a law system that is complete, harmonized, harmonic, clear, reliable and accessible by everybody” is a stated output (7.21.3(2)) for the 8\(^{th}\) National Socio-Economic Plan (2016-2020) (\(\text{NSED}\)). Furthermore, the rule of law is a thematic area, and “[t]he legal system and the mechanism for implementation of the laws of the Lao PDR are fully improved strong, simple, rational, efficient, fair and transparent” a target for 2020, of the \(\text{National Governance Strategy}\).

Also in line with national priorities - in particular the \(3\text{-Sang}\) (“3-build”) policy,\(^3\) inter alia, to strengthen local governance and justice - programme implementation will target the \(\text{local level: village, district, and province}\). This will also entail working with national-level agencies in order to plan activities, and the related regulatory and procedural frameworks, and then to feed information about the reality at the local level back into national policy-making and planning processes. Nevertheless, the focus – and delivery – will be to improve grassroots’ \(\text{law implementation, justice service delivery, and access to justice}\). Again, this will build upon UNDP’s \(\text{rights-based, bottom-up, community-based}\) approach to development, adopted and applied by the Government in a number of fields in Lao PDR already and, globally, specifically in the area of rule of law.

Programme methodology will be founded upon the following elements:

1) **Working with Government**: While recognising the importance of involving citizens and communities/civil society in reforms, and creating opportunities and building their capacity to do so, it is critical to work closely with, and through, Government in order for officials to be able to effectively and meaningfully engage with civil society, as well as strengthen trust with the public as well as make these activities eventually sustainable.

2) **Ownership**: In addition to harmonising programme activities with Government plans and priorities, the programme will support and commit resources primarily to augment the Government’s input. The programme will provide ‘strategic’ support: i.e., support initiatives that are systemic, cumulative, and sustainable – and in which programme support creates ‘value-added’ in terms of the introduction and application of international standards or best practice. UNDP will work with the Government promote inclusive development financing and the use of public-private partnerships.

3) **Focus**: While a certain amount of flexibility will be built into programme planning, to adapt to new priorities and opportunities as they may arise, the programme will focus the activity-areas that it will support, and seek to maintain a thematic coherence between them. New or ad hoc activities will be supported, when there is a compelling rationale that is clearly linked to achievement of the programme objective and outcomes and those that address national priorities. These decisions will be taken by the Programme Board that will be co-chaired by the Government and UNDP.

4) **Monitoring & Oversight**: Programme support will emphasise the need for regular monitoring and oversight, both of the effectiveness of programme activities but, more importantly, of law implementation itself. As such, the programme will place some stress on developing monitoring tools and mechanisms; including, where necessary, reverse-engineering results frameworks – baselines, indicators, etc. - for sector reforms.

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\(^2\) And the UNDP Country Programme (2017-2021) - e.g., paragraphs 28 & 26 - under which the programme will operate – and, specifically, UNPF (2017-2021) Outcome 8: People enjoy improved access to justice and fulfilment of their human rights.

\(^3\) Politburo Resolution No: 03/PCP dated 15 Feb 2012 regarding “Building province as strategy devising unit, district as a strong comprehensive unit and village as a development unit”.

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5) **Cross-cutting Issues:** The formulation of the programme document was done in a consultative and inclusive manner. Intensive consultations took place during the design of the programme with national stakeholders, including MoJ, MoFA, OSPP, PSC, and MPS, and LBA as well as consultations with targeted groups and local NPAs; a field trip was conducted in one of the provinces to consult local stakeholders and assess how justice services are accessible to the marginalized groups in local/rural communities. As a result of these consultations, considerations of gender, youth, the elderly, ethnic groups, persons with disabilities and other vulnerable persons, and human rights will be integrated into the planning of all activities, as well as in developing activities specifically focused upon them. Similarly, indirect and direct anti-corruption measures will be included in individual activity design.

6) **Communications:** A programme Communications Strategy will be developed from the outset and communications and outreach / advocacy will underlie all activities implemented through the programme, as well as being the principal objective of a number of specific activities. Necessary resources for these will be allocated in the programme budget.

As noted in the UNDP Country Programme Document:

“Governance institutions need to be strengthened to deliver on the Government’s stated commitment to public service improvement, people’s participation, rule of law and sound financial management. The NSEDP emphasizes the importance of improving governance. Yet capacity gaps and the quality of policies need to be addressed, and law-making, oversight and implementation mechanisms need improvement. The quality of and access to basic services are limited. Furthermore, the absence of citizen feedback mechanisms hampers delivery of services in rural areas.”

“The country has made steady progress towards institutionalizing the rule of law, but challenges in the justice sector continue to impair access to justice. These include the capacity of judicial and legal professionals; implementation and enforcement of laws; people’s participation in the law-making process; and harmonization of the domestic framework with international legal obligations. Lao People’s Democratic Republic has ratified various international agreements, including seven of the nine core human rights treaties. However, these have not yet been fully translated into the domestic legal framework. Key recommendations from the 2015 Universal Periodic Review addressed reform of the criminal justice system, protection of religious minorities, reform of land policies and ensuring freedom of the press, association and assembly.”

UNDP, through programme activities, will:

“UNDP will continue to work with justice institutions and other stakeholders. Programmes will support better access to justice and legal aid services, focusing on women, ethnic groups and elderly people. The goal is to raise public understanding about how to exercise rights and benefit from public services. Support for the rule of law will be enhanced by developing the capacity of justice institutions, including through the establishment of a case-management system. The law-making process will be improved through support for effective public consultations, capacity development of legal drafters, and translation of international obligations into domestic laws and policies. Particular emphasis will be put on compliance with international human rights treaties and follow up on recommendations from the Universal Periodic Review.”

Moreover, in the UN “survey on crowdsourcing problem tree in Laos”, the following were identified as necessary to strengthening governance in Lao PDR:

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4 Indirect measures include those designed to make the delivery of services more transparent; whereas, direct measures might include dedicated capacity-building to investigate or prosecute corruption cases.

5 Para. 9. Italics added.

6 Para. 11.

7 Para. 28.
• Improve transparency
• Strengthening monitoring and enforcement
• Strengthen implementation of regulations
• Enhance management processes
• Reinforce evidence-based prioritization

Activities under the programme will directly support institutional capacity-building and positive change in these areas.

The programme builds on the lessons learned from the SPLSMP Mid Term Evaluation and takes into account in particular the findings and recommendations of the evaluation.

III. RESULTS AND PARTNERSHIPS

1. Expected Results

The obtainment of five mutually-reinforcing outputs are to be advanced through the programme:

Output 1: Enhanced ability of the Government to coordinate, monitor, and identify resources to establish the rule of law state – Technical expertise will be provided to enable the Government to track more effectively progress toward, and realign support for more efficient achievement of, a rule of law state by 2020 and beyond.

Output 2: Expanded and systematised use of evidence-based policy and legislative-development – Through the development of strategic pieces of legislation – e.g., revision of the Criminal Procedure Law – processes and tools to ensure that policy and law is formulated based on concrete evidence – e.g., statistical data, monitoring and assessment reports, surveys, and, generally, “the facts on the ground” - and, thus, address better Lao PDR’s needs and priorities, will be strengthened.

Output 3: Strengthened capacity of Lao PDR to harmonise with, and transpose, international obligations and standards into domestic law and practice – Systems will be developed to enable officials to track implementation of existing commitments, more effectively prepare for accession to additional priority international agreements, and implement existing and future international commitments more effectively, and also ensure that such international commitments are built-in into national laws and practice.

Output 4: Improved access to justice and justice service delivery for citizens – The programme will complement the Government’s efforts to scale-up, roll-out or refine previously developed initiatives, as well as pilot new ones, to improve the accessibility, transparency, responsiveness, and effectiveness of justice services delivered at the local level.

Output 5: Increased public awareness of legal rights and responsibilities, and confidence in, justice institutions – Efforts to disseminate information about strategic laws, employ improved communications techniques, enhance information-exchange, and engage citizens further with justice sector institutions and reforms will be further enhanced.

Indicative activities, expected results, and main partners - by output - include:

OUTPUT 1: Enhanced ability of the Government to coordinate, monitor, and identify resources to establish the rule of law state.
**Activity 1.1: Improve legal sector coordination**
Work with the LSMP Secretariat and related Government-led initiatives to coordinate better DP support to the legal sector: e.g., through the LIOSSWG, joint work planning, and other fora. Support coordination and linkages of LIOSSWG with GSWG and Round Table Process.

**Activity 1.2: Improved monitoring of law implementation**
Work with the main justice agencies to develop specific law and process monitoring tools - e.g., a ‘legislative monitoring tool’ - and related capacity to employ them. Pilot activities might include the monitoring of the implementation of recently-adopted strategic legislation: e.g., the Penal Code.

**Activity 1.3: Assistance in ongoing rule of law strategic planning**
Work with the MoJ and other key institutions to identify additional or enhanced measures - in particular, for the more effective translation of policy into law and practice (implementation) on the ground - to build a state governed by law to 2020 and beyond.

**Expected Results:** The Government, and all stakeholders, have a clearer picture of the means to monitor further concrete progress in the legal sector, and a refreshed vision of the steps necessary to achieve the rule of law state.

**Main Partners:** MoJ, LSMP Secretariat, MoHA & MPI (linkages of LIOSSWG with GSWG and RTP)

**OUTPUT 2: Expanded and systematised use of evidence-based policy and legislative-development.**

**Activity 2.1: Strengthen the capacity of policy and law-makers to employ evidence-based tools**
Relevant officials – e.g., designated legislative drafters - will be trained on the development and use of evidence-based tools – in particular, those mandated under the Law on Law-making, such as problem-identification, the legislative agenda, policy definition, drafting instructions, and impact assessments – as well as related law implementation tools: e.g., financial assessments, communications and implementation plans. (Related capacity for stakeholder, including public, consultation will be developed in parallel under Output 5.)

**Activity 2.2: Strengthen the capacity of local officials to develop legislation**
Provincial legal officers, and relevant staff in provincial people’s assemblies (PPAs), will be trained on regulation-making, including use of evidence-based tools. (Related capacity for stakeholder, including public, consultation will be developed in parallel under Output 5.)

**Activity 2.3: Strengthen the capacity of justice sector officials to collect and analyse data**
Work with relevant justice sector officials to identify and design more effective methods to collect data – qualitative and quantitative – about law implementation and justice sector trends, in order to provide more accurate information and fact-based analysis to inform policy-making, sector planning, and legislative development. Potential sources of such data include law implementation monitoring tools, as well as VMU monitoring and the inter-agency case management system (CMS) developed under the SPLSMP.

**Activity 2.4: Development of strategic legislation using improved drafting methodologies**
Support the drafting of several strategic pieces of legislation, at both the national and (pilot) provincial levels, using tools and techniques developed under Activity 2.1 and Output 5: e.g., revision of the Criminal Procedure Law, as a follow-on to SPLSMP support to the Penal Code. Peer-to-peer regional/international expert support should be provided for new or more complex pieces of legislation.

**Expected Results:** 3+ laws, and 6+ pieces of provincial legislation, drafted using evidence-based tools, concrete and recent data, and enhanced consultation techniques, which are consistent with the national
legal framework and applicable international standards. Activities will be closely coordinated, at both the national and local levels, with UNDP’s National Assembly Project.

Main Partners: MoJ, NA committees, relevant justice agencies or line ministries, PPAs & provincial administrations

OUTPUT 3: Strengthened capacity of Lao PDR to harmonise with, and transpose, international obligations and standards into domestic law and practice.

Activity 3.1: Promote the adoption and integration of international standards
Support policy discussions and legal analysis to facilitate Lao PDR’s accession to priority treaty regimes or adoption of international standards. Priority treaty regimes might include the International Maritime Organisation (IMO) or prison management (e.g., Bangkok and Mandela rules); while international standards might include ‘accepted’ UPR recommendations.

Activity 3.2: Strengthen capacity for evidence-based treaty-reporting
Work with and build the capacities of relevant officials of the Lao Government at all levels (central and local i.e.: provincial & district), including officials from MoFA, to identify and design more systemic, effective, and inclusive mechanisms and methods to collect data – qualitative and quantitative – about the state of implementation of various treaty regimes, in order to provide more accurate information and fact-based analysis for formal reporting requirements, as well as internal planning to transpose international commitments into domestic law and practice. (Linked to Activity 2.3 and Activity 3.4.)

Activity 3.3: Harmonize domestic law (existing or under development) and practice with international standards and commitments
Capacity and systems will be strengthened, through case studies, to implement the Law on Treaties as regards pre-accession/ratification legal analysis and legislative audits to identify domestic law (existing or under development) and practice that will need to amended in order to comply with the new treaty regime. Specific international commitments/standards will be identified – i.e., ‘gap analysis’ – and transposed into domestic law (existing laws or laws under development) and practice with the support of international experts and peer-to-peer exchanges: e.g., international human rights standards into revisions of the Criminal Procedure Law and, subsequently, into police and prosecution standard operating procedures. Awareness-raising and training might be organised in specific districts about customary law practices that are inconsistent with international standards: e.g., on the rights of women or children.

Activity 3.4: Raise awareness of legal sector officials on international obligations, standards and conventions ratified by Lao PDR
Raise the awareness of legal sector officials including judges, prosecutors, the police, the NA and PPAs on international obligations, standards and conventions that Lao PDR has ratified and their understanding of how these can be integrated /incorporated into domestic laws and practices. In addition, raise the awareness of legal sector officials including judges and prosecutors on the law-making process and the Law on Treaties and their understanding of how to address any conflicts that arise between domestic and international laws. Support Lao Government officials (from MoFA and other relevant line ministries) to prepare for, attend and follow up on important international law conferences including the Human Rights Council conferences on the UPR.

Activity 3.5: Build the capacity of central Government officials and local officials to disseminate and implement international law
Needs will be identified and tailored capacity built amongst line ministries, provincial – and, possibly, district – officials to understand, disseminate and implement Lao PDR’s international commitments, including ensuring the harmonisation of local legislation and practice with those standards.
Improved implementation of Lao PDR’s international commitments and adherence to international standards in accordance with the domestic ‘hierarchy of laws’. Activities will be closely coordinated, at both the national and local levels, with UNDP’s National Assembly Project.

Main Partners: MoFA, MoJ, NA, PMO (NSCHRC), MPS, Prison Service, other justice agencies, NPAs, PPAs & provincial administrations

OUTPUT 4: Improved access to justice and justice service delivery for citizens.

Activity 4.1: Application of the ‘Rule of Law in Public Administration’ (ROLPA) methodology to the delivery of local level justice services
The “Rule of Law in Public Administration” (ROLPA) methodology and tool-kit is based upon six “rule of law principles” for public administration: legality, accessibility, the right to be heard, the right to appeal, transparency, and accountability. Local (provincial and district) administrations, assisted by UNDP, will analyse their own service-delivery to identify concrete measures to improve (justice) service-delivery and cost effectiveness. Additional assistance to implement improvements may be provided. This activity will be carried out in coordination and collaboration with UNDP / MoHA Governance for Inclusive Development Programme – GIDP.

Activity 4.2: Building capacity for administrative dispute resolution
Building upon the work of the SPLSMP, logistical, organisational, and capacity-building support will be given for the establishment of the regional administrative chambers, as well as activities to raise awareness about the process amongst the public, local level officials, and legal aid providers.

Activity 4.3: Establishment of justice outreach services for rural or remote communities
The use of mobile courts will be pilot-tested. Support will be given to expand the network of legal aid clinics in the provinces and districts. An appropriate paralegal system for Lao PDR will be identified, along with support for the development of the accompanying legal and institutional framework, and initial support extended for the training and deployment of paralegals to pilot districts that lack access to other legal services. A referral system for rural residents will be designed and established between VMUs, legal aid and information centres, LBA, land registries, child welfare committees, police, prosecutors, courts – in particular, the regional administrative chambers to be established – local administrations, and other justice institutions.

Activity 4.4: Enhancing access to justice for vulnerable persons
Methodology will be developed, and capacity built, amongst justice services providers – VMUs, police, prosecutors, courts, lawyers, etc. – on sensitised handling and support for particularly vulnerable victims and witnesses: e.g., victims of sexual or gender-based violence, children, persons with mental or physical disabilities, and ethnic, religious or linguistic minorities. (Support might be augmented with support for small infrastructure improvements and equipment – e.g., victim/witness rooms – that might also be used in organised crime or trans-national cases.) Effort will also be made to enhance the sustainability of free legal aid, and the Legal Aid Fund, for vulnerable persons. (Activities will be closely coordinated, at both the national and local levels, with the proposed UN Disabilities Joint Project.)

Activity 4.5: Strengthening enforcement of the law at the local level
The focus will be on improving capacity of police and prosecutors to carry out their duties, particularly in light of any changes to the Criminal Procedure Law and Law on Prosecutors. Attention will be given

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to defining their respective roles, and coordination, in crime investigation; including forensic capacity, as well as their relationship with, and obligation towards, defence lawyers in the process. OSPP and MPS will also be aided in the development of more effective monitoring mechanisms for the performance of their staff, especially in their relations with the public. The case management system (CMS) and judgement enforcement system developed under the SPLSMP will be assessed and additional options identified, and implemented, in order to improve the processing of cases and enforcement of decisions.

**Expected Results:** Justice service delivery will be more accessible, transparent, and responsive to the public, particularly vulnerable persons, while enforcement of the law – including court decisions – will become more efficient and predictable, in accordance with international best practice.

**Main Partners:** MoJ, PSC, OSPP, MPS, VMUs, LBA, NPAs, INGOs, UN Women, UNFPA, MoHA (UNDP Governance for Inclusive Development Programme – GIDP)

**OUTPUT 5: Increased public awareness of legal rights and responsibilities, and confidence in, justice institutions.**

**Activity 5.1: Supporting strategic public legal awareness-raising campaigns**
Specific information campaigns related to 3+ strategic new legislative initiatives – e.g., rollout of the Penal Code or Criminal Procedure Law - will be designed, using up-to-date/appropriate methodologies, and implemented. Targeted monitoring – including public surveys and focus groups – before and after, will assess the effectiveness of the campaigns. A radio serial will be commissioned and broadcast on an ongoing basis, in which legal – and possibly other public service – information may be conveyed to the public, particularly in rural and remote areas, woven into an entertaining dramatic narrative. (Activity will be coordinated with UNDP’s Community Radio Project.)

**Activity 5.2: Improving local access to legal information**
Sustainable means for the provision of updated legal information, or access to such information, will be identified and piloted. These might include referral systems for village mediation committees, legal libraries, primary legal aid services – and materials – institutionalised at the district level or radio “call-in” shows. (Activity will be coordinated with UNDP’s Community Radio Project.)

**Activity 5.3: Build officials’ capacity to interact effectively with the public**
Tools or mechanisms developed by governments elsewhere to enable officials – including judges, prosecutors, and police – to consult and engage more effectively with citizens and (local) media, and manage the input so obtained to better effect, will be introduced to national and local level officials. Such mechanisms will include public consultation mechanisms, while recognising that consultation need not only be public, but it must be meaningful. It might also include pilot testing of ‘community policing’ and ‘community prosecution’ methodologies, especially in multi-ethnic areas or areas that are susceptible to illegal cross-border activities.

**Activity 5.4: Strengthening justice officials’ ethical codes**
Ethics codes will be strengthened or developed, if required, and awareness-raising and practical training for local level officials – e.g., administration, police, prosecutors, judges/court staff, and judgement enforcement officers – and other legal practitioners, such as lawyers and paralegals, conducted. Work process monitoring and analysis to identify and correct non-transparent or bureaucratic practices will be designed and implemented. Inter-agency cooperation will also be fostered.

**Expected Results:** Specific and sustainable public knowledge and access to information about rights, and responsibilities, will be fostered, as well as greater understanding and respect between citizens and justice agencies in pursuit of the rule of law state. Activities will be closely coordinated, at both the national and local levels, with UNDP’s Governance for Inclusive Development Programme.
Main Partners: MoJ, MPS, MoIC, OSPP, PSC, mass social organisations, provincial administrations, local media, lawyers, local communities (Activities will be coordinated with UNDP’s Community Radio Project).

2. Partnerships

The programme will continue to support the LSMP and other national rule of law coordination mechanisms, such as the LSMP Secretariat, while promoting even greater national ownership of them. The programme will continue to channel material support to such coordination mechanisms.

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 and initiatives at the local level. UNDP will work closely with other UN agencies - e.g., UNODC, UNICEF, UN Women, UNFPA, and OHCHR to share, coordinate, and create joint-programmes or work plans for the sector.

The programme will work closely with other Development Partners – such as the US, France EU, SDC, GIZ (including CEGGA), JICA, and LuxDev, as well as INGOs and NPAs - through the LSMP coordination mechanisms, as well as the ‘Legal and Institutional Oversight Sub-Sector Working Group’ (LIOSSWG) and other DP coordination fora, so as to ensure that there is no overlap or duplication, but also in order to collaborate so as to create synergy in related activity areas and, thereby, achieve maximum developmental impact and roll-out. The programme would support a Government-led initiative to create joint work plan, or results framework, for all DP-supported initiatives in support of LSMP implementation and strengthening the rule of law in Lao PDR.

3. Risks and Assumptions

The key risks faced by the programme are: lack of alignment with the national context; the lack of resources; and the sustainability of results. The risk of lack of alignment with the national context has been mitigated by closely aligning the programme goals with national policies and plans, as well as the country context; while specific activity-areas are directly linked to the priorities and plans of programme stakeholders. A potential short-fall in resources, human or material, will be countered through accessing non-traditional sources of funding and more streamlined management structures (as compared to the SPLSMP) shared or joint work-planning, to improve synergy and the sharing of resources, and less resource-intensive activities, the piloting of initiatives before scaling-up, or building upon tried and tested methodologies. Such mitigation measures will, in turn, also help to ensure the sustainability of change promoted by the programme. National ownership of activities, infused with international and regional best practice through programme support, carefully planning, including specific assessment of the sustainability of reforms introduced, and the focus on systemic – rather than ad hoc – change, will also enhance the long-term acceptance and viability of programme results.

- Refer to the attached risk log (Annex)

4. Stakeholder Engagement

The main beneficiaries will be citizens – and, in particular, vulnerable persons – initially in pilot areas specifically targeted by the programme. More broadly, public officials and practitioners in the justice sector – e.g., MoJ, MoFA, MPS, OSPP, PSC, LBA, and LSMP Secretariat, at the national, provincial, district, and village levels - will benefit as a by-product of their improved capacity and working conditions, and, over time, the Government and society as a whole, through increased social stability and personal security in a time of rapid social and economic change, improved economic opportunities as a result of a more transparent business environment, and increased domestic resource mobilisation as acceptance and
compliance with the law increases and funds are channelled out of the grey market into the formal economy.

5. Knowledge

In addition to programme or activity evaluations, a great number of knowledge products will be developed through programme support. These products potentially include manuals, training guides or curricula, research studies, needs assessments, legal/academic publications, draft legislation (and accompanying studies), enhanced databases (e.g., the CMS and Judgement Enforcement databases established under SPLSMP), and various media products, such as radio and television broadcasts, newspaper articles, posters, leaflets and booklets, and information sheets. As noted, a programme Communications Strategy will be developed. In addition to identifying specific knowledge products to be developed in each activity-area, the Strategy will also ensure the overall visibility of the programme and ensure proper knowledge management and capture of lessons-learned.

6. Sustainability and Scaling Up

The programme will focus upon supporting systemic change, in line with partner agencies’ own structures, plans, and capacity, and regular monitoring – before, during, and after - will be built into work plans. Programme activities that support new initiatives will specifically examine the feasibility and long-term sustainability of any institutions or services established. In many cases, initiatives will be pilot-tested, with the specific aim to scale them up or roll them out within institutions and to other jurisdictions as appropriate. A clear transition arrangement and phase-out /exit plan will be developed jointly with MoJ in order to sustain and scale up the programme results.

The programme aims to maximize the use of UNDP and development Partners’ resources and build in synergies with other governance projects/programmes (such as the projects/programmes focused on the NA/PPAs, public administration reform and community radio). Activity results and programme interventions will be implemented in accordance with the priorities set through programme management decision. Priorities and work plans will be updated periodically according to the emerging needs and availability of resources. A continued resource mobilization strategy will be developed and pursued jointly by UNDP and MoJ.

IV. Programme Management

Programme activities will be executed through national implementation (NIM), facilitated by a Programme Support Unit (PSU) to be established with UNDP support. The PSU will work directly with each of the main implementing partners – MoJ, MoFA, OSPP, PSC, MPS, and LBA - through a coordinator designed by each main implementing partner, to plan and implement programme activities and engage with secondary implementing partners and other stakeholders.

The PSU will work to ensure synergy between activity-areas, as well as between the programme-supported work of the various implementing partners, and with other UNDP projects and - through the RCO – with the related activities of the UN family of agencies in Lao PDR.

The Programme Coordinator will also work to ensure synergy between the LIO-SSWG, GSWG and Round Table Process, as well as synergy with the activities of other UNDP (and UN) projects implemented in Laos - especially UNDP’s National Assembly, Community Radio, and Public Administration governance projects.

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9 The draft AWP and budget will be prepared, discussed and endorsed/approved at the first programme board meeting.
UNDP will maintain institutional mechanisms from the SPLSMP that will ensure the retention of experienced human resources, as well as support the completion of activities carried over from the SPLSMP: e.g., implementation of UPR recommendations.

First Annual Work Plan

The draft AWP and budget will be prepared, discussed and endorsed/approved at the first Programme Board Meeting.
V. **RESULTS FRAMEWORK**

**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 3.5. Legal and Judicial institutional structure, arrangement and capacity improved to promote Rule of Law

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

UNDP CPD Output 3.7. Lao PDR better able to fulfil its International Human Rights Obligations through treaty reporting and UPR process

**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:**

3.5. Number of people’s grievances redressed through courts and village mediation units (VMUs) using legal aid services

**Baseline:** Formal courts, 4,000; VMUs, 4,746 (2015)

**Target:** Formal courts, 7,000; VMUs, 8,000 (2021)

3.6. Number of laws certified by MoJ that are compliant with requirements of drafting/amending and public consultations

**Baseline:** 0 (2014)

**Target:** 8 (2021)

3.7. Percentage of accepted recommendations of the second Universal Periodic Review (UPR) cycle implemented

**Baseline:** 0% (2015)

**Target:** 60% (70 of 116) (2021)

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10 UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.
Applicable Output(s) from the UNDP Strategic Plan (2014-2017):

**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 2.3.** Capacities of human rights institutions strengthened
- Indicator 2.3.1. Number of countries with strengthened operational institutions supporting the fulfillment of nationally and internationally ratified human rights obligations

**Output 2.6.** Legal reform enabled to fight discrimination and address emerging issues (such as environmental justice)
- Indicator 2.6.1. Number of countries where proposals for legal reform to fight discrimination have been adopted (e.g. people affected by HIV, PLWD, women, minorities and migrants)

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

**Output 3.4.** Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress
- Indicator 3.4.1 Number of additional people who have access to justice, disaggregated by sex
- Indicator 3.4.2 Number of additional victims whose grievances cases are addressed within transitional justice processes, disaggregated by sex

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<table>
<thead>
<tr>
<th>Programme title and Atlas Programme Number: Strategic Support to Strengthen the Rule of Law in Lao PDR (3S-RoL)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EXPECTED OUTPUTS</strong></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
| Output 1 | Enhanced ability of the Government to coordinate, monitor, and identify | 1.1 Improve legal sector coordination
- Number of LIOSSWG meetings organized
- Number of Joint work-planning meetings organized
- Number of ad hoc legal sector coordination meetings held | - Meeting reports
- Joint work plans
- Meeting reports | 4 | 2016 | 1 | 4 | 4 | 4 | 13 | Annual Progress Review |
| | | | | 0 | 2017 | 1 | 1 | 1 | 1 | 4 |
| | | | | 0 | 2017 | 1 | 2 | 4 | 4 | 11 |

¹¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.
| resources to establish the rule of law state | 1.2 Law implementation monitoring improved  
- Law implementation monitoring tools developed  
- Data collection methodologies, tools or mechanisms developed  
- Implementation of priority law monitored  
- Activity reports | 0 | 2017 | 0 | 1 | 0 | 1 | 2 | Annual Progress Review  
- Activity reports | 0 | 2017 | 0 | 1 | 0 | 1 | 2 | Annual Progress Review  
- Activity reports | 0 | 2017 | 0 | 1 | 0 | 1 | 2 | Annual Progress Report |
| 1.3 Ongoing rule of law strategic planning assisted  
- Research papers commissioned  
- International best practice analysed  
- Logic chain, indicators, and work-breakdown developed  
- Final paper | 0 | 2017 | 1 | 1 | 0 | 0 | 2 | Annual Progress Report  
- Study report | 0 | 2017 | 0 | 1 | 0 | 0 | 1 | Annual Progress Report  
- Final logic chain | 0 | 2017 | 0 | 1 | 1 | 0 | 2 | Annual Progress Report |
| Output 2 Expanded and systematised use of evidence-based policy and legislative-development | 2.1 Capacity of policy and lawmakers to employ evidence-based tools strengthened  
- Number of gender-based policy-formulation methodologies and tools developed  
- Procedures for drafting instruction preparation developed  
- Procedures for impact assessments developed  
- Tools adopted & policy docs. | 1 | 2016 | 0 | 1 | 0 | 0 | 1 | Annual Progress Report  
- Specific drafting instr. | 0 | 2017 | 0 | 1 | 0 | 0 | 1 | Annual Progress Report  
- Specific impact assessments | 1 | 2016 | 0 | 1 | 0 | 0 | 1 | Annual Progress Report |
| 2.2 Capacity of local officials to develop legislation strengthened | - Legislative audit tools developed/refined | Tools developed | 0 | 2017 | 0 | 1 | 0 | 0 | 1 |
| | - Number of trainings conducted for Provincial/district justice officials on legislative drafting | Training reports | 0 | 2017 | 2 | 6 | 6 | 6 | 20 |
| | - % increase in provincial/district officials’ understanding of legislative drafting tools and techniques | Training surveys | N/A | 2017 | 15 | 30 | 45 | 60 | 60 |
| 2.3 Capacity of justice sector officials to collect and analyse data strengthened | - Number of officials trained on the collection and analysis of data | Training reports | 0 | 2017 | 120 | 360 | 360 | 360 | 1200 |
| | - Number of officials trained on consultation processes for legislative development | Training reports | 0 | 2017 | 120 | 360 | 360 | 360 | 1200 |
| | - % increase in justice sector officials’ understanding of data collection and analysis processes | Training surveys | 0 | 2017 | 15 | 30 | 45 | 60 | 60 |
| 2.4 Strategic legislation developed using improved drafting methodologies | - Number of laws drafted or revised (including gender-based laws) | Draft laws | 3 | 2017 | 2 | 2 | 3 | 3 | 10 |
| | - Number of provincial regulations drafted | Draft regs. | N/A | 2017 | 0 | 3 | 3 | 0 | 6 |
### Output 3
**Strengthened capacity of Lao PDR to harmonise with, and transpose, international obligations and standards into domestic law and practice**

<table>
<thead>
<tr>
<th>3.1 The adoption and integration of international standards promoted</th>
<th>Reports</th>
<th>Activity reports</th>
<th>2017</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>4</th>
<th>Annual Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of priority treaty regimes analysed</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of awareness-raising or advocacy activities conducted</td>
<td>0</td>
<td>2017</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.2 Capacity for evidence-based treaty-reporting strengthened</th>
<th>Analysis reports</th>
<th>Treaty reports prepared</th>
<th>2017</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>4</th>
<th>Annual Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis report on international best practice commissioned/produced</td>
<td>0</td>
<td>2017</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revamped reporting procedures pilot-tested</td>
<td>0</td>
<td>2017</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.3 Domestic law (existing or under development) and practice harmonised with international standards and commitments</th>
<th>Gap analysis report</th>
<th>Audit reports</th>
<th>2017</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>1</th>
<th>4</th>
<th>Annual Progress Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gap analysis of current international commitments conducted</td>
<td>0</td>
<td>2017</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Number of legal audits for future international commitments conducted</td>
<td>0</td>
<td>2017</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.4. Awareness of legal sector officials on international obligations, standards and conventions ratified by Lao PDR enhanced</th>
<th>Activity reports</th>
<th>2017</th>
<th>2</th>
<th>6</th>
<th>6</th>
<th>6</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of awareness-raising activities conducted</td>
<td>N/A</td>
<td>2017</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Number of international law conferences attended by Lao officials</td>
<td>N/A</td>
<td>2017</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

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19
### Output 4

**3.5 Capacity of central Government and local officials to disseminate and implement international law built**
- Number of trainings for central and local officials on international law mandate and responsibilities
- Number of trainings for central and local officials on treaty reporting mandates and methodologies
- % increase in central and local officials’ understanding of treaty reporting

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>2017</th>
<th>2</th>
<th>6</th>
<th>6</th>
<th>6</th>
<th>20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training reports</td>
<td>0</td>
<td>2017</td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Training surveys</td>
<td>0</td>
<td>2017</td>
<td>15</td>
<td>30</td>
<td>45</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

**Output 4**

**Improved access to justice and justice service delivery for citizens**

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>2017</th>
<th>0</th>
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<th>0</th>
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<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analysis report</td>
<td>0</td>
<td>2017</td>
<td>15</td>
<td>30</td>
<td>45</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Programme reports</td>
<td>0</td>
<td>2017</td>
<td>120</td>
<td>360</td>
<td>360</td>
<td>360</td>
<td>1200</td>
</tr>
</tbody>
</table>

**4.1 ‘Rule of Law in Public Administration’ (ROLPA) methodology applied to the delivery of justice services**
- ROLPA data collected and analysed
- % of analysis recommendations implemented

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>2017</th>
<th>0</th>
<th>1</th>
<th>0</th>
<th>0</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalised implementation plan</td>
<td>0</td>
<td>2017</td>
<td>15</td>
<td>30</td>
<td>45</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

**4.2 Administrative dispute resolution capacity built**
- Implementation plan developed
- Number of court officers trained on administrative dispute resolution procedures
- % increase in court officers’ understanding of administrative dispute resolution procedures

<table>
<thead>
<tr>
<th></th>
<th>0</th>
<th>2017</th>
<th>120</th>
<th>360</th>
<th>360</th>
<th>360</th>
<th>1200</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training reports</td>
<td>0</td>
<td>2017</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Surveys</td>
<td>0</td>
<td>2017</td>
<td>15</td>
<td>30</td>
<td>45</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

Annual Progress Report
| 4.3 Justice outreach services for rural or remote communities expanded | - Number of additional legal aid offices or mobile services established | Programme reports | 3 | 2017 | 1 | 1 | 1 | 1 | 7 |
| | - Number of paralegals trained and deployed | Training reports | N/A | 2017 | 0 | 40 | 40 | 40 | 120 |
| | - Number of mobile courts pilot-tested | | 0 | 2017 | 0 | 1 | 1 | 0 | 2 |
| | - Referral systems established | | 0 | 2017 | 0 | 1 | 1 | 1 | 3 |

| 4.4 Access to justice for vulnerable persons enhanced | - Number of officials trained on special considerations vis-à-vis vulnerable victims and witnesses, including victims of GBV | Training reports | 0 | 2017 | 0 | 30 | 40 | 50 | 120 |
| | - Number of victim and witness support services established, including for victims of GBV | Programme reports | 0 | 2017 | 0 | 1 | 1 | 1 | 3 |
| | - Number of free legal aid services for vulnerable persons established, including for victims of GBV | | 0 | 2017 | 0 | 1 | 1 | 1 | 3 |

<p>| 4.5 Law enforcement at the local level strengthened | - Number of police, prosecutors, and lawyers trained on revised criminal procedures | Training reports | 0 | 2017 | 30 | 50 | 50 | 50 | 180 |
| | - Number of police and prosecutors trained on specific investigation skills | Surveys | 0 | 2017 | 0 | 50 | 50 | 50 | 150 |
| | - % decline in violations of criminal procedures identified in police and prosecutors’ work | Work process monitoring reports | 0 | 2017 | 0 | 20 | 20 | 25 | 30 |</p>
<table>
<thead>
<tr>
<th>Output 5</th>
<th>Increased public awareness of legal rights and responsibilities, and confidence in, justice institutions</th>
</tr>
</thead>
</table>

5.1 Strategic public legal awareness-raising campaigns supported  
- Number of priority public awareness campaigns implemented  
- Number of legal radio serial episodes developed and broadcast  
- % increase in public awareness of specific legal issues

| Activity reports | 0 | 2017 | 1 | 1 | 1 | 1 | 4 |
| Programme reports | 0 | 2017 | 6 | 12 | 12 | 12 | 42 |
| Public surveys | 0 | 2017 | 15 | 20 | 25 | 35 | 35 |

5.2 Local access to legal information improved  
- Number of improved legal information systems piloted  
- Number of legal radio call-in shows broadcasted  
- Number of callers to legal radio call-in shows  
- % increase in public awareness of specific legal issues

| Activity reports | N/A | 2017 | 2 | 7 | 10 | 15 | 34 |
| Programme reports | TBC | 2017 | 18 | 24 | 24 | 24 | 90 |
| Public surveys | TBC | 2017 | 80 | 250 | 400 | 600 | 1330 |

5.3 Officials’ capacity to interact effectively with the public built  
- Number of legal sector officials trained on public consultation and engagement  
- Number of consultation or engagement methodologies pilot-tested  
- Number of prosecutors trained on community engagement and media relations  
- Number of police trained on community engagement and media relations

<p>| Training reports | 0 | 2017 | 120 | 360 | 360 | 360 | 1200 |
| Consultation reports | 0 | 2017 | 0 | 6 | 6 | 6 | 18 |
| Public surveys | 0 | 2017 | 120 | 360 | 360 | 360 | 1200 |
| Work process monitoring reports | 0 | 2017 | 50 | 100 | 100 | 100 | 350 |</p>
<table>
<thead>
<tr>
<th>5.4 Justice officials’ ethics strengthened</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Number of judges, prosecutors, police, and judgement enforcement officers trained on ethics</td>
</tr>
<tr>
<td>- % increase in understanding of ethics of judges, prosecutors, police, and judgement enforcement officers</td>
</tr>
<tr>
<td>- % decline in violations of ethical standards identified in judges, prosecutors, police, and judgement enforcement officers’ work</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>120</th>
<th>360</th>
<th>360</th>
<th>360</th>
<th>1200</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Training reports</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Surveys</td>
<td>0</td>
<td>2017</td>
<td>15</td>
<td>30</td>
<td>45</td>
<td>60</td>
</tr>
<tr>
<td>- Work process</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>monitoring reports</td>
<td>0</td>
<td>2017</td>
<td>10</td>
<td>20</td>
<td>25</td>
<td>30</td>
</tr>
</tbody>
</table>

Annual Progress Report
VI. Monitoring and Evaluation

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

<table>
<thead>
<tr>
<th>Monitoring Plan</th>
<th>Purpose</th>
<th>Frequency</th>
<th>Expected Action</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Track results progress</strong></td>
<td>Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.</td>
<td>Quarterly, or in the frequency required for each indicator.</td>
<td>Slower than expected progress will be addressed by programme management.</td>
</tr>
<tr>
<td><strong>Monitor and Manage Risk</strong></td>
<td>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.</td>
<td>Quarterly</td>
<td>Risks are identified by programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.</td>
</tr>
<tr>
<td><strong>Learn</strong></td>
<td>Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other programmes and partners and integrated back into the programme.</td>
<td>At least annually</td>
<td>Relevant lessons are captured by the programme team and used to inform management decisions.</td>
</tr>
<tr>
<td><strong>Annual Programme Quality Assurance</strong></td>
<td>The quality of the programme will be assessed against UNDP’s quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.</td>
<td>Annually</td>
<td>Areas of strength and weakness will be reviewed by programme management and used to inform decisions to improve programme performance.</td>
</tr>
<tr>
<td><strong>Review and Make Course Corrections</strong></td>
<td>Internal review of data and evidence from all monitoring actions to inform decision making.</td>
<td>At least annually</td>
<td>Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections.</td>
</tr>
<tr>
<td><strong>Programme Report</strong></td>
<td>A progress report will be presented to the Programme Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.</td>
<td>Annually, and at the end of the programme (final report)</td>
<td></td>
</tr>
<tr>
<td><strong>Programme Review</strong></td>
<td>The programme’s governance mechanism (i.e.,</td>
<td>Specify</td>
<td>Any quality concerns or slower than expected</td>
</tr>
</tbody>
</table>
The Programme Board will hold regular programme reviews to assess the performance of the programme and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme’s final year, the Programme Board shall hold an end-of-programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme results and lessons learned with relevant audiences.

**Evaluation Plan**

<table>
<thead>
<tr>
<th>Evaluation Title</th>
<th>Related Strategic Plan Output</th>
<th>UNPF/CPD Outcome</th>
<th>Planned Completion Date</th>
<th>Key Evaluation Stakeholders</th>
<th>Cost and Source of Funding</th>
</tr>
</thead>
</table>
| Mid-Term Evaluation |Outcome 2: “Citizens’ expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance”  
Output 2.3. Capacities of human rights institutions strengthened  
Output 2.6. Legal reform enabled to fight discrimination and address emerging issues (such as environmental and electoral justice)  
Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services  
Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress |UNPF Outcome 7: “Institutions and policies at national and local level support the delivery of quality services that better respond to people’s needs”  
UNPF Outcome 8: “People enjoy improved access to justice and fulfilment of their human rights”  
CPD Outcome 3 “Institutions and policies at national and local level support the delivery of quality services that better respond to people’s needs”  
CPD Output 3.5. Legal and Judicial institutional structure, arrangement and capacity improved to promote Rule of Law  
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  
CPD Output 3.7. Lao PDR better able to fulfil its International Human Rights Obligations through treaty reporting and UPR process |June 2019 |MoJ, PSC, OSPP, MPS, MoFA, LBA |US $ 20,000 |
## VII. Multi-Year Work Plan

### Expected Outputs

<table>
<thead>
<tr>
<th>Output 1: Enhanced ability of the Government to coordinate, monitor, and identify resources to establish the rule of law state</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender marker:</strong> GEN1</td>
</tr>
</tbody>
</table>

### Planned Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Y1</th>
<th>Y2</th>
<th>Y3</th>
<th>Y4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1 Improve legal sector coordination</strong></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>1.1.1 Support to LIOSSWG meetings:</td>
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<td></td>
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<tr>
<td>- Preparation of resource materials for LIOSSWG meetings</td>
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<tr>
<td>- Support coordination and linkages of LIOSSWG with GSWG and Round Table Process</td>
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<tr>
<td>- Provide material and human resource support to the LSMP Secretariat to organise and convene regular meetings</td>
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<tr>
<td>1.1.2 Joint work-planning:</td>
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<tr>
<td>- Share annual work plan with UN agencies and DPs</td>
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<tr>
<td>- Convene annual work-planning meetings and UN agencies and DPs</td>
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<tr>
<td>- Share quarterly work plans with UN agencies and DPs</td>
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<tr>
<td>1.1.3 Organise ad hoc legal sector coordination meetings:</td>
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<tr>
<td>- Prepare resource materials for ad hoc meetings to improve coordination on topics of urgent or specialised concern in the legal sector</td>
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</tr>
<tr>
<td>- Provide material and human resource support to LSMP Secretariat or other national coordination mechanism to organise and convene ad hoc meetings</td>
<td></td>
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<tr>
<td><strong>1.2 Improve law implementation monitoring</strong></td>
<td></td>
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<td></td>
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<tr>
<td>1.2.1 Develop law implementation monitoring tool(s):</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>- Commission analysis of international best practice on law implementation monitoring tools</td>
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<tr>
<td>- Support inter-agency working group or workshop to develop a model law implementation monitoring tool (or tools) for the Lao context</td>
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<tr>
<td>1.2.2 Analysis of law implementation data sources and collection methods:</td>
<td></td>
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</tr>
<tr>
<td>- Commission analysis of current data – both quantitative and qualitative - on law implementation and the justice sector collected by various agencies, as well as collection methods</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>- Support inter-agency working group or workshop to develop improved data collection</td>
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</tr>
</tbody>
</table>

### Planned Budget

<table>
<thead>
<tr>
<th>Year</th>
<th>Funding Source</th>
<th>Budget Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y1</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Y2</td>
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<td></td>
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<tr>
<td>Y3</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Y4</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

12 The draft AWP and budget will be prepared, discussed and endorsed/approved at the first Programme Board meeting.

13 The planned budget is indicative only. Final decision on budget allocation will be made at first Programme Board meeting.
- methodologies, tools, and mechanisms, as well analytic processes to support future policy-making and planning

1.2.3 Monitor implementation of priority laws:
- Identify priority laws to be monitored: e.g., the Penal Code
- Establish inter-agency working group and allocate monitoring responsibilities
- Pilot-test law implementation monitoring tool and revamped data collection methods
- Conduct workshop to analyse the results of the monitoring and revise the law monitoring tool(s) and data collection methods based upon lessons-learned
- Make recommendations as to improved, regular monitoring processes and methods

1.3 Assist ongoing rule of law strategic planning

1.3.1 Translating policy into effective legislation and practice:
- Commission research and analysis on international best practice on policy formulation and its translation into legislation and practice
- Commission a research paper/presentation on the ROLPA methodology
- Organise a workshop to present the findings of the research

1.3.2 Targeted provision of information to support the NSSC Feasibility Study Report on "Development of a State Governed by Law in Lao PDR":
- Commission analysis of additional topics and international best practice relevant to the study
- Augment surveys and analysis on the basis of the needs of the research team
- Facilitate the organisation of seminars or workshops, including participation of external technical experts
- Organise a study tour: e.g., to Canada

1.3.3 Defining the overall direction, targets, and approach for developing a state governed by law by 2030:
- Organise a workshop, facilitated by a strategic planning or results-based management expert, to facilitate the development of a logic model, identify indicators, and outline a work breakdown for the NSSC Feasibility Study Report on "Development of a State Governed by Law in Lao PDR"

<table>
<thead>
<tr>
<th>Position</th>
<th>Total for each year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Technical Specialist</td>
<td>174,585</td>
</tr>
<tr>
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<td>M&amp;E</td>
<td>21,576</td>
</tr>
<tr>
<td>Total for each year</td>
<td></td>
</tr>
<tr>
<td>Sub-Total for Output 1</td>
<td>655,797</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Output 2: Expanded and systematised</th>
<th>2.1 Strengthen capacity of policy and law-makers to employ evidence-based tools</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.1.1 Problem and policy identification: (link to 1.3.1)</td>
</tr>
<tr>
<td></td>
<td>- Commission analysis of international – and, in particular, regional - best practice on policy-formulation methodologies and tools: e.g., problem-identification, legislative</td>
</tr>
<tr>
<td></td>
<td>110,000</td>
</tr>
<tr>
<td>Use of evidence-based policy and legislative development</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Gender marker:</strong> GEN2</td>
<td></td>
</tr>
</tbody>
</table>

2.1.2 Develop tools to translate policy effectively into legislation:
- Commission analysis of international – and, in particular, regional - best practice on the use of drafting tools, such as drafting instructions and impact assessments
- Support inter-agency working group or workshop to develop procedures for preparing drafting instructions and conducting impact assessments in the Lao context

2.1.3 Develop law implementation tools:
- Commission analysis of international – and, in particular, regional - best practice on the development and use of law implementation tools, such as financial impact assessment, implementation plans, and communications plans
- Support inter-agency working group or workshop to develop procedures for preparing such law implementation tools in the Lao context

2.2 Strengthen capacity of local officials to develop legislation
2.2.1 Develop legislative audit methodology:
- Commission analysis of international – and, in particular, regional - best practice on the use of screening (audit) tools to check the conformity of sub-ordinate legislation (regulations) with the Constitution and national legal framework
- Support the Legislation Department, MoJ to develop and refine such legislative audit tools

2.2.2 Capacity-building on law-making process and drafting:
- Support the development of a training programme – or programmes - on the hierarchy of laws, policy and law-making process, and legislative drafting technique, including the legislative audit tools developed under 2.2.1.14
- Train trainers
- Support training of provincial and district justice officials, as well as others, who will be involved in the drafting and review of provincial regulations

2.3 Strengthen capacity of justice sector officials to collect and analyse data
2.3.1 Capacity-building on use of evidence-based tools: [feed into 1.2.2]
- Based upon the improved data collection methodologies, tools, and mechanisms, as well analytic processes developed under 1.2.2, revise the types of data – quantitative and qualitative – collected, and collection methods, and analytic procedure employed by each sector agency at each level of Government
- Develop training on the revised methodologies
- Train trainers
- Train officials involved in the collection and analysis of data at all levels

2.3.2 Develop enhanced consultation processes for legislative development: [link to 5.3]
- Commission analysis of international – and, in particular, regional - best practice on

---

14 “Law, Legislation & Policy” (LLP) course: which would draw upon the Constitution, the (draft) Legislative Drafting Manual, Lao Legal Terms, Law on Treaties, and other methodologies and tools developed under the project. It could be developed in collaboration with the LuxAid ‘Rule of Law’ and ILSTA-implemented projects, with variations of the course being developed for law students, newly recruited justice sector officials, in-service training, and legislators and NA/PPA staff.
consultation techniques at different stages of the legislative development process
- Support inter-agency working group or workshop to develop enhanced consultation
  processes for the Lao context
- Develop training on consultation processes
- Train trainers
- Train officials involved in the development or revision of legislation at all levels

2.3.3 Capacity-building on use of evidence-based tools: [feed into 1.2.2]
- Based upon the improved data collection methodologies, tools, and mechanisms, as
  well analytic processes developed under 1.2.2, revise the types of data – quantitative
  and qualitative – collected, and collection methods, and analytic procedure employed
  by each sector agency at each level of Government
- Develop training on the revised methodologies
- Train trainers
- Train officials involved in the collection and analysis of data at all levels

2.3.4 Develop enhanced consultation processes for legislative development: [link to 5.3]
- Commission analysis of international – and, in particular, regional - best practice on
  consultation techniques at different stages of the legislative development process
- Support inter-agency working group or workshop to develop enhanced consultation
  processes for the Lao context
- Develop training on consultation processes
- Train trainers
- Train officials involved in the development or revision of legislation at all levels

2.4 Develop strategic legislation using improved drafting methodologies

2.4.1 Identify priority (strategic) legislation for development or revision
- Identify at least 3 laws and 6 provincial regulations (2/region) to be developed or
  revised - e.g., the Criminal Procedure law or Gender Equality Law
- Support the establishent and work of the respective working groups
- Develop each piece of legislation using some or all of the methodologies and tools
  developed or refined under 2.1, 2.2, and 2.3

Senior Technical Specialist
Programme Coordinator
UNDP Programme and Development Effectiveness Support
M&E

Total in each year

Sub-Total for Output 2

Output 3: Strengthened capacity of Lao PDR to harmonise

3.1 Promote the adoption and integration of international standards

3.1.1 Feasibility study of accession/ratification/adoption: (link to the Law on Treaties
  framework)
- Identify at least 3 priority treaty regimes or international standards – including, UPR
  “accepted” recommendations, ICPPED, OPCAT, Bangkok or Mandela Rules – to
  which Lao PDR might consider adhering in the near future

85,000
with, and transpose, international obligations and standards into domestic law and practice

**Gender marker:** GEN2

<table>
<thead>
<tr>
<th>3.2 Strengthen capacity for evidence-based treaty-reporting of Government officials at the central and local levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1 Analysis of reporting requirements: [link to 2.3 &amp; 1.2.3]</td>
</tr>
<tr>
<td>- Identify treaty reporting requirements</td>
</tr>
<tr>
<td>- Identify (quantitative and qualitative) data sources and collection methods and mechanisms</td>
</tr>
<tr>
<td>- Commission analysis/technical assistance on international best practice on treaty reporting data collection, including consultation and engagement processes</td>
</tr>
<tr>
<td>3.2.2 Revamping of data collection, analysis, and reporting: [link to 5.3.1]</td>
</tr>
<tr>
<td>- Organise a working group or hold a workshop to identify improved and sustainable mandates, responsibilities, and procedures to obtain and analyse data for treaty reporting</td>
</tr>
<tr>
<td>- Capture recommendations in a policy paper or report</td>
</tr>
<tr>
<td>- Pilot test revamped reporting procedures for at least 3 treaty reporting processes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3.3 Harmonise domestic law (existing or under development) and practice with international standards and commitments</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1 Gap analysis:</td>
</tr>
<tr>
<td>- Identify at least 3 treaty regimes to which Lao PDR is a party but for which a full legal audit was not conducted prior to ratification/accession</td>
</tr>
<tr>
<td>- Provide technical assistance to a working group to conduct a legal audit of the treaty commitments vis-à-vis the domestic legal framework and practice: e.g., the ICCPR and criminal procedure</td>
</tr>
<tr>
<td>- Identify and report changes to domestic law or practice required to bring the domestic legal framework and practice into line with the treaty commitments</td>
</tr>
<tr>
<td>- Capture and roll-out the methodology developed</td>
</tr>
<tr>
<td>3.3.2 Operationalise Law on Treaties procedure:</td>
</tr>
<tr>
<td>- Identify at least 3 treaty regimes to which Lao PDR intends to become a party</td>
</tr>
<tr>
<td>- Provide technical assistance to a working group to conduct a legal audit of the treaty commitments vis-à-vis the domestic legal framework and practice pursuant to the requirements of the Law on Treaties</td>
</tr>
<tr>
<td>- Identify and report on commitments which are not capable of direct application in domestic law, and the changes to domestic law or practice required to bring the domestic legal framework and practice into line with the treaty commitments prior to ratification/accession</td>
</tr>
<tr>
<td>- Capture and roll-out the methodology developed</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>3.4 Awareness of legal sector officials on international obligations, standards and conventions ratified by Lao PDR enhanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>85,000</td>
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</table>
### Output 3: Strengthening the legal sector

**3.4 Awareness-raising of legal sector officials**

- Conduct awareness-raising activities of legal sector officials including judges, prosecutors, the police, the NA and PPA on international obligations, standards and conventions that Lao PDR has ratified, including how to incorporate international obligations, standards and conventions into domestic laws and practices as per the law-making process and the Law on Treaties.

- Conduct awareness-raising activities of legal sector officials including judges and prosecutors on how to address any conflicts that arise between domestic and international laws as per the law-making process and the Law on Treaties.

**3.4.2 Participation in international law fora**

- Support Lao Government officials (from MoFA and other relevant line ministries) to prepare for, attend and follow up on important international law conferences including the Human Rights Council conferences on the UPR.

**3.5 Build capacity of central Government and local officials to disseminate and implement international law**

- **3.5.1 Awareness-raising of mandate and responsibilities with respect to international law:**
  - Analyse mandate of central Government and local authorities pursuant to the Law on Treaties and conduct a needs analysis at the central level and in pilot provinces.
  - Train on the hierarchy of laws, legal review/audit methodologies, and drafting of international agreements [link to 2.2.2].
  - Train on law implementation monitoring and link to treaty reporting mechanisms [link to 3.2.2].
  - Capture lessons-learned and scale up and roll out to other provinces.

### Resources Required

<table>
<thead>
<tr>
<th>Position</th>
<th>Cost (LAK)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Technical Specialist</td>
<td>174,585</td>
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<tr>
<td>Programme Coordinator</td>
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<td>62,636</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>21,576</td>
</tr>
<tr>
<td><strong>Total in each year</strong></td>
<td><strong>695,797</strong></td>
</tr>
</tbody>
</table>

**Output 4:**

**Improved access to justice and justice service delivery for citizens**

**4.1 Apply ‘Rule of Law in Public Administration’ (ROLPA) methodology to the delivery of justice services**

- **4.1.1 ROLPA assessment:**
  - Recruit an international expert to guide the process.
  - Agree with relevant officials the assessment objectives and methodological approach.
  - Map the legal and institutional framework.
  - Survey service-delivery staff perceptions.
  - Canvas the perceptions of service users.
  - Analyse data and preparation of report.
  - Disseminate/present the analytic report and its recommendations.

### Resources Required

<table>
<thead>
<tr>
<th>Position</th>
<th>Cost (LAK)</th>
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</thead>
<tbody>
<tr>
<td><strong>Sub-Total for Output 3</strong></td>
<td><strong>100,000</strong></td>
</tr>
</tbody>
</table>
| Gender marker: GEN2 | 4.1.2 Support to implement ROLPA recommendations:  
- Select analytic report recommendations to implement  
- Provide small-scale (equipment and infrastructure) support to implement selected recommendations |
|---------------------|--------------------------------------------------------------------------------------------------|
|                     | 4.2 Build administrative dispute resolution capacity  
4.2.1 Develop implementation plan:  
- Support a working group or workshop to develop an implementation plan for the establishment of regional administrative chambers  
- Analyse SPLSMP-supported study\(^{15}\) of administrative dispute resolution in light of the NA resolution establishing administrative chambers, once adopted by the NA  
- Commission an expert consultant to analyse international best practice, the legislative framework, and draw together recommendations from the working group or workshop to develop a draft implementation plan, including identification and phasing of human and material resources, as well as sustainability |
|                     | 4.2.2 Build capacity for administrative cases:  
- Develop training/manual  
- Train trainers  
- Train judges, prosecutors, and lawyers  
- Identify and allocate resources  
- Design and conduct public (including targeting administrative officials) awareness campaigns and establish referral systems |
|                     | 4.3 Expand justice outreach services for rural or remote communities  
4.3.1 Needs analysis for outreach services:  
- Commission a comprehensive needs assessment for rural and remote communities, including sustainability  
- Based upon the assessment, identify resources, including human resources  
- Prioritise the allocation of resources (to the below) |
|                     | 4.3.2 Expand (primary) legal aid delivery: \([link to 4.4.3]\)  
- Define policy and mandate in relation to VMUs  
- Train additional staff  
- Identify and secure resources, including equipment and transport, for expansion of legal aid offices to additional provincial/district offices or provision of mobile legal aid services (e.g., ‘street’ legal aid clinics in urban centres) |
|                     | 4.3.3 Regularise paralegal services:  
- Identify needs and current practice regarding paralegal service provision, including resource needs  
- Develop regulatory framework/licencing and allocate resources for paralegals  
- Explore possibility with LBA of law graduates completing their internships as paralegals in legal aid offices  
- Design training and licencing system  
- Conduct training  
- Allocate resources and deploy paralegals  
- Design work process monitoring system |

\(^{15}\) L. Pouget, “Setting up an Administrative Justice System in Lao PDR: Guidelines and Drafting Recommendations” (2016).
4.3.4 Pilot mobile court:
- Design implementation plan for the roll-out of mobile courts, including resources and sustainability
- Design a pilot
- Design and conduct public awareness campaigns and establish referral systems
- Conduct periodic monitoring of the effectiveness of the mobile courts and revise/revamp based upon analysis of monitoring data

4.3.5 Establish more comprehensive referral systems:
- Conduct a needs assessment for referral systems between police, VMUs, legal aid providers, prosecutors, judges and court officials, lawyers, land registries, etc.; including sustainability
- Identify required referral systems and establish regulatory and procedural framework
- Allocate resources, human and material to establish the referral systems
- Conduct public awareness campaign about referral systems
- Conduct periodic monitoring of the effectiveness of the systems and revise/revamp based upon analysis of monitoring data

4.4 Enhance access to justice for vulnerable persons

4.4.1 Sensitise justice officials to the specific concerns of vulnerable victims and witnesses:
- Develop training/manuals for police, VMUs, legal aid providers, prosecutors, judges and court officials, and lawyers on dealing with victims of (S)GBV, and victims or witnesses who are persons with disabilities, minors, elderly, or from different ethnic, linguistic or religious groups
- Deliver training
- Develop referral systems for victims

4.4.2 Develop victim and witness support mechanisms:
- Work with the Ministry of Labour & Social Welfare to develop (social and psychological) counselling and support mechanisms, referral systems, and recruit staff/consultants
- Conduct advocacy with justice sector officials on the use – and benefits – of such support mechanism
- Train counselling and support providers
- Provide equipment and (minor) infrastructure for support centres in provincial or regional courts: e.g., secure interview rooms or video-conferencing facilities
- Work with UN partners to develop joint support to provide legal, psychological, housing, and income generation support to vulnerable persons: e.g., trafficking victims

4.4.3 Strengthen the Free Legal Aid system:
- Provide targeted resources for vulnerable persons: e.g., (S)GBV or trafficking victims
- Conduct a needs analysis, especially for the provision of legal representation and sustainability of the FLA Fund
- Organise study tour to Philippines

4.5 Strengthen enforcement of the law at the local level
4.5.1 Capacity-building needs assessment:
- Review new or revised mandates of prosecutors and police pursuant to the new Penal Code, Law on Prosecutors, and (potential) revisions to the Criminal Procedure Law
- Conduct a needs analysis to implement new or improved mandates, including relevant international commitments and standards: e.g., community-service sentencing

4.5.2 Build coordination and capacity:
- Analyse needs for coordination between police, prosecutors, and lawyers in criminal investigation
- Develop training materials on mandate (i.e., criminal v. civil), roles, responsibilities, and coordination
- Train trainers
- Deliver joint-training to front-line prosecutors and police

4.5.3 Build specific investigation capacity:
- Based upon needs assessment, identify priority needs for specialised investigative capacity: e.g., forensics, cross-border, financial or environmental crimes
- Develop training/manual
- Train trainers
- Train officials responsible for criminal investigations
- Identify and procure equipment, as required

4.5.4 Monitor work processes: [link to 5.4.3]
- Develop internal – or inter-agency - monitoring systems for execution of investigation
- Conduct regular monitoring
- Identify needs for revised procedures, additional training, ethics training or disciplinary measures

4.5.5 Expand Case Management System:
- Evaluate CMS established under SPLSMP, including use of data for monitoring and evidence-based policy-making
- Revise or expand CMS based upon evaluation
- Maintain and monitor data protection safeguards and information flow

4.5.6 Strengthen Judgement Enforcement system:
- Evaluate Judgement Enforcement system established under SPLSMP
- Revise or expand system, including resource allocation, based upon evaluation
- Support continued training of judgement enforcement officers
- Develop action plan, pursuant to SPLSMP ‘gap analysis’, to address external obstacles to judgement enforcement
- Conduct advocacy for regulatory or procedural changes to address external obstacles and improve judgement enforcement rates

<p>| Senior Technical Specialist | 174,585 |
| Programme Coordinator       | 12,000  |
| UNDP Programme and Development Effectiveness Support | 62,636 |
| M&amp;E                         | 21,576  |
| <strong>Total for each year</strong>     | <strong>770,797</strong> |</p>
<table>
<thead>
<tr>
<th>Output 5: Increased public awareness of legal rights and responsibilities, and confidence in justice institutions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender marker:</strong> GEN2</td>
<td></td>
</tr>
</tbody>
</table>

5.1 Support strategic public legal awareness-raising campaigns

5.1.1 Conduct priority public awareness campaigns:
- Identify priority legal issues
- Formulate at least 4 major campaigns, using media and messages appropriate to the target audiences in different provinces; including vulnerable persons (women, youth, elderly, persons with disabilities) or different ethnic or linguistic groups
- Implement campaigns

5.1.2 Develop legal radio serial:
- Develop scripts incorporating legal, and other, themes, commission actors, and record episodes
- Negotiate transmission agreements with national/provincial radio stations and Community Radio stations
- Promote awareness of the broadcast in advance
- Broadcast on a regular basis over time, with repeat broadcasts at alternative times, in various languages

5.1.3 Monitor effectiveness of awareness campaigns:
- Design surveys or other monitoring processes to gauge the understanding an impact of media campaigns
- Conduct before and after monitoring of specific campaigns

<table>
<thead>
<tr>
<th>5.2 Improve local access to legal information</th>
<th></th>
</tr>
</thead>
</table>

5.2.1 Needs assessment:
- Identify local public (legal) information needs, resources, and access points: e.g., internet, mobile network, tv, radio, Community Radio Army Radio

5.2.2 Pilot information distribution and referral systems: [linked to 4.4]
- Based upon needs assessment, design more effective and responsive (and sustainable) systems to provide information, or referral systems where information cannot be provided directly
- Pilot systems
- Analyse lessons-learned from pilots and, if successful, scale-up or roll-out

5.2.3 Radio call-in programmes:
- Negotiate transmission agreements with national/provincial radio stations and Community Radio stations
- Promote awareness of the broadcasts in advance
- Assign legal officers to present legal information and answer questions from the public

<table>
<thead>
<tr>
<th>5.3 Build officials’ capacity to interact effectively with the public</th>
<th></th>
</tr>
</thead>
</table>

5.3.1 Develop public engagement methodologies and capacity: [link to 3.2.1]
- Analyse international best practice on public consultation and engagement techniques; including education, information-gathering, involvement, and engagement and the respective context for their use

| 90,000 | 90,000 | 90,000 |

16 For example: briefings, information materials or information repositories.
<table>
<thead>
<tr>
<th>5.3.2 Pilot-test methodologies:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Establish a workshop or conduct a workshop to select and adapt tools and techniques to the Lao Context</td>
</tr>
<tr>
<td>- Design training/manual</td>
</tr>
<tr>
<td>- Train trainers</td>
</tr>
<tr>
<td>- Train sector officials at all levels</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.3.3 Develop community prosecution capacity:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Train prosecutors, particularly those in frequent contact with local media, and newly-appointed district prosecutors</td>
</tr>
<tr>
<td>- Link prosecutors, particularly at the district and provincial levels, to referral systems and victim and witness support centres</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.3.4 Develop community policing capacity:</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Link police, particularly at the village and district levels, to referral systems and victim and witness support centres</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5.4 Strengthen justice officials’ ethics</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Establish a workshop or conduct a workshop to select and adapt tools and techniques to the Lao Context</td>
</tr>
<tr>
<td>- Design training/manual</td>
</tr>
<tr>
<td>- Train trainers</td>
</tr>
<tr>
<td>- Train sector officials at all levels</td>
</tr>
</tbody>
</table>

5.3.2 Pilot-test methodologies:
- Identify priority issues at the national and local level for public engagement
- Identify appropriate tools and techniques to be tested
- Conduct public engagement initiatives
- Monitor results/impact
- Analyse results and lessons-learned, and revise methodologies as necessary

5.3.3 Develop community prosecution capacity:
- Analyse international – particularly regional – best practice on the engagement of prosecutors with their communities and the media
- Identify and adapt practices to the Lao context and raise awareness with senior prosecutors
- Design training or training manuals
- Train trainers
- Train prosecutors, particularly those in frequent contact with local media, and newly-appointed district prosecutors
- Link prosecutors, particularly at the district and provincial levels, to referral systems and victim and witness support centres

5.3.4 Develop community policing capacity:
- Analyse international – particularly regional – best practice on the engagement of police with their communities and the media
- Identify and adapt practices to the Lao context and raise awareness with senior police/MPS
- Design training or training manuals
- Train trainers
- Train police, particularly those in frequent contact with local media, and village security officers (tahan)
- Link police, particularly at the village and district levels, to referral systems and victim and witness support centres

5.4 Strengthen justice officials’ ethics

5.4.1 Assess current practice and ethics training:
- Analyse current ethics training for judges, prosecutors, police, and judgment enforcement officers
- Review relevant legislation and regulations, Government strategies and directives, and Party guidance on ethics and transparency
- Design and conduct surveys or other consultation to ascertain comprehension, as well as actual application, of ethical standards by judges, prosecutors, police, and officials.

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17 For example: call for submissions, focus groups, surveys or stakeholder interviews.
18 For example: discussion groups, online discussions, public hearings, public meetings or study circles.
19 For example: advisory groups, citizen or expert panels, conferences, workshops or think-tanks.
judgement enforcement officers
- Analyse gaps or deficiencies in the system and practice

5.4.2 Develop improved ethics standards and capacity:
- Based upon gaps and deficiencies, support the development of strengthened standards, codes or procedures for judges, prosecutors, police, and judgement enforcement officers
- Review and revise training/manuals, incorporating real-life scenarios and responses
- Train trainers
- Train front-line officials

5.4.3 Monitor work processes: [link to 4.5.4]
- Develop monitoring regimes for work processes, including applied ethics and transparency, of judges, prosecutor, police, and judgement enforcement officers
- Conduct preliminary monitoring
- Conduct post-training monitoring
- Analyse monitoring results and, based upon them, revise standards, codes, procedures, training or monitoring processes
- Conduct monitoring on an ongoing, regular basis

Senior Technical Specialist 174,585
Programme Coordinator 12,000
UNDP Prgramme and Development Effectiveness Support 62,636
M&E 21,576
Total each year
Sub-Total for Output 5 630,797

Output 6: General Management Support
Output supports (incl. Operations, equipment and staff - programme admin. finance officer, accountant, assistant and driver.) 232,119
Audit 7,600
GMS* 296,296
Sub-Total for Output 6 536,015
TOTAL 4,000,000
VIII. **Governance and Management Arrangements**

<table>
<thead>
<tr>
<th>Programme Board (Governance Mechanism)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Government Partners</strong></td>
</tr>
<tr>
<td>MOJ, SPC, OSPA, MPS, MOFA, MoHA, MPI, NA, LBA</td>
</tr>
<tr>
<td><strong>Executive Partners</strong></td>
</tr>
<tr>
<td>Ministry of Justice</td>
</tr>
<tr>
<td><strong>UNDP/Development Partners</strong></td>
</tr>
<tr>
<td>UNDP, USAID, and other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programme Management Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. National Programme Director- Vice-Minister- MOJ</td>
</tr>
<tr>
<td>2. Deputy National Programme Director-Director General of DIC-SPC</td>
</tr>
<tr>
<td>3. Deputy National Programme Director-Director General of DIC-OSPA</td>
</tr>
<tr>
<td>4. Deputy National Programme Director-Director General of DIC-MOFA</td>
</tr>
<tr>
<td>5. Deputy National Programme Director-Director General of DTL-MOFA</td>
</tr>
<tr>
<td>6. Deputy National Programme Director-President of the LBA</td>
</tr>
<tr>
<td>7. Programme Manager-Director General-MOJ</td>
</tr>
</tbody>
</table>

### Programme Support Unit
1. Senior Programme Coordinator
2. Senior Finance Manager
3. Programme Assistants
4. Accounting & Cashier
5. Administration
6. Drivers

### Substantive & Technical Support
1. Technical Advisor (overall programme substantive matters)
2. National and International Consultants (Short Term Consultants for Specific Tasks)
3. National technical staff from DTL/MoFA to support data collection & use and treaty reporting; as well capacity building of central Government officials and local officials on Lao PDR’s international commitments

IX. **Legal Context**

**Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)**

This programme 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 programme will be implemented by the Ministry of Justice (“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.

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20 Further discussion on and endorsement of the Governance Structure will take place at the first Programme Board meeting, including the formal designation of the main partners of each output.
X. RISK MANAGEMENT

Option a. Government Entity (NIM)

1. Consistent with the Article III of the SBAA, 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 programme is being carried;
   b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

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 Programme Document.

3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.


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 programme stakeholders are informed of and have access to the Accountability Mechanism.

6. All signatories to the Programme 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 programme 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 programme 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 Programme 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 Programme 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 Programme 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 programme 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 Programme Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

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 Programme 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 Programme Document.

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

12. Each contract issued by the Implementing Partner in connection with this Programme 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 programme, 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 Programme Document.
XI. ANNEXES

1. Programme Quality Assurance Report

See attachment
2. Social and Environmental Screening

Programme Information

<table>
<thead>
<tr>
<th>Programme Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Programme Title</td>
</tr>
<tr>
<td>Strategic Support to Strengthen the Rule of Law in Lao PDR (3S-RoL)</td>
</tr>
<tr>
<td>2. Programme Number</td>
</tr>
<tr>
<td>Country (Lao PDR)</td>
</tr>
<tr>
<td>3. Location (Global/Region/Country)</td>
</tr>
<tr>
<td>Country (Lao PDR)</td>
</tr>
</tbody>
</table>

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

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

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

The programme objective is to strengthen the rule of law and advance the exercise of rights in Lao PDR. Considerations of gender, youth, the elderly, ethnic groups, persons with disabilities and other vulnerable persons, and human rights are integrated into the planning of all activities, with activities specifically focused upon them. The programme uses a Human Rights based approach, seeking to empower people (right holders) to realize their legal rights, while supporting the Government (duty bearer) to strengthen its capacity. Interventions including ensuring compliance of national legislation with international human rights treaties and follow up on recommendations from the Universal Periodic Review.

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

Considerations of gender have been integrated into the planning of all activities, with activities specifically focused on women.

I.e.:
Activity 2.1.: Commission analysis of international – and, in particular, regional - best practice on policy-formulation methodologies and tools: e.g., gender, screening tools
2.4.1 Identify priority (strategic) legislation for development or revision
- Identify at least 3 laws and 6 provincial regulations (2/region) to be developed or revised - e.g., Gender Equality Law
Activity 4.4.: Methodology will be developed, and capacity built, amongst justice services providers on sensitised handling and support for particularly vulnerable victims and witnesses: e.g., victims of sexual or gender-based violence. Effort will also be made to enhance the sustainability of free legal aid, and the Legal Aid Fund, for victims of sexual or gender-based violence.

In addition, a gender mainstreaming methodology will be developed.
Sex-disaggregated data will be collected, analyzed and used in the course of implementation.
Indicator 2.1.: - Number of gender-based policy-formulation methodologies and tools developed
Indicator 2.4: -- Number of gender-based laws drafted or revised
Indicators 4.4.
- Number of officials trained on special considerations vis-à-vis vulnerable victims and witnesses, including victims of GBV
- Number of victim and witness support services established, including for victims of GBV
- Number of free legal aid services for vulnerable persons established, including for victims of GBV.

**Briefly describe in the space below how the Programme mainstreams environmental sustainability**

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?**

*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 Programmes.*

**QUESTION 3: What is the level of significance of the potential social and environmental risks?**

*Note: Respond to Questions 4 and 5 below before proceeding to Question 6*

**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)?**

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Impact and Probability (1-5)</th>
<th>Significance (Low, Moderate High)</th>
<th>Comments</th>
<th>Description of assessment and management measures as reflected in the Programme design. If ESIA or SESA is required note that the assessment should consider potential impacts and risks.</th>
</tr>
</thead>
</table>
| Risk 1: Duty-bearers do not have the capacity to meet their obligations in the programme | I = 4  
P = 4 | H | Learning by doing support given to GoL officials, coaching provided by technical adviser | In the course of the implementation of the programme, capacity of the duty-bearers will be developed and strengthened. The programme will complement the Government's efforts to scale-up, roll-out or refine previously developed initiatives, as well as pilot new ones, to improve the accessibility, transparency, responsiveness, and effectiveness of justice services delivered at the local level. There is a specific output dedicated to this – Output 4. Improved access to justice and justice service delivery for citizens |
| 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 for in their villages. | The programme design aims to strengthen capacity of rights-holders through specific output 5. Increased public awareness of legal rights and responsibilities, and confidence in, justice institution. Efforts will be made to disseminate information about strategic laws, employ improved communications techniques, enhance information-exchange, and engage citizens further with justice sector institutions and reforms. |
| Risk 3: Reproduce discriminations | I = 4  
 | M | Laos is a patriarchal society | A gender mainstreaming methodology will be developed, and capacity will be built, |
against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits.

P = 3 and differences in role and status of women in rural areas are present.

amongst justice services providers – VMUs, police, prosecutors, courts, lawyers, etc. – on sensitized handling and support for particularly vulnerable victims and witnesses: e.g., victims of sexual or gender-based violence. In addition, sex-disaggregated data will be collected, analyzed and used in the course of implementation.

QUESTION 4: What is the overall Programme risk categorization?

<table>
<thead>
<tr>
<th>Select one (see SESP for guidance)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Risk</td>
<td></td>
</tr>
<tr>
<td>Moderate Risk</td>
<td>V</td>
</tr>
<tr>
<td>High Risk</td>
<td></td>
</tr>
</tbody>
</table>

Related to social impact, not negative environmental impact

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?

<table>
<thead>
<tr>
<th>Check all that apply</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principle 1: Human Rights</td>
<td>V</td>
</tr>
<tr>
<td>Mitigation measures incorporated into the programme design</td>
<td></td>
</tr>
<tr>
<td>Principle 2: Gender Equality and Women’s Empowerment</td>
<td>V</td>
</tr>
<tr>
<td>Mitigation measures incorporated into the programme design</td>
<td></td>
</tr>
<tr>
<td>1. Biodiversity Conservation and Natural Resource Management</td>
<td>No risks</td>
</tr>
<tr>
<td>2. Climate Change Mitigation and Adaptation</td>
<td>No risks</td>
</tr>
<tr>
<td>3. Community Health, Safety and Working Conditions</td>
<td>No risks</td>
</tr>
<tr>
<td>4. Cultural Heritage</td>
<td>No risks</td>
</tr>
<tr>
<td>5. Displacement and Resettlement</td>
<td>No risks</td>
</tr>
<tr>
<td>6. Indigenous Peoples</td>
<td>No risks</td>
</tr>
<tr>
<td>7. Pollution Prevention and Resource Efficiency</td>
<td>No risks</td>
</tr>
</tbody>
</table>

Final Sign Off

<table>
<thead>
<tr>
<th>Signature</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>QA Assessor</td>
<td></td>
<td>UNDP staff member responsible for the Programme, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.</td>
</tr>
<tr>
<td>QA Approver</td>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>PAC Chair</td>
<td>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 programme appraisal and considered in recommendations of the PAC.</td>
<td></td>
</tr>
</tbody>
</table>
### Social and Environmental Risk Screening Checklist

<table>
<thead>
<tr>
<th>Checklist Potential Social and Environmental Risks</th>
<th>Answer (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Principles 1: Human Rights</strong></td>
<td></td>
</tr>
<tr>
<td>1. Could the Programme 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?</td>
<td>No</td>
</tr>
<tr>
<td>2. Is there a likelihood that the Programme would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²¹</td>
<td>No</td>
</tr>
<tr>
<td>3. Could the Programme potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?</td>
<td>No</td>
</tr>
<tr>
<td>4. Is there a likelihood that the Programme would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?</td>
<td>No</td>
</tr>
<tr>
<td>5. Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Programme?</td>
<td>Yes</td>
</tr>
<tr>
<td>6. Is there a risk that rights-holders do not have the capacity to claim their rights?</td>
<td>Yes</td>
</tr>
<tr>
<td>7. Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Programme during the stakeholder engagement process?</td>
<td>No</td>
</tr>
<tr>
<td>8. Is there a risk that the Programme would exacerbate conflicts among and/or the risk of violence to programme-affected communities and individuals?</td>
<td>No</td>
</tr>
</tbody>
</table>

**Principle 2: Gender Equality and Women’s Empowerment**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is there a likelihood that the proposed Programme would have adverse impacts on gender equality and/or the situation of women and girls?</td>
<td>No</td>
</tr>
<tr>
<td>2. Would the Programme potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?</td>
<td>Yes</td>
</tr>
<tr>
<td>3. Have women’s groups/leaders raised gender equality concerns regarding the Programme during the stakeholder engagement process and has this been included in the overall Programme proposal and in the risk assessment?</td>
<td>No</td>
</tr>
<tr>
<td>4. Would the Programme 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? <em>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</em></td>
<td>No</td>
</tr>
</tbody>
</table>

**Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below**

**Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Would the Programme potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <em>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</em></td>
<td>No</td>
</tr>
<tr>
<td>1.2 Are any Programme 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?</td>
<td>No</td>
</tr>
<tr>
<td>1.3 Does the Programme 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)</td>
<td>No</td>
</tr>
<tr>
<td>1.4 Would Programme activities pose risks to endangered species?</td>
<td>No</td>
</tr>
<tr>
<td>1.5 Would the Programme pose a risk of introducing invasive alien species?</td>
<td>No</td>
</tr>
<tr>
<td>1.6 Does the Programme involve harvesting of natural forests, plantation development, or reforestation?</td>
<td>No</td>
</tr>
<tr>
<td>1.7 Does the Programme involve the production and/or harvesting of fish populations or other aquatic species?</td>
<td>No</td>
</tr>
<tr>
<td>1.8 Does the Programme involve significant extraction, diversion or containment of surface or underground water?</td>
<td>No</td>
</tr>
</tbody>
</table>

²¹ 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.
ground water?
*For example, construction of dams, reservoirs, river basin developments, groundwater extraction*

| 1.9 | Does the Programme involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) | No |
| 1.10 | Would the Programme generate potential adverse trans boundary or global environmental concerns? | No |
| 1.11 | Would the Programme 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? *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 Programme) need to be considered.* | No |

**Standard 2: Climate Change Mitigation and Adaptation**

| 2.1 | Will the proposed Programme result in significant greenhouse gas emissions or may exacerbate climate change? | No |
| 2.2 | Would the potential outcomes of the Programme be sensitive or vulnerable to potential impacts of climate change? | No |
| 2.3 | Is the proposed Programme likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? *For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding* | No |

**Standard 3: Community Health, Safety and Working Conditions**

| 3.1 | Would elements of Programme construction, operation, or decommissioning pose potential safety risks to local communities? | No |
| 3.2 | Would the Programme 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 Programme involve large-scale infrastructure development (e.g. dams, roads, buildings)? | No |
| 3.4 | Would failure of structural elements of the Programme pose risks to communities? (e.g. collapse of buildings or infrastructure) | No |
| 3.5 | Would the proposed Programme be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions? | No |
| 3.6 | Would the Programme 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 Programme pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Programme construction, operation, or decommissioning? | No |
| 3.8 | Does the Programme 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 Programme 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 Programme 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: Programmes intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts) | No |
| 4.2 | Does the Programme propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes? | No |

\[22\] 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.]
### Standard 5: Displacement and Resettlement

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Would the Programme potentially involve temporary or permanent and full or partial physical displacement?</td>
<td>No</td>
</tr>
<tr>
<td>5.2</td>
<td>Would the Programme 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)?</td>
<td>No</td>
</tr>
<tr>
<td>5.3</td>
<td>Is there a risk that the Programme would lead to forced evictions?(^\text{23})</td>
<td>No</td>
</tr>
<tr>
<td>5.4</td>
<td>Would the proposed Programme possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?</td>
<td>No</td>
</tr>
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### Standard 6: Indigenous Peoples

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<thead>
<tr>
<th></th>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>6.1</td>
<td>Are indigenous peoples present in the Programme area (including Programme area of influence)?</td>
<td>Yes</td>
</tr>
<tr>
<td>6.2</td>
<td>Is it likely that the Programme or portions of the Programme will be located on lands and territories claimed by indigenous peoples?</td>
<td>No</td>
</tr>
<tr>
<td>6.3</td>
<td>Would the proposed Programme 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 Programme 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)?&lt;br&gt;&lt;br&gt;(\text{If the answer to the screening question 6.3 is &quot;yes&quot; the potential risk impacts are considered potentially severe and/or critical and the Programme would be categorized as either Moderate or High Risk.})</td>
<td>No</td>
</tr>
<tr>
<td>6.4</td>
<td>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?</td>
<td>No</td>
</tr>
<tr>
<td>6.5</td>
<td>Does the proposed Programme involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?</td>
<td>No</td>
</tr>
<tr>
<td>6.6</td>
<td>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?</td>
<td>No</td>
</tr>
<tr>
<td>6.7</td>
<td>Would the Programme adversely affect the development priorities of indigenous peoples as defined by them?</td>
<td>No</td>
</tr>
<tr>
<td>6.8</td>
<td>Would the Programme potentially affect the physical and cultural survival of indigenous peoples?</td>
<td>No</td>
</tr>
<tr>
<td>6.9</td>
<td>Would the Programme potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?</td>
<td>No</td>
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</table>

### Standard 7: Pollution Prevention and Resource Efficiency

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>Answer</th>
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</thead>
<tbody>
<tr>
<td>7.1</td>
<td>Would the Programme 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 transboundary impacts?</td>
<td>No</td>
</tr>
<tr>
<td>7.2</td>
<td>Would the proposed Programme potentially result in the generation of waste (both hazardous and non-hazardous)?</td>
<td>No</td>
</tr>
<tr>
<td>7.3</td>
<td>Will the proposed Programme potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Programme propose use of chemicals or materials subject to international bans or phase-outs?&lt;br&gt;&lt;br&gt;(\text{For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol})</td>
<td>No</td>
</tr>
<tr>
<td>7.4</td>
<td>Will the proposed Programme involve the application of pesticides that may have a negative effect on the environment or human health?</td>
<td>No</td>
</tr>
</tbody>
</table>

\(^{23}\) 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.
### 3. Risk Analysis

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Date Identified</th>
<th>Type</th>
<th>Impact &amp; Probability</th>
<th>Countermeasures / Mngt response</th>
<th>Owner</th>
</tr>
</thead>
</table>
| 1  | Programme activities are not fully implemented due to lack of resources      | During formulation | Financial - Funding - Institutional/ execution capacity. | May prevent full implementation of certain activities.  

\[
\begin{align*} 
P &= 1 \\
I &= 3 \\
\text{GRI} &= 3 
\end{align*}
\]  
MoJ with support from UNDP will devise a robust resource mobilization strategy which will be in operation throughout the life of the programme. In addition, the Programme Board will also advocate for additional donor’s funds.  
A potential short-fall in resources, human or material, will be countered through more streamlined management structures shared or joint work-planning, to improve synergy and the sharing of resources, and less resource-intensive activities, the piloting of initiatives before scaling-up, or building upon tried and tested methodologies. | GoL, Programme Board |
| 2  | Delays in implementing some activities.                                     | During formulation | Organizational Implementation arrangements. | May prevent the implementation of all planned activities. It could also extend the cycle of the Programme beyond its scheduled date, with cost implications.  

\[
\begin{align*} 
P &= 2 \\
I &= 2 \\
\text{GRI} &= 4 
\end{align*}
\]  
The Programme Board and implementing agencies will closely monitor the programme implementation on a regular basis in order to deliver expected results in a timely manner. | Programme Board |
<table>
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</table>
| 3  | Lack of co-ordination between LSMP agencies, as well as with other stakeholders, and donors. | During formulation       | Strategic - Stakeholder relations. | Would reduce the synergy and consistency between reform efforts/activities and might also result in duplicated or conflicted activities.  
  \[ P = 3 \]  
  \[ I = 2 \]  
  \[ GRI = 6 \] | Effective co-ordination mechanism and mapping of sector activities will be prepared by the programme team and submitted to the programme board. Regular meeting will be convened by the programme board to ensure proper co-ordination. | Programme Board          |
| 4  | Limited public engagement and participation.                                 | During formulation       | Stakeholder relations.            | Lack of public understanding and support of activities/ reforms, as well as a failure to link them to the reality ‘on the ground’, will decrease the likelihood that they will be effective and sustainable.  
  \[ P = 3 \]  
  \[ I = 2 \]  
  \[ GRI = 6 \] | The Programme will emphasise effective communication of its objectives, as well as the broader objectives and benefits of LSMP implementation to the local levels and involve the public, particularly civil society and private sector representatives, in Programme activities. | Programme Board          |
| 5  | Limited capacity of national institutions and officials.                    | During formulation       | Organisational - Institutional/ execution capacity. | May hinder achievement of planned programme outputs/outcomes.  
<p>| The Programme will stress the building of capacity, both for local level in planning and implementing the programme activities that heavily focus on the local level in the programme objective. It will also enhance institutional and | Programme Board          |</p>
<table>
<thead>
<tr>
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<tr>
<td>6</td>
<td>Reforms produced by Programme activities are not sustainable.</td>
<td>During formulation.</td>
<td>Political - Organisational - Financial.</td>
<td>P = 2     I = 3        GRI = 6</td>
<td>Would undermine or potentially negate the achievement of Programme outcomes. Careful activity planning, including the establishment of clear baselines and problem identification, as well as co-ordination and integration of outputs should produce reforms that are responsive to the context, integrated and resourced, understood, and accepted. Engagement of a broad spectrum of stakeholders in reform process and specific activities will also be sought. Knowledge and human resource transfer to the Government/LSMP coordination mechanism. National ownership of activities, infused with international and regional best practice through programme support, carefully planning, including specific assessment of the sustainability of reforms introduced, and the focus on systemic – rather than ad hoc – change, will also enhance the long-term acceptance and viability of programme results.</td>
<td>Programme Board</td>
</tr>
<tr>
<td>7</td>
<td>Diverging views between legal sector agencies regarding their respective roles and responsibilities.</td>
<td>During formulation.</td>
<td>Strategic - Competition.</td>
<td>P = 1     I = 3        GRI = 3</td>
<td>May hinder delivery of planned programme outputs/outcomes. Close co-ordination between agencies - and establishment and comprehension of clear LSMP/Implementation Support Programme objectives, as well as the relationship between the objectives and planned activities, by those agencies. Thorough study, preparation, and consensus-building before any restructuring or realignment of roles and responsibilities is undertaken.</td>
<td>Programme Board</td>
</tr>
<tr>
<td>#</td>
<td>Description</td>
<td>Date Identified</td>
<td>Type</td>
<td>Impact &amp; Probability</td>
<td>Countermeasures / Mngt response</td>
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</tbody>
</table>
| 8  | Unexpected changes in Government policy or priorities.        | During formulation. | Organizational - Institutional arrangements. | May hinder delivery of planned programme outputs/outcomes.  
  $P = 1$  
  $I = 4$  
  GRI = 4 | The programme will have a certain level of flexibility in its planning and implementation subject to approval of the programme board. This will enable the programme to adapt new or changed policies or development priorities. The new guideline on establishment of the new RoL state in Lao PDR from the Party Bureau will also ‘lock in’ underlying Programme policies and priorities. | Programme Board |
| 9  | Slow decision-making on new priorities or policy choices.     | During formulation. | Organizational - Implementation arrangements. | May delay implementation of planned activities, thus impacting upon delivery of planned programme outputs/outcomes.  
  $P = 1$  
  $I = 3$  
  GRI = 3 | Strong commitment has been discussed and made by the relevant agencies through number of meetings and discussions. Programme Board will ensure that implementing agencies adhere to timelines by monitoring the progress on a regular basis.  
  Regular coordination meetings will be scheduled to review & set targets to ensure delivery of programme outputs. The Programme Board will be responsible for the overall monitoring of the delivery rate and addressing bottlenecks or other delays in decision-making. | Programme Board |
4. Capacity Assessment: Results of capacity assessments of Implementing Partner

4.1. HACT Assessment
See attachment.

4.2. Preliminary Implementing Partner Capacity Assessment

<table>
<thead>
<tr>
<th>AREAS FOR ASSESSMENT</th>
<th>ASSESSMENT QUESTIONS</th>
<th>Comments</th>
<th>REFERENCE DOCUMENTS AND INFORMATION SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PART I. BACKGROUND INFORMATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. History</td>
<td>Date of establishment of the organization</td>
<td>1975</td>
<td><a href="http://www.moj.gov.la">www.moj.gov.la</a></td>
</tr>
<tr>
<td>2. Mandate and constituency</td>
<td>What is the current mandate or purpose of the organization? Who is the organization’s primary constituency?</td>
<td>Ministry of Justice (MoJ) is a government organization that has roles as a secretariat to the government at the macro level regarding all activities related to legislatives, management and operation of justice, including the Lao Bar Association and other legal offices at the central and local levels in the country. MoJ is the leading Ministry working on the Legal Sector Master Plan endorsed by the Government in 2009. Further details about MoJ Mandates can be found on the website.</td>
<td><a href="http://www.moj.gov.la">www.moj.gov.la</a></td>
</tr>
<tr>
<td>3. Legal status</td>
<td>What is the organization’s legal status? Has it met the legal requirements for operation in the programme country?</td>
<td>Yes, MoJ has the legal status meeting the legal requirements for operation in the country</td>
<td><a href="http://www.moj.gov.la">www.moj.gov.la</a></td>
</tr>
<tr>
<td>4. Funding</td>
<td>What is the organization’s main source (s) of funds?</td>
<td>Public Budget</td>
<td>Annual MoJ reports</td>
</tr>
<tr>
<td>5. Certification</td>
<td>Is the organization certified in accordance with any international standards or certification procedure?</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

**PART II. PROGRAMME MANAGEMENT CAPACITY**

<table>
<thead>
<tr>
<th>2.1 Managerial Capacity</th>
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</thead>
<tbody>
<tr>
<td>1. Leadership Commitment</td>
<td>Are leaders of the organization ready and willing to implement the proposed programme?</td>
<td>YES</td>
<td>Consultations</td>
</tr>
<tr>
<td>2. Management experience and qualifications</td>
<td>2.1. Which managers in the organization would be assigned to work on the proposed programme? 2.2. What are their credentials and experience that relate to the proposed programme?</td>
<td>2.1. A government official of MoJ will be appointed as a National Programme Manager (NPM) by the programme board and s/he will also serve as the head of Secretariat.</td>
<td>2.1. Programme document (Annex 5.3. ToR of the National Programme Manager)</td>
</tr>
<tr>
<td>AREAS FOR ASSESSMENT</td>
<td>ASSESSMENT QUESTIONS</td>
<td>Comments</td>
<td>REFERENCE DOCUMENTS AND INFORMATION SOURCES</td>
</tr>
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</tr>
<tr>
<td>2.3. Do these managers have experience implementing UNDP or other donor-funded programmes?</td>
<td>2.2. &amp; 2.3 They have experience working on the previous Support Programme for Implementation of the Legal Sector Master Plan (SPLSMP) supported by UNDP (funded by EU, France and USA)</td>
<td></td>
<td>2.2. &amp; 2.3. SPLSMP reports</td>
</tr>
<tr>
<td>3. Planning and budgeting</td>
<td>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?</td>
<td>MoJ has been working on applying a results-based management methodology in its work through SPLSMP. There are measurable outputs and risks identified in the programme document. The multi-year workplan show the budgets commensurate with intended results.</td>
<td>SPLSMP reports Programme documents (V. Results Framework, VII. Multi-Year Work Plan)</td>
</tr>
<tr>
<td>4. Supervision, review, and reporting</td>
<td>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 programme 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?</td>
<td>Reporting to stakeholders and monitoring activities will be organized on a regular basis</td>
<td>Programme Document (VI. Monitoring and Evaluation Plan)</td>
</tr>
<tr>
<td>5. Networking</td>
<td>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?</td>
<td>The programme will continue to support the LSMP and other national rule of law coordination mechanisms, such as the LSMP Secretariat, while promoting even greater national ownership of them. The programme will continue to channel material support to such coordination mechanisms. Main partner organisations are identified under each output including LSMP Secretariat, NA, PPAs, and other relevant justice agencies or line ministries.</td>
<td>Programme Document III. Expected Results; III.2. Partnerships and III. 4. Stakeholder Engagement</td>
</tr>
</tbody>
</table>

**2.2 Technical Capacity**

<p>| 1. Technical knowledge and skills | Do the skills and experience of the organization’s technical professionals match those required for the programme? Would these professionals be available to the programme? Does the organization have the necessary technical infrastructure (e.g., laboratories, equipment, software, technical data bases, etc.) to support the implementation of the programme? 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? | MoJ has developed its technical knowledge and skills through previous SPLSMP Programme. Through SPLSMP, it has demonstrated its enhanced technical knowledge and skills as well as technical infrastructure required by the programme. | SPLSMP reports |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>PART III. ADMINISTRATIVE AND FINANCIAL MANAGEMENT CAPACITIES</strong></td>
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</tr>
<tr>
<td>3.1 Administrative capacity. Note: Answer only questions that are relevant to the proposed programme.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Facilities, infrastructure and equipment</td>
<td>Does the organization possess sufficient administrative facilities, infrastructure, equipment and budget to carry out its activities, particularly in relation to the requirements of the programme? Can the organization manage and maintain the administrative and technical equipment and infrastructure?</td>
<td>MoJ possesses sufficient administrative facilities, infrastructure and equipment to carry out activities required by the programme.</td>
<td>SPLSMP reports</td>
</tr>
<tr>
<td>2. Recruitment and personnel management</td>
<td>Does the organization have the legal authority to enter into employment contracts with individuals? Does the organization have dedicated personnel capacity? Do recruitment personnel have skills and experience that are appropriate to the requirements of the programme? Does the organization have written recruitment procedures? Is there evidence that the organization conducts recruitment objectively on the basis of competition, fairness, and transparency? Does the organization have a salary scale that would apply to programme 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 programme costs? Does the organization have established rules to deal with dispute cases effectively? What is the staff well-being policy of the organization, in particular dealing with discrimination, grievances, harassment and abuse cases? In case of dispute cases with its staff working in programmes does the organization undertake full responsibility to investigate and settle such cases without infringement to UNDP? Is the leave policy of the organization compatible with UNDP’s leave policies and is this policy likely to impede programme implementation activities? Does the organization have personnel policies regarding death and disability? Does the organization have personnel policies on health insurance and pension arrangements?</td>
<td>MoJ has the legal authority to enter into employment contracts with individuals and has developed and demonstrated its personnel management capacity for many years through SPLSMP. It has been also analysed in the HACT Micro Assessment.</td>
<td>SPLSMP reports HACT Micro Assessment</td>
</tr>
<tr>
<td>AREAS FOR ASSESSMENT</td>
<td>ASSESSMENT QUESTIONS</td>
<td>Comments</td>
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</tr>
<tr>
<td>3. Procurement and contracting</td>
<td>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? Does the organization have dedicated procurement capacity? Do procurement personnel have skills and experience that are appropriate to the requirements of the programme? Does the organization have written procurement procedures? Number of staff involved in procurement? Is there evidence that the organization conducts procurement on the basis of best value for money, transparency, and effective international competition? Number of procurement actions and their value in the past year? Is there a procurement plan for either the current, or next year?</td>
<td>MoJ 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 SPLSMP. Further details are analysed in HACT Micro Assessment</td>
<td>SPLSMP reports HACT Micro Assessment</td>
</tr>
<tr>
<td>3.2 Financial Management Capacity</td>
<td>1. Financial management organization and personnel</td>
<td>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? Do finance managers and personnel have skills and experience that are appropriate to the requirements of the programme? Is the existing financial management capacity adequate to meet the additional requirements of the programme? Do finance personnel have experience managing donor resources?</td>
<td>MoJ has a dedicated finance unit. Further details are analysed in HACT Micro Assessment</td>
</tr>
<tr>
<td></td>
<td>2. Financial position</td>
<td>Does the organization have a sustainable financial position? What is the maximum amount of money the organization has ever managed? If the proposed programme is implemented by this organization, what percentage of the organization’s total funding would the programme comprise?</td>
<td>MoJ has a sustainable financial position as proven by SPLSMP. Further details are analysed in HACT Micro Assessment</td>
</tr>
<tr>
<td></td>
<td>3. Internal control</td>
<td>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? 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? Is there any evidence of non-compliance with financial rules and procedures?</td>
<td>This is analysed in HACT Micro Assessment</td>
</tr>
<tr>
<td>AREAS FOR ASSESSMENT</td>
<td>ASSESSMENT QUESTIONS</td>
<td>Comments</td>
<td>REFERENCE DOCUMENTS AND INFORMATION SOURCES</td>
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<tr>
<td>4. Accounting and financial reporting</td>
<td>Are accounts established and maintained in accordance with national standards or requirements? When and to whom does the organization provide its financial statements? Can the organization track and report separately on the receipt and use of funds from individual donor organizations? Is there any evidence of deficiencies in accounting or financial reporting? Does the organization have a system and procedures for asset management and inventory control?</td>
<td>This is analysed in HACT Micro Assessment</td>
<td>SPLSMP reports</td>
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<td>HACT Micro Assessment</td>
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<tr>
<td>5. Audit</td>
<td>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?</td>
<td>This is analysed in HACT Micro Assessment</td>
<td>SPLSMP reports</td>
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</table>
5. Set of Terms of References

5.1. ToR of Programme Board

**TERMS OF REFERENCE**
**PROGRAMME BOARD**

**Overall responsibilities:** The Programme Board is ultimately responsible for ensuring that the Strategic Support to Strengthen the Rule of Law in Lao PDR (3S ROL) remains on course to deliver the desired results. It is responsible for making, by consensus, management decisions for the Programme:

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

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

In addition to such responsibilities, the Programme Board should gradually increase its role in overseeing other programmes related to the implementation of the Legal Sector Master Plan so that it could serve as the Board for multiple programmes. It should provide the overall guidance for the implementation of the Legal Sector Master Plan and discuss the progress and challenges of any LSMP-related programmes.

**Composition and organization:**

The Executive is Chairperson of the Programme Board, and is ultimately responsible to the Programme Board. He/she has to ensure that the implementation of the 3S-RoL remains focused on achieving its objectives and is cost effective.

At the initial stage, the representatives of the Development Partners are expected to be UNDP and the US. Eventually, it is anticipated that the Programme Board should gradually increase its role to oversee not only the 3S-RoL but also other programmes supported by other development partners in the legal sector. Therefore, additional Development Partners may become members of the Programme Board upon decision of the Programme Board provided that they are providing resources and/or technical expertise to the legal and judicial sector of Lao PDR as well as the 3S-RoL. Development Partners’ primary function within the Board is to provide guidance regarding the technical feasibility and ensuring effective use of resources by the 3S-RoL. They are accountable for the quality of the resources (funding or technical assistance) provided to the Programme. The representatives of the Government Partners will be: MoJ, PSC, OSPP, MPS, MoFA, MoHA, MPI, NA, LBA. Government Partners represent the collective interests of those who will ultimately benefit from the Programme. They monitor the accomplishments and outputs of the Programme against the agreed requirements.

In addition, other partners may attend the meetings of the Programme Board as observers, which will be confirmed/determined at the first Board Meeting.
Specific responsibilities:

When the Programme is initiated:
- Agree on the responsibilities of the Programme Manager and Output Focal Points, etc.;
- Delegate any Programme Assurance function as appropriate; and
- Review and appraise detailed Output Programme Plans and AWP, including various logs and the monitoring and communication plan.

During the implementation of the Programme:
- Provide overall guidance and strategic direction for the Programme;
- Address Programme issues as raised by the Programme Manager and Output Focal Points;
- Provide guidance and agree on possible management actions to address specific risks;
- Agree on National Programme Manager and Programme Focal Points’ tolerances within the AWP;
- Decisions by consensus are essential to reflect the joint accountability of the Government and UNDP in accordance with the Programme Document and applicable regulations, rules, policies and procedures;
- Conduct regular meetings as it may deem appropriate (e.g. to review the different Programme Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans; to review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner);
- Appraise the Programme Annual Review Report, make recommendations for the next AWP;
- Provide ad-hoc direction and advice for exception situations when tolerances are exceeded;
- Assess and decide on Programme changes through revisions.

When the Programme is being closed:
- Assure that all Programme deliverables have been produced satisfactorily;
- Review and approve the Final Programme Review Report, including Lessons-learned;
- Make recommendations for follow-on actions;
- Commission Programme evaluation if it is required;
- Notify operational completion of the Programme.
- Give guidance to the next step if required

For the Overall Implementation of the 3S-RoL
- Provide the overall guidance and direction to the implementation of the 3S-RoL
- Address challenges and issues raised by members of the Board
- Seek synergy and increased coordination among various programmes supported by development partners
- Provide guidance and agree on possible management actions to address specific risks
- Give recommendations for intervention in such areas

Meetings:

The Programme Board meets:
- On a semi-annual basis to review and approve the regular Programme work plans and reports.
- At any other time a meeting is requested by one of its members, the NPM or other relevant officials, or the Programme Assurance because guidance is required, tolerances have been exceeded, or a particular issue or risk requires the intervention of the Programme Board.
5.2. ToR of Technical Advisor

TERMS OF REFERENCE
Technical Advisor

Duties and Responsibilities:

Under the direct supervision of the NPD and overall supervision of the PM and UNDP Head of Governance Unit, the TA will take on the following duties and responsibilities:

With Respect to technical and policy advice on rule of law-related issues

- Provide technical inputs and advice to the Programme on a wide range of issues for the legal sector reform as well as subjects directly related to the outputs of the 3S-RoL, and more generally in areas of legal reform activity
- Advise senior government officials from relevant agencies on rule of law-related issues and support the Government in the development of policy papers on rule of law-related matters and technical-legal documents as required
- Advise the Government on the implementation of the 3S-RoL, and on its linkages with the other major programs of the Governance Sector as well as the National Socio-Economic Development Plan
- Advise the Government on identifying and designing programmes and initiatives related to legal sector reform; and to facilitate the national, regional and international transfer of know-how and experiences in these subject areas
- Assist the Government in designing systems for information-sharing/knowledge management in the legal and judicial sector, expanding experiences, lessons learned and addressing policy issues related to legal sector reform throughout the Government system
- Identify and establish relations with national and international networks that could provide technical and advisory support for the efficient and effective Programme implementation
- Provide other such advice and support as may be required by the Government and the UNDP as is to be expected in a dynamic process of legal reform

With Respect to overall 3S-RoL Programme Support and Management

- Advise the Government on methodologies and practices associated with program management and support the National Programme Director (NPD) in programme monitoring, reporting and evaluation (in particular advise NPD and UNDP on revisions to the work plan and budget plan, based on the operational and strategic appreciation of Programme implementation under given conditions, review Programme resource requirements and provide advice to the NPD on the need for budget adjustments and revision)
- Advise the relevant parties to develop an annual work plan and a corresponding budget plan with clearly stated milestones contributing to the achievement of target outputs defined in the 3S-RoL Document and obtaining approval from the Programme Board.
- Advise the ministries/agencies on the legal content of proposed activities on a regular basis
- Support regular ongoing communication and information-sharing with the National Programme Director and Programme Board members, other technical advisors, Programme coordinators, in order to advise on the activity of Programme staff, and on-going involvement in relations with Development Partners
- Advise the Programme Board in preparation for conducting tripartite reviews, annual Programme reviews, annual audits, mid-term evaluation and final evaluation of the Programme.
- Mobilize competent national and international experts that are needed by the beneficiaries of the programmes, following the agenda and activities that are supported by the programmes.
- Support Programme staff to consolidate and synchronize proposals of Programme beneficiaries with Programme annual work plan and targets, providing advice on the appropriateness, as well as timeliness, of these proposals according to established targets and timeframes.
- Support Programme staff to prepare Terms of Reference (TORs) for required inputs (individual and institutional consultancy services, procurement of goods, organization of training sessions, seminars, etc.), with expert technical support as required.
- Liaise with all consultants to ensure that the planned deliverables are completed in a timely manner.
- Support and be involved in organizing and facilitating programme meetings, workshops etc. and substantive inputs.
- Work closely with the programme staff in overseeing the implementation of the whole Programme, particularly:
  - Support the Government in the development and maintenance of Programme annual and quarterly work-plans, budgeting, resource allocation, workload management, and performance assessment under the LSMP framework.
  - Support programme staff to develop quarterly work plans and expenditure plans for the overall 3S-RoL based on the agreed annual work plan.
  - Provide technical inputs in preparation of progress reports.
  - Liaise with the Implementing Agency and UNDP on the conduct of Programme evaluation and ensure access by the evaluators to Programme documentation, personnel and institutions involved in the Programme.
  - Evaluate all training activities and workshops carried out by various agencies under the Programme, feeding into the progress reports.
  - Support the establishment and maintenance of a systematic filing system of key documents (in hard copy or soft copy) in line with audit requirements.
  - Support the UNDP Programme Officer in closing programmes operationally in accordance of rules and regulations of UNDP and in close coordination with implementing agencies.
  - Assist Programme staff to confirm and attest to the timeliness of submission and the quality of goods and services procured for the Programme.

**With Respect to DPs’ coordination and resource mobilization**

- Support the Government and the UNDP in the functions of DPs coordination in the legal sector (particularly give guidance to the Legal and Institutional Oversight Sub-Sector Working Group - coordination of legal-reform related donor funded programmes, and the mobilization of additional donor funding to the legal sector (developing and implementing a resource mobilization strategy), as well as provide briefings to development partners when required.
- Advise and brief the UNDP on specific issues and programmes that relevant agencies are involved in.

**Education:** A minimum of Master’s Degree or equivalent in law or development studies with a focus on governance, or related fields.

**Qualifications and Experience:**
The Technical Advisor is an experienced professional with a demonstrated track record in providing sound policy advice, strategic planning and organizational guidance in relations to rule of law-related and legal/judicial issues in the context of development assistance. S/he has extensive experience in the legal sector understanding the complex inter-related nature of justice and legal sectors, and institutional strengthening. S/he has excellent interpersonal skills and is able to negotiate with diplomacy and tact. S/he
has excellent written English and capacity to provide high quality reports in a professional and timely manner. Therefore s/he is expected to have:

- At minimum of 7 years of solid relevant practical experience at the national or international level in governance and legal reform areas, minimum 4 years of which involved programme management
- Extensive experience with comprehensive legal reforms at the national and local levels and strong understanding of the requirements of effective legal sector reform, particularly in transitional economies
- Strong background in a wide range of legal issues related to the Support Programme
- Proven experience in programme management, in providing management advisory services, hands-on experience in design, monitoring and evaluation of development programmes.
- Familiarity with the legal and judicial sector of Lao PDR or similar programs in the region strongly preferred
- Demonstrated substantive capacity to deal with and advise senior government officials
- Experience with the usage of computers and standard office software packages.
- Results oriented, strong team player
- Sound judgment, flexibility and adaptability, cultural sensitivity
- Familiarity of UNDP system, rules and procedures an advantage.
- Extensive experience in Programme coordination an asset
5.3. ToR of National Programme Manager

TERMS OF REFERENCE
NATIONAL PROGRAMME MANAGER

Overall responsibilities: The NPM has the authority to run the Programme on a day-to-day basis on behalf of the Programme Board within the constraints laid down by the Group. The NPM is responsible for day-to-day management and decision-making for the Programme and is accountable to the Programme Board. The NPM’s prime responsibility is to ensure that the Programme produces the results specified in the Annual Work Plan, to the required standard of quality and within the specified constraints of time and cost.

The Programme Board appoints a NPM.

Specific responsibilities would include:

Overall Programme management:
- Approving quarterly work plans and budget plans
- Manage the production of the required deliverables
- Be responsible for day-to-day implementation, including the implementation of the Communications Strategy
- Support and work with all international and national staff working
- Direct and motivate the Programme team
- Liaise with the Technical Advisor (TA) and programme staff on day-to-day implementation of the programme
- Liaise with the Programme Board or its appointed Programme Assurance roles to assure the overall direction and integrity of the programme
- Agree on technical and quality strategy with appropriate members of the Programme Executive
- Identify and obtain any support and advice required for the management, planning and control of the programme
- Be responsible for Programme administration
- Liaise/coordinate with any Development partners
- Coordinate a resource mobilization strategy

Programme planning and monitoring:
- Plan and monitor the Programme work plans
- Manage the risks, including the development of contingency plans
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control and any required configuration management

Programme reporting:
- Prepare and report to the Programme Executive through annual/quarterly progress reports, terminal report, and other relevant reports
- Prepare the Lessons-Learned Report
- Prepare any Follow-on Action Recommendations required
5.4. ToR of Programme Coordinator

TERMS OF REFERENCE
Programme Coordinator

Reporting to the National Programme Manager, the Programme Coordinator(s) will oversee the implementation of particular outputs of the Programme. The Programme Coordinator(s) is responsible for all matters concerning the timely delivery of outputs on behalf of the Programme Board and for supporting the coordination and linkages of LIOSSWG with GSWG and Round Table Process.

Duties and Responsibilities:

Under the guidance and direct supervision of the NPM, the PC shall:

- Oversee the implementation of outputs specified under the programme
- Assist the relevant ministries and agencies in preparing their work plans
- Assist the ministries and agencies in the actual implementation of planned activities
- Once ministries’ work plans are submitted, screen and analyze ministries’ work plans
- Based on these work plans, assist each output in drafting annual/quarterly work plans, budgets, procurement plans, progress reports, and other required documents in close consultation with the output Focal Points
- Translate relevant documents and reports between Lao and English
- Prepare for and organize monthly/quarterly/annually meetings
- Participate in processes of selection, recruitment and performance management of consultants and support staff related to the Outputs
- Provide operational management of the production of outputs, in line with the Programme Document and in compliance with the procedures in the NIM manual
- Ensure close co-ordination of the output activities with activities of other outputs
- Support coordination and linkages of LIOSSWG with GSWG and Round Table Process
- Report to the NPM on a monthly basis (at the monthly meeting) on the progress and issues of activities
- Act as an interpreter when required
- Perform other duties as required

Qualifications and Experience:

- Master’s Degree in development studies, law, political or social sciences
- A minimum of 6-8 years of work experience in working in the field of legal sector development, and programme management and coordination
- Familiarity with government ministries and agencies (especially in the legal and judicial sector)
- Strong understanding of the Legal Sector Master Plan and the legal and judicial sector in Lao PDR, particularly with reference to the assigned areas of responsibility;
- High level capacity to work with, and support, other agencies to achieve results;
- Strong work planning and coordination ability;
- Strong technical knowledge and experience related to program management, governance and legal/judicial reform;
- Excellent Lao reading and legal interpretation, legal drafting and speaking skills;
- Well-developed English reading, writing and speaking skills; and
- Strong focus on results-based performance and ability to monitor performance.
- Act as a translator or an interpreter when required
- Experience working in a culturally diverse environment
5.5. ToR of Programme Assistant

TERMS OF REFERENCE
Programme Assistant

Given the scale of this programme, it requires assistance on a wide range of administrative issues. Reporting to the National Programme Director, the 3S-ROL Programme Assistant will provide support on such issues and for making logistical arrangements for various activities organized under the 3S-RoL.

Duties and Responsibilities:

Under the guidance and direct supervision of the Head of the Secretariat, the incumbent shall:
- Assist in organizing and implementing activities planned under the 3S-RoL, and ensure that all logistical arrangements are made properly
- Closely liaise with all stakeholders involved in such activities
- Assist the Programme Coordinator(s) in translating various documents
- Assist UNDP Programme Officers and Associates in any tasks required
- Closely work with Programme Coordinator(s)
- Closely work with the Financial Officer and Accountant in managing procurement of office supplies, materials, printing, and other services
- Assist in maintaining files and documents of all official correspondence, and draft and finalize minutes of meetings and workshops
- Facilitate logistical support for organizing workshops, conferences, and meetings
- Assist in communications to key stakeholders including ministries/agencies and donors

Qualifications and experience:

- Bachelor’s degree in development studies, law, political science, or related field
- Experience in working with development programmes
- Familiarity with the legal and judicial sector in Lao PDR and its strategy (Legal Sector Master Plan) an asset
- High-level capacity to work with a wide range of stakeholders at different levels
- Strong inter-personal skills
- Strong planning and coordination ability
- Good time management skills
- Well-developed reading, writing, and speaking skills in both English and Lao
- Strong focus on results-based performance and ability to monitor performance.
- Experience working in a mixed cultural environment
5.6. ToR of Senior Finance Manager

TERMS OF REFERENCE
Senior Finance Manager

The Senior Finance Manager will support the programme staff to execute the Programme finance management, and support the National Programme Manager in preparing annual/quarterly budgets and expenditure reports. This position will be largely responsible for all financial matters related to the Programme.

Duties and Responsibilities:

Under the guidance and direct supervision of the National Programme Director (NPD), the incumbent shall:
- Take the lead in oversight of all Programme accounting activities including financial records, reporting, payments, and support for related programme activities
- Transfer the finance-related knowledge to relevant staff at the finance offices of the core agencies through such means as mentoring and formal training
- Prepare annual and quarterly budget plans
- Carry out regular updating of financial system and records, and compilation of monthly, quarterly and annual budget expenditure reports
- Assist the programme staff in releasing field advances and petty cash funds in accordance with the NIM guidelines and other applicable financial procedures related to agreements with particular development partners
- Assist the programme staff in verifying payment, direct advance and contract request, and settling advances
- Follow up on reconciliation of direct payments executed by development partners, including UNDP
- Prepare reports for settling advances from development partners, and related advance requests
- Advise the programme staff on acceptable and requisite accounting and financial management practices
- Ensure that recommendations, guidelines, and instructions from audit reports are complied with
- Prepare relevant financial reports for monthly meetings
- Take notes at the meetings as required;
- Provide logistical and financial support to mission and international consultants to the Programme;
- Ensure Programme equipment is maintained in good working order and recorded in the inventory;
- Maintain books for Programme budget and account;
- Brief and assist Programme staff and consultants on basic financial procedures and requirements with respect to payments, entitlements, banking, currency provision and other requirements related to account and finance;
- Monitor and inform National Programme Manager on Programme expenditures on a monthly basis;
- Prepare financial documentation to be sent to UNDP according to NIM rules and regulations;
- Perform monthly reconciliation of Bank statement, CDR and report Programme expenditures.
- Liaise with the Programme Assurance and ensure that all the financial reports are submitted in a timely manner and are fully in line with the requirements set by development partners.
- Perform other duties as required.

Qualifications and experience:

- Bachelor’s degree in finance, accounting or related areas;
- At least 8-10 years of work experience in programme finance management and development programmes (work in the legal sector an advantage);
- Previous experience with the UN system
- Solid experience in creating technical reports
- Experience in training and skills transfer
- Familiarity with the government and legal sector an advantage;
- Knowledge of modern office procedures;
- Good communications and personal relationship skills; and
- Fluency in Lao and working-level English (spoken and written).
5.7. ToR of Accountant

TERMS OF REFERENCE
Accountant

Reporting to the Senior Finance Manager, the Programme Accountant will perform the routine accounting functions, and support the Senior Finance Manager in preparing annual and quarterly budgets and expenditure reports.

Duties and Responsibilities:

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

- Carry out all routine financial transactions and preparation of related documents such as payment requests, vouchers and reconciliation related to the Support Programme.
- Facilitate timely completion of accounting documents to enable regular updating of financial system and records, including monthly, quarterly and annual expenditure reports.
- Assist the Senior Finance Manager in preparing Programme budget plans, quarterly advance requests, etc.
- Setting up an accounting system, including reporting forms and a filing system for the Programme.
- Controlling expenditures, budget lines, bank transfers and other financial transactions.
- Prepare monthly bank reconciliation statements, including computation of interests gained to be included into reports.
- Maintain a proper inventory of Programme assets and the inventory file to support purchases of all equipment/assets.
- Maintain filing of financial documents, responsible for planning and procurement of Programme stationary and office supplies.
- Provide assistance to the organisation of Programme events, including workshops, seminars, and meetings and undertaking other relevant matters assigned by the NPM and NPD.
- Carry out other relevant tasks as assigned by NPM and Senior Finance Manager.

Qualification and Experience:

- University degree in accounting, finance or a related field.
- Solid experience in budgeting, planning and reporting on foreign funded programmes.
- Good secretarial skills and good organizational capacity.
- Knowledge in administrative and accounting procedures of the Government.
- Good English language skills, both spoken and written, are essential.
- Good computer skills in common word processing (MS Word), spreadsheet (MS Excel) and special accounting software.
- Good knowledge of computer-based accounting software is an advantage.
5.8. ToR of Administrative Assistant

TERMS OF REFERENCE
ADMINISTRATIVE ASSISTANT

Duties and Responsibilities

Under the direct supervision of the National Programme Director (NPD) and the monitoring of the Programme Manager (PM), the Administrative Assistant will:

- Provide necessary assistance in the overall operational and administrative management of the programme in accordance with the NIM SOP;
- Assist in the preparation of annual and quarterly programme work plans and progress reports;
- Provide assistance in preparation of programme events as per approved work plans, including workshops, meetings, trainings, and study tours;
- Assist logistical and administrative arrangements; and
- Provide support to the preparation of background materials for discussion and briefing sessions on programme matters, as well as TORs and contracts for consultants and experts for the programme.

The Administrative Assistant will carry out other duties as required by the NPD and PM for the successful implementation of the programme.

Qualifications

- Bachelor’s degree in law, public governance, public administration or related areas
- Good secretarial skills and organisational capacity
- Working Experience in programme development and implementation
- Experience in Government institutions and procedures is an asset
- Experience and/or familiarity with UNDP regulation is an advantage
- Proficiency in the use of information technologies and good computer skills, particularly in the use of MS Office (MS Word, MS Excel, etc.) and Lao typing software such as Unicode, Unikey and ABC.
- Fluency in both spoken and written English and Lao language.
- Knowledge of gender and practical experience of gender mainstreaming in governance programmes is an asset
5.9. ToR of Driver

TERMS OF REFERENCE
Driver

Duties and Responsibilities:

Under the guidance and direct supervision of National Programme Manager, the incumbent shall:
- Drive official vehicle for the transport of authorized personnel and delivery/collection of mail/documents and other items in a safe and timely manner.
- Be responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc.
- Perform minor repairs and arranges for other repairs and ensures that the vehicle is kept clean.
- Be responsible for safe travel and comfort of passengers.
- Log official trips, daily mileage, fuel consumption, oil changes, greasing etc.
- Ensure that the steps required by rules and regulations are carried out in case of involvement in accident.
- Perform other duties as required by the National Programme Manager for achieving the above objectives.

Qualification and Experience:

- Secondary/Higher Secondary School Certificate and has valid driving license LTV.
- Knowledge of driving rules and regulations.
- Minimum 3-5 years of driving experience preferable with an international organization.
- Good spoken and written Lao and moderate level of understanding English.
6. 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.

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 3.5. Legal and Judicial institutional structure, arrangement and capacity improved to promote Rule of Law
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
UNDP CPD Output 3.7. Lao PDR better able to fulfil its International Human Rights Obligations through treaty reporting and UPR process

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 2.3. Capacities of human rights institutions strengthened
Output 2.6. Legal reform enabled to fight discrimination and address emerging issues (such as environmental justice)

UNDP Strategic Plan Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services
Output 3.4. Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress

Indicative Programme Output(s) with gender marker:
Output 1: Enhanced ability of the Government to coordinate, monitor, and identify resources to establish the rule of law state
Output 2: Expanded and systematised use of evidence-based policy and legislative-development
Output 3: Strengthened capacity of Lao PDR to harmonise with, and transpose, international obligations and standards into domestic law and practice
Output 4: Improved access to justice and justice service delivery for citizens
Output 5: Increased public awareness of legal rights and responsibilities, and confidence in, justice institutions

Overall: GEN2
7. ACRONYMS AND ABBREVIATIONS

A2J Access to Justice
ADB Asian Development Bank
AEC ASEAN Economic Community
ASEAN Association of South-East Asian Nations
ASF Avocats Sans Frontières (French NGO)
AWP Annual Work Plan
BPPS (UNDP) Bureau for Programme and Policy Support
CAT Convention against Torture
CEDAW Convention on the Elimination of All Forms of Discrimination Against Women
CEGGA Citizen Engagement for Good Governance, Accountability and Rule of Law Programme
CSR Corporate Social Responsibility
CTA Chief Technical Adviser
DIC Department for International Cooperation
DP Development Partner
DSA Daily Subsistence Allowance
ENM Ecole Nationale de la Magistrature (the French National School for the Judiciary)
EU European Delegation
FBA Folke Bernadotte Academy
FLA Free legal aid
GBV Gender-based Violence
GPAR Governance and Public Administration Reform
GIDP Governance for Inclusive Development Programme
GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit
GO Government Office (PMO)
HRM Human Resource Management
IAWC (LSMP) Inter-agency Working Committee
IAWG (Local-level) Inter-agency Working Group
ICCPR International Covenant on Civil and Political Rights
ICESCR International Covenant on Economic, Social and Cultural Rights
ICPPED International Convention on the Protection of All Persons from Enforced Disappearance
ICRC International Committee of the Red Cross
ICT Information and Communications Technology
IFC International Finance Corporation
ILP International Law Programme
ILSTA Institute for Legal Support and Technical Assistance
INGO International Non-Governmental Organisation
ISD Infrastructure and Service Delivery
JICA Japanese International Cooperation Agency
Lao PDR Lao People’s Democratic Republic
LBA Lao Bar Association
LDC Least Developed Country
LISSWG Legal & Institutional Oversight Sub-Sector Working Group
LRoLC Local Rule of Law Coordinator
LSE Legal Sector Evaluation
LSMP Legal Sector Master Plan
M&E Monitoring and Evaluation
MDG Millennium Development Goals
MLA Mutual Legal Assistance
MoE Ministry of Education
MoF Ministry of Finance
MoFA Ministry of Foreign Affairs
MoJ Ministry of Justice
MoLSW Ministry of Labour & Social Welfare
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Name</th>
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<tbody>
<tr>
<td>MONRE</td>
<td>Ministry of Natural Resources &amp; Environment</td>
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<td>MPI</td>
<td>Ministry of Planning &amp; Investment</td>
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<td>MPS</td>
<td>Ministry of Public Security</td>
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<tr>
<td>MTCPC</td>
<td>Ministry of Transport, Communications, Post and Construction</td>
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<tr>
<td>MTE/R</td>
<td>Mid-Term Evaluation/Review</td>
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<td>NA</td>
<td>National Assembly</td>
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<td>NCAW</td>
<td>National Committee for the Advancement of Women</td>
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<td>NEX</td>
<td>National Execution</td>
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<td>NGPES</td>
<td>National Growth and Poverty Eradication Strategy</td>
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<td>NIM</td>
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<tr>
<td>NPD</td>
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<td>NPEP</td>
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<tr>
<td>NPM</td>
<td>National Programme Manager</td>
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<tr>
<td>NSCHRC</td>
<td>National Steering Committee on Human Rights Coordination</td>
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<tr>
<td>NSEDP</td>
<td>National Socio-Economic Development Plan</td>
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<tr>
<td>NSC</td>
<td>(LSMP) National Steering Committee</td>
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<td>NSSC</td>
<td>National Social Science Council</td>
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<tr>
<td>OPCAT</td>
<td>Option Protocol to the Convention Against Torture</td>
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<tr>
<td>OSPP</td>
<td>Office of the Supreme People’s Prosecutor</td>
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<tr>
<td>O&amp;M</td>
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<tr>
<td>PAR</td>
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<td>PAT</td>
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<tr>
<td>PLC</td>
<td>Provincial Leading Committee</td>
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<td>PMO</td>
<td>Prime Minister’s Office (Cabinet/Government Office)</td>
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<tr>
<td>PMU</td>
<td>Programme Management Unit</td>
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<tr>
<td>PPA</td>
<td>People’s Provincial Assembly</td>
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<td>PSC</td>
<td>People’s Supreme Court</td>
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<td>Rule of Law for Public Administration</td>
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<td>United Nations High Commission for Human Rights</td>
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<td>UNIDO</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>UNODC</td>
<td>United Nations Office for Drugs and Crime</td>
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<td>Full Form</td>
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<td>United Nations Partnership Framework</td>
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<td>VMU</td>
<td>Village Mediation Unit</td>
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