



Lao People's Democratic Republic
Peace Independence Democracy Unity Prosperity

Priority Areas for Governance Reform:

Public Service Reform,
People's Participation,
Rule of Law and
Sound Financial Management

Matrices

Roundtable Process
Vientiane, November, 2004

Matrix of Main Priority Governance Initiatives (2003-2010)

Governance Program Part 1:
Public Service Improvements

1) Strategic Objective: Development of a cost-effective and people's centred public administration

Expected Impact (Outcomes):

- Staff attitudes shifted from compliance into commitment to citizen's satisfaction
- Personnel expenditures reduced and under control
- More rational and efficient use of CS human resource
- Reduced social costs of downsizing program, positive impact on development of SME
- Reinforcement of the responsibilities of permanent administrative structures
- Strengthen policy development, internal coordination and monitoring of the Government's decisions
- Lessons learned from pilot experiences of functional review and process improvement extended to whole administrative system

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Development of more service-oriented civil service training programs	<ul style="list-style-type: none"> ○ Revised training programs ○ Staff attitudes shifted from compliance into commitment to citizen's satisfaction 	PACSA	<ul style="list-style-type: none"> • The strategy to develop a national training curriculum for organization and personnel staff has been approved. 	GPAR Central (SDC & UNDP)	\$2 million for curriculum development and training delivery \$1.5 million for Civil Service

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
						Training Centre
2	Revision of the Constitution, the Law on the Government, approval of the Law on Local Administration and review of laws, decrees and regulations on the organization and functioning of the government	<ul style="list-style-type: none"> • Constitution, Law on Government and Law on Local Administration revised • Laws and regulations on the organization and functioning of the government revised in accordance with new fundamental legal frameworks 	PACSA/ Ministry of Justice	<ul style="list-style-type: none"> • The Constitution has been revised and was approved by the National Assembly on 6 May 2003 • <i>Law on Local Administration</i> and the Law on Government approved by the National Assembly on 6 May 2003 	GPAR Central(SDC & UNDP)	Nil
3	Redevelopment of the Personnel Information Management System (Civil Service data-base)	<ul style="list-style-type: none"> • Comprehensive civil service census • Civil Service Data Base improved and systematically updated • Introduction of a unique identification number for all civil servants • New PIMS conceived, implemented and operational 	PACSA	<ul style="list-style-type: none"> • Redesign of the personnel information management database system • New processes developed for data management • National Civil Servant Identification number system approved – to be piloted late 2004 – early 2005 	GPAR Central (SDC & UNDP)	Nil
4	Functional reviews and	<ul style="list-style-type: none"> • Missions, objectives, 	PACSA &	Data collection has	GPAR Central (SDC &	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	process improvements (starting with some pilot offices at the provincial and district level and pilot organizations playing a key role in the poverty alleviation plan)	<p>functions, structures and processes of pilot offices and organizations revised and their needs of HR assessed</p> <ul style="list-style-type: none"> Lessons learned from pilot experiences extended on whole administrative system 	pilot offices	Commenced for the functional analysis and capacity assessment of Pak Ou District offices (Luang Prabang Province).	<p>UNDP)</p> <p>GPAR UNV</p> <p>GPAR Luang Prabang (UNDP & Sida)</p>	
5	Civil service rightsizing	<ul style="list-style-type: none"> Number of civil servants reduced about 5% Personnel expenditures reduced and under control 	PACSA, Ministry of Finance (Budget Dept)	<p>Recent development of job descriptions has identified need to increase no. of civil servants (particularly at local levels)</p> <p>Need to finalise job description writing and determine actual number of civil servants required</p>	GPAR Central (SDC & UNDP)	Nil
6	Accompanying measures and support for downsizing/rightsizing program (redeployment, retiring, outplacement)	<ul style="list-style-type: none"> Civil servants redeployed according to assessed competency needs Retirement program Outplacement program for redundant staff More rational and efficient use of CS human resource Reduced social costs of downsizing program, positive impact on 	PACSA	<ul style="list-style-type: none"> See initiative 1.5 (above) 	GPAR Central (SDC & UNDP)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		development of SME				
7	Reduction of ad-hoc committees and transfer of their functions to the permanent structures	<ul style="list-style-type: none"> • Number of ad-hoc committees reduced • Reinforcement of the responsibilities of permanent administrative structures 	Prime Minister's Office	<p>National Committee for Land & Forest Allocation – abolished 25/8/01 (PM Decree 178) – transferred to Department of Land Planning & Development (PMO)</p> <p>Rural Development Committee abolished 11/2/02 (PM Decree 13) – transferred to MAF</p> <p>Committee for Government Organisation Improvement abolished 5/8/02 (PM Decree 60) – transferred to PMO</p>	Nil	Nil
8	Restructuring of the PM Office	<ul style="list-style-type: none"> • New structure and processes of the PMO • Strengthen policy development, internal coordination and monitoring of the Government's decisions 	Prime Minister's Office/ PACSA	<p>Restructuring of 2 key Departments (Department of Public Administration & Civil Service – DPACS, and National Tourism Authority – NTA)</p> <p>New Decrees on State Audit Authority and State Inspection Agency to clarify roles and to reduce areas of functional overlap</p>	Nil	Nil
9	Functional review of key agencies for policy design, audit, inspection,	<ul style="list-style-type: none"> • Missions, objectives, functions, structures and 	PACSA (and key agencies)	<ul style="list-style-type: none"> • Review of machinery of Government to be 	GPAR Central (SDC & UNDP)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	coordination and support	processes of the key agencies revised and their needs of HR assessed		conducted in early 2005		
10	Institutional Strengthening of the DPACS (now PACSA)	<ul style="list-style-type: none"> Functional review, revised organizational charter, process reengineering, new staffing plan and job descriptions 	PACSA	<ul style="list-style-type: none"> Decree 64 was passed in 2004 to approve the restructuring/upgrading of DPACS to PACSA Functional analysis and structural review completed. New organisational structure effective from 01 October 04. 	GPAR Central (SDC & UNDP)	Nil
11	Study on possible transfer to private sector and/or SPO of certain public service delivery functions	<ul style="list-style-type: none"> Report identifying transferable public services 	PACSA	<ul style="list-style-type: none"> Whilst some private schools have been established there has been no study or transfer of delivery of public services 	Nil	Nil
12	Rationalization and modernization of administrative procedures and internal management of public organizations.	<ul style="list-style-type: none"> Revised administrative and internal management procedures 	PACSA	<ul style="list-style-type: none"> Initial assessments undertaken to identify needs for management procedures and guidelines. Initial development of implementation guidelines on the <i>Law on Local Administration</i>. 	GPAR Central (SDC & UNDP) GPAR Luang Prabang (Sida and UNDP)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
13	Establish service standards, starting with offices of high public interface	<ul style="list-style-type: none"> Service standards for selected service delivering offices 	PACSA (and other government ministries)	<ul style="list-style-type: none"> Public communications standards for the civil service have been drafted. No implementation at this stage. 	GPAR Central (SDC & UNDP)	Nil
14	Promotion of pilot initiatives for improved service delivery through administrative innovation	<ul style="list-style-type: none"> Pilot initiatives to be defined 	PACSA	<ul style="list-style-type: none"> Pilot testing is being developed of One Stop Shop services in Luang Prabang Province and Saysettha District (Vientiane Capital City) 	GPAR Central (SDC & UNDP) GPAR Luang Prabang (Sida and UNDP)	Nil
15	Ensure broader public access to the governmental organizations performance reports	<ul style="list-style-type: none"> To be defined 	PMO and all ministries	<ul style="list-style-type: none"> public access to the government's performance reports to be uploaded to PACSA website (design in progress) 	GPAR Central (SDC & UNDP)	Nil
16	Study of an effective method to obtain peoples views opinion on the quality of services delivery by the governmental organizations	<ul style="list-style-type: none"> Inquiry Report with recommendations 	PACSA	<ul style="list-style-type: none"> No action taken 	Nil	Nil
17	Publication of manuals and information brochures on the organization and mandates of governmental organizations	<ul style="list-style-type: none"> Manuals and brochures published and disseminated 	PACSA	<ul style="list-style-type: none"> <i>GPAR Bulletin</i> published Copies of Laws and Decrees have been distributed to 	GPAR Central (SDC and UNDP)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				government agencies		

2) Strategic Objective: Modernization of public service personnel management

Expected Impact (Outcomes):

- Establishment of competent professional cadre of personnel officers
- More effective, objective and transparent recruitment procedures enhancing professionalism of the staff,

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Clarification of the personnel management procedures between DPACS, Budget Department and the Personnel Management Units in the ministries and provinces	<ul style="list-style-type: none"> • Revised personnel management procedures (i.e. recruitment procedures) • Personnel Management and Procedures Manuals for all Personnel Management Units (i.e. a Civil Service Management Framework document) • Capacity building plans for their implementation 	PACSA	<ul style="list-style-type: none"> • The Civil Service Management Framework document has been approved and a draft implementation plan has been proposed. <p>*Refer to initiative number 1.2.4 and 1.1.3</p>	GPAR Central (UNDP and SDC)	Nil
2	Dissemination of new civil service regulations	<ul style="list-style-type: none"> • Material containing new CS regulations with 	PACSA	<ul style="list-style-type: none"> • Decree 82 disseminated to all Ministries and 	GPAR Central (UNDP & SDC)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		<p>explaining comments</p> <ul style="list-style-type: none"> Developing staff training skills within PACSA (i.e. train the trainer) 		<p>Provinces</p> <ul style="list-style-type: none"> Training of Trainers for PACSA staff to be conducted middle of November 2004 Review of Decree to be undertaken in early 2005 		
3	Training personnel management officers at central and local levels	<ul style="list-style-type: none"> Training programs and manuals on personnel management and HRD in public administration Training of all personnel management officers Establishment of competent professional cadre of personnel officers 	PACSA	Refer to initiative 1.1	GPAR Central (UNDP & SDC)	Nil
4	Review of current recruitment and promotion system	<ul style="list-style-type: none"> New civil servants' recruitment and promotion procedures More effective, objective and transparent recruitment enhancing professionalism of the staff, 	PACSA	<p>Agreement to recruit process mapping specialist to undertake a functional analysis of key HRM functions.</p> <p>Initial assessment of the recruitment process was conducted in Luang Prabang.</p> <p>Revised/strengthened recruitment process to be piloted in several provinces</p>	<p>GPAR Central (UNDP & SDC)</p> <p>Land Titling project (WB/AusAID)</p>	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				in 2005.		
5	Establishment of an Information and Training Centre in the PACSA	<ul style="list-style-type: none"> Information and Training Centre in PACSA conceived, created and operational 	PACSA	Information Centre has been established Proposal for national training centre to be developed (Refer 1.1.1)	Nil	\$1.5 M
6	Regular publication of a Review on Public Service Improvement in the Lao PDR	<ul style="list-style-type: none"> Review published (conception and periodicity to be defined) 	PACSA	GPAR Bulletin released	GPAR Central (UNDP & SDC)	Nil

3) Strategic Objective: Development of a productive and highly motivated public service

Expected Impact (Outcomes):

- Promotion of examples of good customer service, creativity and innovation in the CS

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Implementation of the new salary scale	<ul style="list-style-type: none"> New salary scale adopted and implemented 	PACSA	New salary scales for civil servants have been agreed (approximately 16% increase) effective from July 2005	Nil	Nil
2	Establishment of effective linkage between civil service	<ul style="list-style-type: none"> Common intersection data base, secure and regularly up-dated 	PACSA	Prototype national civil service database currently being piloted	GPAR Central (UNDP & SDC)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	data base and pay management					
3	Development of procedures enhancing transparency in pay and management and monitoring of wages in the CS	<ul style="list-style-type: none"> • Transparent and clean pay system, regular monitoring and reporting of CS wages evolution 	PACSA	<p>Basic salary scales for civil servants are clear and available to all staff</p> <p>Each Ministry has the authority to determine benefits & entitlements packages for own staff</p>	Nil	Nil
4	Development of monitoring of the wages evolution in other sectors	<ul style="list-style-type: none"> • Bi-annual report on wages evolution in different sectors 	PACSA	No formal monitoring undertaken	Nil	Nil
5	Improve the National Award system for organizational units and individuals	<ul style="list-style-type: none"> • Renewed Award System implemented and largely publicized. 	CCOP	No changes made	Nil	Nil
6	Implementation of the New Performance Evaluation system	<ul style="list-style-type: none"> • Training Manual • Training programs for government staff at all levels 	PACSA	Performance Evaluation Form and supporting Instruction are being developed	Nil	Nil
7	Assessment of initial results and further implementation of job description policy	<ul style="list-style-type: none"> • Assessment report and recommendations; • Job descriptions in all public organizations 	PACSA	<p>Job Descriptions have been developed for most Government organisations</p> <p>Job Descriptions need to be finalised for all agencies</p> <p>Need to analyse completed Job Descriptions to</p>	Nil	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				determine required staffing levels		
8	Creation of the ASEAN Resource Centre on Performance Management (ARCPM)	<ul style="list-style-type: none"> • ARCPM conceived, created and operational • Interface link to the ASEAN web site 	PACSA	ARCPM has been established in DPACS	Nil	Nil

4) Strategic Objective: Development of an ethical public service

Expected Impact (Outcomes):

- Civil society, media and private sector involved in the debate on transparency, accountability and ethics in public service

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Analyze major causes and trends of the negative phenomena in the public service	<ul style="list-style-type: none"> • Research document 	PACSA	Surveys and Workshops conducted to identify causes of negative phenomena. Listed in summary report	GPAR Central (UNDP & SDC)	
2	Drafting of an anticorruption law	<ul style="list-style-type: none"> • Draft anticorruption Law 	MOJ & PMO	Draft law under revision	None	USD \$2,000
3	Prepare a Code of Ethics for high political leadership and other priority targets groups (tax and customs)	<ul style="list-style-type: none"> • Codes of ethics for priority targets groups drafted, largely discussed and adopted 	CCOP PACSA	Code of Ethics for civil servants to be developed in 2005	GPAR Central (UNDP & SDC)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
4	Study options for providing integrity bonuses and incentives for auditors and inspectors	<ul style="list-style-type: none"> Options for integrity bonuses and incentives for auditors and inspectors worked out and proposed 	MOF	Implementation of the Minister's instruction on bonuses and incentives temporarily suspended Incentive system in need of revision	Nil	Nil
5	Establishment of a Department of Public Grievances within the State Inspection Organization	<ul style="list-style-type: none"> Department of Public Grievances created and operational 	SIO Lao Telecom	Department for Research and Study of Complaints and Suggestions from the People established Provision of a toll free number requires further development	None	Unknown
6	Improve the system of handling grievances and procedures protecting whistleblowers.	<ul style="list-style-type: none"> New regulations conceived, adopted and disseminated 	SIO, NA	Draft Law on Anti Corruption under revision Decree on the Organisation and Activities of the State Inspection Office No 10/PM issued Additional funding required	None	Unknown
7	Approve the new Civil Service Statute and disseminate provision related to ethics, conflict of interests and abuse of office	<ul style="list-style-type: none"> New Civil Service Statute approved and largely disseminated 	PACSA	New CS decree approved Implementation guidelines currently being prepared	GPAR Central (UNDP & SDC)AR	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
8	Improve records keeping and revise decision making procedures, include obligation to provide justification for each administrative decision.	<ul style="list-style-type: none"> New regulations on record keeping and decision making procedures 	PACSA	Functional analysis being undertaken in pilot offices to review workflows and decision making practices	GPAR Central (UNDP & SDC)	Nil
9	Progressively develop information for the people on procedures and fees for public service	<ul style="list-style-type: none"> Information brochures on administrative procedures, forms and fees published and disseminated 	PACSA	Pilot activity planned for 2005 (Saysettha District) to reduce administrative procedures and provide information on procedures and fees	GPAR Central (UNDP & SDC)	Nil
10	Create forums for a participatory debate on transparent and accountable government and ethics in public service	<ul style="list-style-type: none"> Civil society, media and private sector involved in the debate 	PACSA	Not yet established	GPAR Central (UNDP & SDC)	Nil
11	Conduct regular training on corruption in government agencies	<ul style="list-style-type: none"> Training sessions on corruption 	PACSA, NUL, NOSPA, SAO	CS Decree (No 82) being implemented across all government organisations.	GPAR Central (UNDP & SDC),	Nil
12	Include an Ethics and Integrity component in public sector training programs	<ul style="list-style-type: none"> Revised public sector training programs 	PACSA	National training curriculum being developed to include ethics and integrity (refer 1.1.1)	GPAR Central (UNDP & SDC)	Nil
13	Promote and reward ethical conduct in the management of the	<ul style="list-style-type: none"> All CS are being managed in accordance with the 	PACSA	Development and implementation of a Code of Ethics (including	GPAR Central (UNDP & SDC)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	public service personnel.	CS decree and supporting guidelines		guidelines) to be developed in 2005		

5) Strategic Objective: Enhanced professionalism in the public service through training and development

Expected Impact (Outcomes):

- More efficient use of funds for training
- Enhanced productivity and better coordination of the public sector training institutions

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Develop a longer term training strategy related to each of the priority areas of the governance program	<ul style="list-style-type: none"> • Medium and long term training strategy for the governance program's priority areas 	PACSA	Refer 1.1.1	_____→	_____→
2	Develop a policy framework for the better use of funds for training	<ul style="list-style-type: none"> • Policy framework • More efficient use of funds for training 	PACSA	Refer 1.1.1	_____→	_____→
3	Carry out Training Needs Assessment for different categories of administrative staff	<ul style="list-style-type: none"> • Training needs assessment document 	PACSA	Refer 1.1.1	_____→	_____→
4	Streamline roles, functions and relationships of training	<ul style="list-style-type: none"> • Enhanced productivity and better coordination of the public sector training 	PACSA	Refer 1.1.1	_____→	_____→

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	institutions at local and central level	institutions				
5	Develop and deliver training programs for public servants in high priority areas of governance	<ul style="list-style-type: none"> Priority training programs developed and delivered 	PACSA	Refer 1.1.1	—————→	—————→
6	Develop and deliver training programs for newly recruited staff	<ul style="list-style-type: none"> Induction courses 	PACSA	Induction program to be developed	GPAR Central (UNDP & SDC)	Nil
7	Continue to develop and disseminate English – Lao Lexicon of Management Terms, translate new concepts and adapt them to the national context.	<ul style="list-style-type: none"> English – Lao Lexicon of Management Terms regularly updated and largely disseminated 	PACSA	Lexicon of Management Terms to be reviewed in 2006	GPAR Central (UNDP & SDC)	Nil

6) Strategic Objective: ICT as a tool to enhance productivity, accountability and transparency

Expected Impact (Outcomes):

- General awareness of the ICT value, challenges and constraints
- Financial, technical, human and organizational implications of ICT application identified and analyzed
- Improved communications between different government agencies and between central offices and field offices and enhanced provision of ICT training in society
- Enhanced capacity of the CTC to provide computer training
- IT components introduced in educational system produces growing IT literacy among public servants
- Enhanced capacity of Computer Centre of the National University

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Extend telecommunication network throughout the country and improve existing telecom infrastructures	<ul style="list-style-type: none"> • Telecom infrastructures improved and extended progressively on the majority of the country 	MCTPC	<p>Landlines and the mobile phone network have been extended</p> <p>Telecom infra structure requires improvement and extension from the North to South</p> <p>Central co-ordination of Ministries' network extension required</p>	<p>JICA</p> <p>KFW</p> <p>ADB</p> <p>World Bank</p> <p>UNDP</p> <p>China Exim Bank</p> <p>Private sector</p>	Unknown
2	Organize a national ICT forum within governance to assess current status of ICT policies and applications in government	<ul style="list-style-type: none"> • National ICT forum 	STEA, MCTPC	<p>Conferences, seminars and workshops conducted to raise the government and private sector's awareness of ICT applications:</p> <p>IT Management Seminar for new ASEAN member countries</p> <p>Asia Forum on IT</p> <p>PAN Conference</p> <p>Seminar on e-commerce</p> <p>Organisation of the national ICT forum will be dependent on the directives of the e policy paper</p> <p>Forum planned for Dec 2004</p>	<p>APDIP (UNDP)</p> <p>JICA</p> <p>CICC</p> <p>IDRC</p> <p>AOEMA</p>	None

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
3	Develop a project plan for the organisation of forums	<ul style="list-style-type: none"> Information on policy, project planning for each sector and technology awareness disseminated to the provincial level 	STEA	Plan to organise provincial: <ul style="list-style-type: none"> Mobile Seminars Information Source Centres Working groups to implement the above Training needed 	None None None	USD 36,000 USD 180,000 Budget analysis required
4	Finalize and approve ICT development strategy and ensure its wide dissemination	<ul style="list-style-type: none"> ICT Master Plan General awareness of the ICT value, challenges and constraints 	STEA	E policy paper on development strategy drafted Public consultation conducted and currently under revision for final draft ICT action plan to be developed after approval of the e policy paper	APDIP, UNDP	None
5	Identify a list of priority agencies for rapid ICT development	Identification of the following priority sectors: <ul style="list-style-type: none"> e-government 	STEA	MOU with Korea to establish e-government Capacity building and feasibility study undertaken Loan to implement the master plan	Korea	USD 13 million

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		<ul style="list-style-type: none"> e-commerce 	<p>MOC, NCC</p> <p>MOC</p> <p>MIH</p>	<p>Seminars conducted</p> <p>Web portal for business sector and on-line booking system for the Hotel and Guesthouse Association created</p> <p>Seminars for awareness raising of e commerce conducted</p> <p>Capacity building of decision makers through workshops</p> <p>Regional workshops conducted on increasing productivity of SMEs by using ICT tools</p> <p>Further workshops planned</p>	<p>ADB, JTRO</p> <p>UNESCAP UNCTAD</p> <p>UNDP Asia Productivity Organisation</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p>
		<ul style="list-style-type: none"> Education 	<p>NUOL</p>	<p>ICT master plan being implemented</p> <p>Plan to upgrade NUOL's Computer Science Department to a Faculty and to offer Master Degrees</p> <p>IT Bridging Course</p> <p>Bachelor Degree in IT</p> <p>Support needed to implement master plan</p>	<p>Sida</p> <p>JICA</p>	<p>Nil</p> <p>Budget analysis required</p>

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
			MOE	Master plan being developed Plan to establish computer curriculum in teacher training colleges and secondary schools	ADB	Nil
		• Tourism	LNTA	Established Tourist Promotion Centre -tourist information on-line and links to travel and tourist companies	Thailand	Nil
		• Banking	BOL	Plan to establish ATM and credit card systems Formulation of policy paper and capacity building of BOL staff Funding sought from the private sector for operational costs	ADB	Nil
		• Health care	MOH	No ICT related activities Recommendations for a telemedicine system	None	Budget analysis required
		• Industry	MIH	No ICT related activities Recommendations for a computerised system for information management	None	Budget analysis required

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		<ul style="list-style-type: none"> • Agriculture 	MAF	No ICT related activities Recommendations for an e-market place	None	Budget analysis required
6	Establish small ICT units in selected key ministries	<ul style="list-style-type: none"> • ICT units – STEA focal points for the coordination of the ICT planning and development 	STEA MOLSW MOE MOC MOF MAF BOL MCTPC	ICT Units have been established in the following Ministries to facilitate a computerized system including LAN, information processing, internet access, email and homepage Support needed for the establishment of units in various ministries including MOJ, MOH and MIC	DANIDA ADB JICA World Bank Sida ADB JICA None	Nil Nil Nil Nil Nil Nil Nil Nil USD 50,000 per Ministry
7	Develop and implement ICT strategies in selected ministries	<ul style="list-style-type: none"> • Financial, technical, human and organizational implications of ICT application identified, including: <ul style="list-style-type: none"> ○ Education 	STEA and Ministries concerned	Refer to 1.2.5 detailing priority sectors and responsible Ministries		→

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		<ul style="list-style-type: none"> ○ Finance ○ Agriculture ○ Labour ○ Banking ○ Telecommunications 				
8	Develop and deliver ICT training for the staff in the priority ministries, expand gradually to other ministries.	<ul style="list-style-type: none"> ● ICT training packages ● Training sessions in the priority ministries ● Training sessions in other ministries 	STEA and Ministries concerned	<p>ICT training for government officials being conducted in the following centres:</p> <p>Lao-Singapore Training Centre</p> <p>Lao-Japan Technical Centre</p> <p>STEA Training Centre</p> <p>Further funding for training required</p> <p>Skill Development Centre</p> <p>Funding for training required</p> <p>Lao-India Training Centre</p> <p>Lao-German Technical College</p> <p>ICT training programme for government officials in the private sector completed</p> <p>Lao-American College</p>	<p>Singapore</p> <p>Japan</p> <p>UNESCO IDRC, CICC</p> <p>JICA</p> <p>India GTZ</p> <p>DANIDA</p> <p>Microsoft, CISCO</p>	<p>Nil</p> <p>Nil</p> <p>USD 70,000</p> <p>USD 100,000</p> <p>Nil</p> <p>Unknown</p> <p>Nil</p> <p>Nil</p>

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				Two secondary schools offer night classes Further funding for training required	Malaysia	USD 50,000 per annum
9	Develop a legal framework to support ICT development and use	<ul style="list-style-type: none"> ICT regulations including issues of data protection and copyright 	MOJ, STEA MOC STEA and Ministries concerned	Laws on e commerce being drafted to develop a legal framework Awaiting the endorsement of the e-policy paper for further drafting of legislation Funding required	UNDP, UNESCAP None	Nil USD 100,000 per additional regulation
10	Develop national standards for the use of computers and standard operating procedures	<ul style="list-style-type: none"> Standards for use of computer and operating procedures 	STE A	Different types of conventions for standards surveyed Lao Digital Information Exchange Network to be established - Standardisation body and technical resource website	UNDP	Nil
11	Develop software that will allow to edit and browse the Lao language	<ul style="list-style-type: none"> Software for use of the Lao language available 	STE A	Research being conducted: Lao language computing system <ul style="list-style-type: none"> Lao dictionary, lexicon, spell check and grammar check 	IDRC	Nil
				Localisation Project	UNDP	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				<ul style="list-style-type: none"> Lao character set, font, input/output system and platform Regional Project <ul style="list-style-type: none"> Capacity building to upgrade to international standards Develop a standard of the documentation system for the Asian region 	CICC	Nil
12	Introduce a Government Intranet system and gradually develop Local Area Networks (LAN) and Wide Area Networks (WAN)	<ul style="list-style-type: none"> Government Intranet System (LAN and WAN) Improved communications between different government agencies and between central offices and field offices. 	STEA and Ministries concerned	Fibre optic connections installed for sixteen ministries who have internet access through STEA Support is needed for the development of a government intranet system	Sida	Nil USD 2 million
13	Gradually introduce IT literacy into the education system,	<ul style="list-style-type: none"> IT components introduced in educational system Enhanced provision of ICT training in society Enhanced capacity of Computer Centre of the National University 	STEA, MOE, NUOL	Refer to 6.5 Education		
14	Strengthen computer training centre at National University of Laos,	<ul style="list-style-type: none"> Enhanced capacity of the CTC to provide computer training 	STEA, NUOL	Refer to 6.5 Education		

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
15	Promote private sector involvement in IT training for the public and the private sector	<ul style="list-style-type: none"> Outsourcing of certain IT training activities to be carried out by the private and/or non-governmental sector 	STEA Private sector institutions	<p>Private sector is providing IT courses for government officials:</p> <p>Lao American College</p> <p>DANIDA Project Participatory Development Training Centre</p> <p>Further funding for training required</p>	<p>Microsoft</p> <p>CISCO</p> <p>DANIDA</p> <p>PADETC</p>	USD 50,000

Governance Program Part 2: People's Participation

1) Strategic Objective: Ensuring a stable and peaceful society and improving human security

Expected Impact (Outcomes):

- Population secured in relation to unexploded devices and assisted in times of emergency and human disasters
- Reinforced security (especially in remote areas) facilitating local development and greater self-reliance of local communities

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Army participation in the socio-economic development	<ul style="list-style-type: none"> • Assistance for population in times of emergency and human security programs 	Army	The Army supports local construction development in remote rural areas	None	Nil
2	Reinforce internal security by the Ministry of Public Security at local levels		Ministry of Public Security	Unknown		
3	Support Security Committees in the Villages		Ministry of Public Security	Unknown		

2) Strategic Objective: Strengthening the National Assembly

Expected Impact (Outcomes):

- Implementation of citizens’ right to complain;
- NA members motivated and better equipped and supported in fulfilling their tasks and responsibilities;

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Study options for broadest legislative representation of the grassroots	<ul style="list-style-type: none"> • Policy paper 	National Assembly	Study of options still to be undertaken	None	Nil
2	Strengthening the role of the provincial offices of the National Assembly	<ul style="list-style-type: none"> • Functional analyses and staffing plan • Training program 	National Assembly	Seminars conducted for staff at the central and provincial level Job descriptions developed	UNDP	Nil
3	Improve the capacity of the members and staff of Parliament	<ul style="list-style-type: none"> • Training and study tours programs for MP and parliamentary staff 	National Assembly	Training and study tours conducted Support needed for further study	UNDP	Nil
4	Review the Law on the National Assembly and the Parliamentary Rules of Procedures	<ul style="list-style-type: none"> • Amended Law on the NA • Revised Parliamentary Rules of Procedures 	National Assembly	Amended Law on the NA adopted Parliamentary Rules of Procedures revised and adopted Funding for dissemination workshops and the publication of the handbook required	UNDP	Nil Unknown
5	Develop system of communication to the members of the NA of the State Audit Organisation and the State Inspection Organisation annual reports	<ul style="list-style-type: none"> • System of SAO and SIO annual reports communication to NA developed and implemented 	National Assembly, SAO, SIO	Annual reports submitted to the NA through the PMO Five year strategic plan includes the preparation of consolidated audit reports for government, Ministries and the provinces Further support needed after Q4 2005	ADB	Unknown

6	Legal provisions clarifying appropriate authorities responsible for handling complaints and procedures for their submission to appropriate authority	<ul style="list-style-type: none"> New regulations on complains’ handling 	National Assembly	Amended regulations of the Division of Complaints and Nationalities approved and implemented Regulations disseminated through workshops	UNDP	Nil
7	Study of measures to ensure appropriate compensation for members of the NA	<ul style="list-style-type: none"> Appropriate regulations adopted 	National Assembly	Under consideration	None	Nil

3) Strategic Objective: Promoting a dynamic and participatory society

Expected Impact (Outcomes):

- Legal framework facilitating further development of the Civil Society Associations (CSAs) and monitoring of their activities by the government
- Increased participation of women in national and local governance
- Increased opportunities for Lao youth to express their concerns, expectations and ideas

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Development of legal framework for civil society associations (CSAs)	<ul style="list-style-type: none"> Transparent rules for approval and cooperation with civil society associations 	National Assembly, MOJ	Legal framework requires development	None	USD \$4,000

2	Development of Gender Mainstreaming Strategy	<ul style="list-style-type: none"> • Gender Mainstreaming Strategy adopted • Seminars for government officials 	LWU	<p>The Lao National Commission for the Advancement of Women (NCAW) was established in 2002 (Decree 37)</p> <p>LWU has collaborated with MOJ to develop legislation to strengthen the role of women. The draft law 'Development and Protection of the Rights of Women' has been approved by the National Assembly (October 2004)</p> <p>Gender focal points have been established in each Ministry.</p> <p>Ministry of Education has a project supporting increased participation of girls in education.</p>	<p>NORAD/UNDP project support expires in December 2004. Negotiating with UNDP for formulation of further project phase</p> <p>ADB/Australia</p>	Unknown
3	Enhance knowledge of governance among youth of secondary schools	<ul style="list-style-type: none"> • Project conceived and launched 	LYU, MIC	No formal activities undertaken	None	Nil
4	Create new opportunities for cultural promotion	<ul style="list-style-type: none"> • Strategy of cultural promotion developed, adopted and implemented 	MIC	The Government has developed (and is implementing) a 5-year Plan – Establishing Cultural Villages	None	Nil
5	Establish forums for exchange of ideas between the government and civil society organisations (CSOs)	<ul style="list-style-type: none"> • Projects conceived, approved and realized 	PMO, MIC, CSAs	Formal government fora not yet established for exchange of ideas – limited to project level only	None	Nil

4) Strategic Objective: Promoting a more open and transparent society

Expected Impact (Outcomes):

- Better government communication with the public
- Increased citizen knowledge of laws and regulations, government policies and programs
- Greater public awareness of critical social and economic issues
- Development of professional ethics among journalists
- Development of the civil service ethos and civil servant involvement in high quality governance
- Public administration more transparent, accessible and understandable for public

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Launch a society wide “clean governance initiative”	<ul style="list-style-type: none"> • Program and action plan • Program launched and realized 	PMO	No formal activities undertaken	None	Unknown
2	Finalize the Law on Mass Media	<ul style="list-style-type: none"> • Law on mass media finalized and adopted 	MOJ, MIC	Currently under revision. Needs to go through further consultations with target groups. Would like assistance in the legal drafting	None	USD \$5,000
3	Provide training on investigative and responsible reporting	<ul style="list-style-type: none"> • Training program (developed and implemented) 	MIC	Investigative reporting training is provided through the Institute for Development of Lao Mass Media. Training is provided on Reporting, Editing, Presenting and Media management. 5 courses delivered in 2003/4. Equipment is dated – needs updating to digital standards	AIBD France Germany Sweden UNESCO	USD \$30,000
4	Regulations guaranteeing protection of whistleblowers and protecting against false accusations	<ul style="list-style-type: none"> • PM decree drafted and adopted 	PMO	No formal activities undertaken	None	Nil

5	Improve information mechanisms in the ministries and interaction between the government and mass media	<ul style="list-style-type: none"> Assessment of present situation and recommendations (report) 	PMO, MIC	Needs ongoing development. Many Ministries do not have Information Units which leaves the responsibility for Press Releases to MIC	None	Nil
6	Regulations opening access to information on public administration activities for the public	<ul style="list-style-type: none"> PM decree drafted and adopted 	PMO	No activities undertaken	None	Nil
7	Training programs on records management	<ul style="list-style-type: none"> Study on present situation and constraints Guidelines for records management Job oriented training programs for all levels of administration developed and delivered 	All Ministries	Development of National Civil Service Training Program to include records management development	—————→	
8	Increase availability and dissemination of laws and regulations, government policies and programs	<ul style="list-style-type: none"> Study on present situation and, constraints, recommendations Regularly updated legal data base in the Internet Government website informing about government policies and programs 	PMO, MOJ, PACSA	<p>CS Decree, Law on Government, Law on Local Administration distributed to all government organisations</p> <p>MOJ has continued to disseminate laws through the mass media</p> <p>Quarterly publication of legal journal to resume once funding has been secured</p> <p>Popular public entertainment as a tool for dissemination has not been developed due to a lack of funding</p>	<p>GPAR Central (UNDP & SDC)</p> <p>None</p> <p>None</p> <p>None</p>	<p>Nil</p> <p>USD 10,000</p>

9	Strengthening of the National Statistics Centre	<ul style="list-style-type: none"> • NSC, modernized and better staffed • Essential updated statistics available and regularly published 	CPI/NSC	<p>There has been a range of capacity building activities (training for key staff, merging of Information Services Div with the IT Div to provide more efficient services relating to Website development and maintenance)</p> <p>In November 2004 the Intranet linking each district and provincial office of CPI will be established.</p>	<p>Improving Statistics in Lao PDR supported by Sida</p> <p>UNFPA, UNDP, CIDA, UNICEF and ADB also provide support</p>	
10	Progressively extended the application of ICT tools of communication by government services	(Refer to Strategic Objective 6, Component 1)	STEA and Ministries concerned	<p>MOU with Korea</p> <p>Feasibility study on e-government and capacity building</p> <p>Implementation of e government master plan</p>	Korea	USD 13 million
11	Use of the press for information campaigns on critical social and economic issues	<ul style="list-style-type: none"> • Press information campaigns organized on government initiatives 	MIC	Mass media organisation used to support regional issues such as SARS and Asian Bird-flu	WHO, UNDP	Nil
12	Establishment of "Information Centres" for the public in district administration.	<ul style="list-style-type: none"> • Information Centres progressively established, equipped, staffed and operating 	MIC	Not yet established. Citizen Information Centres to be established in pilot Districts in Luang Prabang province	GPAR UNV	Nil
13	Use of village meetings by government officials to inform population about development programs, budget allocation and service delivery	<ul style="list-style-type: none"> • Village meetings with government officials organized periodically and in specific occasions when necessary 	CPI	Following the approval of the Budget by the National Budget, this information is distributed via TV and Radio. Would like to better communicate with communities on budget allocation and government performance.	Nil	\$15,000

5) Strategic Objective: Redefining central-local relations – bringing services closer to the people

Overview

Expected Impact (Outcomes):

- Effective deconcentration of public services and financial management to the local level
- Enhanced capacities to support participatory planning at the local level
- Development of participatory municipal administration in urban areas
- Reinforced capacity to implement new decentralization policy at central and local level
- Improved legal framework for decentralized governance
- Improved development planning and management at provincial, district and *Kum Ban* level
- Improved communications between different levels of administration
- Improved Human Capacity at the local level
- Improved monitoring mechanisms
- Reinforced capacity of decentralised local development in the target centres (provincial capitals, selected districts and *Kum Ban*)
- Progressive poverty alleviation through delivery of cost effective and easy accessible basic services for rural poor
- Development of larger and more viable local communities
- Raised general level of education at the grassroots
- Coherent, coordinated approach to capacity building
- Qualified personnel attracted to work in rural district administration
- Lessons learned from development projects internalized by the Government and taken in account in project design
- Increased gender equality in participation and control over local development
- Empowerment of local communities
- Increased motivation for activities addressing poverty alleviation and local governance improvements.
- Improved access of the poor people to affordable and sustainable public services

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Develop capacity of provincial level as strategic unit responsible for macro-management at local levels	<ul style="list-style-type: none"> Action plan Functional and organizational reviews, Process re-engineering Staffing plans and job descriptions Process and job oriented training 	PACSA and Governors	Initial training provided to pilot offices Further development of guidelines and training still to be undertaken	GPAR Central (UNDP & SDC) GPAR Luang Prabang (Sida & UNDP) GPAR UNV	Nil
2	Transform district with high economic potential on budgetary units	<ul style="list-style-type: none"> Identification and classification of the districts with high economic potential Feasibility studies and organizational standards Definition of the legal framework Progressive implementation based on pilot experiences assessment 	PACSA, MOF	Prime Minister’s Instruction 01 on decentralisation under revision Implementation is dependant on revised instruction	None	Nil
3	Benefit deficit districts with low capacity from provincial level support	<ul style="list-style-type: none"> Review of procedures and regulatory framework Progressive implementation following established priorities 	MOF	Refer to 5.2		
4	Develop villages’ capacity as the basic level of the participatory planning	<ul style="list-style-type: none"> Villages producing their development plans 	CPI, PACSA	Planning capacity being developed at local level through GPAR-support of Village training courses	UNCRD/JICA GPAR Central (UNDP & SDC)	\$25,000

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	process			National planning guidelines being reviewed	GPAR Luang Prabang (Sida & UNDP) GPAR UNV	
5	Develop districts’ capacity as main level of development project implementation	<ul style="list-style-type: none"> District implementing development projects 	CPI, PACSA	Capacity Building of selected Districts’ planning staff has been undertaken Focus has been on planning staff from the 47 poorest districts.	UNCRD/JICA GPAR UNV	Unknown
6	Develop provinces’ capacity to formulate their own socio-economic plans	<ul style="list-style-type: none"> Provincial socio-economic plans 	CPI, PACSA	Capacity Building of selected Provinces’ planning staff has been undertaken	UNCRD/JICA GPAR UNV Vietnam (from 2005)	
7	Develop new organizational methods and institutional modalities for urban management	<ul style="list-style-type: none"> Institutional model and new organizational methods for urban management tested and ready for implementation 	PACSA, MCTPC, UDAA	Policy note on municipalities has been developed Study team to consider design options in 2005	GPAR Central (UNDP & SDC), ADB, SNV	USD 300,000
8	Pursue and expand development of UDAA	<ul style="list-style-type: none"> Creation of UDAA in supplementary districts 	PACSA, MCTPC	See above	GPAR Central (UNDP & SDC), ADB, SNV	See above
9	Implement pilot projects at central and local levels to support new decentralization policy	<ul style="list-style-type: none"> Pilot projects supporting decentralization implemented 	PACSA	Review of implementation of decentralization policy completed Revised Decree prepared Pilot projects established in Luang Prabang , Saravane, Xieng Khouang and Khammouane	GPAR Central (UNDP & SDC) GPAR Luang Prabang (Sida & UNDP) GPAR UNV GPAR Saravane (UNCDF & EC)	USD 1.5 M
10	Pursue development of communication infrastructures	<ul style="list-style-type: none"> Growing number of communication infrastructures 	MCTPC	Unknown	—————→	

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
11	Improve telephone communications across the country especially between ministries and local authorities	<ul style="list-style-type: none"> Easier telephone communications across the country between ministries and local authorities 	MCTPC	Unknown		
12	Improve access to electricity down to the village level	<ul style="list-style-type: none"> Increased number of villages with access to electricity 	MCTPC	Unknown	Unknown	Unknown
13	Ensure data and statistics on local development	<ul style="list-style-type: none"> Data and statistics available 	CPI/NSC	The combination of improved local statistics gathering/analysis and the implementation of the Intranet in each Province/District will ensure better/more timely provision of data.	Sida, UNFPA UNDP CIDA UNICEF ADB	Unknown
14	Establish regular coordination meetings between the local and central level and institutionalize regular meetings between ministers and governors	<ul style="list-style-type: none"> Coordination meeting regularly organized 	PMO, PACSA	Nominations for Governance Coordination Committee received	GPAR Central (UNDP & SDC)	Nil
15	Promote the use of computer networks within ministries and between central and local authorities	<ul style="list-style-type: none"> Common IT platform established for all Government organisations Computer networks within different public authorities compatible and operating systematically 	STEAs and Ministries concerned	<p>Fibre optic connections installed for 16 Ministries who have internet access through STEAs</p> <p>Support needed for the development of government intranet system</p>	<p>Sida</p> <p>None</p>	<p>Nil</p> <p>USD 2 million</p>
16	Review the Constitution providing legal basis for further development of the	<ul style="list-style-type: none"> New constitutional provisions permitting further development of 	National Assembly	Amended Constitution and amended Law on the National Assembly adopted and published	UNDP	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	municipalities	the municipalities				
17	Introduce amendments to the Law on Government	<ul style="list-style-type: none"> • Law on the Government amended 	PACSA	Law on Government passed in 2003	GPAR Central (UNDP & SDC)	Nil
18	Adopt the Law on Local Administration	<ul style="list-style-type: none"> • Law on Local Administration adopted 	PACSA	Law on Local Administration passed in October 2003 Implementation Decree is being developed and will be supported by a national implementation training program	GPAR Central (UNDP & SDC)	Nil
19	Upgrade the Instruction 01/PM to the level of Prime Minister Decree	<ul style="list-style-type: none"> • Instruction 01/PM reviewed and upgraded as decree 	PACSA	Revised PM Decree on decentralisation has been prepared To be considered by PMO in early 2005	GPAR Central (UNDP & SDC)	Nil
20	Draft a Municipal Law	<ul style="list-style-type: none"> • Municipal Law drafted and approved 	PACSA	Refer to 2.5.7	GPAR Central (UNDP & SDC)	Nil (at this stage)
21	Development and periodic revision of Guidelines for Development Planning	<ul style="list-style-type: none"> • Guidelines for development planning published and regularly updated 	CPI, PACSA	Guidelines currently being reviewed in pilot offices. Guidelines for the administration and management of the Village Development Fund were finalised in September 2004 Guideline 58 is too complicated for Village officials and needs to be revised.	GPAR Luang Prabang (Sida & UNDP) GPAR UNV	Nil
22	Training programs and capacity building on provincial and district levels	<ul style="list-style-type: none"> • Training programs 	CPI, PACSA	Training courses being implemented by CPI National Planning Training Centre will provide further opportunities from 2005	UNCRD/JICA GPAR Luang Prabang (Sida & UNDP) GPAR UNV Vietnam	Unknown
23	Promote planning on <i>kum ban</i> level	<ul style="list-style-type: none"> • <i>Kum Ban</i> development plans 	CPI, PACSA	<i>Kum Ban</i> Decree has been drafted Pilot activities to be undertaken in 2005	GPAR Luang Prabang (Sida & UNDP) GPAR UNV GPAR Central	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
					(UNDP & SDC) GPAR Saravane (UNCDF & EU)	
24	Establish classification of all districts and <i>kum ban</i> based on their suitability as providers of services and infrastructures	<ul style="list-style-type: none"> Criteria of classification established District and <i>kum ban</i> mapped and classified 	CPI, PACSA	Study of the different options for design, organisation and administration of <i>kum ban</i> (khets) is needed	Nil	\$75,000
25	Issue guidelines for selection of villages in view to create <i>kum ban</i>	<ul style="list-style-type: none"> Guidelines developed and disseminated 	CPI, PACSA	As above	Nil	As above
26	Mainstream gender issues in local level planning	<ul style="list-style-type: none"> Women promotion activities 	LWU, CPI	Inclusion of gender mainstreaming in pilot Village Management Training program Gender mainstreaming issues incorporated into District Planning Manual (CPI)	GPAR Luang Prabang (Sida & UNDP)	
27	Develop training on environmental management at the local level	<ul style="list-style-type: none"> Training programmes developed and regularly conducted at a local level 	STEAM	SEM Project Awareness raising Environmental impact assessment Provincial environmental monitoring Project to be extended to Phase Two	Sida	Nil
28	Support adaptation of traditional livelihood systems to the new regulations on environmental management	<ul style="list-style-type: none"> Studies and research on traditional livelihood 	MAF, STEAM	Unknown	Unknown	Unknown
29	Strengthen the research capacities of the NERI	<ul style="list-style-type: none"> NERI conducting more research 	MOF	Research conducted on: -Macro-economic modelling - Microfinance -Establishment of a development bank	JICA	Unknown

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				- Methods of raising domestic capital		
30	Increase collaboration between public service and the University	<ul style="list-style-type: none"> • Introduction of a course on development planning • Specialized internship program for final year students 	CPI & NUOL	Increased use of NUOL on civil service training programs (e.g., Land Titling project)	Various	Unknown
31	Pursue and improve focal site approach in the NGPES	<ul style="list-style-type: none"> • List of focal points progressively enlarged 	CPI	Government is supporting training of village officials in the administration of the Village Development Fund – with support from mass organisations	None	Further analysis required
32	Conduct assessment of activities related to HRD, decentralization management and development planning	<ul style="list-style-type: none"> • Assessment reports provided 	PACSA	Evaluation workshops conducted relating to HRD and decentralisation Strategies adjusted to reflect evaluations	GPAR Central (UNDP & SDC) GPAR Luang Prabang (Sida & UNDP) GPAR UNV	Nil
33	Pursue the policy of school construction and improvement of teacher training	<ul style="list-style-type: none"> • Schools constructed • Teacher training programs reviewed 	MOE	Unknown	Unknown	Unknown
34	Further development of the provincial Schools of Public Administration and increase training courses delivered by them at local level	<ul style="list-style-type: none"> • More training programs delivered by the provincial SPA 	NOSPA	Limited further development due to budget constraints	Unknown	Unknown
35	Develop a comprehensive capacity building program addressing decentralization management	<ul style="list-style-type: none"> • Training programs on planning, budgeting and management for local staff • Training courses on 	PACSA, LWU, CPI, MOF	Initial planning training being delivered to selected organisations	UNCRD, GPAR Central (UNDP & SDC) GPAR UNV GPAR Luang	Unknown

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		urban management for UDAA and VUDAA staff <ul style="list-style-type: none"> • GRID training program for gender sensitive planning at the local level 			Prabang (Sida & UNDP)	
36	Further dissemination and implementation of laws and regulations targeted at the local administration and local population	<ul style="list-style-type: none"> • National training Program developed and implemented for key village officials • Local development plans are developed, implemented, monitored and evaluated • Reduced number of minor incidents referred to district courts • Laws and regulation largely disseminated (2003) 	PACSA, LWU, CPI, MOF	Initial village management training piloted in Luang Prabang Further development required to reflect national laws and regulations and improve training and procedural documentation	GPAR Luang Prabang (Sida & UNDP) GPAR Central (UNDP & SDC) GPAR UNV	<u>Devt Costs</u> USD 180,000 <u>Delivery costs</u> USD 250,000
37	Prepare operational handbooks on working methods for local offices	<ul style="list-style-type: none"> • Operational handbooks developed, tested by pilot projects and disseminated 	PACSA	See above	See above	See above
38	Exchange of experiences with ASEAN neighbours and organizations specialized in local governance	<ul style="list-style-type: none"> • Exchange of experience periodically organized 	PACSA	Study tour conducted in Vietnam Ongoing participation in regional forums (e.g. SEACSM, EROPA, IAI)	GPAR Central (UNDP & SDC) GPAR Luang Prabang (Sida & UNDP) GPAR Saravane (UNCDF & EU)	Nil
39	Improve working conditions	<ul style="list-style-type: none"> • Improved working 	PACSA	Remote area allowance paid to teachers.	None	

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	and create incentives for staff of rural districts	conditions and new incentives developed and implemented		Allowance under consideration for all civil servants working in remote areas		
40	Make appointments in remote districts compulsory during probation period	<ul style="list-style-type: none"> Compulsory appointment during probation period introduced 	PACSA	Decree 82 requires new civil servants to work in Districts for 2 years out of their first 5 years as a civil servant	GPAR Central (UNDP & SDC)	Nil
41	Develop twinning arrangements between Lao municipalities and municipalities abroad.	<ul style="list-style-type: none"> Twinning conventions signed and implemented 	PACSA, MCTPC	Sister city arrangements being considered for Xay District (Oudomxay) with a Japanese District	CLAIR	Nil
42	Improve the monitoring of the tax collection across the country	<ul style="list-style-type: none"> Revised monitoring system of tax collection 	MOF	Regular on- site inspection and quick audit established for large and medium sized enterprises Annual tax reassessment mechanism established	Sida	Nil
43	Strengthen the Department for Monitoring and Evaluation in CPI	<ul style="list-style-type: none"> DME redefined structure and processes, staffing and training activities 	CPI	Establishment of visiting teams to monitor investment programs is required.	None	Budget analysis required
44	Link the monitoring of local governance development and capacity building program with the NGPES	<ul style="list-style-type: none"> Link established (procedures to define) 	CPI	No formal activities undertaken	None	Unknown
45	Develop mechanisms adjusting local government development activities to local constraints, needs and priorities	<ul style="list-style-type: none"> Built-in adjustment mechanisms 	CPI	Mechanisms outlined in Guidelines 58 and 135 Pre-survey evaluations should be undertaken by CPI (Central/Provincial) to assess suitability of activities.	Nil	Budget analysis required
46	Develop civic education programs on decentralization, accountability and	<ul style="list-style-type: none"> Civic education programs on decentralization and local government 	PACSA	No activities undertaken	GPAR Central (UNDP & SDC)	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	transparency in local government	developed, approved and implemented				
47	Introduce gender monitoring in local governance	<ul style="list-style-type: none"> • Conception and pilot experiences • Overall implementation 	LWU, PACSA	Gender mainstreaming activities included in Village Management Training program in pilot offices LWU working with CPI to include gender monitoring at local levels	GPAR Luang Prabang (Sida & UNDP)	Nil
48	Ensure involvement of the local populations in project monitoring and evaluation of the projects	<ul style="list-style-type: none"> • Pilot testing of public hearings, workshops 	CPI	Guidelines (58 & 135) developed Training being given to stakeholders to ensure ongoing involvement	UNCRD/JICA Vietnam	Unknown
49	Create dissemination mechanisms of successful initiatives and projects	<ul style="list-style-type: none"> • Best practices identified and replicated in other provinces and districts 	CPI	Lessons shared at annual meetings with planning officials at all levels Strengthening of the Information Unit, (CPI) to enable better/more timely communication with government officials and communities on development, is required	None	\$120,000 (TA, modest equipment, printing/publication)
50	Recognize and award activities successfully addressing poverty alleviation and improvements in local governance.	<ul style="list-style-type: none"> • Improved National Award System 	CPI, PACSA	No initiatives undertaken yet An evaluation is planned for March 2005 to identify good and bad practice activities	None	Budget analysis required
51	Systematic analyses of impact of decentralization policy on poverty	<ul style="list-style-type: none"> • Periodic (annual) reports on the impact of decentralization on poverty. 	CPI, PACSA	No initiatives undertaken yet	GPAR Central (UNDP & SDC)	Nil
52	Reinforce capacity of decentralised local	<ul style="list-style-type: none"> • Functional and organizational reviews 	CPI, MOF, PACSA	Functional analysis (data collection) has commenced in Pak Ou District (Luang	GPAR Luang Prabang (Sida &	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	<p>development in the target centres:</p> <p>a) provincial capitals and rural township with potential to promote urban-rural linkages</p> <p>b) rural districts with potential to become budgetary units</p> <p>c) focal zones and selected <i>kum ban</i></p>	<ul style="list-style-type: none"> • Process re-engineering • Staffing and equipment plans • Job descriptions • Job and process oriented training programs • Regular monitoring and assessment • Benchmarking and best practice marketing and dissemination activities (workshops, manuals of procedures, mass media etc.) 		Prabang province).	<p>UNDP)</p> <p>GPAR Central (UNDP & SDC)</p> <p>GPAR UNV</p>	

Governance Program Part 3: Rule of Law and Access to Justice

1) Strategic Objective: Establishment of a complete, clear and coherent legal framework

Expected Impact (Outcomes):

- Strengthened legal framework to support the socio-economic direction of the country
- Better organization of the central and local government
- More rational and objective system of appointments for senior officials
- More effective judicial system in the Lao PDR
- Greater clarity concerning respective roles and competencies of fundamental governance institutions
- Reinforced legislative capacity of the NA
- Better awareness of legal framework underpinning activities of public authorities and progressive reinforcement of the rule of law
- Easier access of the public to the legal services, streamlining of their delivery, facilitation of the training for public officials
- Effective integration of international commitments to internal legal practice
- Improved co-ordination and increased clarity of division of responsibilities between different agencies in the legal sector

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Complete the institutional review through the National Commission for Constitutional Review	<ul style="list-style-type: none"> • Constitution revised 	National Assembly	Revised Constitution adopted and promulgated	None	Nil
2	Review and amend laws on Government, People's Courts, Public Prosecutor and Judgment enforcement	<ul style="list-style-type: none"> • Revisions approved 	National Assembly	Laws on Government, People's Courts, Public Prosecutor and Judgment Enforcement revised, approved and promulgated	None	Nil
3	Complete the drafting of priority bills stimulating socio-economic growth and implementing guidelines	The following bills drafted and presented to the NA for approval:		See next page		

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		<ul style="list-style-type: none"> • Law on Settlement of Economic Disputes • Law on Construction • Law on Consumer Protection • Law on Commercial Activities • Law on Special Economic Zone • Law on the State Economy • Civil Aviation Law • Law on Bonds • Law on Community Economy • Law on Intellectual Property Rights • Law on Tourism 	<p>MOJ</p> <p>MCTPC</p> <p>MOH</p> <p>MOC</p> <p>SCPC</p> <p>SCPC</p> <p>MCTPC</p> <p>Bank of Lao PDR</p> <p>PMO (STEA)</p> <p>LNTA</p>	<p>Drafted and under revision at the Government Meeting</p> <p>Recommendations from MOJ sent to MCTPC for review</p> <p>Plan requires drafting</p> <p>Plan requires drafting</p> <p>Decree updated, draft law under revision</p> <p>Drafted and under revision</p> <p>Drafted and revised</p> <p>Plan requires drafting</p> <p>Not drafted</p> <p>Drafted and under revision</p> <p>Requires drafting</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p>
4	Strengthen the capacity of the National Assembly to propose, evaluate and approve sound legislation	<ul style="list-style-type: none"> • Legislative skills training, policy research and impact assessment support 	NA	Decree on Legislative Drafting passed Training and workshops organised for NA members	UNDP EU	Nil
5	Publish a manual for drafting, reviewing and	<ul style="list-style-type: none"> • Manual of legislative processes produced 	NA, MOJ	Legislative Drafting Handbook finalized and awaiting publication	UNDP	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	approving legislation to promote uniformity of legislative process					
6	Continue the comprehensive compilation and regular updating and large dissemination of legislation through the Legal Research Center	<ul style="list-style-type: none"> • CD-Rom containing legal data base of all decrees and laws • All offices concerned with legal activities with a copy of the CD-Rom and hard copies of relevant laws 	MOJ	<p>CD-Rom of laws from 1991-2002 produced and disseminated to Ministries, Courts and Prosecutors</p> <p>CD-Rom of laws from 2002-2005 being compiled</p>	UNDP	Nil
7	Develop standardized forms for the legal sector	<ul style="list-style-type: none"> • Standardised judgment, notary, affidavit etc forms developed and in use throughout the country 	PSC, MOJ, OSPP	Forms not developed Funding required	None	USD 4000
8	Undertake rigorous evaluation and comparative legal studies through the Legal Research Center	<ul style="list-style-type: none"> • Regular publication of reports and studies related to issues in the Lao PDR 	MOJ	Comparative legal studies conducted in Vietnam, Philippines and Thailand and disseminated through MOJ and the MOJ library	None	USD 3000
9	Build up the capacity of Lao Diplomats in international law and international negotiations	<ul style="list-style-type: none"> • Staff from Ministry of Foreign Affairs trained in international law and actively negotiating in international fora on behalf of the Lao PDR 	MOFA	<p>Covenant on Civil and Political Rights and Covenant on Economic, Social and Cultural Rights translated and disseminated to Lao ambassadors</p> <p>New Lao ambassadors trained in international law</p>	UNDP Sida	Nil
10	Clarify the status of international law within the domestic legal framework	<ul style="list-style-type: none"> • Collate and translate into Lao international legal covenants • Complete report and recommendations 	MOFA, MOJ	<p>Covenant on Civil and Political Rights and Covenant on Economic, Social and Cultural Rights translated and disseminated through workshops</p> <p>NA members to attend a MOFA</p>	UNDP	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
		concerning means of harmonising local and international law		workshop on Covenant on Civil and Political Rights and Covenant on Economic, Social and Cultural Rights		
11	Harmonize the domestic legal framework with international law and educate agencies responsible for application of international commitments	<ul style="list-style-type: none"> • Revision of domestic laws to coincide with international commitments approved by National Assembly • Workshops with relevant agencies to raise awareness of international commitments 	MOJ MOFA	Provisions on the Statement of Human Rights concerning arrest, detention, custody and juvenile criminal procedures were proposed and adopted in the amended Law on Criminal Procedure Planned separation of the Drug and Criminal law Workshop on the harmonisation of domestic and international laws conducted	None	USD 3000
12	Continue preparation, signing, and ratification of international treaties related to prevention of terrorism, torture and other inhuman activities, protection of rights of migrant workers and children.	<ul style="list-style-type: none"> • Clear procedures for the signing and ratification of international treaties established • Conventions signed and ratified 	MOFA	Procedures for signing established, but in need of further development Convention on the Prevention of Terrorism ratified Workshop on Human Rights and the ratification of international treaties conducted	UNDP	Nil
13	Prepare for the ratification of International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights by the National Assembly in 2004/2005, and disseminate information about these	<ul style="list-style-type: none"> • Ratification of International Covenants by NA • Workshops and other dissemination activities conducted with NA, and 	MOFA, NA	Ratification of International Covenants on Civil and Political Rights and on Economic, Social and Cultural Rights not completed in 2003/2004 Preparing to ratify in 2005 NA members participated in study tours of the ratification process in AIPO	UNDP	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	covenants	other relevant agencies to raise awareness of these covenants		member countries		
14	Conduct extensive public consultation through the National Assembly and the Ministry of Justice concerning constitutional review process, secure regular dialogue with the public on all key legislation	<ul style="list-style-type: none"> Public support and input into constitution review for approval by the National Assembly 	MOJ and all government agencies	Public consultation conducted and the amended Constitution adopted	UNDP EU	Nil

2) Strategic Objective: Strengthening the informal and formal mechanisms for dispute resolution

Expected Impact (Outcomes):

- Decision-making more prompt, neutral, strict and in accordance with the law
- More efficient and cost-effective alternatives to the formal court system
- Increased capacity of mediators so that they become efficient and cost-effective alternatives to the formal court system
- Increased public confidence in the court system
- Increased transparency in court decisions
- Improved communication between and within agencies in the legal sector

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Improve capacity of village mediation units (VMUs)	<ul style="list-style-type: none"> • Training of mediators and establishing district justice officers that facilitate and supervise the work of mediators so that they become efficient and cost-effective alternatives to the formal court system. • Training of National Assembly provincial members and staff to assist in mediation 	MOJ	<p>Establishment of VMUs in all villages to be completed</p> <p>Report on regulations, rules and operation of VMUs completed and evaluation workshop conducted in Oct. 2004</p> <p>Monitoring and evaluation team to be sent to Luang Prabang</p> <p>Further dissemination to other VMUs as well as training needs to be implemented</p>	UNDP	Nil
2	Undertake amendments to Law on People's Courts to ensure clarity in the division of responsibilities.	<ul style="list-style-type: none"> • Revised Law on People's Courts 	NA, MOJ, PSC	Amended Law on People's Courts adopted	None	Nil
3	Speed up case resolution and improve decision-making.	<ul style="list-style-type: none"> • Significant progressive reduction in number of district courts to ensure sufficient number of qualified judges at each court 	PSC	Number of district courts not reduced further by PSC due to demand and the reduction of people's access the judicial system	None	Nil
		<ul style="list-style-type: none"> • Implement provincial courts as courts of first instance 	PSC	Provincial courts as courts of first instance implemented		
		<ul style="list-style-type: none"> • Continue to implement short and long term training plan for judges 	PSC	Ongoing training of judges conducted at JTI	UNDP	Nil
4	Finalise Law on Economic Dispute Resolution and	<ul style="list-style-type: none"> • Law on Economic Dispute Resolution approved by 	MOJ	Draft law on Economic Dispute Resolution under revision		

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	undertake training for staff in the Office of Economic Dispute Resolution.	<ul style="list-style-type: none"> the National Assembly • Training needs assessment conducted and training implemented 		Workshops and public consultation processes on revision of the draft law need to be organised	None	USD 3000
5	Continue program of legal training for judges	<ul style="list-style-type: none"> • More judges trained and appointed to positions within the court system 	MOJ (JTI)	<p>Training conducted at JTI and at the provincial level</p> <p>Upgrading of JTI's facilities planned</p>	UNDP	<p>Nil</p> <p>USD 5000</p>
6	Establish district justice officers to facilitate and supervise the work of mediators	<ul style="list-style-type: none"> • District officers appointed and trained 	MOJ	<p>Training programme not established</p> <p>District justice officers appointed</p>	None	USD 5000
7	Strengthen the Lao Bar Association (LBA) so that it can gradually assume a more independent status.	<ul style="list-style-type: none"> • Complete study of Bar Association activities and recommendations for its strengthening 	LBA	<p>LBA strengthened</p> <p>Training of lawyers conducted and new lawyers recruited</p> <p>Plan to upgrade the status of the LBA</p>	UNDP	Nil
8	Continue to study and reduce the number of district courts through careful amalgamations.	<ul style="list-style-type: none"> • Number of district courts reduced 		Refer to 2.3		
9	Upgrade equipment and establish intranet and internet connections for justice offices at the central and local levels.	<ul style="list-style-type: none"> • Intranet and internet connections established between central and local offices of MOJ, courts and OSPP 	MOJ	<p>Equipment needs to be upgraded at central and local offices of MOJ, OSPP and courts</p> <p>Intranet and internet connections require establishment</p>	None	USD 50,000
10	Continue to participate in	<ul style="list-style-type: none"> • Attendance at fora such 	NA, OSPP,	OSPP delegations were sent to China,	Support given by	

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	international and regional fora to promote conflict management.	as SEA Conflict Studies Network conferences	PSC, MOJ	Vietnam and Myanmar and MOJ/PSC delegations to the above countries as well as the Philippines and Cambodia Attended fora on crime prevention, human trafficking, drug control and environmental protection Further support required for participation	host countries	USD 7000
11	Further clarify the division of responsibility relating to complaints and the appeals process.	<ul style="list-style-type: none"> • See also 2.2 above • Establishment of regulations clarifying complaints process • Workshop with key stakeholders to discuss and agree on revised role and implementation schedule for complaints 	NA, OSPP, PSC	Revised working rules of the Division of Complaints and Nationalities submitted to Standing Committee (SC) of NA and approved Regulations for complaints and the appeals process established through the Civil and Criminal Procedure Law	UNDP	Nil
12	Establish courts of appeal as courts of first appeal.	<ul style="list-style-type: none"> • Establishment of courts of appeal in the centre, north and south • Trained judges, infrastructure and supporting staff appointed 	MOJ, OSPP, PSC	Courts of Appeal established in the Central region which require further strengthening Courts of Appeal still need to be established in the North and South and assistance is needed with the construction of buildings, facilities and the recruitment of staff	None	USD 625,000
13	Transform district courts into mediation courts so that provincial courts become the courts of first instance	<ul style="list-style-type: none"> • Regulations established governing revised roles and responsibilities of district and provincial courts 	PSC, OSPP	Regulations concerning the revised roles and responsibilities of district and provincial courts established	None	Nil

3) Strategic Objective: Ensuring predictable and transparent mechanisms for legal enforcement

Expected Impact (Outcomes):

- Clarification of responsibilities within and between agencies in the legal sector
- Increased transparency
- Increased awareness of laws among the population at large

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Review and improve the organizational structure of the Office of the Supreme Public Prosecutor and the courts at all levels to clarify roles and responsibilities	<ul style="list-style-type: none"> • Revised Laws and regulations governing organisation, role and responsibilities of OSPP and courts at central and local levels 	PSC, OSPP	<p>Civil, Criminal, Commercial and Family and Juvenile Chambers established within PSC and prosecutors appointed for each Chamber</p> <p>Separate offices for Family and Juvenile and Commercial courts need to be established and equipped</p>	None	USD 10,000
2	Apply program of train the trainers in the Department of Legal Enforcement	<ul style="list-style-type: none"> • Trainers trained in ethics, working methods and legal procedures • Training plan established and implemented for legal staff 	MOJ	<p>Workshop organised for provincial officers responsible for the enforcement of laws and court decisions</p> <p>Further training required</p> <p>Department of Legal Enforcement needs to develop a training plan</p>	<p>US Embassy</p> <p>None</p>	<p>USD 3000</p> <p>USD 3000</p>
3	Upgrade knowledge and qualifications of public prosecutors.	<ul style="list-style-type: none"> • Training Needs Assessment 	MOJ	Training needs of prosecutors, judges, commercial arbitrators and LBA lawyers assessed	UNDP	Nil

		<ul style="list-style-type: none"> • Develop comprehensive training curriculum for Prosecutor's and specialized Investigators • Train OSPP trainers • English Language training • Improved investigations by specialized Prosecutor's Investigators 		<p>Curriculum improved</p> <p>Trainers trained</p> <p>English language courses conducted</p> <p>Communication and investigation skills improved</p>		
4	Establish manual of legal guidelines for ministries and justice official at provincial and district levels.	<ul style="list-style-type: none"> • Manual produced • Training on use of manual prepared and presented 	MOJ	Manual evaluated, revised and produced Final revision in Q4 2004 with an expert from Boston University, USA	UNDP	Nil
5	Continue to clarify the division of responsibility for different organisations responsible for legal enforcement by finalising the Law on Judgment Enforcement.	<ul style="list-style-type: none"> • Law on Judgment Enforcement approved by National Assembly 	MOJ, NA	Law on Judgment Enforcement adopted	None	Nil

6	Continue to undertake education campaigns in schools and promote legal awareness through activities conducted at the local level, and through mass organisations and other professional associations.	<ul style="list-style-type: none"> Legal training and awareness campaigns conducted in all schools and villages on a rotating basis 	MOJ, PSC, OSPP. NA	<p>Officers from MOJ, PSC, OSPP have provided legal training at private schools and the Faculty of Law, NUOL</p> <p>Workshops in basic law organized for school teachers</p> <p>Support is needed to raise teachers' legal awareness and to develop teaching materials for schools</p> <p>Police conducted road safety and drug prevention activities in schools</p> <p>Legal consultations provided for mass organizations and professional organisations</p>	None	USD 3000
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4) Strategic Objective: Strengthening the capacity of all institutions in the legal and justice sector

Expected Impact (Outcomes):

- Ensure sufficient physical infrastructure for legal institutions to conduct activities
- Improve communications methods and communications infrastructure. particularly at local level
- Improve human capacity in legal sector

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	<ul style="list-style-type: none"> Provide management and records keeping training to officers in legal sector institutions 	<ul style="list-style-type: none"> Manual on records keeping with examples prepared for all areas of the legal sector 	PSC, OSPP, MOJ	<p>Other training programmes were considered as a priority</p> <p>Funding required</p>	None	USD 5000

2	<ul style="list-style-type: none"> • Increase bilateral cooperation with ASEAN countries, and neighboring countries in the area of judicial training. 	<ul style="list-style-type: none"> • Regular bilateral and regional training exchanges held 	NA, PSC, OSPP, MOJ	<p>MOU with China and Vietnam Vietnamese experts to review curriculum at JTC</p> <p>Thai expert conducted workshop for prosecutors</p>	None	USD 100,000
3	Establish computer network system on laws linked to other government organizations, National University of Laos and internationally. Ensure all provincial offices are equipped with computers and receive training.	<ul style="list-style-type: none"> • LAN, WAN networks established within and between ministry and ministerial level organisations 	MOJ, PSC, OSPP	<p>Computer network system on laws in need of establishment in MOJ, PSC and OSPP</p> <p>MOFA and NA require further upgrading</p>	None	USD 250,000
4	Complete training facilities purchase and maintain all-terrain vehicles for remote area access.	<ul style="list-style-type: none"> • Construction of Vientiane Justice Department, Vientiane Prefecture Court, Law school facilities in Luang Prabang and Savannakhet completed • Second building and Conference Hall for Judicial Training Institute, provincial court offices for Savannakhet and Khammouane provinces constructed. • All-terrain vehicles purchased 	MOJ	<p>Law school in Luang Prabang has completed the first year of operation</p> <p>Further construction of facilities, establishment of student accommodation and equipment needed</p> <p>Law school in Savannakhet in operation, but requires its own facilities</p> <p>Vientiane Prefecture Court and Justice Department under construction</p> <p>Conference Hall for JTI not constructed</p> <p>Provincial Court Offices for Khammouane not constructed</p>	None	<p>USD 100,000</p> <p>USD 150,000</p> <p>USD 50,000</p> <p>USD 70,000</p> <p>USD 100,000</p>

5	Strengthen the capacity of the Faculty of Law of the National University and the Judicial Training Institute by building a strong team of trained staff	<ul style="list-style-type: none"> • Improved curriculum developed • Library supplied with adequate materials and infrastructure • Effective study materials produced • Suitable equipment and teaching aids provided. • Improved management and staff skills 	MOJ, MOE	<p>JTI – Further curriculum development, establishment of a library and materials necessary</p> <p>JTI director gained experience in Vietnam for new management initiatives</p> <p>Faculty of Law, NUOL – Curriculum developed</p> <p>Teacher training implemented</p> <p>Improved library and staff capacity</p> <p>Law and French courses taught</p> <p>Teacher training conducted in Japan</p>	<p>None</p> <p>UNDP, Sida</p> <p>France</p> <p>JICA</p>	<p>USD 10,000</p> <p>Nil</p>
6	Provide legal training for legal staff at central and local levels	<ul style="list-style-type: none"> • Action plan and curriculum for training of trainers is finalized • Trainers trained to staff the centre and the legal training centre in Savannakhet 	MOJ	<p>Action plan in need of development</p> <p>No training conducted</p>	<p>None</p> <p>None</p>	<p>USD 3000</p> <p>USD 4000</p>

		<ul style="list-style-type: none"> • Post-secondary courses to legal sector staff at provincial and district levels provided through the regional centers. 		No training conducted	None	USD 4000
7	Establish active and functioning legal units in all line ministries	<ul style="list-style-type: none"> • Presidential decree on legal drafting signed • Manual on legal drafting, reviewing, implementing and monitoring of laws and regulations completed • Staff in legal units trained in the use of the manual 	MOJ, NA	<p>Decree signed</p> <p>Legislative Drafting Handbook under revision and to be finalized</p> <p>Training will commence after finalization of manual</p>	<p>None</p> <p>UNDP</p>	<p>Nil</p> <p>Nil</p>

4 a) Initiatives to strengthen the Ministry of Justice

Expected impact (outcomes):

- Improved efficiency and effectiveness of Ministry of Justice offices
- Streamlined activities and procedures in all areas of responsibility
- Increased public awareness of laws and the role of the legal sector

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Continuing to upgrade the qualifications of personnel in the Ministry of Justice	<ul style="list-style-type: none"> • Training Needs Assessment of Ministry of Justice Personnel • Training conducted and higher levels of staff members with higher levels of appropriate qualifications 	MOJ (JTI)	<p>Needs assessment not completed</p> <p>Senior MOJ personnel being trained in Vietnam, S Korea, China and Japan</p> <p>Staff training required at the local level</p>	<p>None</p> <p>Host government support</p>	<p>USD 3000</p> <p>Nil</p> <p>USD 5000</p>
2	Upgrade staff and procedures of Notary Department. In the long-term Notary Offices to become independent organisations with an independent budget.	<ul style="list-style-type: none"> • Ensure that there are five trained notary staff in each of the nine provinces • Reorganize the Notary Department at the central level and the local level offices in order to ensure the smooth delivery of legal services to the people 	MOJ	<p>Training programme in need of establishment</p> <p>Additional staff assigned at the senior level</p> <p>Number of local offices expanded</p>	<p>None</p> <p>None</p>	<p>USD 4000</p> <p>Nil</p>
3	Elaborate appropriate compensation policies, in line with national guidelines, in order to ensure that qualified staff are encouraged to stay with the Ministry.	<ul style="list-style-type: none"> • Regulations on appropriate compensation drafted and approved 	MOJ	No longer considered as an appropriate initiative as qualified staff have remained with the Ministry since the jurisdiction of the local courts was transferred to PSC		

4	Continue to enhance co-operation with other agencies in order to ensure improvements in the legal enforcement of court decisions.	<ul style="list-style-type: none"> • Regulations concerning division of responsibilities between different agencies finalised and approved • Law on Economic Dispute Resolution approved by NA 	MOJ	<p>Regulations not established and need to be drawn up</p> <p>Law drafted and under revision at the government meeting</p>	None None	USD 2000 Nil
5	Continue the comprehensive compilation and regular updating and dissemination of legislation through the Legal Research Center	<ul style="list-style-type: none"> • CD-Rom containing legal data base of all decrees and laws • All offices concerned with legal activities provided with copy of CD-Rom and hard copies of relevant laws 	MOJ	<p>CD-Rom of laws from 1991-2002 produced and disseminated to Ministries, Courts and Prosecutors</p> <p>CD-Rom of laws from 2002-2005 being compiled</p>	UNDP	Nil
6	Strengthen the regulatory framework of the Bar Association, so that it may eventually operate independently and raise its own revenue and develop and enforce professional rules and standards of responsibility	<ul style="list-style-type: none"> • Build management structure and capacity • Regulations for collecting and disbursing its own revenue as well as management regulations established 	LBA	<p>New office established</p> <p>Members of the LBA's administration committee elected</p> <p>Regulations improved</p> <p>Training course for lawyers conducted</p> <p>Plan to upgrade the Decree on LBA into law</p>	UNDP	Nil

7	Participate actively in international co-operation in the region and the world. In the coming years we will continue to priorities co-operation with countries bordering the Lao PDR, as well as with ASEAN member countries.	<ul style="list-style-type: none"> Participation in regional fora on legal matters 	MOJ	<p>MOJ officials have participated in regional fora</p> <ul style="list-style-type: none"> Crime prevention in Cambodia Prevention in the trafficking of women in Vietnam <p>Financial assistance required for future attendance</p>	None	USD 10,000
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4 b) Priority initiatives for the National Assembly

Expected Impact (Outcomes):

- Strengthen the ability of the National Assembly to consider and examine legislation
- Continue to enhance people's participation in defining national priorities through their representatives elected to the National Assembly.
- Improve knowledge about the activities of the National Assembly in the wider community

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Training of National Assembly representatives both locally and abroad	<ul style="list-style-type: none"> National Assembly representatives trained both locally and abroad National Assembly representatives are better able to fulfill their functions as representatives of the people, with enhanced oversight 	NA	<p>NA members went on study tours to Vietnam, Singapore, Thailand and India</p> <p>Workshops conducted on macro-economic management and administration</p> <p>Further training required, particularly in gender mainstreaming</p>	UNDP, Sida EU	Nil

2	Strengthen the ability of the NA Standing Committee to oversee the activities of the Government and the courts	<ul style="list-style-type: none"> Improved scrutiny of budget documents and provincial activities People's participation in the definition of national priorities enhanced 	NA	<p>Study tour and workshop conducted</p> <p>Examined conduct, rules and responsibilities of SC and NA for improvement</p> <p>Increased public consultation in the preparation and increased scrutiny in the submission of provincial socio-economic development plans and budgets</p> <p>Increased public participation required</p> <p>Detailed Implementation Proposals on:</p> <ul style="list-style-type: none"> -Financial oversight -Parliamentary rules and procedures -Provincial oversight <p>were partially approved</p>	None	USD 54,000
3	Improve systems and procedures for the NA to oversee the remaining branches of the state whilst protecting the legitimate separation of competencies and respecting the independence of the judiciary.	<ul style="list-style-type: none"> Presidential decree on legal drafting approved Law on Court Judgment Enforcement approved 	SC of NA MOJ	Decree on Legislative Drafting passed Law on Court Judgment Enforcement approved and adopted	None	Nil

4	Increase information dissemination concerning the activities of the National Assembly	<ul style="list-style-type: none"> Enhanced public consultation process developed and piloted in two provinces The bulletin on the activities of the National Assembly <i>Phou Then Pasason</i> after each session of the National Assembly is continually produced and disseminated 	SC of NA NA	Public consultation process piloted in various provinces during the 2004 NA sessions Support is needed to ensure the regular publication and dissemination of the bulletin of the NA	UNDP None	Nil USD 10,000
5	Strengthen the ability of the National Assembly to participate in international fora	<ul style="list-style-type: none"> English language training for NA members International parliamentary texts for study translated 	NA	English language courses conducted Official translation mechanism not established	UNDP	Nil

4 c) Priority initiatives for the People's Supreme Court

Expected Impact (Outcomes):

- Bring PSC more in line with the current socio-economic situation of society,
- Improve effectiveness and efficiency of PSC and courts at the local level
- Better qualified judges giving consistent and transparent decisions

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Study the role and duties of the PSC to bring it more in line with the current socio-economic situation of society, and to improve effectiveness and efficiency, in particular by amending the Law on Courts and the Constitution appropriately.	<ul style="list-style-type: none"> • Amended Law on Courts and the Constitution • Roles and duties of PSC are redefined • PSC is more effective and efficient 	PSC	Amended Law on Courts and Constitution adopted Roles and duties of PSC redefined but further examination is required to improve the PSC's effectiveness	None	USD 100,000
2	Improve the organizational structure of the PSC.	<ul style="list-style-type: none"> • Complete organisational review and review of mandate of PSC 	PSC	Law on Courts adopted Improvements and completion of the organizational structure required	None	USD 50,000
3	Streamline the number of staff in accordance with the role and duties of the PSC as defined in the Law on Courts and the Constitution	<ul style="list-style-type: none"> • Undertake functional review of PSC • Introduce job descriptions • Reallocate personnel in line with review 	PSC	Reallocation of staff in PSC undertaken Functional review undertaken Further streamlining of personnel required	None	USD 100,000
4	Create appellate courts and people's courts at the provincial level, and enhance the role of district courts as mediation courts and create military courts. Strengthen mediation units at the village level.	<ul style="list-style-type: none"> • Establishment of appellate court first in Vientiane and then in other provinces, with trained judges, infrastructure and supporting staff appointed 	PSC, AC	Court of Appeals established in the Central region and requires establishment in the North and South Judges have been trained Support is required for further infrastructure, allocation of staff and training Role of district courts enhanced as mediation courts Number of military courts has not increased	None	USD 250,000

5	Improve capacity of village mediation units	<ul style="list-style-type: none"> • Training of mediators and establishing district justice officers that facilitate and supervise the work of mediators so that they become efficient and cost-effective alternatives to the formal court system. • Training of National Assembly provincial members and staff to assist in mediation 	MOJ	VMUs have been established in 90% of villages	Nil	Unknown
6	Speed up case resolution and improve decision-making so that it is neutral, strict and in accordance with the law.	<ul style="list-style-type: none"> • Significant progressive reduction in number of district courts to ensure sufficient number of qualified judges at each court • Implement provincial courts as courts of first instance • Continue to implement short and long term training plan for judges • Cases are resolved in a more timely manner and in accordance with the law 	PSC, PPC, AC	<p>Number of district courts reduced</p> <p>Provincial courts as courts of first instance implemented</p> <p>Establishment of Court of Appeal for cases at the district level</p> <p>Judges trained and further training is required</p> <p>Funding for the training of judges at the provincial level required</p> <p>Improvement in the resolution of cases</p>	<p>None</p> <p>None</p> <p>UNDP</p> <p>None</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>USD 50,000</p>

7	Study and recommend amendments to the Law on People's Courts, Law on Civil Procedures and other laws as necessary	<ul style="list-style-type: none"> Laws amended and approved by NA 	PSC	<p>Law on People's Court amended and adopted</p> <p>Law on Civil Procedures amended and adopted</p> <p>Continued examination of existing laws</p>	None	Nil
8	Upgrade staff in all areas through study in-country and abroad	<ul style="list-style-type: none"> Training Needs Assessment Develop comprehensive training curriculum for Judges Train PSC trainers English Language training 	PSC JTC	<p>Training needs assessment completed</p> <p>Curriculum developed and requires further attention</p> <p>Training of trainers not undertaken</p> <p>Judges and support staff attending English language courses</p>	None UNDP	USD 50,000 Nil
9	Continue to publish magazines and books publicising case procedures and decisions from the appellate courts	<ul style="list-style-type: none"> Regular production and dissemination of PSC 'Casebook' And Journal Publication of appellate court decisions 	PSC	<p>Publication of Casebook and Journal discontinued and needs to resume</p> <p>Publication of appellate court decisions not undertaken</p>	None	USD 100,000
10	Strengthening the internet and intranet communications systems for the courts at central and local levels.	<ul style="list-style-type: none"> Internet and intranet connections established 	PSC	Internet and intranet connections not established	None	USD 300,000
11	Continue to raise the capacity of existing judges and train new judges to fulfill the requirements of the court system	<ul style="list-style-type: none"> More judges trained and appointed to positions within the court system 	PSC	<p>Judges trained and appointed</p> <p>Further support required</p> <p>Training of judges at the local level required</p>	UNDP None	Nil 50,000

4 d) Priority initiatives for the Office of the Supreme Public Prosecutor

Expected Impact (Outcomes):

- Improving working conditions of prosecutors
- Creating a more efficient Office
- Clearer division of responsibility among law enforcement offices

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Improve the monitoring and control of law enforcement from central to local levels and particularly improving the reporting system to central OSPP	<ul style="list-style-type: none"> • Inter and intra office information management systems reviewed • New physical equipment to assist procured • Computerization of data collection and statistical information 	Personnel and Inspection Departments	Office information management system improved and more regular No additional equipment procured Computerisation of data collection initiated, but requires further expansion	None	USD 40,000
2	Improve understanding between the different organisations involved in law enforcement and penalty adjustment (particularly among prosecutors, police, Ministry of Justice, Ministry of Defence)	<ul style="list-style-type: none"> • Law on Court Decision Enforcement approved by the NA 	Inspection Department	Law on Court Decision Enforcement approved and adopted Training of enforcement officers, police, prosecutors and the chiefs of villages required	None None	Nil USD 48,000
3	Upgrade the skills and knowledge of staff at all levels, particularly in researching and preparing	<ul style="list-style-type: none"> • Training Needs Assessment • Comprehensive training 	Personnel Department JTC	Training needs assessed through JTC Curriculum developed and requires further attention	None	USD 162,000

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
	evidence for presentation to courts, in legal education, respect of law and ethics. Establish training plan to improve technical knowledge and foreign languages so that staff can travel abroad and share the experience of other countries.	<p>curriculum for Prosecutor's and specialized Investigators developed</p> <ul style="list-style-type: none"> • OPP trainers trained • English Language training • Scholarships for Masters and PHD Degrees 		<p>Workshop conducted</p> <p>English language courses conducted</p>	UNDP	Nil
4	Improve quality of technical activities: seeking and collecting evidence of crimes, crime prevention activities through public awareness campaigns and reporting systems.	<ul style="list-style-type: none"> • Improved investigations by specialized prosecutor's investigators 	<p>Personnel and International Cooperation Departments</p> <p>JTC</p> <p>Police</p>	<p>Prosecutors trained at JTC in seeking and collecting evidence</p> <p>Need to conduct training at the provincial level</p> <p>Activities undertaken to encourage the public to report crimes</p> <p>Road safety and prevention of drug abuse campaigns conducted in schools</p>	<p>UNDP</p> <p>None</p>	<p>Nil</p> <p>USD 72,000</p>
5	Improve working conditions for prosecutors at central and local levels	<ul style="list-style-type: none"> • Office equipment purchased and offices equipped • Special incentive systems for prosecutors established 	<p>Inspection Department</p>	<p>Equipment not purchased</p> <p>Incentive system not established</p>	None	USD 20,000
6	Improve organisational structure to clarify roles and responsibilities of prosecutors at all levels.		<p>Personnel Department</p>	<p>By law established to regulate activities and define responsibilities</p>	None	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
7	Review and facilitate the collection of statistics to make them an accurate foundation for decision-making with regards to prisons	<ul style="list-style-type: none"> Computerisation of data collection and statistical information 	Civil and Criminal Department	Computerisation of data collection not undertaken	None	USD 25,000
8	Conduct review of prison system and suggest improvements	<ul style="list-style-type: none"> Review completed with recommendations 	Prison Department	Review conducted and recommendations made Regular monitoring of provincial prisons required	None	USD 24,000
9	Establish offices for the appellate prosecutors in the Central, Northern and Southern regions	<ul style="list-style-type: none"> Offices for appellate prosecutors a established throughout the country 	OSPP	Office of the appellate prosecutor established in Vientiane Establishment required in the North and South	None	USD 375,000

5 A) Strategic Objective: Improving the ability of all the peoples of the Lao PDR to access the justice system.

Activities relating to legal dissemination

Expected Impact (Outcomes):

- More frequent publication and wider distribution of the Official Gazette
- People of the Lao PDR able to exercise their constitutional rights and duties under the law

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Review the Official Gazette Unit and secure funding for more frequent publication and wider distribution	<ul style="list-style-type: none"> Increase publication of the Official Gazette to six times per year, with at least 12,000 copies 	MOJ	Publication of the Gazette has stopped and needs to resume	None	USD 7000 per annum
2	Expanding scope of legal literacy programs through the mass media	<ul style="list-style-type: none"> Training of journalists in understanding the implications of laws Establish performing arts and popular entertainment as a tool for legal education 	MIC MOJ	<p>Training of journalists not undertaken</p> <p>Performing arts and popular entertainment have not been used as a tool for legal education</p>	None	USD 7000
3	Consider distance education for isolated populations	<ul style="list-style-type: none"> Strategic plan and costing of dissemination of legal information through distance education 	MOJ, PSC, OSPP	Dissemination of legal information through distance education has not been undertaken	None	USD 5000
4	Systematic publication of law books and manuals and supply them to public facilities across the country	<ul style="list-style-type: none"> 30, 000 books in each area published and distributed Publication of law books on commercial basis Publication of practical manual for legal dissemination with 3,000 copies Establish law journal with distribution of 8,000 copies 	MOJ	<p>One thousand one hundred and ninety three (1,193) law books published and disseminated</p> <p>Law books published on a commercial basis</p> <p>Practical manual for legal dissemination published</p> <p>Law journal has not yet been established</p>	None	USD 7000

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
5	Strengthen the role of the provincial officers of the Department of Information and Legal Dissemination of the Ministry of Justice	<ul style="list-style-type: none"> Gather data on legal dissemination at the local levels Produce report analyzing methods to expand organisations involved in legal dissemination at the local level 	MOJ	<p>Role of provincial officers still in need of strengthening</p> <p>Measures expected to be implemented in 2005</p>	None	USD 5000
6	Publish and disseminate laws on business matters.	<ul style="list-style-type: none"> Publication of a second volume on business law that clarifies the meaning of relevant laws and elaborate the rights and duties of various parties 	MOC Bank of the Lao PDR	Publication and dissemination of laws on business matters not undertaken	None	USD 5000
7	Create a legal basis for the progressive circulation of court decisions and judgments, beginning with the People's Supreme Court, and create mechanisms for the public to obtain easy access to them.	<ul style="list-style-type: none"> Report on current methods for compiling of court decisions completed Location and facilities established for storing of court decisions enabling public access 	PSC	A legal basis has been established already, but dissemination of court decisions and judgments has not been achieved due to a lack of funding	None	USD 7000

5 B) Strategic Objective: Improving the ability of all the peoples of Lao PDR to access the justice system.
Activity relating to legal assistance for all

Expected Impact (Outcomes):

- Better access to justice for disadvantaged groups
- Greater understanding of the nature of law in Lao PDR
- Improving understanding of legal rights and duties in the country

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Strengthen the Bar Association to enable it to better provide legal services to disadvantaged groups	<ul style="list-style-type: none"> • Complete study of Bar Association activities and recommendations for its strengthening • Build management structure and capacity • Establish regulations for collecting and disbursing own revenue as well as management regulations 	LBA	New office established Members of the LBA's administration committee elected Regulations improved Training course for lawyers conducted Plan to upgrade the Decree on LBA into law	UNDP	Nil
2	Continue road and telecommunications infrastructure development to enable better access for remote communities	<ul style="list-style-type: none"> • Improved road system and telecommunications infrastructure to progressively meet needs of remote communities 	MCPTC	Road and telecommunications infrastructure development continued	Sida JICA	Nil
3	Strengthen knowledge of the law through the local schooling system	<ul style="list-style-type: none"> • Legal awareness components in secondary school curriculum established 	MOJ, OSPP, PSC, MOE	Legal awareness components have not yet been integrated into the secondary school curriculum	None	USD 5000

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
4	Finalize regulations and fully implement the policy of free legal assistance to be provided by provincial justice departments, and justice units at the district level to those in need	<ul style="list-style-type: none"> Regulations on priority assistance drafted and approved 	MOJ	MOJ has issued regulations on the provision of free legal assistance by the justice unit at the district level Regulations are in place at the provincial justice department for the provision of legal assistance	None	Nil
5	Finalize and implement the regulations whereby the Ministry of Justice and provincial departments of justice can appoint legal assistance from the Bar Association in order to help offenders who are children or pregnant women.	<ul style="list-style-type: none"> Regulations on those eligible for legal assistance drafted and widely disseminated at the village level Staff trained and made available to deliver assistance 	MOJ	Drafting of regulations not completed	None	USD 2000
6	Study the possibility of translation services for people with different language backgrounds	<ul style="list-style-type: none"> Feasibility study completed 	MOJ, PSC, OSPP	Need to establish translation services and recruit support staff from ethnic minority groups	None	USD 2000

5 C) Strategic Objective: Improving the ability of all the peoples of Lao PDR to access the justice system.
Activities relating to women, young people and children

Expected Impact (Outcomes):

- Better access to justice for priority groups
- Better understanding on the part of officials of the needs of priority groups
- Special methods in place to deal with offenders in special groups

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Reform the unit in the Lao Women's Union responsible for training on legal and constitutional matters	<ul style="list-style-type: none"> Improved knowledge and understanding in unit about legal matters 	LWU	Unit reformed and upgraded and PSC and OSPP officers have been assigned to work with the unit	UNICEF Asian Foundation	Nil
2	Design and print training materials for legal training and undertake training with regards to women's issues	<ul style="list-style-type: none"> Materials designed, printed and disseminated Training on women's issues conducted 	LWU	Training for provincial representatives conducted in Vientiane. LWU Unit working with MOJ to develop tools and materials	UNICEF Asian Foundation	Nil
3	Restructure and update the office responsible for providing legal advice to women	<ul style="list-style-type: none"> Office upgraded 	LWU	Materials on legal consultation acquired from various Ministries and abroad Training of legal advisors conducted	UNICEF Asian Foundation	Nil
4	Collect data and statistics concerning female offenders	<ul style="list-style-type: none"> Statistics on female prisoners and courts cases collected regularly as part of statistics collection 	LWU	Unit in LWU collecting data on female offenders and female victims	UNICEF Asian Foundation	Nil
5	Research, enhance and monitor the implementation of measures to ensure the respect of women and children's rights	<ul style="list-style-type: none"> Compile reports on the fulfillment of the Lao PDR's international commitments Collaboration with regional neighbours in monitoring of trafficking in women and children 	LWU, MOJ, LYU	Report on the Lao PDR's fulfillment of commitments regarding gender mainstreaming and the CRC completed and forwarded to the UN Conference on the monitoring of trafficking in women and children attended by Lao representatives	UNDP	Nil
6	Raise awareness at all levels of the government and the community about the special needs and vulnerability of women	<ul style="list-style-type: none"> Training program established and conducted for all government officials in special needs of women 	LWU and Ministries	Draft law on Women's Development and Protection submitted to the NA for adoption A counseling centre has been established	UNICEF Asian Foundation	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				to provide support services for women Provincial units still to be established – more funds needed		More budget analysis required
7	Continue to implement the Convention on the Rights of the Child	<ul style="list-style-type: none"> Improved implementation of CRC in legal system Co-operation program with UNICEF continued 	MOJ, LWU	Establishment of a Family and Juvenile Chamber within OSPP and PSC Workshops on CRC conducted at provincial and district levels	SCF UK OSPP	Nil
8	Implement training of police, judges and prosecutors to change attitudes and perceptions towards young offenders	<ul style="list-style-type: none"> Training workshops conducted for all officers dealing with juvenile offenders at central and local level 	MOJ, LWU	Workshops on CRC organized for judges, police and prosecutors at provincial and district levels	SCF UK UNICEF	Nil
9	Continue to prioritize the appointment of special judges and alternatives to courts and custody for youth cases	<ul style="list-style-type: none"> Separate justice system for children established Promotion of alternatives to custody for young people 	PSC, OSPP, Police	Introduction of a separate bench in all courts for juvenile and adult offenders Mediation promoted in non serious offences Separation of the office for the family and juvenile chamber and the commercial chamber required	None	USD 15,000
10	Raise young people's legal awareness in order to prevent crime	<ul style="list-style-type: none"> Reduction in juvenile cases 	OSPP, PSC, MOJ, Police	Road safety and drug prevention programmes in schools conducted by the police Further implementation required	Handicap International	USD 4,000

Governance Program Part 4: Sound Financial Management

Accountability and Transparency in Financial Management

1) Strategic Objective: Development of a sound fiscal policy

Expected Impact (Outcomes):

- § Planned national revenues ensured and remitted to the central treasury on a timely basis
- § Increased tax base
- § Increased business activity across all sectors
- § Rationalise fairly the incomes between various strata of society

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Revise definition of national, provincial, and district taxes and monitor implementation of the revised tax system at the provincial and district levels	<ul style="list-style-type: none"> • Decree #192 amended • Monitoring system developed and in place 	MOF	Study on the strategy for intra-government. fiscal responsibilities -assessment of the transfer of tax from the district to central level undertaken Decree 192 under revision	UNDP	Nil
2	Continue with reduction of customs tariffs	<ul style="list-style-type: none"> • Agreed schedule for reduction to CEPT as part of the ASEAN free trade agreement (AFTA) 	MOF	Fulfilling reduction of agreed custom tariffs	None	Nil
3	Review current exemptions with a view to eliminating exemptions not supported by a legal basis	<ul style="list-style-type: none"> • Decline in number of tax exemptions 	MOF	Administration of seven key national check points re-centralised Audit and control mechanism set up in each check point	IMF	Budget analysis

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				Further expansion to other check points necessary		required
4	Prepare to convert the turnover tax into a full-fledged VAT.	<ul style="list-style-type: none"> • Implementation of VAT 	MOF	Proposal to change turnover tax to two rates has been submitted to the NA in preparation for the implementation of VAT Further support required	UNDP Sida IMF	Unknown
5	Review performance of the existing tax rates	<ul style="list-style-type: none"> • Development of review methodology • Implementation of review 	MOF	Excise, profit and personal income tax rates under revision	Sida	Nil
6	Consider the strengthening of the personal income tax system	<ul style="list-style-type: none"> • Review and revision of personal income tax system 	MOF	Restructuring of the personal income tax system being examined Further support required	Sida	Budget analysis needed
7	Review policy to promote growth of SME's	<ul style="list-style-type: none"> • Ongoing review of SME growth support policy 	MIH MOC	Rationalise tax rates to encourage private economic activity Further support needed Decree on the Promotion and Development of SME (No. 42)	Sida IMF	Budget analysis required
8	Draft and approve new laws (e.g. Tax Law)	<ul style="list-style-type: none"> • New tax laws in place 	MOF	Draft of the Customs Law will be submitted to the next NA session Draft of the Treasury Law under examination	IMF IMF	Nil

2) Strategic Objective: Development of transparent and accountable practices for the implementation of equitable revenue collection policy (tax & customs)

Expected Impact (Outcomes):

§ Taxpayers identified and treated in a fair and equitable fashion across all provinces

§ Successful transition to VAT

§ Effective decentralisation of revenue collection

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Enhance tax administration procedures for detecting unregistered business, detecting under-reported income, and collecting tax arrears. Introduce new procedures nationwide	<ul style="list-style-type: none"> • Nationwide introduction of improved tax administration procedures 	MOF	Established self -tax assessment and declaration system for large tax payer units Tax invoice system computerised for Large Tax payer units Expansion to lower tax payer units	UNDP	Budget analysis required
2	Enhance customs administration procedures by valuation techniques, strengthen procedures for controlling smuggling activities, and compile and disseminate trade statistics on a regular basis	<ul style="list-style-type: none"> • GATT valuation techniques introduced • Smuggling activities reduced • Trade statistical reports regularly made available 	MOF	New Customs Law drafted Post Clearance Audit division established Mobile inspection units have been established	UNDP	Nil
3	Develop plan for improving compliance levels of large taxpayers and increase audit coverage of large businesses	<ul style="list-style-type: none"> • Tax compliance plan • Regular audits of large businesses 	MOF	Criteria for more timely auditing for large and medium tax payers developed	UNDP	Nil

4	Rationalize reporting lines and roles and responsibilities of national, provincial and local levels	<ul style="list-style-type: none"> Streamlined reporting lines, roles and responsibilities 	MOF	Decree 192 under revision Further support required	None	USD 100,000
5	Continue strengthening the capacity at the local level to implement decentralization policy (see also Part II).	<ul style="list-style-type: none"> Training programs developed and implemented Training materials produced 	MOF	Ongoing training programmes in pilot provinces to build capacity and implement decentralization policy Training in accounting, budget preparation and reporting techniques conducted in all provinces Further support needed	UNDP IMF, Sida ADB	Budget analysis required
6	Take steps to prepare full readiness in government and in society for the introduction of the VAT	<ul style="list-style-type: none"> Public institutions prepared and the commercial environment created for the implementation of VAT VAT law drafted 	MOF	Proposal to change turnover tax to two rates has been submitted to the NA in preparation for the implementation of VAT Private enterprises encouraged to practice standard accounting techniques	IMF, Sida UNDP	Unknown
7	Introduce more efficient and transparent procedures for collecting taxes from the small taxpayer community.	<ul style="list-style-type: none"> New procedures/guidelines for small taxpayer collection 	MOF	Increased dissemination of guidelines for the application t and transparency of rates for small tax payers	Tax Project	Nil
8	Develop a comprehensive training program and establish a tax and customs training centre	<ul style="list-style-type: none"> Training needs assessment completed Training program developed Centre opened 	MOF	Comprehensive training programme in need of development	None	USD 1 million
9	Develop national IT strategy with a view of identifying additional uses of IT solutions in the collection process.	<ul style="list-style-type: none"> IT strategy paper developed, with specific guidelines for use of IT in revenue collection 	MOF	Strategy paper completed Implementation of budget and treasury software in the line Ministries Expansion of system to all provinces planned in 2005	ADB	Nil

3) Strategic Objective: Development of transparent and accountable practices for expenditure planning and management

Expected Impact (Outcomes):

- § Spending patterns reflecting local priorities
- § Budget preparation characterised by a decentralised and bottom-up process
- § Ministries with access to provincial data regarding respective sectors
- § Strong staffing capacity at all levels
- § Timely central government transfers to deficit provinces

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Develop training plan to strengthen capacity for budget preparation and execution	<ul style="list-style-type: none"> • Review of training needs • Training plan produced 	MOF	Training in new budget nomenclature conducted for provincial staff Development of a capacity building strategy through Public Expenditure Management Strengthening Program (PEMSP) Further support required	World Bank World Bank	Nil Nil Budget analysis required
2	Review and identify any required increases in staffing levels	<ul style="list-style-type: none"> • Report on staffing level requirements 	MOF	Review ongoing as a component of PEMSP Further support needed	World Bank ADB	Budget analysis required
3	Continue to work in close cooperation with international partners to formulate a step-by-step approach to reforming the public expenditure management process	<ul style="list-style-type: none"> • Reform strategy formulated • Progress report on implementation 	MOF	Formulation of a capacity building strategy – PEMSP Implementation requires further support	World Bank ADB UNDP	Nil Budget analysis required

Part 4 – Sound Financial Management

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
4	Ensure the budget plan has a more detailed classification for revenue and expenditure.	<ul style="list-style-type: none"> • Revised budget plan 	MOF	Policy has been developed and documented through PEMSP Detailed action plan and support for the implementation required	World Bank ADB UNDP	Nil Budget needs to be finalised
5	Take steps to control or prevent new expenditure arrears. If resources are available, take steps to clear stock of existing arrears	<ul style="list-style-type: none"> • Guidelines on prevention of expenditure arrears • Reduced level of expenditure arrears 	MOF	Budget is now being allocated on a quarterly basis Improvement of cash management by treasury	None	Nil
6	Start to report expenditure arrears on a monthly basis	<ul style="list-style-type: none"> • Monthly report on arrears 	MOF	Reporting system not yet established	IMF	Nil
7	Base the future budgets on actual performance	<ul style="list-style-type: none"> • Improved revenue projection 	MOF	Projection accuracy improved through more detailed analysis Further improvement through training necessary	None	Budget needs to be finalised
8	Take steps to reduce delays of provincial transfers to central treasury. Carry out inspections to ensure transfers are taking place on a timely basis.	<ul style="list-style-type: none"> • Revised system of fund transfers • Regular transfer inspection schedule 	MOF	Development of a cash management system between the central and the key provincial treasuries	IMF	Nil
9	Review the benefits and practicality of starting the budget process sooner	<ul style="list-style-type: none"> • Report on most efficient starting point for budget process 	MOF	Policy has been developed and documented through PEMSP Detailed action plan and support for its implementation required	World Bank ADB UNDP	Nil Budget needs to be finalised

4) Strategic Objective: Modernisation of the accounting system

Expected Impact (Outcomes):

- § Application of new public sector procedures across the country at ministry and provincial level
- § High level of proper accounting records in private sector
- § More effective revenue collection, more realistic, rational expenditure planning

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Develop and approve new regulation for private enterprise accounting. Amend the Government Accounting Regulation to incorporate changes introduced in new public and private enterprise regulations	<ul style="list-style-type: none"> • Decree #20/PM amended • Regulations on private enterprise accounting finalised 	MOF	Private enterprise accounting- 15 x International Accounting Standards (IAS) selected and translated into Lao (2004) Study on the harmonisation of the old system with 15 x IAS being undertaken	World Bank	Nil
2	Develop a plan and secure donor support for extending public accounting regulations, procedures and system to all ministries and all provinces.	<ul style="list-style-type: none"> • New accounting regulations, procedures and systems in all ministries and provinces 	MOF	Phase II Completed manual on regulations and procedures for public accounting Installation of new budget treasury software in 37 Finance Units (representing all line Ministries) and training in operation conducted Expansion to all provinces planned in 2005	ADB	Nil

3	Develop a plan for increasing the number of businesses maintaining proper accounting records.	<ul style="list-style-type: none"> Plan published 	MOF	<p>Plan developed and being implemented</p> <p>Number of businesses maintaining proper accounting records has increased significantly</p>	None	Unknown
4	Strengthen capacity for the Accounting Department to enforce implementation of the regulations. Determine staffing levels and budget requirements	<ul style="list-style-type: none"> Report on Accounting Department staffing and budget requirements 	MOF	<p>Training to build staff capacity undertaken through</p> <ul style="list-style-type: none"> -Enhancement of public accounting -Enhancement of private sector accounting 	<p>ADB</p> <p>World Bank</p>	Nil

5) Strategic Objective: Development of a banking sector capable of supporting private sector led growth and extending rural outreach.

Expected Impact (Outcomes):

§ Strengthened efficiency and effectiveness of State Commercial Banks (SCBs)

§ Strong management teams and organisational structures in place

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Develop and submit to NA amendments to Decree on Commercial Banks and develop an Anti-money Laundering law	<ul style="list-style-type: none"> Decree amended Anti-money laundering law 	BOL	<p>Amendments to the Decree on Commercial Banks initiated and under discussion</p> <p>Draft of the Anti-money laundering law completed and waiting to be submitted to the NA</p>	<p>ADB loan</p> <p>ADB loan</p>	<p>Nil</p> <p>Nil</p>

2	Strengthen BOL's banking supervision capacity by conducting on-site inspections of SCBs	<ul style="list-style-type: none"> Regular inspections of SCBs 	BOL SCBs	Issued prudential regulations and inspections in place Regular on site inspections conducted	ADB loan	Nil
3	Ensure senior management teams (Board of Directors, Managing Director, Deputy Managing Directors, and Branch Management) and advisers for both banks are in place	<ul style="list-style-type: none"> Functioning, complete SMTs 	BOL BCEL Patanna Lao Bank (PLB)	SMTs and foreign advisors in place for BCEL and PLB	ADB loan	Nil
4	Monitor implementation of Restructuring and Business Plans for both BCEL and Phatanna Lao Bank in accordance with the three-phase approach. In particular, monitor performance targets for 2003 and set targets for 2004	<ul style="list-style-type: none"> Monitoring process developed and implemented 	BOL BCEL PLB	Monitoring developed and implemented – Submission of regular progress reports by BCEL and PLB	ADB loan	Nil
5	Monitor implementation of NPL recovery plan with a view to reducing arrears according to targets	<ul style="list-style-type: none"> Reduced volume of NPLs 	BOL	Number of NPLs have decreased but targets are still to be met	ADB loan	Nil

6) Strategic Objective: Ensuring accountable and transparent management of ODA

Expected Impact (Outcomes):

- § Improved project management at local level
- § More harmonised project documentation, accounting, procurement and reporting system
- § Co-ordination of monitoring and evaluation capacity across CPC and line ministries
- § All ODA to have a capacity-building component
- § All projects and programs designed taking into account past experience

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Continue to improve the efficiency and effectiveness of the Round Table process as the main vehicle for ensuring ongoing government-donor dialogue and coordination.	<ul style="list-style-type: none"> Review of RT process 	DIC, MOFA	<p>RT project evaluated in December 2003</p> <p>Increased understanding between Government and donors of their respective needs and methodologies</p> <p>Greater desire and inclination to integrate ODA processes within national planning processes</p> <p>Project initiated to support the Round Table process 2004-06</p>	UNDP	Nil
2	<p>Strengthen the capacity of the Department of International Cooperation and the line ministries for the monitoring and evaluation (M&E) of projects:</p> <ul style="list-style-type: none"> Identify capacity gaps in M&E functions in CPI and the line ministries, Training (in M&E) of staff of the M&E Department and line ministries Review and improve M&E procedures, including criteria for the screening of projects for evaluation. Conduct impact evaluation of projects. 	<ul style="list-style-type: none"> Needs analysis and resultant training programs Revised M&E procedures Regular impact evaluation reports 	DIC, MOFA DME, CPI	<p>CPI's PIP and DIC's ODA monitoring and evaluation forms merged</p> <p>Aid Coordination & Monitoring System (ACMS) database under review due to inaccuracies in ODA data</p> <p>Improvement of database linkages between DIC, CPI and MOF identified and under review</p> <p>Staff training programmes to be designed and implemented</p>	<p>UNDP</p> <p>ADB</p>	Nil

3	Develop and implement training programmes to improve project planning and management at the local level	<ul style="list-style-type: none"> • Training programme and materials developed 	DIC (MOFA), CPI	<p>Training needs assessment to be conducted</p> <p>Training materials on ODA management to be developed</p> <p>Regional/ International training options for ODA management to be identified</p> <p>Participants to be identified for role in ODA management</p>	UNDP	Nil
4	<p>Streamline and harmonise project planning, budgeting and monitoring procedures and methodologies, in concert with the donors:</p> <ul style="list-style-type: none"> • Ensure that all disbursements of donor-supported projects are included in treasury ledgers and monthly reports and that all project accounts are transferred to the national treasury. • Set up a working group (donors-government) to study the possibility of a more harmonized project documentation, accounting, procurement and reporting system. 	<ul style="list-style-type: none"> • Projects incorporated in all relevant ledgers and monthly reports • Working group report 	DIC, MOF	Draft Decree on Procurement and Implementation Instructions to support the Decree have been developed to support the role of the Procurement Office (MOF) to monitor/supervise procurement processes	World Bank	Nil

5	Promote and consolidate government-donor partnerships related to the governance program and the National Growth and Poverty Eradication Strategy (NGPES), supported by streamlined coordination and reporting procedures.	<ul style="list-style-type: none"> Regular meetings between Government and donors to consider implementation status and impact on NGPES 	DIC, sector agencies	<p>Regular Aid Coordination meetings are conducted to monitor the progress of initiatives and to identify and address constraints</p> <p>Aid coordination needs to have stronger /deeper ownership by the GOL</p>	UNDP	USD 1.4 million
6	Continue to streamline the distribution of responsibilities between government agencies involved in the management and coordination of aid.	<ul style="list-style-type: none"> Clearly documented delineation of responsibilities 	DIC, MOFA	<p>Decree on ODA has been submitted to the Government for approval.</p> <p>Detailed rules and regulations for implementation to be drafted.</p>	UNDP	Nil
7	Improve transparency of information on projects and programmes: development of a government website on development programmes and activities in the Lao PDR.	<ul style="list-style-type: none"> Appropriate website established and functioning 	DIC, MOFA	<p>DIC website about to be designed</p> <p>Foreign Aid reports (FARs) are produced annually which details project financial data (planned vs actual expenditure). Report available by sector</p>	UNDP	Nil

7) Strategic Objective: Strengthening of capacities in the audit and inspection bodies

Expected Impact (Outcomes):

- § Reduced duplication in mandates of various auditing bodies
- § Timely responses to demands for auditing
- § Improved enabling environment for domestic and foreign investment, and ODA management

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Institutional strengthening of the audit and inspection bodies	<ul style="list-style-type: none"> • Audit legislation drafted • Audit manual and training programme established • Equipment procured 	PMO, SAO SIO	<p>Assessment of accounting and auditing practices completed and awaiting approval</p> <p>Report on the structure of possible draft audit legislation submitted</p> <p>Three audit manuals completed</p> <p>Equipment procured</p> <p>Audit training and strategic planning conducted</p> <p>Further support needed</p>	ADB	<p>Nil</p> <p>Budget analysis required</p>
2	Undertake an assessment of the current functions and staffing of all existing audit and inspection agencies/committees and redefine the role and mandates, and appropriate staffing plans	<ul style="list-style-type: none"> • Assessment report 	PMO, SAO SIO	A macro-level assessment 'Accounting and auditing in the Lao PDR – A diagnostic assessment of current practices and a roadmap to international standards' submitted for approval	ADB	Nil

3	Study options for gaining economies of scale through improved distribution of responsibilities between the different audit and inspection bodies.	<ul style="list-style-type: none"> • Report on most efficient division of responsibilities 	PMO, SAO SIO	Decree on SIO and SAO which clearly delineates their roles and responsibilities	None	Nil
4	Improve coordination between the different inspection and audit bodies	<ul style="list-style-type: none"> • MOU between SIO and SAO on areas of cooperation 	PMO, SAO SIO	Under discussion	None	Nil
5	SAO and SIO move from demand driven work plans to more strategic work plans	<ul style="list-style-type: none"> • Revised work plan model 	SAO, SIO	Five year strategic plan for SAO developed and subject to approval	ADB	Nil
6	Facilitate closer cooperation between SAO and ASOSAI and INTOSAI ¹ .	<ul style="list-style-type: none"> • Member of ASOSAI and INTOSAI 	SAO	Observer status at ASOSAI Conference 2003 in the Philippines Continued membership of INTOSAI	ADB	Nil
7	Develop capacity building programs for the staff of the auditing and inspection bodies	<ul style="list-style-type: none"> • Needs analysis, and resultant development of training program and associated resources 	DPACS	Human resource development plan submitted as part of the five year strategic plan	ADB	Nil
8	Provide support to the SIO and SAO to build up their technical and management capacity	<ul style="list-style-type: none"> • Needs analysis • Capacity building plan 	SAO, SIO	Refer to 7.7		

¹ Asian Organisation of Supreme Audit Institutions (ASOSAI). International Organisation of Supreme Audit Institutions (INTOSAI).

9	Examine the existing audit and inspection standards and manuals and assess whether they are in accordance with the international standards on auditing – develop new manuals when necessary.	<ul style="list-style-type: none"> • Assessment report 	SAO, SIO	<p>Three audit procedure manuals drafted on auditing standards and procedures</p> <ul style="list-style-type: none"> - financial statements of projects funded by ODA - state-owned enterprises, joint state owned enterprises and joint venture companies <p>Manuals for state-owned commercial banks and government still to be drafted</p>	ADB	Nil
10	Develop an in-depth training program on auditing for the staff in the Inspection Departments, the SAO and the SIO	<ul style="list-style-type: none"> • Needs analysis, and resultant development of training program and associated resources 	SIO, SAO	Human resource development plan submitted as part of the five year strategic plan	ADB	Nil
11	Engage in partnerships with private sector audit firms, in particular to conduct audits for complex and aid funded projects.	<ul style="list-style-type: none"> • Pilot program implemented 	SAO	BOL audit conducted together with KPMG	IMF	Unknown
12	Improve enabling environment for auditing and inspection	<ul style="list-style-type: none"> • New Audit Law approved 	PMO, SAO SIO	Legislation being drafted to improve the status of SAO's regulatory and institutional framework	ADB	Nil
13	Upgrade current Decree on Anti-corruption to the level of a Law	<ul style="list-style-type: none"> • Upgraded Decree 	MOJ, PMO	Draft Anti-Corruption Law under revision	None	USD \$2,000
14	Draft a Law on Inspection and Monitoring	<ul style="list-style-type: none"> • Draft law 	MOF	No action taken	None	Unknown

15	Develop a code of conduct for the staff of the audit and inspection bodies	• Code of Conduct document	DPACS	Core values developed as part of the five year strategic plan	ADB	Nil
16	Submission of annual reports of the SAO and SIO to the National Assembly.	• Annual reports tabled at NA	SAO, SIO	Annual reports submitted through PMO to NA Improvement of current reporting procedures required	None	Unknown
17	Systematically submit to the SAO consolidated annual accounts of the government.	• Submission mechanism investigated and implemented	MOF	Government accounts are not officially submitted to the SAO	None	Unknown

8) Strategic Objective: Improving efficiency in land management and administration

Expected Impact (Outcomes):

§ Full harmonisation of all laws and regulations

§ Alternative approaches for land use allocation

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	Harmonize the different laws with a view to improving the coherence of the various laws. Draft and approve related regulations	• Regulations in place	Land Policy Committee DONLUPAD DOL MOF	Revised land law approved by NA Revised land law and implementation decree under discussion Agreement to be reached on some new articles	WB loan TA funded by AusAID Possible future	Nil .

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				TA required on leasing and concessions Legal definitions and purposes of concessions and leases unclear Effort required to ensure compatibility with constitution and law on government	support from GTZ	
2	Take steps, over time, to finalize land use rights in the country.	<ul style="list-style-type: none"> • Land right categories known by community. • Land holders' rights secure. • Vulnerability of minorities identified and removed. 	DOL	Land administration system being introduced in 9 provinces Land titles being issued and registered Standard operating procedures being introduced	WB loan TA funded by AusAID	Nil
3	Decentralisation of land administration activities	<ul style="list-style-type: none"> • Improved efficiency in product delivery 	DOL MOF	Under discussion and concept paper being developed	WB loan TA funded by AusAID	Nil
4	Examine methodology used for land allocation, and given the problems experienced, develop alternative approaches.	<ul style="list-style-type: none"> • Research document presenting alternatives. • Land allocation activities incorporated in land administration. • Secure titles issued to holders allocated land. 	DONLUPAD MAF	Study into land allocation currently being undertaken by GTZ Extensive work in the area of land allocation expected	WB GTZ funding study	Nil
5	Carry out planned policy dialogue to review policies and strategies for land administration and land management.	<ul style="list-style-type: none"> • Policy dialogue meetings. • Authority for NLMA establishment agreed. • Establishment of NLMA incorporating all interests in land. 	Land Policy Committee DONLUPAD DOL NLMA if established	Land Policy Committee has been established Future direction for land policy unclear and there is an urgent need for a definitive land policy for Lao PDR to guide the	WB TA funded by AusAID	Nil

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
				<p>direction of land management and land administration activities</p> <p>Draft decree for establishment of NLMA under discussion</p> <p>Authority for NLMA establishment unclear</p> <p>NLMA functions and structure yet to be agreed</p> <p>All stakeholders not consulted</p> <p>Future funding requirements dependent upon the development of the land policy</p>	Possible future funding by GTZ	Budget analysis required

9) Strategic Objective: Improved environment for private sector development

Expected Impact (Outcomes):

- § Enhanced role for the private sector in improving livelihoods of the Lao population
- § Enhanced transparency in the business environment and greater accountability of public sector officials
- § Regular, structured interaction between the private sector and government

Code	Priority Governance Initiative	Expected Products (outputs)	Responsible Agency	Current Status of implementation	Current Status of International Support	Additional Budget Required
1	<p>Develop legal and regulatory framework:</p> <ul style="list-style-type: none"> • Introduce and amend laws and provide stability and clarity in the legal and regulatory framework 	The following laws drafted , approved and promulgated by the NA :		See next page		

	<ul style="list-style-type: none"> • Further streamline and reduce red tape (e.g. regarding licence renewals, the ceilings on tax-deductible investment expenditures, the approval of imports and exports, business registration and other items). 	<ul style="list-style-type: none"> • Law on Settlement of Economic Disputes • Law on Consumer Protection • Law on Commercial Activities • Law on the State Economy • Law on Intellectual Property Rights • Review on ‘red tape’ reduction strategies 	<p>MOJ</p> <p>MOH</p> <p>MOC</p> <p>CPI</p> <p>PMO/STE A</p> <p>CPI</p> <p>MOF</p>	<p>Drafted and under revision at the Government Meeting</p> <p>Requires drafting</p> <p>Requires drafting</p> <p>Drafted and under revision</p> <p>Drafted and under revision</p> <p>Amendment of the Investment Law (domestic and foreign) under discussion in the NA –Sept/Oct 2004</p> <p>Tax and Customs Laws under revision</p>	<p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>None</p> <p>IMF</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Unknown</p>
2	Revise revenue policy - review and assess tax burden on different levels of businesses, simplify taxation system	<ul style="list-style-type: none"> • Report on revenue policy 	MOF	Excise, profit and personal income tax under revision	Sida	Nil
3	Develop sound financial administration - treat businesses in a uniform and consistent fashion, eliminate “red tape”, detect and publicize cases of corruption, develop an appeals system	<ul style="list-style-type: none"> • Transparent and accountable mechanisms for revenue collection in place 	<p>MOF</p> <p>MOJ, PSC OSPP</p> <p>MOJ, PMO</p>	<p>Transparent and accountable mechanisms being developed through reform of tax and customs administrations Refer to Part IV, Objective 2</p> <p>Court of Appeal established for PSC and OSPP in the Central region Establishment needed in the North and South</p> <p>Draft of the Anti-corruption Law under revision</p>	<p>None</p> <p>None</p>	<p>→</p> <p>USD \$625,000</p> <p>USD 2000</p>

4	Bring banking regulations into conformity with international banking standards; study enforcement of the Secured Transaction Law, and bring amendments to the Decree on Commercial Banks, which will allow foreign bank branches outside Vientiane.	<ul style="list-style-type: none"> • Banking regulations at international standards • Amended decree 	BOL	Amendments to the Decree on Commercial Banks initiated and under discussion	ADB loan	Nil
5	Develop management training in the private sector and the University to increase management capacities of economic operators.	<ul style="list-style-type: none"> • Management training needs analysis • Training programs developed and implemented 		Clear definition of economic operators required for further action		

6	<p>Develop information and consultations:</p> <ul style="list-style-type: none"> • Improved communication between the Government and the private sector; • Accelerate the publications of the English versions of all laws and regulations with regard to investment activities; • Publish news magazine on investment activities and ensure regularly publication of important economic documents such as the National Budget and budget reports; • Use of ICT solutions such as Internet Websites to rapidly disseminate information; • Establish a unit within the DDFI where investors can present comments, complaints, ideas or inquiries about the status of the projects 	<ul style="list-style-type: none"> • Formal mechanisms for regular consultation established • All regulations and laws in English • Regular news magazine, possibly web-based • Functioning unit 	<p>Ministries concerned</p> <p>MOF</p> <p>MOF NCC</p>	<p>Regular public consultation conducted by MOF and CPI</p> <p>Support needed for the translation of recently amended Investment Law (Domestic and foreign)</p> <p>Official gazette on the National Budget published annually MOF website created Publication of budget activities being developed</p> <p>As above Web portal for business sector and on-line booking system for hotel and guesthouse association established</p>	<p>None</p> <p>None</p> <p>None</p> <p>ADB As above</p>	<p>Nil</p> <p>\$6,000</p> <p>Unknown</p> <p>Nil As above</p>
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