



Government of Lao PDR



United Nations

**National Assembly of Lao PDR  
&  
United Nations**

Final Revised Version – 25 January 2012

**JOINT UNITED NATIONS PROGRAMME:  
SUPPORT TO AN EFFECTIVE  
LAO NATIONAL ASSEMBLY  
(SELNA)**

**JOINT UN PROGRAMME DOCUMENT  
2009 - 2012**

This programme is supported by the European Union and the Governments of  
Canada, Germany, Singapore and Sweden.





**Lao People's Democratic Republic** **United Nations**  
**Joint Programme of Support to an Effective Lao National Assembly (SELNA)**

**UNDAF Outcome(s):** Governance, Rule of Law and Human Rights

**UNDAF Outcome 3:** By 2011, strengthened capacities of public and private institutions to fulfil their duties and greater people's participation in governance and advocacy for the promotion of human rights in conformity with the Millennium Declaration.

**Joint Programme Outcome:** 'An efficient, effective and accountable parliament supporting development and poverty reduction for the citizens of the Lao PDR'

**Programme duration:** January 2009 – December 2012

<b>Total estimated programme budget: US\$ 2,911,461</b>																																	
<p><b>1. Allocated resources</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>UNAIDS</td><td style="text-align: right;">73,449</td></tr> <tr><td>UNODC</td><td style="text-align: right;">10,000</td></tr> <tr><td>UNDP</td><td style="text-align: right;">2,588,012</td></tr> <tr><td>  incl. Core Resources</td><td style="text-align: right;">1,213,012</td></tr> <tr><td>  incl. European Union</td><td style="text-align: right;">1,375,000</td></tr> <tr><td>UNFPA</td><td style="text-align: right;">50,000</td></tr> <tr><td>UNICEF</td><td style="text-align: right;">90,000</td></tr> <tr><td>  incl. Core Resources</td><td style="text-align: right;">55,000</td></tr> <tr><td>  incl. SIDA</td><td style="text-align: right;">35,000</td></tr> <tr><td>UN Women (UNIFEM until 31.12.2010)</td><td style="text-align: right;">100,000</td></tr> <tr><td>  incl. Core Resources</td><td style="text-align: right;">71,000</td></tr> <tr><td>  incl. CIDA</td><td style="text-align: right;">29,000</td></tr> <tr><td>Govt of Lao PDR (in kind)</td><td style="text-align: right;">Office space, staff</td></tr> </table>	UNAIDS	73,449	UNODC	10,000	UNDP	2,588,012	incl. Core Resources	1,213,012	incl. European Union	1,375,000	UNFPA	50,000	UNICEF	90,000	incl. Core Resources	55,000	incl. SIDA	35,000	UN Women (UNIFEM until 31.12.2010)	100,000	incl. Core Resources	71,000	incl. CIDA	29,000	Govt of Lao PDR (in kind)	Office space, staff	<p><b>2. Unfunded budget:</b> Nil</p> <p><b>3. Other commitments</b> (to be implemented in coordination with JP)</p> <table style="width: 100%; border-collapse: collapse;"> <tr><td>German Gov</td><td style="text-align: right;">2 x TA x 4 Yrs</td></tr> <tr><td>Singapore Gov</td><td style="text-align: right;">100,000</td></tr> <tr><td>World Bank</td><td style="text-align: right;">20,000</td></tr> </table>	German Gov	2 x TA x 4 Yrs	Singapore Gov	100,000	World Bank	20,000
UNAIDS	73,449																																
UNODC	10,000																																
UNDP	2,588,012																																
incl. Core Resources	1,213,012																																
incl. European Union	1,375,000																																
UNFPA	50,000																																
UNICEF	90,000																																
incl. Core Resources	55,000																																
incl. SIDA	35,000																																
UN Women (UNIFEM until 31.12.2010)	100,000																																
incl. Core Resources	71,000																																
incl. CIDA	29,000																																
Govt of Lao PDR (in kind)	Office space, staff																																
German Gov	2 x TA x 4 Yrs																																
Singapore Gov	100,000																																
World Bank	20,000																																
Fund Management: Pooled & Parallel																																	

**Names and signatures of Implementing Partner and Participating UN Agencies**

<b>National Implementing Partner:</b>	
<p><i>Name of Representative:</i> Dr. Ounkeo Vouthilath  <i>Name of Institution:</i> <b>National Assembly</b></p>	<p><i>Signature:</i>  <i>Date &amp; Seal:</i></p>
<b>Participating UN Agencies</b>	
<p><i>Name of Representative:</i> Mr. Minh Pham  <i>Signature:</i>  <i>Name of Agency:</i> <b>UNDP</b>  <i>Date:</i></p>	<p><i>Name of Representative:</i> Mr. Timothy Schaffter  <i>Signature:</i>  <i>Name of Agency:</i> <b>UNICEF</b>  <i>Date:</i></p>
<p><i>Name of Representative:</i> Ms. Shoko Ishikawa  <i>Signature:</i>  <i>Name of Agency:</i> <b>UN Women (UNIFEM until 31.12.2010)</b>  <i>Date:</i></p>	<p><i>Name of Representative:</i> Mr. Leik Boonwaat  <i>Signature:</i>  <i>Name of Agency:</i> <b>UNODC</b>  <i>Date:</i></p>
<p><i>Name of Representative:</i> Dr. Esther Muia  <i>Signature:</i>  <i>Name of Agency:</i> <b>UNFPA</b>  <i>Date:</i></p>	<p><i>Name of Representative:</i> Mr. Pascal Stenier  <i>Signature:</i>  <i>Name of Agency:</i> <b>UNAIDS</b>  <i>Date:</i></p>

## ACRONYMS

ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AIPA	ASEAN Inter-Parliamentary Association
AWP	Annual Work Plan
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CDR	Combined Delivery Report
CPAP	Country Programme Action Plan
DGTF	Democratic Governance Thematic Trust Fund
EC	European Commission
FACE	Fund Authorization and Certificate of Expenditures
HACT	Harmonized Framework for Cash Transfers
HIV	Human Immunodeficiency Virus
ICT	Information and Communication Technologies
ILO	International Labour Organisation
IMF	International Monetary Fund
IPU	Inter-Parliamentary Union
LAPPD	Lao Association of Parliamentarians on Population and Development
LDC	Least Developed Country
MDG	Millennium Development Goals
NA	National Assembly
PAG	Programme Assurance Group
PDR	People's Democratic Republic
SELNA	Support to an Effective Lao National Assembly
TBC	To be confirmed
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV
UNCAC	United Nations Convention Against Corruption
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UN WOMEN	United Nations Development Fund for Women (UNIFEM until 31.12.2010)
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organisation

## **TABLE OF CONTENTS**

- I. Executive Summary
- II. Situation Analysis
- III. Strategies
- IV. Results Framework
- V. Management and Coordination Arrangements
- VI. Fund Management Arrangements
- VII. Feasibility, Risk Management and Sustainability Of Results
- VIII. Legal context

### **Annexes**

Annex A - Annual Work Plan 2009-2012

Annex B - Risk Log

Annex C - Terms of Reference

### **Tables**

Table 1: Results Framework & Budget

Table 2: Programme Monitoring Framework

## EXECUTIVE SUMMARY

The objective of the Joint Programme is to enhance the effectiveness and efficiency of the National Assembly of Lao PDR (NA). The programme, entitled “Support to an Effective Lao National Assembly (SELNA) started in January 2009 and ends in 2012. The overall objective is *‘An efficient, effective and accountable parliament supporting development and poverty reduction for the citizens of the Lao PDR’*.

SELNA will support the National Assembly to further strengthen its legislative, oversight and representational capacities through initiatives involving parliamentarians, the parliamentary committees, committee support staff, and the office of the National Assembly. The programme will also integrate support to the government of Lao PDR to develop national policies and legislation for the establishment of local councils as sub-national representative institutions.

The programme comprises four main components:

### 1: Enhanced Parliamentary Capacity for Exercising Legislative and Oversight Responsibility

- Strengthen and enhance the capacity of the parliamentarians & committees to exercise their interrelated functions: law making, executive oversight, national budget review and execution oversight,;

### 2: Effective Parliamentary Representation of Citizens

- Increase opportunities for interaction between National Assembly members and their constituents; Enhanced public awareness of the constitutional role and mandate National Assembly, improved access to proceedings of parliament, draft legislation and laws; Improving the process of petitions with the aim of upgrading the current petitions department to a NA committee vested with ombudsman-like functions; expanding the National Assembly hotline service.

### 3. Strengthened Parliamentary Support Services

- Strengthen the Office of the National Assembly to deliver effective services to the parliament, the committees and members and build internal parliamentary management and financial structures for improved sustainability.

### 4. Technical and Programme Support Services Unit operational

- Support the establishment of a programme implementation support unit, capable of effectively managing and coordinating programme implementation of the joint programme. Strengthen the organizational and operational capacity of the unit in terms of programme implementation and budget management, through specialized training to selective NA Secretariat staff. A plan for gradual phasing out of the present PIU and the establishment of the integrated programme implementation unit will be prepared to facilitate strengthening of the inner structure of the NA key functioning components. It is expected that present Programme Implementation Unit (PIU) posts will gradually be filled by parliamentary civil servants, integrating it within the framework of the NA Secretariat, in line with the Vientiane Declarations on Aid Effectiveness.

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

The programme builds on the achievements of previous international development cooperation with the National Assembly of Lao PDR, which has been supported by various UN and other international agencies. The United Nations Development Programme (UNDP) has provided several phases of support since 1997, most recently from 2004-2008 under the project entitled “Strengthening the National Assembly of Lao PDR”.

The programme will be implemented by the National Assembly in partnership with the UN, with technical and financial inputs initially pledged from UNAIDS, UNDP, UNFPA, UNICEF, UN WOMEN (UNIFEM until 31.12.2010) and UNODC. The programme will forge additional partnerships with other UN agencies and other organisations, as appropriate.

The total budget of the programme is US\$ 2,911,461 over four years.

## SITUATION ANALYSIS

Good Governance is a fundamental pre-requisite for the successful achievement of the Millennium Development Goals, for achieving sustainable socio-economic development and other national development goals, as set in the National Socio-Economic Development Plan, 2006-2010, adopted in October 2006. Strengthening public institutions in order to enable them fulfil their duties, promoting adequate public-private partnerships are key priorities, as the expansion of people's participation in governance together with sustained advocacy for human rights in conformity with the Millennium Declaration.

The Constitution of Lao PDR, adopted in 1991 and amended in 2003, assigns the National Assembly as the highest organ of the State, vested with representative, legislative and oversight functions. As such, the National Assembly has a pivotal role in the national policy with wide ranging duties and responsibilities.

National Assembly elections are held by secret ballot on a part-list system in which all citizens aged 18 and over have the right to stand and to vote. Lao PDR comprises 17 provinces and each province forms a multi-member constituency. Only 1/3 of National Assembly members are engaged full-time in the legislature. Full-time members include the NA President and two Vice-Presidents, the Chairs and Vice-Chairs of the functional committees, the Chief of Cabinet and 17 members responsible for constituency offices, one in each province. Most other members are senior State officials; a small number hold jobs in the private sector.

The NA convenes in two ordinary sessions a year, each normally lasting three to four weeks. During these sessions, the Assembly receives statements from government line ministries, reviews the State budget and votes on new/revised legislation, among other tasks.

The NA has six permanent committees each one responsible for a specific functional area: Law; Economics, Planning & Finance; Social & Cultural Affairs; Ethnic Affairs; Defence & Security; and Foreign Affairs. The Committees are responsible for reviewing bills, proposing amendments and scrutinizing the activities of the government. Each Committee has its own functional department, which provides technical and administrative assistance. Additionally, the Office of the National Assembly comprises five other general departments under the responsibility of the Chief of Cabinet who is a full time NA Member and Member of the NA Standing committee.

When the Assembly is not sitting, the Standing Committee (SC) substitutes for the NA. This Committee consists of 10 full time members, namely: the President of the National Assembly and two Vice-Presidents, the Chief of Cabinet and the Chairs of all 6 functional Committees. It is chaired by the NA President.

The National Assembly's oversight role is augmented by a mandate to receive public petitions, which may relate to administrative decisions, court decisions or individual state officials decisions and behaviour. The Petitions & Nationality Department, which is responsible for this task, reviews and considers complaints from citizens and may refer the matter to the Standing Committee for further consideration. Where appropriate, the Standing Committee can request the Office of the Supreme People's Prosecutor and People's Supreme Court to review and re-consider a court decision, or instruct the government to address the petitioner's grievance.

The capacity of the National Assembly to fulfil its constitutional mandate has increased over the years. A People's Supreme Assembly was initially set up in 1975 and comprised 45 members, including 4 women. The second legislature was elected in 1989 and comprised 75 members, of whom 5 were women. The 6<sup>th</sup> Legislature (2006-2011) has 115 Members, including 29 women.



Key achievements in terms of legislative functions include:

- An increase in legislative activity, as shown by the increasing number of laws adopted and the extension of average duration of the sessions (between three and five weeks each during the period 2006-2008).
- Committees have become more active in reviewing, appraising and contributing to draft legislation, with a system of ad-hoc committees established for each draft law.
- Regular meetings are organised between the Standing committee of the NA and the government Cabinet, where ministers are required to report to the legislature.
- An electronic voting system, installed in 2004, enables votes to be cast anonymously and counted instantly.

In relation to oversight, key achievements include:

- An increase in the number and depth of questions posed to ministers during the sessions.
- A greater responsiveness to public grievances through the Petitions system and the establishment of a telephone Hotline service during sessions.
- An increase in the quantity and quality of media coverage received by the National Assembly.
- The piloting of parliamentary committee inquiries to assess the implementation of policy and the effectiveness of legislation.

Achievements in terms of representation include:

- The establishment of two caucuses within the National Assembly - the women's caucus and the Lao Association of Parliamentarians on Population and Development (LAPPD).
- An increase in the proportion of women members to over 25% in 2006; with more women now holding senior positions (including committee presidents /vice-presidents; and the post of Vice-President).
- Regular field visits by Members to gather feed-back and to disseminate newly adopted laws.

Despite these significant achievements, the NA is still a young institution and recognises the need to further develop its capacity in several important areas.

There is a need to strengthen the parliamentarians and the committees' ability to perform a thorough and knowledgeable oversight role, engage in the law making process, and improve the representational side of their mandates.

The Office of the National Assembly needs enhanced administrative capacity, a strengthened human resource base, more advanced research and referencing facilities, upgraded ICT systems and improved public communication capacity in order to effectively meet the needs of the Parliament, its committees and individual members.

To date the National Assembly remains the only popularly elected legislative body in the Lao PDR. However, in 2007, a decision was made by the Government of Lao PDR to explore options for establishing local councils as a means to strengthen people's participation and the accountability of local government. A commission consisting of experts from several relevant sectors has been established to support the process, with the National Assembly taking a lead role. The structure, role and mandate of local councils – as well as the linkages with the National Assembly and other organs of State – remains to be determined. The expectation was that local councils might be established as early as 2010. However the establishment of local councils now is expected to be approved only in the next Legislature in 2016.

## **STRATEGIES INCLUDING LESSONS LEARNT AND THE PROPOSED JOINT PROGRAMME**

### **Background**

Institutional strengthening over recent years has been directed by the National Assembly itself, in collaboration with a range of international development partners. Since the late-1990s, UN agencies providing technical support have included ILO, UNAIDS, UNDP, UNFPA, UNICEF, UNIFEM, UNODC and WHO. International finance institutions working with the National Assembly have included the IMF, ADB and the World Bank. Bilateral cooperation has involved the European Commission, NORAD, the Singaporean Embassy, the French Embassy, etc. Meanwhile, inter-parliamentary relationships have also been important, including with AIPA (previously AIPO), the IPU and individual legislatures including the Australian House of Representatives and the French Senate.

The two largest initiatives to date - implemented by UNDP with funding from NORAD (1997-2000) and the European Commission (2004–2008) - were both evaluated positively by independent consultants and donors' evaluators, the latter project having been appraised at its mid-term implementation in October 2006 and by an EU monitoring mission in November 2007. However, the evaluation reports have recommended the project to take a more entrepreneurial approach and to improve coordination among donors, and between the project's management and support team, and the various entities in the NA (i.e. committees and departments).

In 2007 the National Assembly undertook a strategic assessment of its own development priorities for the period 2008-2020. The findings were developed by the National Assembly into a concept note for coordinated international development cooperation. The United Nations responded to this request by proposing a Joint Programme of support to the National Assembly. The Joint Programme approach presents a unified work plan and budget, which coordinates inputs from all development partners under a common management arrangement. It seeks to increase aid effectiveness by improving coordination in the delivery of resources, while avoiding duplication and gaps. It also supports national ownership by explicitly aligning development assistance to national priorities. Programme formulation was led by the Inter-Parliamentary Union, in close consultation with the National Assembly, through two missions (September-October 2007 and February 2008).

The programme seeks to strengthen the capacities of the Office of the National Assembly and its staff to improve the quality of services provided to parliamentarians and their constituents, as well as building the capacities of MPs to exercise the oversight function and to influence policy making in order to enable this institution to fully contribute to a truly participatory and representative democracy.

It comprises a specific focus on reinforcing and expanding the committee system and other parliamentary processes, and on developing the capacity of parliamentary staff. As noted during the abovementioned mid-term evaluation, October 2006, the programme should continue to adapt to the political context and schedule and be pro-active in recommending activities compatible with the agenda of the NA while remaining consistent with the overall capacity building objectives. Ultimately, the programme will have to follow the evolving needs of a fairly young and still developing National Assembly.

Sustainability of programme outcomes shall be ensured through the building of internal management capacity and an institutional in-house memory. This is particularly important because turnover in membership creates similar capacity building needs after every election.

## **RESULTS FRAMEWORK**

Given the integrated and cross-cutting design of the SELNA joint programme, the activities outlined in the results framework will be implemented in a collaborative manner in many areas, with activities being supported by appropriate UN agencies and other multilateral and bilateral partners as per their technical expertise and formal mandates. For example, activities related to raising awareness on gender responsive budgeting and CEDAW implementation may involve UN WOMEN (UNIFEM until 31.12.2010), while activities related to UNCAC implementation may involve UNODC. The HIV-related activities are supported by the Joint UN Team on AIDS in the context of the Joint UN Programme of Support on AIDS in the Lao PDR.

### **Programme Output 1 - Enhanced Parliamentary Capacity for Exercising Legislative and Oversight Responsibility**

This component of the programme endeavours to provide Members of the NA and staff of committee departments with the necessary skills and capacities to review policy, legislative and budgetary issues and more effectively oversee their implementation.

As a foundation for legislative appraisal and oversight functions, the programme provides Members and technical staff in committee departments with improved knowledge and awareness of relevant sectoral issues. Key activities include awareness-raising workshops on national and international policy and development issues, assisting Committees to access national and international expertise, gender sensitization, and establishing an induction programme for new members.

The legislative function is the most obvious activity that parliamentarians are meant to undertake. Although constitutionally the government will remain the main initiator of laws, the programme intends to assist the National Assembly to improve coordination with the Executive branch in order to be consulted at the earliest stage in the drafting process and to be able to undertake a careful review. External factors may also play an important role in this regard, such as the executive tabling its bills sufficiently in advance to allow enough time for their review by the legislature. Flow of information from the committees to other Members will be rationalized so that, for example, reports on bill reviews are printed and made available to all Members in good time, as prescribed by the Rules of Procedure. Ultimately the National Assembly is expected to become involved in initiating legislation by appropriate means, which the programme will assist in setting up. Improvement of the structure of the discussion on bills in plenary sessions will also be addressed.

The programme will also assist the NA in developing the role of the committees in legislation review. Improved access to documentation, data and research shall be made available in support of the review process, allowing committee members to better address the substance. To review substantively the bills, Committees and Members will gain technical capacities and skills. Access to external information, for instance by holding parliamentary hearings, will give the Committees the opportunity to receive and discuss information from experts (think tanks, universities, independent experts) and stakeholders in the sector the bill relates to. Technical expertise will be provided to reinforce the work of the Committees. A roster of national and international experts, including UN “experts/TA” from specialized UN agencies, is envisaged to identify relevant expertise to be tapped into when necessary and also to develop the skills necessary to perform law-making tasks.

Parliamentarians play a key role in the adoption of laws. The National Assembly, through its committees, will play an increased role in scrutiny of the adoption of secondary legislation by the

government on promulgated laws and make sure that what has been decided by the National Assembly will be implemented. This requires parliamentarians to become more knowledgeable in specific areas, particularly related to social issues, human rights, financial, budgeting issues (including gender-based budgeting) and regional issues. To achieve this aim, expert training sessions and workshops will be conducted with parliamentarians and their in-house support staff to build their capacity in overseeing the work of Government. Exposure to comparative parliamentary oversight procedures and best practices, as well as NA participation in global and regional parliamentary forums and international seminars will enhance the capacities of the Lao Parliamentarians.

The National Assembly plays a central role in the Lao PDR's engagement in the international legal process. Under Article 53 of the Lao Constitution, one of the functions of the National Assembly is to 'decide on the ratification or abolition of treaties and agreements signed with foreign countries in accordance with international law and regulations'. It is also the function of the Assembly to pass legislation where necessary to implement such treaties in domestic law. The Assembly also has an oversight function over the executive. These functions of the Assembly necessarily depend on its capacity to evaluate and understand treaties negotiated on behalf of the country by the executive. A significant impediment to the Lao PDR's acceptance of treaties is the lack of adequate capacity of the National Assembly to deal with treaties in a timely manner and to give its approval for ratification.

It is noted that MoFA is currently implementing Phase II of the International Law Project which requires coordination with the National Assembly. The Project will commence Phase III in early 2009. It is anticipated that Phase III of the International Law Project will compliment and work with SELNA. Joint activities will be organised whenever appropriate to manage costs and to avoid duplication.

The programme will assist the Parliament to fine-tune and further establishing the culture of parliamentary participation in the budget preparation and oversight processes by continuing to provide technical and limited financial assistance to the NA and its attendant parliamentary committees. Improving and normalizing oversight techniques in the rules of procedure will lead to a more thorough oversight process in parliament and better ensure the effective implementation of laws.

Finally, with regard to the 2011 National Assembly elections, the programme and the organisations assisting the NA will play an important role in preparing newly elected members to understand their roles and responsibilities in an orientation programme prepared in collaboration with and under the leadership of the NA. However, rather than develop a one-off training for new members, experts could be hired to draft an orientation training module to be used as the basis for future orientation programs. A member's guide will also be developed in this regard. Training of the staff for them to deliver such induction course will ensure autonomy of the NA and sustainability in this area.

### **Programme Output 2 - Effective Parliamentary Representation of Citizens**

Parliamentarians are elected by the citizens to be their representatives. In the Lao PDR, Members of the National Assembly have the responsibility to represent constituents from various backgrounds (socio-cultural, socio-economic, gender, ethnic, etc.). They should serve as an interface between the government and the constituents. They then channel public expectations and grievances to the Executive and provide citizens with explanations of decisions, laws and plans formulated by the government.

While the seat of the National Assembly is in the capital, Vientiane, it also has 17 provincial offices: one in each constituency. Improving the role of these constituency offices will be one goal of the programme. They will be used to facilitate access of citizens to their Members. Enhancing the representational role of parliamentarians will be supported through increasing the role of those offices in promoting more accountable MPs and improved transparency, and easier access of private citizens to their representatives. This will be made possible through open doors initiatives, town hall meetings in communities to discuss selected topics of interest relating to legislation, current concerns and the implementation of laws, or any matter deemed appropriate. The programme will also encourage MPs to meet and consult with the public during these field visits to solicit their input. Reports of findings should be published for public review.

**Capacity building for Members and Staff of Constituency offices on their representative role:**

- Workshops for Constituency Members and staff on public representation including: presentation, speaking and active listening skills; participatory methods for community consultations; rights-based-analysis; gender awareness; ability to recommend solutions to people's problems;
- Establish official procedures/guidelines on the representative function of Constituency offices, including the reporting procedures for transmitting constituents' interests to the National Assembly.
- Assist Members to conduct public consultations with their constituents on proposed legislation/policy and the implementation of law/policy through improved research and reference and better qualified staff.

**Promote public access to the National Assembly building:**

- Initiate National Assembly 'open-days' and other events to promote public access to the building
- Streamline rules and procedures for processing requests of the general public to visit the National Assembly during session

**Strengthen the processing, monitoring and reporting of public petitions:**

- Capacity building for Constituency-based Members and Staff on receiving, handling, reporting and monitoring petitions and complaints
- Establish systems and procedures for monitoring, analysing, reporting and publishing data on the number and type of petitions received by the National Assembly on a regular basis.
- Hold quarterly consultative meetings between NA Petitions Department, Public Prosecutor, Court officials, etc. to monitor progress in resolving petitions submitted to the NA. (pilot for one year)
- Develop a time-table and action plan for upgrading the Petitions Department to a Committee by 2010.

**Strengthen the processing, monitoring and reporting of public complaints:**

- Establish a National Assembly 'hotline' service in pilot provinces opening one month before each ordinary session
- Open the existing national 'hotline' all year round.
- Establish procedures for monitoring, analysing, reporting and publishing information on the number and type of calls received by the National Assembly on a regular basis.
- Hold quarterly consultative meetings between NA and relevant government agencies to follow up on important issues arising from the hotline.

Representation is linked to transparency and ultimately to good governance. At present, the Lao National Assembly does not have enough specialists to transcribe debates and write minutes, which therefore have a limited availability. The programme proposes to assist the National Assembly to create an effective service for transcribing minutes and reports (Hansard) that will be further disseminated. Indeed, Parliament's work must be recorded and published to contribute to the transparency and democratization of the legislative process; this will also serve to create an institutional memory.

The dissemination of legislation is normally ensured through the existence of an Official Gazette. The programme will assist the NA in promoting the re-introduction of such publication. It will also assist the NA in the publication of the laws once promulgated and favour their dissemination at district and village levels, pursue the continuing process of systematic translation of laws, either new or amended, into English. The programme will also help develop easy-reading fact-sheets and handouts to facilitate understanding of legislation by the general public and therefore improve the development of the Rule of Law in the country.

For the Members of the National Assembly and the committees to better report on their work to the Lao people and advocate for core issues, the programme will organize specific activities to support the National Assembly public information department. The Programme proposes to develop a comprehensive communications strategy and to expand public communication efforts. Recorded and live TV and Radio programmes already broadcast the proceedings of the NA through the National channels. In the future it could be considered worth increasing live broadcasting of plenary sittings and committees' hearings. Improvement in technologies may be needed to reinforce the objective of enhancing representation and fostering greater contact between parliamentarians and their constituents. The communication strategy will also take into account the public's willingness to learn more about the National Assembly and its work. The programme will assist the institution to prepare and develop civic education and communication activities, in cooperation with the relevant Ministries.

The programme will also help to build the National Assembly capacity to process complaints against Government Officials and Court Decisions so that the general public will benefit from an efficient system of complaints and petitions. The processes will be strengthened both at provincial and at national levels. At provincial level, the programme will help strengthen the capacities of the full time Member and the staff in charge of receiving complaints to streamline and expedite the processing of complaints including speedy referral to the national level. The NA Petitions Department, responsible for receiving complaints against Government Officials and Court Decisions, will also receive assistance under the programme in order to gain the necessary skills and capacities. Upgrading the department, either into a dedicated functional Committee or into an Ombudsperson-like institution, or even into both within the National Assembly is envisaged. Currently, the "hotline" complaints service for direct contacts between constituents and the NA is available only during sessions. The Programme will assist the NA is developing this service to be provided on a daily basis.

Finally, the programme will continue help clarifying the policy options for the establishment of local councils initiated through a Democratic Governance Thematic Trust Fund (DGTTF) in 2008 as well as support the implementation. Once local councils are established, the programme will provide capacity development support for the new institution.

### **Programme Output 3 - Upgraded Parliamentary Support Services**

Parliamentary services will be strengthened to ensure that that National Assembly is able to efficiently and effectively discharge its political responsibilities.

Capacity gaps in the office of the National Assembly will identified and addressed through the introduction of a performance-based human resource development system, and the establishment of annual training plans. An assessment of organisational capacity gaps will be undertaken in order to

clarify development needs – this will include a financial management capacity assessment (HACT Micro-Assessment) within the first year of the programme.<sup>1</sup>

The human resource development strategy will draw on the recommendations of the external review of HR management practices undertaken in August 2007. This will entail establishing individual job descriptions, introducing annual performance appraisals, and developing annual institutional training plans based on the results of this process. Training needs already identified will also be addressed, including, for example, improving the staff's foreign language skills, their ability to provide documentation and sectoral expertise in a timely fashion to the committees.

Information services will be strengthened through the development of ICT infrastructure and skills, as well as through improvements in existing research, reference and archiving facilities, and through development of the parliamentary library.

Finally, training and other capacity building related to planning, coordination, monitoring and reporting will be delivered to National Assembly staff members acting as focal points for programme activities in each department.

#### **Programme Output 4 - Technical and Programme Support Services Unit operational**

The programme will be implemented by the National Assembly, under the guidance of a Programme Board chaired by the Chief of Cabinet of the National Assembly. Day-to-day activities will be managed by a senior parliamentary official at Director General Level seconded to the post of Programme Management Director. Technical assistance will be provided by an expatriate senior parliamentary expert for the duration of the programme. (See the section, below, for further details of management arrangements).

A specialized arrangement is in place to coordinate the implementation of the programme's work plan. This is necessitated by the current limited capacity within the Office of the National Assembly for coordination, monitoring and reporting across the various departments. Accordingly, a parliamentary officer ranking head of division or higher will continue to serve as the main interface between the Programme Management Director and the 12 departments that comprise the Office of the National Assembly. (The organisational chart on the following page provides details of this mechanism.) At least 6 programme support posts will be required to handle administrative and financial affairs, networking with donors and international organisations, developing work plans and monitoring implementation. These posts will initially be filled with contract staff in recognition of staffing limitations in the office of the National Assembly. However, over the course of the programme it is envisaged that these posts will increasingly be filled by parliamentary civil servants. It is envisaged that the National Assembly will establish a secretariat to the Cabinet by the end of the programme in 2012. By then the interim coordination arrangement described above will be no longer be required and a technical and programme implementation unit will be operational and fully integrated in the NA Secretariat, in line with the Vientiane Declarations on Aid Effectiveness.

---

<sup>1</sup> The Micro Assessment is part of the United Nations commitment to a Harmonized Framework for Cash Transfers (HACT), establishing a common operational framework for transferring cash to government and non-government Implementing Partners that will reduce transaction costs and lessen the burden that the multiplicity of UN procedures and rules creates for its partners. The HACT Micro-Assessment will review the National Assembly's systems of accounting, reporting, auditing and internal controls and has two purposes. 1) Capacity Development: to review the strengths and weaknesses of an implementing partner's financial management systems, recommend areas to strengthen and feed this information into an overall capacity development plan. 2) Financial management: to help United Nations agencies select the most appropriate procedure for transferring funds to implementing partners and to establish rigorous assurance systems (e.g. spot checks and audits) that serve to limit financial risk.

Office space for additional personnel contracted under the programme will be provided by the National Assembly, initially in a separate office but later transferring to a new NA Administrative building due for completion in 2011.

## **Gender<sup>2</sup>**

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

The gender gap has narrowed over recent decades, particularly in terms of schooling and employment. Gradually, more women have assumed higher positions in business and government. In the National Assembly, for example, the proportion of women members has increased almost three-fold in 30 years - from just 9% in 1975 to 25% in 2006.

The programme will mainstream gender through: (1) incorporating gender analysis in the design of all programme activities; (2) including gender disaggregated data in all monitoring and reporting tools; (3) ensuring constituency consultations conducted by NA Members involve both women and men; (4) ensuring capacity building is provided in equal measure to NA Members and parliamentary officers wherever feasible; and (5) targeted capacity development with the legislature's women's caucus.

---

<sup>2</sup> For a fuller analysis see "Lao PDR Gender Profile", GRID & World Bank, Vientiane November 2005 and "Gender, Poverty and the MDGs – Lao PDR Country Gender Strategy", ADB, Manila, 2004.



**Table 1: Results Framework & Budget**

**Support to an Effective Lao National Assembly (SELNA)**

**Table 1: Results Framework and Budget - Revised V1 (1 Nov 2011)**

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

**Outcome 3:** Enhanced Parliamentary Capacity for Exercising Legislative, Oversight and Representative Responsibility

**JP Outcome:** See Programme Monitoring Framework

**Indicators:**

Programme Outputs	SMART Targets and Responsible UN Org (Original)	SMART Targets and Responsible UN Org (Revised)	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
<b>Output 1: Members of the NA and Committee Departments have the necessary skills and capacities to review policy, legislative and budgetary issues and more effectively oversee their implementation.</b>						<b>364,987</b>	<b>118,498</b>	<b>278,850</b>	<b>235,100</b>	<b>997,435</b>
1.1. Members and Committee Department staff have improved knowledge and awareness of relevant sectoral and technical issues.	<p><b>Target:</b> Members and staff have increased knowledge and awareness of sectoral and policy issues.</p> <p><b>Indicators:</b> &gt; 80% of Members and 80% of Committee Department Staff, participate in at least one awareness-raising workshop by 2012 &gt; 75% of participants report that workshops were relevant and provided useful information.</p>	<p><b>Target:</b> Members and staff have increased knowledge and awareness of sectoral and policy issues.</p> <p><b>Indicators:</b> &gt; 80% of Members and 80% of Committee Department Staff, participate in at least one awareness-raising workshop every year by 2012 &gt; 75% of participants report that workshops were relevant and provided useful information.</p> <p><b>Baselines:</b> Legislative sessions are only 30 working days each year; pre-session workshops of 2-3 days were conducted in previous NA project and was organized 2-3 days before an NA session, giving limited time for NA Members to fully analyze</p>	CPAP Outcome 7; CP output 3.2.3	The National Assembly	1.1.1. Awareness-raising activities for Members and Committees on topical sectoral and policy issues	134,071	63,045	125,850	103,300	<b>426,267</b>

Final revised version – 25 January 2012

		issues.										
		<p><b>Target:</b> Committees and departments have increased access to national &amp; international expertise.</p> <p><b>Indicators:</b>                      &gt; 8 analytical papers drafted by 2012                      &gt; 12 internships of 2 months each completed                      &gt; 16 Members and 16 staff participate in international exchange visits                      &gt; 4 staff complete month-long in international training attachments</p>	<p><b>Target:</b> Committees and departments have increased access to national &amp; international expertise.</p> <p><b>Indicators:</b>                      &gt; 8 analytical papers drafted by 2012                      &gt; 12 internships of 2 months each completed                      &gt; 16 Members and 16 staff participate in international exchange visits                      &gt; 4 staff complete month-long in international training attachments</p> <p><b>Baselines:</b> Limited opportunities for exchange visits and long-term training for NA Members and Staff; limited access of students/graduates to work with NA</p>	UNDAF,CP outputs from 3.1.1 to 3.2.3		1.1.2.	Facilitate access to national & international expertise, and parliamentary best practice	153,107	18,199	28,800	34,800	<b>234,906</b>

Final revised version – 25 January 2012

<p><b>Target:</b> Members and staff have increased awareness of gender-related issues.</p> <p><b>Indicators:</b>          &gt; 1 workshop conducted with participation of parliamentarians from 6 ASEAN countries in [year]          &gt; 4 gender-sensitization workshops by 2011          &gt; 2 gender-sensitization workshops for new members in 2012.</p>	<p><b>Target:</b> Members and staff received orientations on gender-related issues.</p> <p><b>Indicators:</b>          &gt; 1 workshop conducted with participation of parliamentarians from 6 ASEAN countries in 2009          &gt; 4 gender-sensitization workshops by 2011          &gt; 2 gender-sensitization workshops for new members in 2012.</p> <p><b>Baselines:</b> Limited opportunities to participate in workshops addressing gender equality by NA Members and Staff; Awareness of gender is limited to women's issues among NA Members and staff.</p>			1.1.3.	Gender-sensitization workshops for Committees and Dept staff	34,508	-	-	-	-	<b>34,508</b>
<p><b>Target:</b> Members elected to the VII Legislature are rapidly operational.</p> <p><b>Indicators:</b>          &gt; All candidates trained on campaigning techniques during 2011.          &gt; All newly elected Members receive Orientation training in 2011 and 80% of participants report it to be beneficial          .&gt; All elected members receive a new-Member's Handbook in 2011.</p>	<p><b>Target:</b> Members elected to the VII Legislature are rapidly operational.</p> <p><b>Indicators:</b>          &gt; All female NA candidates trained on campaigning techniques during 2011.          &gt; All newly elected Members receive Orientation training in 2011 and 80% of participants report it to be beneficial.          &gt; All elected members receive a new-Member's Handbook in 2011.</p> <p><b>Baselines:</b> Unavailability of new Members' handbook; limited capacity development for new Members upon assumption to office; 68% of total membership of the 7th Legislature are new</p>			1.1.4.	Orientation for Members' of the VII legislature (elected in 2011)	-	-	28,700	-	-	<b>28,700</b>

Final revised version – 25 January 2012

			Members (2011 data)									
1.2.	<b>The National Assembly's capacity for formal and substantive involvement in law making and monitoring is improved and procedurally institutionalized</b>	<p><b>Target:</b> Procedures are established for earlier involvement by the legislature in the law making process.</p> <p><b>Indicators:</b> &gt; Statutes are adopted providing for involvement by the NA at the earliest stage in the law making process by 2011.</p>	<p><b>Target:</b> Procedures are established for earlier involvement by the legislature in the law making process.</p> <p><b>Indicators:</b> &gt; Statutes or procedures providing for involvement by the NA at the earliest stage in the law making process by 2011.</p> <p><b>Baselines:</b> No systematic process in law making; Both Legislative and Executive can introduce and draft legislations.</p>	UNDAF, CP outcome 3.4 (all UN agencies)	The National Assembly	1.2.1.	Support for earlier involvement of the NA in the law making process.	-	-	20,000	20,000	<b>20,000</b>

Final revised version – 25 January 2012

<p><b>Target:</b> Greater clarity regarding the internal bill review processes, including an assessment of options for expanding the committee system.</p> <p><b>Indicators:</b>          &gt; Guidelines on law review are compiled in a Handbook for Members and Staff by 2009.          &gt; A study on the potential of Joint Committees, sub-committees and adhoc committees is completed by 2009.</p>	<p><b>Target:</b> Greater clarity regarding the internal bill review processes, including an assessment of options for expanding the committee system.</p> <p><b>Indicators:</b>          &gt; Guidelines on law review are compiled in a Handbook for Members and Staff by 2012.          &gt; A study on the potential of Joint Committees, sub-committees and adhoc committees is completed by 2012.</p> <p><b>Baselines:</b> In 2009, there were 6 NA Departments/Committees working independently on own sectoral interests except when there is a cross-cutting issue that needs the support of all/some Committees; No systematic guidelines on law review.</p>	<p>UNDAF,CP outcome 3.4 (all UN agencies)</p>	<p>1.2.2.</p>	<p>Review internal bill review processes, including recommendations for improving the balance and coordination of work between committees (including institutionalisation of joint committees to review bills of common interest).</p>	<p>-</p>	<p>-</p>	<p>10,000</p>	<p>10,000</p>	<p><b>20,000</b></p>
<p><b>Target:</b> Committees are enabled to undertake detailed appraisals of draft laws.</p> <p><b>Indicators:</b>          &gt; 4 authoritative assessments of proposed legislation are produced by Committee Departments each year.          &gt; 4 audits completed of existing policy/legislation by 2012.</p>	<p><b>Target:</b> Committees are enabled to undertake detailed appraisals of draft laws and law amendments.</p> <p><b>Indicators:</b>          &gt; 4 authoritative assessments of proposed legislation are produced by Committee Departments each year.          &gt; 4 audits completed of existing policy/legislation by 2012.</p> <p><b>Baselines:</b> Law making procedures needs to be institutionalized; Improvements in monitoring techniques of draft laws and amendments within NA; Limited capacities of NA Committees to undertake impact</p>		<p>1.2.3.</p>	<p>Assist the Committees in drafting and/or reviewing legislation on specific topics.</p>	<p>39,309</p>	<p>37,254</p>	<p>25,500</p>	<p>27,000</p>	<p><b>129,063</b></p>

Final revised version – 25 January 2012

		analyses and policy review.								
	<p><b>Target:</b> Strengthened oversight of policy effectiveness and law implementation/enforcement.</p> <p><b>Indicators:</b>                  &gt; NA Standing Committee approves a strategy for strengthened oversight by 2010                  &gt; NA adopts procedures for monitoring the implementation of secondary legislation by 2010.                  &gt; Assessment of the implementation and enforcement of 4 pieces of legislation by 2012                  .&gt; 2 Committee inquiries on policy effectiveness and law implementation are completed each year, 2009-2012.                  &gt; Assessment of 3 laws for gender equity by 2012.</p>	<p><b>Target:</b> Strengthened oversight of policy effectiveness and law implementation/enforcement.</p> <p><b>Indicators:</b>                  &gt; NA Standing Committee approves a strategy for strengthened oversight by 2012                  &gt; NA adopts procedures for monitoring the implementation of secondary legislation by 2012.                  &gt; Assessment of the implementation and enforcement of 4 pieces of legislation by 2012.                  &gt; 2 Committee inquiries on policy effectiveness and law implementation are completed each year, 2009-2012.                  &gt; Assessment of 3 laws for gender equity by 2012.</p> <p><b>Baselines:</b> No regular procedures on oversight and monitoring of secondary legislation; concerned sectors can submit reports to NA regarding status/impact of</p>		1.2.4.	Assist the Committees to scrutinize policy and monitor the implementation and enforcement of legislation (including secondary legislation).	-	10,000	10,000	<b>20,000</b>	

Final revised version – 25 January 2012

		legislation; ad hoc committees are formed to investigate urgent legislative issues.								
	<p><b>Target:</b> Codification of national legislation is initiated.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Study on codification reviewed by NA Standing Committee during 2009.</li> <li>&gt; Codification of one area of Lao legislation each year, 2010-2012.</li> <li>&gt; Approval of three legislative codes by 2012.</li> </ul>	<p><b>Target:</b> Codification of national legislation is initiated.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Study on codification reviewed by NA Standing Committee during 2009.</li> <li>&gt; Improvement of skills by NA Staff in codifying legislation</li> </ul> <p><b>Baselines:</b> All Lao legislation are not yet codified.</p>		1.2.5.	Initiate codification of Lao legislation, working closely and building capacities of relevant committees		-	10,000	10,000	<b>20,000</b>

Final revised version – 25 January 2012

1.3.	<p><b>The National Assembly's capacity for budgetary appraisal and oversight is substantially enhanced.</b></p>	<p><b>Target:</b> Procedures for improved Legislative -Executive coordination throughout the budget process.</p> <p><b>Indicators:</b>                      &gt; Statutes are in place providing for involvement by the legislature at the earliest stage of the budget setting process by [year].                      &gt; Internal procedures for budget review are in place by [year] and elaborated in a handbook.                      &gt; The NA reviews and comments on annual reports from the State Audit Office by 2011.</p>	<p><b>Target:</b> Procedures for improved Legislative -Executive coordination throughout the budget process.</p> <p><b>Indicators:</b>                      &gt; Statutes are in place by 2012 providing a better involvement of the legislature in the budget process and described in a handbook."                      &gt; Internal procedures are in place by 2012 concerning the internal procedures for budget review and described in a handbook.                      &gt; The NA reviews and comments on annual reports from the State Audit Office by 2011.</p> <p><b>Baselines:</b> Budget instruments are not fully developed from the Ministry of Finance</p>	The National Assembly	1.3.1.	Evaluate the budget process and establish procedures for full involvement of the National Assembly at every stage.	-	-	-	-	-
		<p><b>Target:</b> Members and staff of relevant committees develop skills in budget appraisal and monitoring.</p> <p><b>Indicators:</b>                      &gt; 30 Members and 30 staff gain an improved understanding of procedures and methods for budgetary review by 2012.</p>	<p><b>Target:</b> Members and staff of relevant committees develop skills in budget appraisal and monitoring.</p> <p><b>Indicators:</b>                      &gt; 30 Members and 30 staff gained an improved understanding of procedures and methods for budgetary review by 2012.</p> <p><b>Baselines:</b> Limited capacities of NA Members and Staff to conduct budgetary appraisals and monitoring</p>		1.3.2.	Capacity development for relevant Committees on analysis and review of the State budget and National Socio-Economic Development Plan.	-	-	-	-	-



Final revised version – 25 January 2012

		<p><b>Target:</b> Committee for Economics, Planning &amp; Finance is active in scrutinizing the state budget and monitoring its implementation.</p> <p><b>Indicators:</b>                  &gt; Increase in number of written queries on the draft budget sent for clarification to Executive (baseline to be determined)                  &gt; Annual budget monitoring reports produced by [year]</p>	<p><b>Target:</b> Committee for Economics, Planning &amp; Finance is active in scrutinizing the state budget and monitoring its implementation.</p> <p><b>Indicators:</b>                  &gt; Increase in number of written queries on the draft budgetsent for clarification to Executive                  &gt; Annual budget monitoring reports produced by 2012</p> <p><b>Baselines :</b> No guidelines or regular reporting on budget queries submitted to the Executive.</p>			1.3.3.	On-desk support on budget oversight.	-	-	-	-	-
1.4.	<b>The National Assembly is consulted in preparations for accession to international treaties and actively monitors their implementation</b>	<p><b>Target:</b> Procedures and mechanisms for monitoring international treaty commitments established and institutionalized.</p> <p><b>Indicators:</b>                  &gt; Quarterly working group meetings with participation from legislature, executive and judiciary to review treaty agenda take place, 2008-2009                  &gt; A monitoring system is established to track international treaties and conventions under review, and the accession process by 2009.                  &gt; Detailed annual reports are presented to the Standing Committee on conventions/treaties pending negotiation, accession and ratification.</p>	<p><b>Target:</b> Procedures and mechanisms for monitoring international treaty commitments established and institutionalized.</p> <p><b>Indicators:</b>                  &gt; Quarterly working group meetings with participation from legislature, executive and judiciary to review treaty agenda take place, 2008-2009.                  &gt; A monitoring system is established to track international treaties and conventions under review, and the accession process by 2009.                  &gt; Detailed annual reports are presented to the Standing Committee on conventions/treaties pending negotiation, accession and ratification.</p> <p><b>Baselines:</b> Unclear coordination mechanisms among concerned government agencies involving</p>			1.4.1.	Establish systems and procedures for tracking preparations for accession to international treaties and conventions.	-	10,000	10,000	<b>20,000</b>	

Final revised version – 25 January 2012

		only a few government agencies and sectors; monitoring system has yet to be established.								
	<p><b>Target:</b> The National Assembly scrutinizes the implementation of international treaty commitments.</p> <p><b>Indicators:</b>                  &gt; Recommendations are submitted by the NA to the Executive for alignments &amp; transpositions relating to 4 international treaties or conventions by 2012.                  &gt; A quarterly in-house bulletin on progress in meeting international treaty obligations is produced 2009-2012.</p>	<p><b>Target:</b> The National Assembly scrutinizes the implementation of international treaty commitments.</p> <p><b>Indicators:</b>                  &gt; Recommendations are submitted by the NA to the Executive for alignments &amp; transpositions relating to 2 international treaties or conventions by 2012.</p> <p><b>Baselines:</b> In-depth scrutiny of international treaties is currently being undertaken by national government; recommendations from the Executive is sent to NA for endorsement.</p>		1.4.2.	Review the consistency of national legislation with ratified international treaties and conventions	3,992	-	-	-	<b>3,992</b>

Final revised version – 25 January 2012

1.5.	<b>The National Assembly utilizes improved rules of procedure.</b>	<p><b>Target:</b> Rules of procedure are regularly reviewed, revised and disseminated among NA members and staff.</p> <p><b>Indicators:</b>          &gt; Rules of procedure are reviewed annually from 2010.          &gt; A code of conduct is incorporated into the rules of procedure by 2011.          &gt; Members and Staff demonstrate increased awareness of the rules of procedure (baseline to be determined).</p>	<p><b>Target:</b> Rules of procedure are regularly reviewed, revised and disseminated among NA members and staff.</p> <p><b>Indicators:</b>          &gt; Rules of procedure are reviewed annually from 2010.          &gt; A code of conduct is incorporated into the rules of procedure by 2011.          &gt; Members and Staff demonstrate increased awareness of the rules of procedure.</p> <p><b>Baselines:</b> Unclear rules of procedure during NA plenary sessions, often there is limited time and unfocused discussions. no registration system in NA sessions since anyone can speak to comment on topics.</p>	The National Assembly	1.5.1.	Review and revise the Rules of Procedures (Standing Orders) of the National Assembly on regular basis.	-	-	10,000	10,000	<b>20,000</b>
------	--	---	---	-----------------------	--------	--	---	---	--------	--------	---------------

Final revised version – 25 January 2012

Output 2: The National Assembly effectively and accurately represents constituents' interests, needs and expectations.						168,501	113,564	180,900	168,200	631,164	
2.1	Members of the NA function as a two-way interface between the citizens and the government, and actively interact with civil society on policy and development issues.	<p><b>Target:</b> Constituency-based members and staff have improved capacity for public representation.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; An instruction manual for Members on public representation and advocacy is produced and disseminated.</li> <li>&gt; Xx Members and xx constituency office staff are exposed to practical techniques for public representation.</li> </ul>	<p><b>Target:</b> Constituency-based members and staff have improved capacity for public representation.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; An instruction manual for Members on public representation and advocacy is produced and disseminated.</li> <li>&gt; Xx Members and xx constituency office staff are exposed to practical techniques for public representation.</li> </ul> <p><b>Baselines:</b> Limited capacities on public representation and consultation skills of NA Members and Staff at constituency offices.</p>	The National Assembly	2.1.1.	International exchanges, studies, workshops and other capacity development activities for Members and Staff of Constituency offices on the representative role & function of parliamentarians.	-	24,484	18,500	18,900	<b>61,884</b>
		<p><b>Target:</b> Increased opportunities for interaction between members and their constituents.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; 4 constituency consultations conducted on policy/legislation each year, 2009-2012.</li> <li>&gt; Outreach activities in 2 provinces per year by Members to advocate on key development issues, 2008-2012.</li> </ul>	<p><b>Target:</b> Increased opportunities for interaction between members and their constituents.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; 4 constituency consultations conducted on policy/legislation each year, 2009-2012.</li> <li>&gt; Outreach activities in 2 provinces per year by Members to advocate on key development issues, 2008-2012.</li> </ul> <p><b>Baselines:</b> Limited opportunities for NA members to conduct public consultations and interactions with constituents esp. in remote, rural areas; Little or no understanding of the public on the NA roles and programs.</p>		2.1.2.	Public hearings, outreach missions, field visits and other forums for consultation and interaction between Members and constituents.	16,977	35,970	33,100	14,900	<b>100,947</b>

Final revised version – 25 January 2012

2.2.	Improved mechanisms for handling petitions and complaints by the National Assembly	<p><b>Target:</b> An efficient system for receiving, processing, monitoring and reporting on petitions to the National Assembly.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Data on petitions processed by the National Assembly is compiled and published by 2010.</li> <li>&gt; Quarterly consultative meetings to follow-up on petitions are held, beginning 2009.</li> <li>&gt; The Petitions Department is upgraded to a Committee by 2012.</li> </ul>	<p><b>Target:</b> An efficient system for receiving, processing, monitoring and reporting on petitions to the National Assembly.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Data on petitions processed by the National Assembly is compiled and published by 2010.</li> <li>&gt; Quarterly consultative meetings to follow-up on petitions are held, beginning 2009.</li> <li>&gt; The Petitions Department is upgraded to a Committee by 2012.</li> </ul> <p><b>Baselines:</b> No established system on petition management; lack of resources and capacities to operate all year round hotline; average of 241 complaints/petitions received in 2009; NA hotline is only open during NA session, twice a year.</p>	The National Assembly	2.2.1.	Capacity development for processing, monitoring and reporting public petitions and management of hotline system.	34,572	8,190	10,900	10,900	<b>64,562</b>
		<p><b>Target:</b> An efficient system for receiving, processing and follow-up on submissions to the National Assembly hotline.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; The National Assembly hotline becomes permanent, open year round.</li> <li>&gt; 6 constituency offices establish a local hotline at least one month before the start of each session, starting in 2009</li> <li>&gt; A further 6 constituency hotlines open by 2011</li> <li>&gt; Data on hotline issues is compiled and published bi-annually, 2009-2012.</li> </ul>	<p><b>Target:</b> An efficient system for receiving, processing and follow-up on submissions to the National Assembly hotline.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; The National Assembly hotline becomes permanent, open year round.</li> <li>&gt; 6 constituency offices establish a local hotline at least one month before the start of each session, starting in 2009</li> <li>&gt; A further 6 constituency hotlines open by 2011</li> <li>&gt; Data on hotline issues is compiled and published bi-annually, 2009-2012.</li> </ul>		2.2.2.	Capacity development for the National Assembly hotline – processing submissions, reporting and follow-up.	-	-	-	-	-

Final revised version – 25 January 2012

			<p><b>Baselines:</b> NA hotline is only open during NA session, twice a year; Unavailability of local hotlines at constituency offices; limited capacities and resources to operate hotline all year round.</p>									
2.3.	<p><b>Laws are publicly debated and expeditiously made accessible to the public</b></p>	<p><b>Target:</b> Revised procedures for efficient in-house flow of information, archiving services and documentation management.</p> <p><b>Indicators:</b>                      &gt; Committee meetings and other parliamentary processes are fully documented through minutes and reports by 2010.                      &gt; Recommendations for improved archiving and documentation management are reviewed by the Standing Committee by 2011.</p>	<p><b>Target:</b> Revised procedures for efficient in-house flow of information, archiving services and documentation management.</p> <p><b>Indicators:</b>                      &gt; Committee meetings and other parliamentary processes are fully documented through minutes and reports by 2010.                      &gt; Recommendations for improved archiving and documentation management are reviewed by the Standing Committee by 2011.</p> <p><b>Baselines:</b> Limited information are documented and stored in database system; all information on plenary session, committee meetings and other NA meetings are available in hardcopies.</p>			2.3.1.	<p>Review the in-house flow of information, archiving services and documentation management.</p>	-	-	35,000	35,000	<b>75,000</b>
							The National Assembly					

Final revised version – 25 January 2012

<p><b>Target:</b> New and amended laws are made publicly available.</p> <p><b>Indicator:</b>                  &gt; All laws are translated into English and posted on the NA website within one year of being adopted by the NA.                  &gt; 5000 sets of user-friendly law summaries covering in three sectors are produced and disseminated annually, 2009-2012.                  &gt; An official gazette is launched by 2010.</p>	<p><b>Target:</b> New and amended laws are made publicly available.</p> <p><b>Indicators:</b>                  &gt; All laws are translated into English and posted on the NA website within one year of being adopted by the NA.                  &gt; 5000 sets of user-friendly law summaries covering in three sectors are produced and disseminated annually, 2009-2012.                  &gt; An official gazette is launched by 2010.</p> <p><b>Baselines:</b> In 2008, 65 laws were translated into English and proofread; No NA official gazette.</p>			2.3.2.	Disseminate laws to NA constituency offices, the executive, the judiciary, mass media, CSOs and other stakeholders.	19,625	17,071	10,900	36,500	<b>84,096</b>
<p><b>Target:</b> The proceedings of the parliament are documented and made public.</p> <p><b>Indicators:</b>                  &gt;Proposals for Hansard, Order Papers &amp; Notice Papers agreed by [year]                  &gt;Implementation of Hansard, Order Papers &amp; Notice Papers by [year]</p>	<p><b>Target:</b> The proceedings of the parliament are documented.</p> <p><b>Indicators:</b>                  &gt; Proposals for Hansard, Order Papers &amp; Notice Papers agreed by 2012.                  &gt; Implementation of Hansard, Order Papers &amp; Notice Papers by 2012.</p> <p><b>Baselines:</b> No regular format on documenting parliament proceedings; Based on voice recording, proceedings are encoded, documented and stored at Information Center.</p>			2.3.3.	Produce and publish Hansard (transcripts of parliamentary proceedings), Order Papers & Notice Papers	-	-	35,000	35,000	<b>70,000</b>

Final revised version – 25 January 2012

2.4.	Enhanced public awareness of the NA, its role, function and proceedings.	<p><b>Target:</b> Improved public understanding of the National Assembly's role and functions.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; General public have improved awareness of the work of the National Assembly (baseline to be established).</li> <li>&gt; Increased number of visitors to the public gallery during sessions (baseline to be established).</li> <li>&gt; Members visit [xx] primary schools in xx province each year, 2008-2012.</li> <li>&gt; Constituency office open days are held in [xx] provinces per year, 2009-2012.</li> </ul>	<p><b>Target:</b> Improved public understanding of the National Assembly's role and functions.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; General public have improved awareness of the work of the National Assembly (baseline to be established).</li> <li>&gt; Increased number of visitors to the public gallery during sessions (baseline to be established).</li> <li>&gt; Members visit [xx] primary schools in xx province each year, 2008-2012.</li> <li>&gt; Constituency office open days are held in [xx] provinces per year, 2009-2012.</li> </ul> <p><b>Baselines:</b> In 2008, 300 visitors/students during per NA sessions; Limited access of the public to NA sessions.; limited information materials are disseminated to the public.</p>		The National Assembly	2.4.1.	Develop and implement a comprehensive public relations / communication strategy for the National Assembly	42,288	10,905	27,500	8,000	<b>88,693</b>
		<p><b>Target:</b> Broadcasts of key legislative proceedings are institutionalized.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; At least 3 hours of live TV and radio broadcast per day during each NA plenary session, starting in 2009.</li> <li>&gt; Media coverage of at least 2 committee meetings per year, 2010-2012.</li> </ul>	<p><b>Target:</b> Broadcasts of key legislative proceedings are institutionalized.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; At least 3 hours of live TV and radio broadcast per day during each NA plenary session, starting in 2009.</li> <li>&gt; Media coverage of at least 2 committee meetings per year, 2010-2012.</li> </ul> <p><b>Baselines:</b> Only opening and closing programs of NA sessions are broadcasted on TV and radio; In remote, rural areas, no access to radio broadcasts on NA</p>	UNDF, CP output 3.3.3 and 3.4.1		2.4.2.	Broadcasts of NA events and proceedings, particularly around budget and other critical events	-	-	-	-	-



Final revised version – 25 January 2012

			programs and events.									
		<p><b>Target:</b> Improved national capacity for media reporting on parliamentary affairs.</p> <p><b>Indicators:</b> &gt; 20 NA staff and are trained in parliamentary media relations by each year, starting 2009.</p>	<p><b>Target:</b> Improved national capacity for media reporting on parliamentary affairs.</p> <p><b>Indicators:</b> &gt; 20 NA staff and are trained in parliamentary media relations by each year, starting 2009.</p> <p><b>Baselines:</b> Limited capacities for media reporting within NA staff.</p>			2.4.3.	Training on parliament media relations, reporting on parliamentary affairs, protocol issues and organization of press conferences.	11,070	16,944	10,000	9,000	<b>47,014</b>
2.5.	<p><b>Support to the introduction of Local Councils.</b></p>	<p><b>Target:</b> The National Assembly takes a lead role in the establishment of local councils.</p> <p><b>Indicators:</b> &gt; The NA contributes to analysis and consultations on models for local councils during 2008 and 2009 &gt; The NA participates in drafting the legal framework for local councils during 2009 - 2010.</p>	<p><b>Target:</b> The National Assembly takes a lead role in the establishment of local councils.</p> <p><b>Indicators:</b> &gt; The NA contributes to analysis and consultations on models for local councils during 2008 and 2009 . &gt; The NA participates in drafting the legal framework for local councils during 2009 -2010.</p> <p><b>Baselines:</b> Local councils are yet to be established at provincial levels.</p>			2.5.1.	Support to the development of a system of local councils	43,969	-	-	-	<b>43,969</b>

The National Assembly

Output 3: The National Assembly has Upgraded Parliamentary Support Services						81,011	87,999	143,650	86,300	398,960	
3.1.	Capacity-gaps in the NA Secretariat are identified and addressed.	<p><b>Target:</b> A performance-based HR management/development system is established</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Job descriptions for all NA staff in Vientiane are revised and approved by end of 2009.</li> <li>&gt; Annual organizational training plans are developed, starting from 2010.</li> </ul>	<p><b>Target:</b> A performance-based HR management/development system is established</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Job descriptions for all NA staff in Vientiane are revised and approved by 2009.</li> <li>&gt; Annual organizational training plans are developed, starting from 2010.</li> </ul> <p><b>Baselines:</b> NA Secretariat needs upgrading of new skills and understanding of their roles; Unclear job descriptions among Heads of Offices and Departments.</p>	The National Assembly	3.1.1.	Develop and implement a performance-based HR management/development system.	15,812	-	-	-	15,812
		<p><b>Target:</b> The Office of the National Assembly has a clear understanding of organizational development needs.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Organizational resource gaps are identified during 2009</li> <li>&gt; The National Assembly's organizational chart is reviewed and revisions are recommended by end of 2010.</li> </ul>	<p><b>Target:</b> The Office of the National Assembly has a clear understanding of organizational development needs.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Organizational resource gaps are identified during 2010.</li> <li>&gt; The National Assembly's organizational chart is reviewed and revisions are recommended by end of 2011.</li> </ul> <p><b>Baselines:</b> The NA has currently 4 Departments under the NA Cabinet and 6 Committee/Departments; Unclear office mandates, action plans and overlapping concerns among Committees and Departments;</p> <ul style="list-style-type: none"> <li>&gt; Changes in organizational structure and staffing every legislature.</li> </ul>		3.1.2.	Assess the administrative and financial needs of the Secretariat, including review of the organizational chart	-	13,289	56,450	20,000	89,739

Final revised version – 25 January 2012

		<p><b>Target:</b> Appropriate training is provided to NA staff</p> <p><b>Indicators:</b>                  &gt; Training needs are met – as defined in 3.1.1 and 3.1.2.                  &gt; Training evaluations give an 80% satisfaction rate.</p>	<p><b>Target:</b> Appropriate training is provided to NA staff.</p> <p><b>Indicators:</b>                  &gt; Training needs are met – as defined in 3.1.1 and 3.1.2                  .&gt; Training evaluations give an 80% satisfaction rate.</p> <p><b>Baselines:</b> Limited capacity development available for NA secretariat staff; Huge staff turn-over every incoming legislature.; No structured training orientation and staff development packages for NA staff.</p>			3.1.3.	Training for staff of the Office of the National Assembly (as determined through performance appraisals, 3.1.1, and resource gap review 3.1.2)	1,412	18,516	26,000	37,800	<b>83,728</b>
3.2.	<b>The Office of the National Assembly provides improved information services.</b>	<p><b>Target:</b> Information technology services are strengthened.</p> <p><b>Indicators:</b>                  &gt; An ICT development plan is drafted in 2009 and revised in 2011.                  &gt; An intranet is established in 2009 and receiving frequent traffic by 2011.                  &gt; IT equipment is upgraded in the office of the National Assembly and all Committee Departments by 2011.                  &gt; Annual IT training is delivered to all constituency offices and departments from 2009.</p>	<p><b>Target:</b> Information technology services are strengthened.</p> <p><b>Indicators:</b>                  &gt; An ICT development plan is drafted in 2009 and revised in 2011.                  &gt; An intranet is established in 2009 and receiving frequent traffic by 2011.                  &gt; IT equipment is upgraded in the office of the National Assembly and all Committee Departments by 2011.                  &gt; Annual IT training is delivered to all constituency offices and departments from 2009.</p> <p><b>Baselines:</b> limited access to computers and Internet due to lack of computers. Paper remains the main support for info sharing and decision making.</p>			3.2.1.	Design and implement an effective ICT development plan at the national and provincial levels of the National Assembly.	13,818	13,673	9,850	5,000	<b>42,341</b>

The National Assembly

Final revised version – 25 January 2012

<p><b>Target:</b> Research, reference and archiving services are strengthened.</p> <p><b>Indicators:</b>                  &gt; 20 staff participate in training on research skills each year, 2009-2012.                  &gt; The NA Cabinet adopts recommendations for strengthening research, reference and archiving capacity by 2010.                  &gt; The research and reference department is augmented by a team of 2 archivists by 2009.</p>	<p><b>Target:</b> Research, reference and archiving services are strengthened.</p> <p><b>Indicators:</b>                  &gt; 20 staff participate in training on research skills each year, 2009-2012.                  &gt; The NA Cabinet adopts recommendations for strengthening research, reference and archiving capacity by 2010.                  &gt; The research team augmented by a team of 2 archivists</p> <p><b>Baselines:</b> Limited staff training for NA staff on research and reference services.</p>			3.2.2.	Capacity development for research, reference and archive services.	29,982	35,989	16,200	11,200	<b>93,371</b>
<p><b>Target:</b> The parliamentary library provides a high quality information service.</p> <p><b>Indicators:</b>                  &gt; A library service strategy is produced by end of 2009.                  &gt; Library usage (measured in person-hours) increases by 50 percent between 2009 and 2012. *baseline required**                  &gt; Annual library development plans are drafted, starting 2010 (based on results of user-surveys).</p>	<p><b>Target:</b> The parliamentary library provides a high quality information service.</p> <p><b>Indicators:</b>                  &gt; A library service strategy is produced by end of 2009.                  &gt; Library usage (measured in person-hours) increases by 50 percent between 2009 and 2012.                  &gt; Annual library development plans are drafted, starting 2010 (based on results of user-surveys).</p> <p><b>Baselines:</b> Around 10% of NA Members and Staff utilized library facilities and books; Limited number of updated books and publications; Few important documents in Lao/English were translated into English/Lao</p>			3.2.3.	Technical and material support to parliamentary library services	4,513	364	6,000	4,000	<b>14,877</b>

Final revised version – 25 January 2012

3.3.	Programme monitoring and coordination capacity is strengthened.	<p><b>Target:</b> Regular planning and review meetings are held to monitor programme delivery.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Monthly &amp; quarterly planning and coordination meetings take place and the agreed quorum is achieved.</li> <li>&gt; Steering Committee Meetings are held twice each year 2009-2012.</li> <li>&gt; Programme review meetings held once per year 2009-2012.</li> </ul>	<p><b>Target:</b> Regular planning and review meetings are held to monitor programme delivery.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Monthly &amp; quarterly planning and coordination meetings take place and the agreed quorum is achieved.</li> <li>&gt; Programme Board/Steering Committee Meetings are held twice each year 2009-2012.</li> <li>&gt; Programme review meetings held once per year 2009-2012.</li> </ul> <p><b>Baselines:</b> Project Steering Committees composed of Implementing Agency, Donor Agency and UNDP met to review progress and issues twice a year; UN Partner agencies are not members of PAG and PB Meetings.</p>	The National Assembly	3.3.1.	Planning and review meetings (Monthly, quarterly and bi-annual)	1,586	169	2,300	2,300	<b>6,355</b>
		<p><b>Target:</b> Department focal points effectively coordinate programme activities.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Relevant management training delivered to 12 NA coordinators/focal points by [year].</li> <li>&gt; Annual review meetings conducted in 2009-2012</li> </ul>	<p><b>Target:</b> Department focal points effectively coordinate programme activities.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; Relevant management training delivered to 12 NA coordinators/focal points by 2009.</li> <li>&gt; Annual review meetings conducted in 2009-2012.</li> </ul> <p><b>Baselines:</b> No focal point system established before 2009 to coordinate NA projects activities.</p>		3.3.2.	Capacity development for National Assembly focal points	13,887	-	-	<b>13,887</b>	

Final revised version – 25 January 2012

		<p><b>Target:</b> Monitoring and evaluation mechanisms are established.</p> <p><b>Indicators:</b>                  &gt; Baseline monitoring data established.&gt;                  Mid-term review conducted in 2010                  &gt; Final evaluation conducted in 2021</p>	<p><b>Target:</b> Monitoring and evaluation mechanisms are established.</p> <p><b>Indicators:</b>                  &gt; Baseline monitoring data established.                  &gt; Mid-term review conducted in 2011                  &gt; Final evaluation conducted in 2012</p> <p><b>Baselines:</b> No baselines available at the start of the project; Results-based monitoring and evaluation system is yet to be established.</p>		3.3.3.	Monitoring and evaluation of programme delivery and outcomes	-	6,000	26,850	6,000	<b>38,850</b>
--	--	---	--	--	--------	--	---	-------	--------	-------	---------------

Final revised version – 25 January 2012

Outcome 4: Outcome 4: Technical and Programme Support Services operational.						273,425	326,278	157,007	121,191	883,901		
4.1.	A program team effectively manages and coordinates technical assistance and programme implementation at the National Assembly.	<p><b>Target:</b> A programme support team is operational.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; All staff positions are filled up.</li> <li>&gt; Programme quarterly work plans, budget plans and progress reports are submitted on schedule.</li> </ul>	<p><b>Target:</b> A programme support team is operational.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>&gt; All staff positions filled up.</li> <li>&gt; Plans for gradual phase out of PIU are approved and ready for implementation by 2012.</li> <li>&gt; Programme quarterly work plans, budget plans and progress reports are submitted on schedule.</li> </ul> <p><b>Baselines:</b> SELNA JP is being managed by contractual/project staff; NA Secretariat are unable to perform PIU responsibilities.</p>	UNDAF	The National Assembly	4.1.1.	Programme staff and technical advisory support	161,538	260,300	73,800	76,995	572,633
				CP output 3.1.1 - 3.1.3		4.1.2.	Programme Administration	64,949	51,875	74,800	50,196	241,820
						4.1.3.	Equipment	46,939	14,103	8,407	-	69,449
						4.1.4	Preparation of a plan for gradual phase out of PIU				-	
						4.1.5	Support the gradual phase-out plan and establish an Organizational Unit within the NA Secretariat				-	
					4.1.6	Coaching and mentoring activities to selected secretariat staff as to build a cadre of suitable and capacitated staff				-		
<b>TOTAL</b>						<b>887,924</b>	<b>646,339</b>	<b>760,407</b>	<b>616,791</b>	<b>2,911,461</b>		

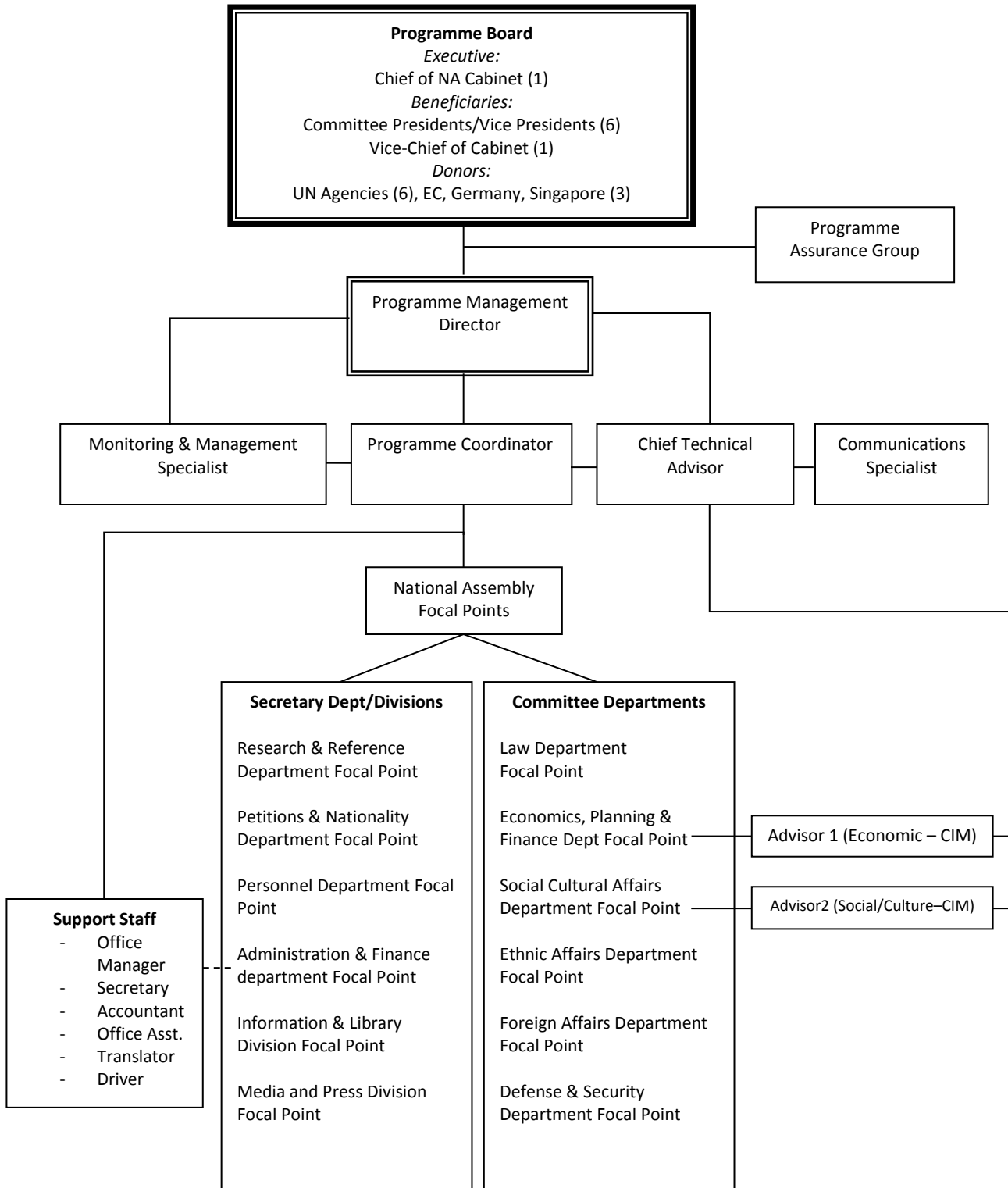
Note: An additional US\$66,000 was allocated in 2008 for CTA salaries during NA Phase II extension. This was funded from UNDP trac funds.

## MANAGEMENT AND COORDINATION ARRANGEMENTS

The Programme will be implemented by the National Assembly.

The management structure described in the chart below is a structure specifically designed to manage the programme to its conclusion, and it consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the programme. The roles and responsibilities are described below.

### Organigram National Assembly Joint Programme





The National Assembly as Implementing Partner is responsible and accountable for managing the programme, including the monitoring and evaluation of programme interventions, achieving programme outputs, and for the effective use of donor resources.

The Programme Board, chaired by the Chief of the NA Cabinet, consists of senior representatives from all key programme partners. The Programme Board is responsible for making by consensus, management decisions when guidance is required by the Programme Management, including the approval and revision of plans. The Board also plays a critical role assuring the quality of outputs through reviews and commissioning evaluations. The Programme Board ensures that required resources are committed and arbitrates on any conflicts within the programme or negotiates a solution to any problems between the programme and external bodies. Specifically, the Programme Board will provide guidance and agree on possible countermeasures/management actions to address risks. In addition, it approves the appointment and responsibilities of the Programme Management Director and any delegation of its Programme Assurance responsibilities. The Programme Board meets semi-annually or whenever tolerances (in terms of time or budget) have been exceeded.

The Board contains three roles:

- A Chair representing the national ownership of the programme (“Executive”),
- A senior representative from each Participating UN Organization to provide guidance regarding the technical feasibility and implementation of the programme (“Supplier”),
- Selected parliamentarians (Chairs of Committees) to ensure the realization of programme benefits from the perspective of the beneficiaries (“Beneficiary”).
- In addition, representatives from the European Union, the Governments of Germany and Singapore will participate in Board Meetings as observers

The Programme Management Director is appointed by the Programme Board and responsible for managing the Joint Programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Programme Management Director is responsible, among others, for the following specific tasks:

- Manage the realization of programme outputs through activities;
- Oversee and provide guidance to technical and support staff;
- Liaise with the Programme Board and the Programme Assurance Committee to assure the overall direction and integrity of the programme;
- Identify and obtain any support and advice required for the management, planning and control of the programme;
- Responsible for programme administration;
- Liaise with any suppliers;
- Plan the activities of the programme and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events;
- Manage requests for the provision of financial resources, using advance of funds, direct payments, or reimbursement using the FACE form (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the programme risks as initially identified, submit new risks to the Programme Board for consideration and decision on possible actions if required;

- Prepare the Programme Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Programme Board and Programme Assurance;
- Prepare the Annual review Report, and submit the report to the Programme Board;
- Based on the review, prepare the AWP for the following year.

Programme Assurance: The Programme Assurance Group (PAG) supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. The PAG ensures appropriate programme management and completion of milestones. The main tasks are to:

- Ensure that funds are made available to the programme;
- Ensure that programme outputs definitions and activity definition including description and quality criteria have been properly formulated;
- Ensure that risks and issues are properly managed;
- Ensure that critical programme information is monitored and updated;
- Ensure that Programme Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that CDRs and FACE form are prepared and submitted to the Programme Board;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.

As the Managing Agent of the Joint Programme, UNDP will, in addition, provide day-to-day support to the Joint Programme related to administration and financial management as well as reporting (see also “Fund Management Arrangements”).

The Programme Assurance Group, which includes representatives from all participating agencies at a technical level (Programme Analyst / Officer), will meet on a quarterly basis or as often as required. UN agencies involved in supporting each programme initiative will also be responsible for helping to ensure the quality of related programme outputs.

Programme Monthly Meetings will be conducted to ensure day-to-day coordination between responsible parties and the programme support team.

Programme Support: The Programme Support role provides administrative and management support to the Programme Management Director as required by the needs of the programme or Programme Management Director. It is necessary to keep Programme Support and Programme Assurance roles separate in order to maintain the independence of Programme Assurance.

## **FUND MANAGEMENT ARRANGEMENTS**

There are generally three fund management options for joint programmes: a) parallel, b) pooled, and c) pass-through. The decision to select one or a combination of fund management options for a joint programme is to be based on how to achieve the most effective, efficient and timely implementation, and to reduce transaction costs for national partners, donors and the UN in line with the Vientiane Declaration. Funding options can also be combined. These fund management options and the templates of instruments have been approved by all members of the undg. Their use does not require further approvals from headquarters. Operational details on each of the fund management options can be found in the [UN Guidance Note on Joint Programming](#).

**Pooled fund management:** For the SELNA Programme a Pooled fund management (Pfm) will be applied.<sup>3</sup> Pfm is the most effective and efficient fund management option, when participating UN organizations work for common results with a common implementing partner. The participating UN organizations agree to pool funds together with UNDP, which has been designated to act as the Managing Agent.

**The Managing Agent – UNDP** supports the partner agencies in the overall coordination of the outputs and the day-to-day management of the administrative, financial and procurement issues. The Managing Agent specifically provides for timely disbursement of funds and supplies, and for coordinating technical inputs by all participating UN organizations. The MA also follows up with the National Assembly on implementation, and is accountable for narrative and financial reporting to the Programme Board. The MA will also ensure that annual audits are conducted. The MA may engage in resource mobilization for the joint programme, in consultation with government and participating UN organizations.

**Cash transfer modalities:** Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation taking into consideration the capacity of the National Assembly and can be adjusted in its course in accordance with applicable policies, processes and procedures of the participating UN Organizations

## **FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS**

### **Risk analysis**

The Lao National Assembly is beginning to assert itself and has slowly been vested with considerably constitutional independence through constitutional change processes. Thus, the Assembly has in more recent years particularly the 6<sup>th</sup> National Assembly begun to assume its constitutional responsibilities in all key areas and is seeking to become more capacitated in discharging its legislative, oversight and representational functions. At the same time any risk analysis must take into account the continued challenges facing Lao PDR, given its LDC status and its relatively new experience in formation and implementation of systems of democratic governance. National economic and social development remains circumscribed, although the country has adopted a comprehensive Social Development strategy.

The risk assessment table (Annex B) identifies the key challenges to programme success and steps that can be taken to minimize these risks.

### **Accountability, Monitoring, Evaluation and Reporting**

Monitoring and evaluation are integrated within programme implementation. To facilitate adequate monitoring and evaluation, benchmarks will be established for all programme activities and the performance of the programme will be monitored by tracking the achievement of the benchmarks for each activity in a programme component. These benchmarks and indicator monitoring will be the responsibility of the Programme Management Director.

For purposes of monitoring and evaluation two approaches will be used:

---

<sup>3</sup> There is however one exception from this rule: The salaries of resident advisors will be funded directly by participating UN organizations.

- Internal monitoring, reviews and evaluation: These will be carried out on an ongoing basis, with findings documented at regular intervals and in agreed upon formats. The primary reporting mechanism for the findings of internal monitoring will be internal programme reports to be completed and distributed to key stakeholders every 3 months. These will form the basis for reviews by the parties concerned in order to ascertain that the inputs are being used as intended, to determine resource needs and utilisation, programme performance, identify constraints and agree upon ways to improve implementation of planned activities.
- External monitoring and evaluation will be carried out at mid-term and end of programme. A terminal assessment of the programme to document results and to record lessons learned will be held during the last month of the programme operation.

Reporting and auditing will ensure that donor resources are being properly managed in accordance with donor agreements, the programme document and the annual work plans. Comprehensive financial reporting will be carried out according to UNDG guidelines, and, through agreement with programme donors, to meet specific donor requirements. Quarterly spot checks will be carried out by the Programme Assurance Group. Annual audits will be conducted in conformity with generally accepted common audit standards and in accordance with the auditor's professional judgment. Private audit firms may be contracted to assist in facilitating audit process as appropriate.

### **Annual reviews**

The implementing partner and the participating Implementing Organizations shall jointly conduct scheduled/annual planning and review meetings for all activities covered in the results framework, monitoring and evaluation plan and work plans covered by this joint programme. This will include an assessment of the risks and assumptions to determine whether they are still holding. A new work plan and budget will be produced with the necessary adjustments made based on the lessons learned from a review of the risks and assumptions and implementation progress achieved. The new work plan is approved in writing by the Programme Board. The Joint Programme Document need not be signed every year. However, any substantive change in the joint programme scope will require revision of the Joint Programme Document. The amendments will need to be signed by all parties.

### **LEGAL CONTEXT**

1. The cooperation or assistance agreements, which are the legal basis for the relationships between the Government and each of the UN Organizations participating in this Joint Programme, will apply. Each agency's activities under this Joint Programme will be governed by the respective applicable basic and other agreements of the agency.
2. Given that UNDP is the Managing Agent for the Joint Programme, this document, together with the CPAP signed by the Government and UNDP, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA), signed between the Government of Lao PDR and the United Nations Development Programme on 10 October 1988. All CPAP provisions apply to this document, and CPAP is incorporated by reference in Annex A.

**Table 2: Programme Monitoring Framework (PMF)**

ID	Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification (with indicative time frame & frequency)	Collection methods	Responsibilities	Risks & assumptions
	<p><b>Overall Outcome:</b> Enhanced Parliamentary Capacity for Exercising Legislative, Oversight and Representative Duties.</p>	<ul style="list-style-type: none"> <li>- An increase in the duration of legislative sessions each year {Baseline: 30 working days per year}</li> <li>- Improved public participation in the legislative process. {Indicator: bills are published pre-session; bills are amended based on comments from the general public}</li> <li>- The legislature initiates legislation {Indicator: number of bills proposed by the National Assembly} {Baseline: 0 during 2006-2008}</li> <li>- A substantially strengthened Committee system {Indicator: establishment of additional specialized committees/sub-committees and ad-hoc committees} {Baseline: 6 Committees in 2008}</li> <li>- Parliamentary inquiries and fact finding missions become routine {Indicator: At least 2 inquiries conducted annually 2008-2012} {Baseline: 1 inquiry piloted in 2008}</li> <li>- An improved gender balance in the National Assembly {Indicator: ratio of women to men in the legislature and among senior staff} {Baseline: 25.2% female members, 6 female division heads and above}</li> <li>- Increased public understanding of the role &amp; function of the National Assembly. {Baseline: to be determined at start of programme}</li> </ul>	<p>Annual Progress Report</p> <p>Mid-term and Final Evaluation</p> <p>Annual Progress Report</p> <p>Mid-term and Final Evaluation</p> <p>Annual Progress Report</p> <p>Annual Progress Report, based on data from personnel dept</p> <p>Annual Survey of Public Perception</p>	<p>Reporting</p> <p>Assessment</p> <p>Reporting</p> <p>Assessment</p> <p>Reporting</p> <p>Reporting</p> <p>Commissioned to Lao National University</p>	<p>Programme Mgt Director</p> <p>Evaluators</p> <p>Programme Mgt Director</p> <p>Evaluators</p> <p>Programme Mgt Director</p> <p>HR Dept</p> <p>Programme Mgt Director</p>	<p>LNU has research capacity</p>

Final revised version – 25 January 2012

1.1.	<p><b>Output 1.1.1.</b> Members and Committee Department staff have improved knowledge and awareness of relevant sectoral and policy issues.</p>	<p>Target: Members and staff have increased knowledge and awareness of sectoral and policy issues.</p> <p>Indicators:            - 80% of Members and 80% of Committee Department Staff. participate in at least one awareness-raising workshop every year by 2012- 75% of participants report that workshops were relevant and provided useful information.</p> <p>Baselines: Legislative sessions are only 30 working days each year; pre-session workshops of 2-3 days were conducted in previous NA project and was organized 2-3 days before an NA session, giving limited time for NA Members to fully analyze issues.</p>	<p>Annual Progress Report</p> <p>Quarterly and Annual Reports</p>	<p>Annual Surveys (questionnaires)</p> <p>Workshop Evaluations</p>	<p>Personnel Dept.</p> <p>Programme Mgt Director</p>	
	<p><b>Output 1.1.2.</b> Committees and Departments have increased access to national expertise</p>	<p>Target: Committees and departments have increased access to national &amp; international expertise.</p> <p>Indicators:            - 8 analytical papers drafted by 2012            - 12 internships of 2 months each completed            - 16 Members and 16 staff participate in international exchange visits            - 4 staff complete month-long in international training attachments</p> <p>Baselines: Limited opportunities for exchange visits and long-term training for NA Members and Staff; limited access of students/graduates to work with NA</p>	<p>Annual Progress Reports</p>	<p>Reporting</p>	<p>Programme Mgt Director</p>	

Final revised version – 25 January 2012

	<p><b>Output 1.1.3.</b> Members and staff have increased awareness of gender related issues</p>	<p>Target: Members and staff received orientations on gender-related issues.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 1 workshop conducted with participation of parliamentarians from 6 ASEAN countries in 2009</li> <li>- 4 gender-sensitization workshops by 2011</li> <li>- 2 gender-sensitization workshops for new members in 2012.</li> </ul> <p>Baselines: Limited opportunities to participate in workshops addressing gender equality by NA Members and Staff; Awareness of gender is limited to women's issues among NA Members and staff.</p>	<p>Annual Progress Reports</p>	<p>Reporting</p>	<p>Programme Mgt Director</p>	
	<p><b>Output 1.1.4.</b> Members elected to the VII Legislature are rapidly operational</p>	<p>Target: Members elected to the VII Legislature are rapidly operational.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- All female NA candidates trained on campaigning techniques during 2011.</li> <li>- All newly elected Members receive Orientation training in 2011 and 80% of participants report it to be beneficial.</li> <li>- All elected members receive a new-Member's Handbook in 2011.</li> </ul> <p>Baselines: Unavailability of new Members' handbook; limited capacity development for new Members upon assumption to office; 68% of total membership of the 7th Legislature are new Members (2011 data)</p>	<p>Annual Progress Report Survey in 2011</p>	<p>Reporting Questionnaire</p>	<p>Programme Mgt Director</p>	

Final revised version – 25 January 2012

1.2.	<p><b>Output 1.2.1.</b> Procedures are established for earlier involvement by the legislature in the law making process</p>	<p>Target: Procedures are established for earlier involvement by the legislature in the law making process.</p> <p>Indicators:            - Statutes or procedures providing for involvement by the NA at the earliest stage in the law making process by 2011.</p> <p>Baselines: No systematic process in law making; Both Legislative and Executive can introduce and draft legislations.</p>	Annual Progress Report	Reporting	Parliamentary Advisor	
	<p><b>Output 1.2.2.</b> Greater clarity regarding the internal bill review process and assessment of options for committee system</p>	<p>Target: Greater clarity regarding the internal bill review processes, including an assessment of options for expanding the committee system.</p> <p>Indicators:            - Guidelines on law review are compiled in a Handbook for Members and Staff by 2012.            - A study on the potential of Joint Committees, sub-committees and adhoc committees is completed by 2012.</p> <p>Baselines: In 2009, there were 6 NA Departments/Committees working independently on own sectoral interests except when there is a cross-cutting issue that needs the support of all/some Committees; No systematic guidelines on law review.</p>	<p>Mid-term evaluation</p> <p>Mid-term evaluation</p>	<p>Review</p> <p>Review</p>	<p>Evaluators</p> <p>Evaluators</p>	



Final revised version – 25 January 2012

	<p><b>Output 1.2.3.</b> Committees are enabled to undertake detailed draft law appraisals</p>	<p>Target: Committees are enabled to undertake detailed appraisals of draft laws and law amendments.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 4 authoritative assessments of proposed legislation are produced by Committee Departments each year.</li> <li>- 4 audits completed of existing policy/legislation by 2012.</li> </ul> <p>Baselines: Law making procedures needs to be institutionalized; Improvements in monitoring techniques of draft laws and amendments within NA; Limited capacities of NA Committees to undertake impact analyses and policy review.</p>	<p>Mid-term Evaluation</p> <p>Final Evaluation</p>	<p>Review</p> <p>Review</p>	<p>Evaluators</p> <p>Evaluators</p>	
	<p><b>Output 1.2.4.</b> Strengthened oversight of policy effectiveness and law implementation</p>	<p>Target: Strengthened oversight of policy effectiveness and law implementation/enforcement.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- NA Standing Committee approves a strategy for strengthened oversight by 2012</li> <li>- NA adopts procedures for monitoring the implementation of secondary legislation by 2012.</li> <li>- Assessment of the implementation and enforcement of 4 pieces of legislation by 2012.</li> <li>- 2 Committee inquiries on policy effectiveness and law implementation are completed each year, 2009-2012. Assessment of 3 laws for gender equity by 2012.</li> </ul> <p>Baselines: No regular procedures on oversight and monitoring of secondary legislation; concerned sectors can submit reports to NA regarding status/impact of legislation; ad hoc committees are formed to investigate urgent legislative issues.</p>	<p>Annual Progress Report</p> <p>Annual Progress Report</p> <p>Report</p>	<p>Reporting</p> <p>Reporting</p> <p>Delivered through consultant</p>	<p>Parliamentary Advisor</p> <p>Parliamentary Advisor</p> <p>Consultant</p>	

Final revised version – 25 January 2012

	<p><b>Output 1.2.5.</b> Codification of national legislation is initiated</p>	<p>Target: Codification of national legislation is initiated.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Study on codification reviewed by NA Standing Committee during 2009.</li> <li>- Improvement of skills by NA Staff in codifying legislation</li> </ul> <p>Baselines: All Lao legislation are not yet codified.</p>	<p>Report Annual Progress Report</p>	<p>Consultancy</p>	<p>Parliamentary Advisor</p>	
<p>1.3.</p>	<p><b>Output 1.3.1.</b> Procedures for improved legislative-Executive coordination</p>	<p>Target: Procedures for improved Legislative - Executive coordination throughout the budget process.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Statutes are in place by 2012 providing a better involvement of the legislature in the budget process and described in a handbook."</li> <li>- Internal procedures are in place by 2012 concerning the internal procedures for budget review and described in a handbook.</li> <li>- The NA reviews and comments on annual reports from the State Audit Office by 2011.</li> </ul> <p>Baselines: Budget instruments are not fully developed from the Ministry of Finance</p>	<p>Statutes  Handbook  Annual Progress Report</p>	<p>Review  Review  Reporting</p>	<p>Parliamentary Advisor</p>	

Final revised version – 25 January 2012

	<p><b>Output 1.3.2.</b> Members and staff of relevant committees develop skills in budget appraisal and monitoring</p>	<p>Target: Members and staff of relevant committees develop skills in budget appraisal and monitoring.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 30 Members and 30 staff gained an improved understanding of procedures and methods for budgetary review by 2012.</li> </ul> <p>Baselines: Limited capacities of NA Members and Staff to conduct budgetary appraisals and monitoring</p>	<p>Final Review</p>	<p>Assessment</p>	<p>Evaluators</p>	
	<p><b>Output 1.3.3.</b> Committee for Economics, Planning &amp; Finance is active in scrutinizing the state budget and monitoring implementation</p>	<p>Target: Committee for Economics, Planning &amp; Finance is active in scrutinizing the state budget and monitoring its implementation.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Increase in number of written queries on the draft budget sent for clarification to Executive Annual budget monitoring reports produced by 2012</li> </ul> <p>Baselines : No guidelines or regular reporting on budget queries submitted to the Executive.</p>	<p>Reports</p>	<p>Reporting</p>	<p>Parliamentary Advisor</p>	

Final revised version – 25 January 2012

1.4.	<p><b>Output 1.4.1.</b> Procedures and mechanisms for monitoring international treaty commitments established</p>	<p>Target: Procedures and mechanisms for monitoring international treaty commitments established and institutionalized.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Quarterly working group meetings with participation from legislature, executive and judiciary to review treaty agenda take place, 2008-2009.</li> <li>- A monitoring system is established to track international treaties and conventions under review, and the accession process by 2009.</li> <li>- Detailed annual reports are presented to the Standing Committee on conventions/treaties pending negotiation, accession and ratification.</li> </ul> <p>Baselines: Unclear coordination mechanisms among concerned government agencies involving only a few government agencies and sectors; monitoring system has yet to be established.</p>	<p>Annual Progress Report</p> <p>Annual Progress Report</p> <p>Reports</p>	<p>Reporting</p> <p>Reporting</p> <p>Reporting</p>	<p>Parliamentary Advisor</p>	
------	---	---	--	--	------------------------------	--

Final revised version – 25 January 2012

	<p><b>Output 1.4.2.</b> The National Assembly scrutinizes the implementation of international treaty commitments</p>	<p>Target: The National Assembly scrutinizes the implementation of international treaty commitments.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Recommendations are submitted by the NA to the Executive for alignments &amp; transpositions relating to 2 international treaties or conventions by 2012.</li> </ul> <p>Baselines: In-depth scrutiny of international treaties is currently being undertaken by national government; recommendations from the Executive are sent to NA for endorsement.</p>	<p>Annual Progress Report Bulletin</p>	<p>Reporting</p>	<p>Parliamentary Advisor</p>	
--	--	--	--	------------------	------------------------------	--

<p>1.5.</p>	<p><b>Output 1.5.1.</b> Rules of procedure are regularly reviewed, revised and disseminated among NA members and staff</p>	<p>Target: Rules of procedure are regularly reviewed, revised and disseminated among NA members and staff.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Rules of procedure are reviewed annually from 2010.</li> <li>- A code of conduct is incorporated into the rules of procedure by 2011.</li> <li>- Members and Staff demonstrate increased awareness of the rules of procedure.</li> </ul> <p>Baselines: Unclear rules of procedure during NA plenary sessions, often there is limited time and unfocused discussions; no registration system in NA sessions since anyone can speak to comment on topics.</p>	<p>Annual Progress Report Annual Progress Report  Annual Survey</p>	<p>Reporting Reporting  Questionnaire</p>	<p>Parliamentary Advisor  M, M&amp;E Specialist</p>	
-------------	--	--	---	---	---	--

Final revised version – 25 January 2012

2.1.	<p><b>Output 2.1.1.</b> Members have improved capacity for public representation</p>	<p>Target: Constituency-based members and staff have improved capacity for public representation.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- An instruction manual for Members on public representation and advocacy is produced and disseminated.</li> <li>- Xx Members and xx constituency office staff are exposed to practical techniques for public representation.</li> </ul> <p>Baselines: Limited capacities on public representation and consultation skills of NA Members and Staff at constituency offices.</p>	<p>Manual</p> <p>Annual Progress Report</p>	<p>Workshop Reports</p> <p>Reporting</p>	<p>Parliamentary Advisor</p>	
------	--	---	---	--	------------------------------	--

Final revised version – 25 January 2012

2.2.	<b>Output 2..1.2</b> Opportunities for interaction between members and constituents	<p>Target: Increased opportunities for interaction between members and their constituents.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 4 constituency consultations conducted on policy/legislation each year, 2009-2012.</li> <li>- Outreach activities in 2 provinces per year by Members to advocate on key development issues, 2008-2012.</li> </ul> <p>Baselines: Limited opportunities for NA members to conduct public consultations and interactions with constituents esp. in remote, rural areas; Little or no understanding of the public on the NA roles and programs.</p>	Annual Progress Report	Reporting	Programme Mgt Director	
	<b>Output 2.2.1</b> An efficient system for receiving, processing, monitoring and reporting on petitions to the National Assembly.	<p>Target: An efficient system for receiving, processing, monitoring and reporting on petitions to the National Assembly.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Data on petitions processed by the National Assembly is compiled and published by 2010.</li> <li>- Quarterly consultative meetings to follow-up on petitions are held, beginning 2009.</li> <li>- The Petitions Department is upgraded to a Committee by 2012.</li> </ul> <p>Baselines: No established system on petition management; lack of resources and capacities to operate all year round hotline; average of 241 complaints/petitions received in 2009; NA hotline is only open during NA session, twice a year.</p>	Annual Progress Report  Report	Reporting  Reporting	Programme Mgt Director	

Final revised version – 25 January 2012

	<p><b>Output 2.2.2.</b> An efficient system for receiving, processing and follow-up on submissions to the National Assembly hotline</p>	<p>Target: An efficient system for receiving, processing and follow-up on submissions to the National Assembly hotline.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- The National Assembly hotline becomes permanent, open year round.</li> <li>- 6 constituency offices establish a local hotline at least one month before the start of each session, starting in 2009</li> <li>- 6 constituency hotlines open by 2011</li> <li>- Data on hotline issues is compiled and published bi-annually, 2009-2012.</li> </ul> <p>Baselines: NA hotline is only open during NA session, twice a year; Unavailability of local hotlines at constituency offices; limited capacities and resources to operate hotline all year round.</p>	<p>Annual Progress Report Report</p>	<p>Reporting Reporting</p>	<p>Programme Mgt Director</p>	
--	---	---	--	--------------------------------	-----------------------------------	--



Final revised version – 25 January 2012

	<p><b>Output 2.3.1.</b> Revised procedures for efficient in-house flow of information, archiving, documentation</p>	<p>Target: Revised procedures for efficient in-house flow of information, archiving services and documentation management.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Committee meetings and other parliamentary processes are fully documented through minutes and reports by 2010.</li> <li>- Recommendations for improved archiving and documentation management are reviewed by the Standing Committee by 2011.</li> </ul> <p>Baselines: Limited information are documented and stored in database system; all information on plenary session, committee meetings and other NA meetings are available in hardcopies.</p>	<p>Reports</p>	<p>Reporting</p>	<p>Programme Mgt Director</p>	
	<p><b>Output 2.3.2.</b> New and amended laws made publicly available</p>	<p>Target: New and amended laws are made publicly available.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- All laws are translated into English and posted on the NA website within one year of being adopted by the NA.</li> <li>- 5000 sets of user-friendly law summaries covering in three sectors are produced and disseminated annually, 2009-2012.</li> <li>- An official gazette is launched by 2010.</li> </ul> <p>Baselines: In 2008, 65 laws were translated into English and proofread; No NA official gazette.</p>	<p>Annual Progress Report</p> <p>Gazette</p>	<p>Reporting</p>	<p>Programme Mgt Director</p>	

Final revised version – 25 January 2012

	<p><b>Output 2.3.3.</b> The proceedings of the parliament are documented and made public</p>	<p>Target: The proceedings of the parliament are documented.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Proposals for Hansard, Order Papers &amp; Notice Papers agreed by 2012.</li> <li>- Implementation of Hansard, Order Papers &amp; Notice Papers by 2012.</li> </ul> <p>Baselines: No regular format on documenting parliament proceedings; Based on voice recording, proceedings are encoded, documented and stored at Information Center.</p>	<p>Hansard</p>	<p>Workshop Reports</p>	<p>Parliamentary Advisor</p>	
	<p><b>Output 2.4.1.</b> Improved Public Understanding of NA's role and functions</p>	<p>Target: Improved public understanding of the National Assembly's role and functions.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- General public have improved awareness of the work of the National Assembly (baseline to be established).</li> <li>- Increased number of visitors to the public gallery during sessions (baseline to be established).</li> <li>- Members visit [xx] primary schools in xx province each year, 2008-2012.</li> <li>- Constituency office open days are held in [xx] provinces per year, 2009-2012.</li> </ul> <p>Baselines: In 2008, 300 visitors/students during per NA sessions; Limited access of the public to NA sessions. limited information materials are disseminated to the public.</p>	<p>Annual Survey</p> <p>Visitor count</p> <p>Annual Progress Report</p> <p>Annual Progress Report</p>	<p>Questionnaire</p> <p>Visitor Logs</p> <p>Reporting</p> <p>Reporting</p>	<p>Programme Management Director</p>	

Final revised version – 25 January 2012

	<p><b>Output 2.4.2</b> Broadcasts of key legislative proceedings are institutionalized</p>	<p>Target: Broadcasts of key legislative proceedings are institutionalized.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- At least 3 hours of live TV and radio broadcast per day during each NA plenary session, starting in 2009.</li> <li>- Media coverage of at least 2 committee meetings per year, 2010-2012.</li> </ul> <p>Baselines: Only opening and closing programs of NA sessions are broadcasted on TV and radio; In remote, rural areas, no access to radio broadcasts on NA programs and events.</p>	Annual Progress Report	Reporting	Parliamentary advisor	
	<p><b>Output 2.4.3.</b> Improved national capacity for media reporting on parliamentary affairs</p>	<p>Target: Improved national capacity for media reporting on parliamentary affairs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 20 NA staff and are trained in parliamentary media relations by each year, starting 2009.</li> </ul> <p>Baselines: Limited capacities for media reporting within NA staff.</p>	Annual Progress Report	Reporting	Parliamentary advisor	
2.5.	<p><b>Output 2.5.1</b> NA takes the lead role in the establishment of local councils</p>	<p>Target: The National Assembly takes a lead role in the establishment of local councils</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- The NA contributes to analysis and consultations on models for local councils during 2008 and 2009.</li> <li>- The NA participates in drafting the legal framework for local councils during 2009 -2010.</li> </ul> <p>Baselines: Local councils are yet to be established at provincial levels.</p>	Annual Progress Report	Reporting	Parliamentary advisor	

Final revised version – 25 January 2012

3.1.	<p><b>Output 3.1.1.</b> A performance-based HR management system in place</p>	<p>Target: A performance-based HR management/development system is established</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Job descriptions for all NA staff in Vientiane are revised and approved by 2009.</li> </ul> <p>Annual organisational training plans are developed, starting from 2010.</p> <p>Baselines: NA Secretariat needs upgrading of new skills and understanding of their roles; Unclear job descriptions among Heads of Offices and Departments.</p>	<p>Annual Progress Report</p> <p>Training plans</p>	<p>Reporting</p> <p>Workshop Reports</p>	<p>Programme Mgt Director</p>	
	<p><b>Output 3.1.2.</b> The Office of the NA has a clear understanding of organizational development needs</p>	<p>Target: The Office of the National Assembly has a clear understanding of organizational development needs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Organisational resource gaps are identified during 2010.</li> <li>- The National Assembly's organizational chart is reviewed and revisions are recommended by end of 2011.</li> </ul> <p>Baselines: The NA has currently 4 Departments under the NA Cabinet and 6 Committee/Departments; Unclear office mandates, action plans and overlapping concerns among Committees and Departments; Changes in organizational structure and staffing every legislature.</p>	<p>Organisational Chart Report</p>	<p>Workshop Reports Reporting</p>	<p>Parliamentary advisor</p>	

Final revised version – 25 January 2012

	<p><b>Output 3.1.3.</b> Appropriate training is provided to NA staff</p>	<p>Target: Appropriate training is provided to NA staff.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Training needs are met – as defined in 3.1.1 and 3.1.2.</li> <li>- Training evaluations give an 80% satisfaction rate.</li> </ul> <p>Baselines: Limited capacity development available for NA secretariat staff; Huge staff turn-over every incoming legislature. No structured training orientation and staff development packages for NA staff.</p>	<p>Annual Progress Report</p> <p>Training evaluations</p>	<p>Reporting</p> <p>Workshop Reports</p>	<p>Parliamentary advisor</p>	
<p>3.2.</p>	<p><b>Output 3.2.1.</b> Information technology services are strengthened</p>	<p>Target: Information technology services are strengthened.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- An ICT development plan is drafted in 2009 and revised in 2011.</li> <li>- An intranet is established in 2009 and receiving frequent traffic by 2011.</li> <li>- IT equipment is upgraded in the office of the National Assembly and all Committee Departments by 2011.</li> <li>- Annual IT training is delivered to all constituency offices and departments from 2009.</li> </ul> <p>Baselines: Limited access to computers and internet due to lack of computers. Paper remains the main support for info sharing and decision making.</p>	<p>ICT plan</p> <p>Intranet operational Report</p> <p>Training report</p>	<p>Consultancy Consultancy Reporting</p> <p>Workshop Reports</p>	<p>Parliamentary advisor</p>	

Final revised version – 25 January 2012

	<p><b>Output 3.2.2.</b> Research, reference and archiving services are strengthened</p>	<p>Target: Research, reference and archiving services are strengthened.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- 20 staff participates in training on research skills each year, 2009-2012.</li> <li>- The NA Cabinet adopts recommendations for strengthening research, reference and archiving capacity by 2010.</li> <li>- The research team augmented by a team of 2 archivists</li> </ul> <p>Baselines: Limited staff training for NA staff on research and reference services.</p>	<p>Recommendations</p> <p>Annual Progress Report</p>	<p>Reporting</p> <p>Workshop Reports</p>	<p>Programme Mgt Director</p>	
	<p><b>Output 3.2.3.</b> The parliamentary library provides a high quality information service</p>	<p>Target: The parliamentary library provides a high quality information service.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- A library service strategy is produced by end of 2009.</li> <li>- Library usage (measured in person-hours) increases by 50 percent between 2009 and 2012.</li> <li>- Annual library development plans are drafted, starting 2010 (based on results of user-surveys).</li> </ul> <p>Baselines: Around 10% of NA Members and Staff utilized library facilities and books; Limited number of updated books and publications; Few important documents in Lao/English were translated into English/Lao</p>	<p>Strategy</p> <p>Data records</p> <p>Plans</p>	<p>Reporting</p> <p>Person hours</p>	<p>Programme Mgt Director</p>	

Final revised version – 25 January 2012

3.3.	<p><b>Output 3.3.1.</b> Regular planning and review meetings are held to monitor programme delivery</p>	<p>Target: Regular planning and review meetings are held to monitor programme delivery.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Monthly &amp; quarterly planning and coordination meetings take place and the agreed quorum is achieved.</li> <li>- Programme Board/Steering Committee Meetings are held twice each year 2009-2012.</li> <li>- Programme review meetings held once per year 2009-2012.</li> </ul> <p>Baselines: Project Steering Committees composed of Implementing Agency, Donor Agency and UNDP met to review progress and issues twice a year; UN Partner agencies are not members of PAG and PB Meetings.</p>	Minutes of the Meeting Reports	Reporting	Programme Mgt Director	
	<p><b>Output 3.3.2.</b> Department focal points effectively coordinate programme activities</p>	<p>Target: Department focal points effectively coordinate programme activities.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>- Relevant management training delivered to 12 NA coordinators/focal points by 2009.</li> <li>- Annual review meetings conducted in 2009-2012.</li> </ul> <p>Baselines: No focal point system established before 2009 to coordinate NA projects activities.</p>	Minutes of the Meeting Proceedings	Reporting	Programme Mgt Director	

Final revised version – 25 January 2012

	<p><b>Output 3.3.3.</b> External monitoring and evaluation conducted</p>	<p>Target: Monitoring and evaluation mechanisms are established.</p> <p>Indicators:            &gt; Baseline monitoring data established.            &gt; Mid-term review conducted in 2011            &gt; Final evaluation conducted in 2012</p> <p>Baselines: No baselines available at the start of the project; Results-based monitoring and evaluation system is yet to be established.</p>	<p>Baseline data            Mid Term Review            Evaluation Reports</p>	<p>Consultancy            Review</p>	<p>Parliamentary            Advisor            Evaluator</p>	
	<p>Output 4.1.1 A program team effectively manages and coordinates technical assistance and programme implementation at the National Assembly.</p>	<p>Target: A programme support team is operational.</p> <p>Indicators:            - All staff positions filled up.            - Plans for gradual phase out of PIU are approved and ready for implementation by 2012.            - Programme quarterly work plans, budget plans and progress reports are submitted on schedule.</p> <p>Baselines: SELNA JP is being managed by contractual/project staff; NA Secretariat are unable to perform PIU responsibilities.</p>	<p>Transition Plan            Exit Strategy            Annual and quarter plans</p>	<p>Planning            Review            Consultation</p>	<p>Programme Mgt            Director</p>	



## ANNEX A

## Overall/Annual Work Plan 2009-2012

Expected CP Outputs	Act ID	Planned Activity	2009	2010	2011	2012	Amount in Dollars	Amount in Euros
<b>Output 1: Members of the NA and Committee Departments have the necessary skills and capacities to review policy, legislative and budgetary issues and more effectively oversee their implementation</b>								
1.1 Members and Committee Department staff have improved knowledge and awareness of relevant sectoral and technical issues.	1.1.1	Awareness-raising activities for Members and Committees on topical sectoral policy issues	134,071	63,045	125,850	103,300	426,267	297,961
	1.1.2	Facilitate access to national and international expertise and parliamentary best practice	153,107	18,199	28,800	34,800	234,906	164,199
	1.1.3	Gender-sensitization workshops for Committees and Department Staff	34,508	-	-	-	34,508	24,121
	1.1.4	Orientation for Members of the VII legislature (elected in 2011)	-	-	28,700	-	28,700	20,061
1.2 The National Assembly's capacity for formal and substantive involvement in law making and monitoring is improved and procedurally institutionalized	1.2.1	Support for earlier involvement of the NA in the law making process	-	-	20,000	20,000	40,000	27,960
	1.2.2	Review internal bill review processes including recommendations for improving the balance and coordination of work between the committees	-	-	10,000	10,000	20,000	13,980
	1.2.3	Assist the committees in drafting and/or reviewing legislation on specific topics	39,309	37,254	25,500	27,000	129,063	90,215
	1.2.4	Assist the committees to scrutinize policy and monitor the implementation and enforcement of legislation	-	-	10,000	10,000	20,000	13,980
	1.2.5	initiate codification of Lao Legislation, working closely and building capacities of relevant committees	-	-	10,000	10,000	20,000	13,980
1.3 The National Assembly's capacity for budgetary appraisal and oversight is substantially enhanced.	1.3.1	Evaluate the budget process and establish procedures for full involvement of the NA at every stage	-	-	-	-	-	-
	1.3.2	Capacity development for relevant Committees on analysis and review of the state budget and national Socio-Economic Development Plan	-	-	-	-	-	-

Final revised version – 25 January 2012

	1.3.3	On-desk support on budget oversight.	-	-	-	-	-	-
1.4 The National Assembly is consulted in preparations for accession to international treaties and actively monitors their implementation.	1.4.1	Establish systems and procedures for tracking preparations for accession to international treaties and conventions	-	-	10,000	10,000	20,000	13,980
	1.4.2	Review the consistency of national legislation with ratified international treaties and conventions	3,992	-	-	-	3,992	2,790
1.5 The National Assembly utilizes improved rules of procedure.	1.5.1.	Review and revise the Rules of Procedures (Standing Orders) of the NA on regular basis	-	-	10,000	10,000	20,000	13,980
<b>Output 2: The National Assembly effectively and accurately represents constituents' interests, needs and expectations.</b>								
2.1 Members of the NA function as a two-way interface between the citizens and the government, and actively interact with civil society on policy and development issues.	2.1.1	International exchanges, studies, workshops and other capacity development activities for Members and Staff of Constituency offices on the representative role and function of parliamentarians	-	24,484	18,500	18,900	61,884	43,257
	2.1.2.	Public hearing, outreach missions, field visits and other forums for consultation and interaction between Members and constituents	16,977	35,970	33,100	14,900	100,947	70,562
2.2 Improved mechanisms for handling petitions and complaints by the National Assembly.	2.2.1.	Capacity development for processing, monitoring and reporting public petitions.	34,572	8,190	10,900	10,900	64,562	45,129
	2.2.2	Capacity development for the National Assembly hotline - processing submissions, reporting and follow-up.	-	-	-	-	-	-
2.3 Laws are publicly debated and expeditiously made accessible to the public.	2.3.1.	Review in-house flow of information, archiving services and documentation management.	-	-	35,000	35,000	70,000	48,930
	2.3.2.	Disseminate laws to NA constituency offices, the executive, the judiciary, mass media, CSOs and other stakeholders.	19,625	17,071	10,900	36,500	84,096	58,783
	2.3.3	Produce and publish Hansard (transcripts of parliamentary proceedings), Order Papers and Notice Papers.	-	-	35,000	35,000	70,000	48,930
2.4 Enhanced public awareness of the NA, its role, function and proceedings.	2.4.1	Develop and Implement a comprehensive public relations/communication strategy for the National Assembly.	42,288	10,905	27,500	8,000	88,693	61,996

Final revised version – 25 January 2012

	2.4.2	Broadcast of NA events and proceedings.	-	-	-	-	-	-
	2.4.3	Training on parliament media relations, reporting on parliamentary affairs, protocol issues and organization of press conferences.	11,070	16,944	10,000	9,000	47,014	32,863
2.5 Support to the introduction of Local Councils.	2.5.1	Support to the design of a system of local councils and strengthening of constituency offices.	43,969	-	-	-	43,969	30,734
<b>Output 3: The National Assembly has Upgraded Parliamentary Support Services.</b>								
3.1 Capacity-gaps in the NA Secretariat are identified and addressed.	3.1.1	Develop and implement a performance-based HR management/development system.	15,812	-	-	-	15,812	11,053
	3.1.2	Assess the administrative and financial needs of the Secretariat, including review of the organizational chart	-	13,289	56,450	20,000	89,739	62,727
	3.1.3	Training of staff of the Office of the National Assembly.	1,412	18,516	26,000	37,800	83,728	58,526
3.2 The Office of the National Assembly provides improved information services.	3.2.1	Design and implement a comprehensive ICT development plan at the national and provincial levels of the NA	13,818	13,673	9,850	5,000	42,341	29,596
	3.2.2	capacity development for research, reference and archive services	29,982	35,989	16,200	11,200	93,371	65,266
	3.2.3	Technical and material support to parliamentary library services	4,513	364	6,000	4,000	14,877	10,399
3.3 Programme monitoring and coordination capacity is strengthened.	3.3.1	Planning and review meetings	1,586	169	2,300	2,300	6,355	4,442
	3.3.2	capacity development for NA focal points	13,887	-	-	-	13,887	9,707
	3.3.3	Monitoring and evaluation of programme delivery and outcomes	-	6,000	26,850	6,000	38,850	27,156
<b>Outcome 4: Technical and Programme Support Services operational</b>								
4.1 A program team support effectively manages and coordinates technical assistance and programme implementation to the National Assembly.	4.1.1	Programme staff and technical advisory support	161,538	260,300	73,800	76,995	572,633	400,270
	4.1.2	Programme administration	64,949	51,875	74,800	50,196	241,820	169,032
	4.1.3	Equipment	46,939	14,103	8,407	-	69,449	48,545
	4.1.4	Phase out plan	-	-	-	-	-	-

Final revised version – 25 January 2012

	4.1.5	Support the establishment of project management unit within NA	-	-	-	-	-	-
	4.1.6	Mentoring and coaching of NA Secretariat staff	-	-	-	-	-	-
<b>TOTAL</b>			<b>887,924</b>	<b>646,339</b>	<b>760,407</b>	<b>616,791</b>	<b>2,911,461</b>	<b>2,035,111</b>

Note: An additional US\$66,000 was allocated in 2008 for CTA salaries during NA Phase II. This was funded from UNDP trac funds.

## ANNEX B - RISK LOG

Programme Title: Support to an Effective Lao National Assembly (SELNA)							Date: December 6, 2011		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of political commitment to implement some activities.	During project implementation	Political – Political will.	May hinder delivery of planned programme outputs/outcomes.  P = 2 I = 5 P*I = 10	Every effort has been made to ensure that programme is aligned with institutional and political priorities. The Programme Board will be responsible for ensuring agreed activities receive support from all sectors concerned.	Programme Board.	Programme team.	06/12/2011	
2	Over-expectations from general public on what the Assembly is able to deliver.	During project implementation	Political – adverse public opinion.	May lead to dissatisfaction with the institution's performance.  P = 2 I = 4 P*I = 8	Programme activities will seek to ensure the public has a realistic understanding of the National Assembly's role and capacity.	Programme Implementation Unit.	Programme team.	06/12/2011	
3	Absorption capacity of the National Assembly may not meet expectations.	During project implementation	Organizational – institutional / execution capacity.	May hinder delivery of planned programme outputs/outcomes.  P = 2 I = 3 P*I = 6	The Programme has been designed with consideration of the existing absorption capacity. This will be reviewed by the Programme Board on an annual basis and the implementation rate will be revised as necessary.	Programme Board.	Programme team.	06/12/2011	
4	Slow decision making.	During project implementation	Organizational – Implementation Arrangements.	May delay implementation of planned activities, thus impacting on delivery of planned programme	Regular coordination meetings, under the leadership of the National Programme Management Director, will be	Programme Implementation Unit.  The	Programme team.	06/12/2011	

Final revised version – 25 January 2012

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				<p>outputs/outcomes.</p> <p>P = 2 I = 3 P*I = 6</p>	<p>convened to ensure delivery of programme outputs. The Programme Board will be responsible for monitoring the delivery rate and addressing bottle-necks or other delays in decision making.</p>	<p>Programme Board.</p>			
5	<p>Diverging views between the executive and legislative branches of government regarding the respective roles and responsibilities of the institutions.</p>	<p>During project implementation</p>	<p>Strategic - Competition</p>	<p>May hinder delivery of planned programme outputs/outcomes.</p> <p>P = 2 I = 3 P*I = 6</p>	<p>Close interaction between the NA and government line ministries during the implementation of activities and monitoring will help to narrow gaps perception.</p>	<p>Programme Implementation Unit.</p>	<p>Programme team.</p>	<p>06/12/2011</p>	
6	<p>Unexpected changes in the National Assembly or government's programme of action (e.g. early dissolution of the Assembly as in 2006).</p>	<p>During project implementation</p>	<p>Organizational – institutional arrangements.</p>	<p>May hinder delivery of planned programme outputs/outcomes.</p> <p>P = 1 I = 4 P*I = 4</p>	<p>The Programme Board will adjust the programme work plan as necessary in response to changes in the institutional agenda of the National Assembly and the wider political environment.</p>	<p>Programme Board.</p>	<p>Programme team.</p>	<p>06/12/2011</p>	
7	<p>Weaknesses in stakeholder coordination leading to overlapping initiatives and gaps in development assistance.</p>	<p>During project implementation</p>	<p>Strategic – Stakeholder relations</p>	<p>May reduce aid effectiveness.</p> <p>P = 2 I = 2 P*I = 4</p>	<p>The National Assembly will ensure all international development assistance is integrated or coordinated with the Joint Programme.</p>	<p>Programme Board.</p>	<p>Programme team.</p>	<p>06/12/2011</p>	
8	<p>Lack of financial resources.</p>	<p>During project implementation</p>	<p>Financial - Funding (financial resources)</p>	<p>May prevent full implementation of certain programme activities (e.g. IT equipment).</p>	<p>The Programme Board will advocate for additional donors funds as required.</p>	<p>Programme Board.</p>	<p>Programme team.</p>	<p>06/12/2011</p>	

Final revised version – 25 January 2012

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				P = 2 I = 2 P*I = 4					
9	Difficulty recruiting sufficiently high calibre programme staff and consultants for SELNA.	During project implementation	Financial - Funding (financial resources)	May hinder delivery of planned programme outputs/outcomes.  P = 1 I = 4 P*I = 4	Ensure that all options are employed to permit recruitment of top quality staff and consultants, including availing the expertise of bilateral donors and UN Agencies.	Programme Implementation Unit.	Programme team.	06/12/2011	
10	Inappropriateness of selected technologies.	During project implementation	Operational – Human error / Incompetence	May impact on results and/or sustainability of results.  P = 1 I = 4 P*I = 4	Sustainability must be a key consideration when recommending technological inputs. Feasibility studies shall be done before any procurement is implemented.	Programme Implementation Unit.	Programme team.	06/12/2011	

**ANNEX C - TERMS OF REFERENCE**

- i) Chief Technical Advisor
- ii) Parliamentary Advisor: Economy, Planning & Finance Committee
- iii) Parliamentary Advisor: Social & Cultural Affairs Committee
- iv) Monitoring and Management Specialist
- v) Communications Specialist



**Annex i:**



**UNITED NATIONS DEVELOPMENT PROGRAMME  
JOB DESCRIPTION**

**CHIEF TECHNICAL ADVISOR**

***SUPPORT TO AN EFFECTIVE LAO NATIONAL ASSEMBLY (SELNA)  
JOINT UN PROGRAMME***

**I. Position Information**

Job Code title:	CHIEF TECHNICAL ADVISER
Classified Grade:	P5
Department:	RBAP/Lao
Duty Station:	Vientiane, Lao PDR
Reports to:	UNDP Lao PDR Deputy Resident Representative (Programme)

**II. Background and Organizational Context**

The Constitution of Lao PDR, adopted in 1991 and amended in 2003, assigns the National Assembly as the highest organ of the State, vested with representative, legislative and oversight functions. As such, the National Assembly has a pivotal role in the national policy with wide ranging duties and responsibilities. The capacity of the National Assembly to fulfil its constitutional mandate has increased over the years. Despite these significant achievements, the NA is still a young institution.

Since the late-1990s, UN agencies have provided technical support to the National Assembly. In 2007 the National Assembly undertook a strategic assessment of its own development priorities for the period 2008-2020. The findings were developed by the National Assembly into a concept note for coordinated international development cooperation. The United Nations responded to this request by proposing a Joint Programme of support to the National Assembly. The Joint Programme approach presents a unified work plan and budget, which coordinates inputs from all development partners under a common management arrangement. It seeks to increase aid effectiveness by improving coordination in the delivery of resources, while avoiding duplication and gaps. It also supports national ownership by explicitly aligning development assistance to national priorities.

The programme seeks to strengthen the capacities of the National Assembly and its staff to improve the quality of services provided to parliamentarians and their constituents, as well as building the capacities of MPs to exercise the oversight function and to influence policy making in order to enable this institution to fully contribute to a truly participatory and representative democracy. The National Assembly as Implementing Partner is responsible and accountable for managing the programme, including the monitoring and evaluation of programme interventions, achieving programme outputs, and for the effective use of donor resources.

In addition to his/her role in providing technical and sectoral advice and guidance to the NA, its

committees and departments, the **Chief Technical Advisor (CTA)**, under the overall supervision of the Programme Management Director, supports the management, coordination, and implementation of programme activities and also supervises other technical advisors attached to the programme. The CTA ensures in particular that the activities of the two parliamentary advisors (German in-kind contribution) attached to the Finance as well as Social/Cultural Affairs committees of the Assembly are consistent with the programme's work plan.

### **III. Functions / Key Results Expected**

#### **Summary of key functions:**

- Assist the National Programme Director and National Programme Coordinator in the management and coordination of the programme as to ensure timely delivery of programme activities and results as per programme document and annual workplans.
- Provide regular technical assistance and advisory services to Members of the National Assembly, committees and staff.
- Assist members, committees and staff in conducting assessments of the Assembly's internal operations.
- Take charge of the SELNA programme's capacity development component and ensure that capacities are sustainably developed
- Organize and conduct training seminars for the committees' chairs, members, caucus leaders and members of the NA staff.
- Support the National Assembly in legislative drafting through hand-on capacity development and legislative working groups.
- Supervise and coordinate the activities of the international parliamentary advisers (Economy and Finance committee, Social and Cultural Affairs committee) Assist in prioritization of the NA's action plan of activities in line with the SELNA programme.
- Ensure that the Joint Programme activities and timetable correspond to the NA's Strategic Framework strategy, national institutional agenda, the NA budget, work plans and needs.
- Liaise with the representatives of the international donor community participating in the support to the Lao National Assembly, and other actors who impact legislative development through direct technical assistance, in an advisory capacity, or through policy creation.
- Assist the Programme Management Director with the coordination the integration of assistance from UN agencies in the implementation of National Assembly's strategic framework and action plan, particularly with respect to the mandate of its specialized committees and commissions.
- Assist in the promotion of interaction between NA and civil society organizations.
- Facilitate close interaction between the legislative and executive branch of the government.
- Assist the National Assembly to strengthen inter-parliamentary networking and exchange, particularly with respect to AIPO, Inter-Parliamentary Union, and APF.
- Formulate and implement the programme's resource mobilization strategy. Ensure that sufficient resources are being mobilized to fully deliver the envisaged programme results.
- Formulate and implement a programme communication strategy ensuring that programme results are regularly communicated internally and in the public in support of the programme's resource mobilization activities.
- Advice on developments related to modern and effective parliamentary practice in other countries.
- Regularly contribute and take part in the Global UNDP Parliamentary Community of practice as to ensure that lessons learned are globally shared and that the SELNA programme

benefits from the best practices and lessons learned elsewhere.

- Assist the Programme Management Director in drafting of written reports on project activities on a periodical basis as requested by the NA and UN agencies parties to the Joint Programme.
- Assist and advise parliamentarians in preparation for inter-parliamentary meetings and international conferences.
- Draft and/or edit agendas, terms of reference, training and briefing materials, and trainer reports for trainings and conferences.
- Serve as a mentor to staff of the SELNA Programme and advise the programme coordinator and the monitoring and reporting specialist on project budgeting and work plan development.
- Systematically document lessons learned and best practices and utilize these lessons to develop a concept note for the next phase of the programme starting in 2013.

#### **IV. Impact of Results**

**The key results are expected to strengthen:**

1. The sustainable development of capacities within the National Assembly to successfully and effectively discharge its oversight, legislative and representational role.
2. the effectiveness and efficiency of the Lao legislature in order to reinforce governance institutions and to promote the development of a Rule of Law State; and
3. the positioning of partnering UN agencies as a key actors and even-handed brokers between stakeholders, leading to improved partnerships with Government, civil society and development partners.
4. The design and relevance of the Joint Programme should allow for significant levels of additional resource mobilization.

#### **V. Competencies**

##### **Corporate Competencies:**

- ❑ Demonstrates integrity by modelling the UN's values and ethical standards
- ❑ Promotes the vision, mission, and strategic goals of UN
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- ❑ Demonstrate political sensitivity, diplomacy, and analytical judgment;
- ❑ Strong knowledge and understanding of vision, mission and goals of the UN in Lao PDR

##### **Functional Competencies:**

###### Knowledge Management and Learning

- ❑ Promotes knowledge management and a learning environment through leadership and personal example
- ❑ In-depth practical knowledge of inter-disciplinary development issues and parliamentary development
- ❑ Actively works towards continuing personal learning and development in one or more

- Practice Areas, acts on learning plan and applies newly acquired skills
- ❑ Seeks and applies knowledge, information, and best practices from within and outside of the UN
  - ❑ Documents and shares lessons learned and best practices

Development and Operational Effectiveness

- ❑ Ability to lead strategic planning, change processes, results-based management and reporting
- ❑ Extended experience in oversight of implementation and monitoring of development projects
- ❑ Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations
- ❑ Proven capacity to work in an international environment;
- ❑ Proven capacity to transfer skills and knowledge and organization of hands-on training to national counterparts;

Management and Leadership

- ❑ Strong inter-personal and inter-cultural communication skills
- ❑ Ability to lead teams and to develop capacities of national counterparts
- ❑ Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates openness to change and ability to manage complexities
- ❑ Ability to lead effectively, mentoring as well as conflict resolution skills
- ❑ Demonstrates strong oral and written communication skills
- ❑ Remains calm, in control and good humoured even under pressure and in situations of conflict
- ❑ Proven networking, and communication skills
- ❑ Proven leadership, management, negotiation, team-building, organizational, communication and mediation skills;
- ❑ Strong analytical skills and proven ability to work independently;
- ❑ Be proactive and able to lead discussion with parliamentary advisors and government staff
- ❑ Ability to work under pressure and hardship conditions;
- ❑ Proven capacity to work with parliamentarians in developing countries.

**VI. Recruitment Qualifications**

Education:	<ul style="list-style-type: none"> <li>• Advanced university degree (at least Master’s degree) in law, politics, development studies, social sciences, international relations, public administration or related field. PhD an advantage.</li> </ul>
Experience:	<ul style="list-style-type: none"> <li>• A minimum of 10 years experience in government or parliament, preferably as elected member, chief technical advisor or programme director of international parliamentary development programme or parliamentarians’ association.</li> <li>• In-depth understanding of, and experiences with processes, procedures of parliament in developed or developing countries.</li> <li>• Previous work experiences with UN/UNDP parliamentary development programmes.</li> <li>• Knowledge of, or exposure to parliaments in developing</li> </ul>

	<p>countries; Proven record of experience in support to Parliamentary development in emerging democracies / post conflict countries.</p> <ul style="list-style-type: none"><li>• Experience in the formulation and implementation of capacity development, communication and resource mobilization strategies</li></ul>
Language Requirements:	<ul style="list-style-type: none"><li>• Fluency in English, with excellent written and oral communication skills. Knowledge of French and/or Lao an advantage.</li></ul>

## **Annex ii:**

### *SUPPORT TO AN EFFECTIVE LAO NATIONAL ASSEMBLY (SELNA)*

## **Parliamentary Adviser: Economy, Planning & Finance Committee Terms of Reference**

<p>Post Title: <b>Parliamentary Adviser, Economy &amp; Finance Committee</b> Organizational Unit: <b>National Assembly / UNDP</b> Type of Appointment <b>CIM</b> Duration: <b>12 months (renewable)</b> Duty Station: <b>Vientiane, Lao PDR</b> Number of Positions: <b>1</b> Closing Date for applications: <b>TBC</b></p>
---

### **Background:**

The Constitution of Lao PDR, adopted in 1991 and amended in 2003, assigns the National Assembly as the highest organ of the State, vested with representative, legislative and oversight functions. As such, the National Assembly has a pivotal role in the national policy with wide ranging duties and responsibilities. The capacity of the National Assembly to fulfill its constitutional mandate has increased over the years. Despite these significant achievements, the NA is still a young institution.

Since the late-1990s, UN agencies have provided technical support to the National Assembly. In 2007 the National Assembly undertook a strategic assessment of its own development priorities for the period 2008-2020. The findings were developed by the National Assembly into a concept note for coordinated international development cooperation. The United Nations responded to this request by proposing a Joint Programme of support to the National Assembly. The Joint Programme approach presents a unified work plan and budget, which coordinates inputs from all development partners under a common management arrangement. It seeks to increase aid effectiveness by improving coordination in the delivery of resources, while avoiding duplication and gaps. It also supports national ownership by explicitly aligning development assistance to national priorities.

The programme seeks to strengthen the capacities of the National Assembly and its staff to improve the quality of services provided to parliamentarians and their constituents, as well as building the capacities of MPs to exercise the oversight function and to influence policy making in order to enable this institution to fully contribute to a truly participatory and representative democracy.

### **Duties and Responsibilities:**

The Parliamentary Adviser to the Committee on Economy & Finance will work within the Lao National Assembly with the members of the functional Committee on Economy & Finance and the staff of the related department, under the guidance and supervision of [TBC]. Responsibilities will include, but not limited to the following activities:

- Provide regular consultation and technical assistance to Members of the Committee on Economy & Finance and staff of the related department.
- Assist members in conducting assessments of their Assembly's internal operations.
- Organize and conduct capacity building seminars for commission chairs,
- Ensure that the legislative development program corresponds to the Parliament's Strategic Framework strategy, budget, work plans, and needs.
- Liaise with the representatives of the international donor community participating in the support to the Lao national Assembly, and other actors who impact legislative development

through direct technical assistance, in an advisory capacity, or through policy creation.

- Advise on developments related to modern and effective parliamentary practice in other countries.
- Develop mechanisms and procedures framework crucial to the functioning of the Committee on Economy & Finance.
- Provide technical advice to the Lao authorities and the Programme Board on the institutional requirements to enhance the efficiency of the Lao National Assembly.
- Monitor and measure the legislature assistance programme's performance, timing, and results with regards to the Committee on Economy & Finance.
- In close coordination with SELNA Programme Management Director, produce written reports on programme activities on a periodical basis as requested by the Programme stakeholders.
- Conduct performance evaluations and revise the work plan as needed.
- Draft and/or edit agendas, terms of reference, training and briefing materials, and trainer reports for trainings and conferences.
- Manage and serve as a mentor to national staff.
- Ensure Lao ownership of the overall programming activities;

**Time frame:**

The assignment will have duration of two years from the time the responsibilities are taken up.

**Competencies:**

- Strong analytical skills and proven ability to work independently;
- Proven capacity to work in an international environment;
- Proven capacity to transfer skills and knowledge to national counterparts.

**Minimum Qualifications and Experience Required:**

- A post graduated diploma in law, politics, Economy, development, social sciences or related field;
- A minimum of 10 years professional experience in the functioning of parliaments, with progressive responsibilities;
- Project management experience;
- Familiarity with Lao PDR/ South East Asian countries' political background will be an asset;
- Excellent interpersonal skills and ability to work in a multi-cultural/multi-national/multistakeholder setting;
- Proven qualities in leadership, staff management and team-work, working in a team;
- Good command of written and spoken English and German. Knowledge of French would be beneficial;
- Advanced computing skills and knowledge of spreadsheets;
- Exposure to Parliamentary development in emerging democracies settings.

## **Annex iii:**

### ***SUPPORT TO AN EFFECTIVE LAO NATIONAL ASSEMBLY (SELNA)***

## **Parliamentary Adviser: Social & Cultural Affairs Committee**

### **Terms of Reference**

Post Title: **Parliamentary Adviser, Social & Cultural Affairs Committee**

Organizational Unit: **National Assembly / UNDP**

Type of Appointment **CIM**

Duration: **12 months (renewable)**

Duty Station: **Vientiane, Lao PDR**

Number of Positions: **1**

Closing Date for applications: **TBC**

#### **Background:**

The Constitution of Lao PDR, adopted in 1991 and amended in 2003, assigns the National Assembly as the highest organ of the State, vested with representative, legislative and oversight functions. As such, the National Assembly has a pivotal role in the national policy with wide ranging duties and responsibilities. The capacity of the National Assembly to fulfil its constitutional mandate has increased over the years. Despite these significant achievements, the NA is still a young institution.

Since the late-1990s, UN agencies have provided technical support to the National Assembly. In 2007 the National Assembly undertook a strategic assessment of its own development priorities for the period 2008-2020. The findings were developed by the National Assembly into a concept note for coordinated international development cooperation. The United Nations responded to this request by proposing a Joint Programme of support to the National Assembly. The Joint Programme approach presents a unified work plan and budget, which coordinates inputs from all development partners under a common management arrangement. It seeks to increase aid effectiveness by improving coordination in the delivery of resources, while avoiding duplication and gaps. It also supports national ownership by explicitly aligning development assistance to national priorities.

The programme seeks to strengthen the capacities of the National Assembly and its staff to improve the quality of services provided to parliamentarians and their constituents, as well as building the capacities of MPs to exercise the oversight function and to influence policy making in order to enable this institution to fully contribute to a truly participatory and representative democracy.

#### **Duties and Responsibilities:**

The Parliamentary Adviser to the Committee on Social & Cultural Affairs will work within the Lao National Assembly with the members of the functional Committee on Economy & Finance and the staffs of the related department, under the guidance and supervision of [TBC]. Responsibilities will include, but not limited to the following activities:

- Provide regular consultation and technical assistance to Members of the Committee on Social & Cultural Affairs and staff of the related department.
- Assist members in conducting assessments of their Assembly's internal operations.
- Organize and conduct capacity building seminars for commission chairs,
- Ensure that the legislative development program corresponds to the Parliament's Strategic Framework strategy, budget, work plans, and needs.
- Liaise with the representatives of the international donor community participating in the support to the Lao national Assembly, and other actors who impact legislative development through direct technical assistance, in an advisory capacity, or through policy creation.
- Advise on developments related to modern and effective parliamentary practice in other



countries.

- Develop mechanisms and procedures framework crucial to the functioning of the Committee on Social & Cultural Affairs.
- Provide technical advice to the Lao authorities and the Programme Board on the institutional requirements to enhance the efficiency of the Lao National Assembly.
- Monitor and measure the legislature assistance programme's performance, timing, and results with regards to the Committee on Social & Cultural Affairs.
- In close coordination with Programme Management Director, produce written reports on programme activities on a periodical basis as requested by the Programme Stakeholders.
- Conduct performance evaluations and revise capacity building inputs as needed.
- Draft and/or edit agendas, terms of reference, training and briefing materials, and trainer reports for trainings and conferences.
- Manage and serve as a mentor to national staff.
- Ensure Lao ownership of the overall programming activities.

**Time frame:**

The assignment will have duration of two years from the time the responsibilities are taken up.

**Competencies:**

- Strong analytical skills and proven ability to work independently;
- Proven capacity to work in an international environment;
- Proven capacity to transfer skills and knowledge to national counterparts.

**Minimum Qualifications and Experience Required:**

- A post graduated diploma in law, politics, Economy, development, social sciences or related field;
- A minimum of 10 years professional experience in the functioning of parliaments, with progressive responsibilities;
- Project management experience;
- Familiarity with Lao PDR/ South East Asian countries' political background will be an asset;
- Excellent interpersonal skills and ability to work in a multi-cultural/multi-national/multistakeholder setting;
- Proven qualities in leadership, staff management and team-work, working in a team;
- Good command of written and spoken English and German. Knowledge of French would be beneficial;
- Advanced computing skills and knowledge of spreadsheets;
- Exposure to Parliamentary development in emerging democracies settings.

## **Annex iv:**

**Terms of Reference**  
**International UN Volunteer**  
**Monitoring and Management Specialist, *Support to an Effective Lao***  
***National Assembly Programme (SELNA)***

**Duty Station:** Office of the National Assembly, Vientiane, Lao PDR

**Reporting to:** Programme Management Director, SELNA

**Coordinating with:** UN Programme Assurance Group

**Duration of Appointment:** 2 years

**Expected Starting Date:** Early 2009

United Nations Volunteers is the UN Organization that supports sustainable human development globally through the promotion of volunteerism and through the mobilization of volunteers. It serves the causes of peace and development by enhancing opportunities for people's participation. It supports the notion that volunteerism is universal, inclusive and embraces volunteer actions in all its diversity. Volunteerism is diverse and is embedded in all cultures. Voluntary action in its various forms brings benefits to others as well as to the individual volunteer. It makes important economic and social contributions, and it contributes to creating social capital and cohesion by helping to build trust and reciprocity among people.

In this context, as a United Nations Volunteer you are encouraged and expected to seek opportunities to identify and stimulate local expressions of volunteerism. You are expected to regard your national colleagues as peers and together uphold the trust placed in you as a volunteer by the communities and the organization you are assigned to.

### **1. Background**

The Constitution of Lao PDR, adopted in 1991 and amended in 2003, assigns the National Assembly as the highest organ of the State, vested with representative, legislative and oversight functions. As such, the National Assembly has a pivotal role in the national policy with wide ranging duties and responsibilities. The capacity of the National Assembly to fulfil its constitutional mandate has increased over the years. Despite these significant achievements, the NA is still a young institution.

Since the late-1990s, UN agencies have provided technical support to the National Assembly. In 2007 the National Assembly undertook a strategic assessment of its own development priorities for the period 2008-2020. The findings were developed by the National Assembly into a concept note for coordinated international development cooperation. The United Nations responded to this request by proposing a Joint Programme of support to the National Assembly. The Joint Programme approach presents a unified work plan and budget, which coordinates inputs from all development partners under a common management arrangement. It seeks to increase aid effectiveness by improving coordination in the delivery of resources, while avoiding duplication and gaps. It also supports national ownership by explicitly aligning development assistance to national priorities.

The programme seeks to strengthen the capacities of the National Assembly and its staff to improve the quality of services provided to parliamentarians and their constituents, as well as building the capacities of MPs to exercise the oversight function and to influence policy making in order to enable this institution to fully contribute to a truly participatory and representative democracy.

### **2. Reporting Structure**

SELNA is overseen at the strategic level by a Programme Board, chaired by the Chief of the NA Cabinet, and including senior representatives from all key project partners. The National Assembly as Implementing Partner is responsible and accountable for managing the programme, including the monitoring and evaluation of programme interventions, achieving programme outputs, and for the effective use of donor resources. A Programme Management Director (PMD) is appointed by the Programme Board and responsible for managing the Joint Programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. A Programme Coordinator (PC), seconded by the NA, assists the PMD and acts as the head of the support staff under his/her supervision.

A Monitoring and Management Specialist (MMS) works under the supervision of the PMD and in close coordination with the Senior Parliamentary Adviser with the PC and support staff in the day-to-day

management of the programme activities. S/he provides guidance and assistance to the Programme Support for drafting annual and quarterly work plans and reports. A Communications Specialist, in full coordination with the NA Public Information and Press units, is in charge of promoting public awareness over the legislature and visibility of the programme activities.

### **3. Duties and Responsibilities**

As a United Nations Volunteer, you will be expected to exhibit and promote the benefits that volunteerism brings to both society at large and the individual volunteer, recognizing that that volunteering makes important contributions, economically as well as socially, and contributes to a more cohesive society by building trust and reciprocity among citizens.

#### **Principal Functions**

The Management and Monitoring Specialist (MMS) will report to the Programme Management Director (PMD), working to agreed personal performance targets, and undertaking the following core functions: Programme Development and Monitoring

- Exercise quality control over the development of a portfolio of programme ideas and concepts, and closely monitor the programme implementation progress and results.
- Keep abreast of the developments in the governance sector in Laos as well as the socioeconomic conditions and trends as they relate to the National Assembly Programme, in close collaboration with the Senior Technical Adviser, Communications Specialist and Management Team.

#### **Management**

- Strengthen the management and administrative capacity of programme staff and NA programme focal-points through provision of advice and identifying training opportunities.
- Develop and uphold effective financial, administrative and managerial procedures in accordance with guidelines agreed between the UN and the Government of Lao PDR relating to Nationally Implemented (NIM) Projects and Programmes.
- Establish and maintain robust systems to monitor programme delivery (the implementation of activities and disbursement of funds) and programme results (progress towards outcomes).
- Provide advice to the PMD on substantive management and implementation issues.

#### **Specific tasks will include:**

- Assist drafting annual and quarterly work plans and budgets under the direction of the PMD and STA in line with UNDP's guidelines for national implementation and corporate policies and regulations
- Assist drafting annual, bi-annual, quarterly and other reports under the direction of the PMD and STA.
- Coordinating preparations management meetings, including monthly meetings of programme staff, quarterly meetings of the programme assurance group, six-monthly meetings of the Programme Board and annual planning and review meetings.
- Assisting the STA/PMD/PC in drafting ToRs for consultants and sub-contractors.
- Assisting the PMD to maintain management logs (risk, issues, lessons learnt and monitoring) as well as in the application of other results-based management tools and principles
- Assisting the PMD to identify when key decisions need to be referred to the Programme Board.
- Liaising closely with the Programme Assurance Group.
- Serving as a focal-point for annual audits, the mid-term reviews, final evaluation, etc. and take responsibility for following up on the recommendations.
- Collecting baseline data necessary to measure programme results.
- Performing any other task as instructed by the Programme Management Director

### **4. Qualifications**

The Monitoring and Management Specialist must have the following qualifications:

#### **Education**

- Master Degree in Management, Public administration, Development Studies, Political Science or related field

### **Experience and skills**

- Experience working in capacity building projects/programmes with an international organization.
- Knowledge of UN and UNDP reporting and management practice
- Strong knowledge and experience with results-based management (RBM)
- Excellent organizational capacities
- Experience in management and monitoring of development projects/programmes
- Knowledge and experience of parliamentary practice and administration, particularly in the areas of institutional management, the functioning of parliamentary committees and the legislative process a strong asset
- Experience in South East Asia and/or a LDC an advantage
- Fluency in English. Knowledge of Lao and/or French would be an asset.

### **Competencies**

- Sound project/programme management skills, including project/programme cycle management, and financial and contractual management procedures.
- Strong analytical skills and proven ability to work independently.
- Able to develop the knowledge, skills and competencies of national counterparts.
- Remains calm and composed under stress situations and looks constructively for solutions
- Good communication, inter-cultural and interpersonal skills.

### **Promotion of Volunteerism**

- As a UN volunteer, familiarize himself/herself with the concept of volunteerism by reading relevant UNV publications and taking active part in UNV activities.
- Network with local voluntary organization(s) and build relations.
- Contribute articles/write-ups on field experiences and submit for UNV publications/websites, newsletters, press releases, etc.

## **5. Volunteering & Lao PDR**

The United Nations greatly values the contribution of volunteers and recognizes that volunteering brings benefits to both society at large and the individual volunteer. It makes important contributions, economically as well as socially. It contributes to a more cohesive society by building trust and reciprocity among citizens. The United Nations Volunteers Programme, which is part of UNDP, is the UN organization that supports sustainable human development through the promotion and the mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It values free will, commitment, engagement and solidarity, which are the foundations of volunteerism.

UNV has had an office in the Lao People's Democratic Republic since 1973, and currently has one of the largest number of international volunteers in the region.

Volunteerism in the Lao PDR is well defined and understood. A recent survey into the status of volunteerism in Laos, commissioned by UNV as part of the International Year of the Volunteer, found that volunteerism is carried out in a broad context and is embedded in every aspect of Lao society. The concept of helping each other is at the core of the Lao people's value system and way of life and that volunteerism is a key element in functioning as a member of the Lao community. The survey also emphasized the diversity of volunteers and volunteer activities and identifies the need to recognize and validate volunteerism in public life.

## **6. Duty Station and Travel**

The position will be based in the capital, Vientiane. Living conditions in Vientiane are comfortable but residents must make concessions due to the tropical climate and under-developed infrastructure, including health facilities. Most commodities may be purchased in Vientiane.

Whilst traveling in the Lao provinces staff will experience more hardship due to lack of infrastructure and general commodities.

## **7. Additional Information**

For detailed information please consult the UNV Laos PDR Handbook prepared by the UNV Office available on line at [www.undplao.org/unv.htm](http://www.undplao.org/unv.htm) or in hard copy on request. Other documents relevant to the assignment will be provided to the successful candidate prior to joining the duty station.

For more information please visit the following web sites: United Nations Volunteers (global):

<http://www.unv.org>; UN system in Lao PDR: <http://www.unlao.org>

## **Annex v:**

### **Terms of Reference International UN Volunteer Communications Specialist, *Support to an Effective Lao National Assembly Programme (SELNA)***

**Duty Station:** Office of the National Assembly, Vientiane, Lao PDR

**Reporting to:** National Project Director, SELNA

**Coordinating with:** UN Programme Assurance Group

**Duration of Appointment:** 2 years

**Expected Starting Date:** Early 2009

United Nations Volunteers is the UN Organization that supports sustainable human development globally through the promotion of volunteerism and through the mobilization of volunteers. It serves the causes of peace and development by enhancing opportunities for people's participation. It supports the notion that volunteerism is universal, inclusive and embraces volunteer actions in all its diversity.

Volunteerism is diverse and is embedded in all cultures. Voluntary action in its various forms brings benefits to others as well as to the individual volunteer. It makes important economic and social contributions, and it contributes to creating social capital and cohesion by helping to build trust and reciprocity among people. In this context, as a United Nations Volunteer you are encouraged and expected to seek opportunities to identify and stimulate local expressions of volunteerism. You are expected to regard your national colleagues as peers and together uphold the trust placed in you as a volunteer by the communities and the organization you are assigned to.

#### **Background**

The Constitution of Lao PDR, adopted in 1991 and amended in 2003, assigns the National Assembly as the highest organ of the State, vested with representative, legislative and oversight functions. As such, the National Assembly has a pivotal role in the national policy with wide ranging duties and responsibilities. The capacity of the National Assembly to fulfill its constitutional mandate has increased over the years. Despite these significant achievements, the NA is still a young institution.

Since the late-1990s, UN agencies have provided technical support to the National Assembly. In 2007 the National Assembly undertook a strategic assessment of its own development priorities for the period 2008-2020. The findings were developed by the National Assembly into a concept note for coordinated international development cooperation. The United Nations responded to this request by proposing a Joint Programme of support to the National Assembly. The Joint Programme approach presents a unified work plan and budget, which coordinates inputs from all development partners under a common management arrangement. It seeks to increase aid effectiveness by improving coordination in the delivery of resources, while avoiding duplication and gaps. It also supports national ownership by explicitly aligning development assistance to national priorities.

The programme seeks to strengthen the capacities of the National Assembly and its staff to improve the quality of services provided to parliamentarians and their constituents, as well as building the capacities of MPs to exercise the oversight function and to influence policy making in order to enable this institution to fully contribute to a truly participatory and representative democracy.

#### **2. Reporting Structure**

SELNA is overseen at the strategic level by a Programme Board, chaired by the Chief of the NA Cabinet, and including senior representatives from all key project partners. The National Assembly as Implementing Partner is responsible and accountable for managing the programme, including the monitoring and evaluation of programme interventions, achieving programme outputs, and for the effective use of donor resources. A Programme Management Director (PMD) is appointed by the Programme Board and responsible for managing the Joint Programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. A Programme Coordinator (PC), seconded by the NA, assists the PMD and acts as the head of the support staff under his/her supervision.

A Monitoring and Management Specialist (MMS) works under the supervision of the PMD and in close coordination with the Senior Parliamentary Adviser with the PC and support staff in the day-to-day management of the programme activities. S/he provides guidance and assistance to the Programme

Support for drafting annual and quarterly work plans and reports. A Communications Specialist (CS), in full coordination with the NA Public Information and Press units, is in charge of promoting public awareness over the legislature and visibility of the programme activities.

### **3. Duties and Responsibilities**

As a United Nations Volunteer, you will be expected to exhibit and promote the benefits that volunteerism brings to both society at large and the individual volunteer, recognizing that that volunteering makes important contributions, economically as well as socially, and contributes to a more cohesive society by building trust and reciprocity among citizens.

#### **Principal Functions**

The Communications Specialist (CS) will report to the Programme Management Director (PMD), working to agreed personal performance targets, and undertaking the following core functions:

1. Promote awareness and understanding of the SELNA programme's outputs and activities among government, donors and the general public;
2. Assist the NA Information Centre & Library and the NA Public Relations Unit ('magazine unit') to promote public awareness of the role of the National Assembly among government, donors and the general public;
3. Develop a communications strategy in conjunction with the NA and build corresponding capacity in the area of public communications

#### **Specific tasks will include:**

- Support the NA public information department to develop a public communications strategy, including a strategy for use of live TV and radio to promote the work of the NA
  - Support the NA to explore new technologies and innovations for enhancing greater contact between parliamentarians and their constituencies
  - Develop the Public Information Department's public outreach and education initiatives.
  - Develop communications skills among and between counterparts through formal and informal skills transfer.
  - Organize and conduct training and workshops on communications for development as appropriate.
  - Design a SELNA programme website and assist the NA web-manager to maintain the site;
  - Build an archive of literature and other reference material on parliamentary affairs and a photo library of programme activities; train and supervise the office manager to maintain the system.
- 55
- Contribute to knowledge networks and communities of practice in order to exchange experiences and best practice in parliamentary development.
  - Provide inputs for CCA, UNDAF, CPD and other documents.
  - Liaise with printers, designers and other suppliers to ensure quality programme publications.
  - Develop and implement a public relations and communications plan for the SELNA programme.
  - Coordinate the production and publication of the SELNA quarterly newsletter;
  - Assist the Programme Management Director in preparing and conducting press conferences, annual meetings, donor meetings and other publicity events
  - Ensure the quality of press releases, speeches, presentations, brochures and annual reports;

### **4. Qualifications**

#### **Education**

- Masters degree in media or communications, plus 3-5 years professional experience.

#### **Experience and skills**

- Experience working in capacity building projects/programmes with an international organization.
- Strong knowledge and experience of media and communications in developing country environments
- knowledge and experience of website development and administration
- Excellent organizational capacities
- Experience in building capacity in counterparts
- Experience in South East Asia and/or a LDC.
- Fluency in English. Knowledge of Lao and/or French would be an asset.

### **Competencies**

- Sound communications and media skills.
- Strong analytical skills and proven ability to work independently.
- Remains calm and composed under stress situations and looks constructively for solutions
- Good communication, inter-cultural and interpersonal skills.

### **Promotion of Volunteerism**

- As a UN volunteer, familiarize himself/herself with the concept of volunteerism by reading relevant UNV publications and taking active part in UNV activities.
- Network with local voluntary organization(s) and build relations.
- Contribute articles/write-ups on field experiences and submit for UNV publications/websites, newsletters, press releases, etc.

## **5. Volunteering & Lao PDR**

The United Nations greatly values the contribution of volunteers and recognizes that volunteering brings benefits to both society at large and the individual volunteer. It makes important contributions, economically as well as socially. It contributes to a more cohesive society by building trust and reciprocity among citizens. The United Nations Volunteers Programme, which is part of UNDP, is the UN organization that supports sustainable human development through the promotion and the mobilization of volunteers. It serves the causes of peace and development through enhancing opportunities for participation by all peoples. It values free will, commitment, engagement and solidarity, which are the foundations of volunteerism.

56

UNV has had an office in the Lao People's Democratic Republic since 1973, and currently has one of the largest number of international volunteers in the region.

Volunteerism in the Lao PDR is well defined and understood. A recent survey into the status of volunteerism in Laos, commissioned by UNV as part of the International Year of the Volunteer, found that volunteerism is carried out in a broad context and is embedded in every aspect of Lao society. The concept of helping each other is at the core of the Lao people's value system and way of life and that volunteerism is a key element in functioning as a member of the Lao community. The survey also emphasized the diversity of volunteers and volunteer activities and identifies the need to recognize and validate volunteerism in public life.

## **6. Duty Station and Travel**

The position will be based in the capital, Vientiane. Living conditions in Vientiane are comfortable but residents must make concessions due to the tropical climate and under-developed infrastructure, including health facilities. Most commodities may be purchased in Vientiane.

Whilst traveling in the Lao provinces staff will experience more hardship due to lack of infrastructure and general commodities.

## **7. Additional Information**

For detailed information please consult the UNV Laos PDR Handbook prepared by the UNV Office available on line at [www.undplao.org/unv.htm](http://www.undplao.org/unv.htm) or in hard copy on request. Other documents relevant to the assignment will be provided to the successful candidate prior to joining the duty station.

For more information please visit the following web sites: United Nations Volunteers (global):

<http://www.unv.org>; UN system in Lao PDR: <http://www.unlao.org>