



Government of Lao PDR



United Nations

National Assembly of Lao PDR

&

United Nations

**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.



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**Total estimated programme budget: US\$ 4,125,000****1. Allocated resources**

UNODC	10,000
UNDP	2,125,000
incl. Core Resources	750,000
incl. European Union	1,375,000
UNFPA	50,000
UNICEF	90,000
incl. Core Resources	55,000
incl. SIDA	35,000
UNIFEM	100,000
incl. Core Resources	71,000
incl. CIDA	29,000
Govt of Lao PDR (in kind)	Office space, staff

2. Unfunded budget: 1,630,000**3. Other commitments**

(to be implemented in coordination with JP)

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

National Implementing Partner:	
<i>Name of Representative:</i> Mr Thongteun Xayasene	
<i>Signature:</i>	
<i>Name of Institution:</i> National Assembly	
<i>Date & Seal:</i>	
Participating UN Agencies	
<i>Name of Representative:</i> Ms. Sonam Yangchen Rana	<i>Name of Representative:</i>
<i>Signature:</i>	<i>Signature:</i>
<i>Name of Agency:</i> UNDP	<i>Name of Agency:</i> UNICEF
<i>Date:</i>	<i>Date:</i>
<i>Name of Representative:</i>	<i>Name of Representative:</i>
<i>Signature:</i>	<i>Signature:</i>
<i>Name of Agency:</i> UNIFEM	<i>Name of Agency:</i> UNODC
<i>Date:</i>	<i>Date:</i>
<i>Name of Representative:</i>	<i>Name of Representative:</i>
<i>Signature:</i>	<i>Signature:</i>
<i>Name of Agency:</i> UNFPA	<i>Name of Agency:</i> UNAIDS
<i>Date:</i>	<i>Date:</i>

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
DGTTF	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
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organisation

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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)”, is expected to begin in late 2008 and end 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 three 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.

4. 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.

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, UNIFEM & UNODC. The programme will forge additional partnerships with other UN agencies and other organisations, as appropriate.

The total budget of the programme is US\$ 4,125,000 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 6th 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 chairs/vice-chairs; 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 intention is to conclude the assessment by early 2009 with the expectation that local councils could be established as early as 2010.

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 UNIFEM, 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, harnessing internet technology to promote information exchange between Members dispersed across the country, 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. The feasibility of a knowledge network to be set will be explored to make sure that Members of the National Assembly can still communicate with each other, share their experience and learn from practitioners when not being in session.

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 in 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.¹

¹ 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

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 Assistance and Programme Support Services 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 will be put 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 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 2011, at which point the interim coordination arrangement described above will be no longer be required.

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 2010.

Gender²

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.

² 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.

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.

Table 1: Results Framework and Budget

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

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

Indicators: See Programme Monitoring Framework

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Progm	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
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					338,700	289,850	240,500	240,700	1,109,750
1.1. Members and Committee Department staff have improved knowledge and awareness of relevant sectoral and technical issues.	Target: Members and staff have increased knowledge and awareness of sectoral and policy issues. Indicators: > 80% of Members and 80% of Committee Department Staff. participate in at least one awareness-raising workshop by 2012 > 75% of participants report that workshops were relevant and provided useful information.	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	47,200	47,200	30,750	47,200	172,350
	Target: Committees and departments have increased access to national & international expertise. 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	UNDAF, CP outputs from 3.1.1 to 3.2.3		1.1.2. Facilitate access to national & international expertise, and parliamentary best practice	39,350	39,350	19,100	39,350	137,150
	Target: Members and staff have increased awareness of gender-related issues. Indicators: > 1 workshop conducted with participation of parliamentarians from 6 ASEAN countries in [year] > 4 gender-sensitization workshops by 2011 > 2 gender-sensitization workshops for new members in 2012.			1.1.3. Gender-sensitization workshops for Committees and Dept staff	35,500	-	-	7,750	43,250

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Progrm	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
	<p>Target: Members elected to the VII Legislature are rapidly operational.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > All candidates trained on campaigning techniques during 2011. > All newly elected Members receive Orientation training in 2011 and 80% of participants report it to be beneficial. > All elected members receive a new-Member's Handbook in 2011. 			1.1.4. Orientation for Members' of the VII legislature (elected in 2011)	-	8,800	61,800	-	70,600
	<p>Target: Web-based tools enable members and staff to exchange information and share knowledge between sittings of the legislature.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > An e-forum is established during 2010 and receiving regular traffic by 2011. 			1.1.5. Explore feasibility of establishing a knowledge network & e-forum for Members and Staff	14,350	6,500	-	6,500	27,350
1.2. The National Assembly's capacity for formal and substantive involvement in law making and monitoring is improved and procedurally institutionalized	<p>Target: Procedures are established for earlier involvement by the legislature in the law making process.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > Statutes are adopted providing for involvement by the NA at the earliest stage in the law making process by 2011. 	UNDAF, CP outcome 3.4 (all UN agencies)		1.2.1. Support for earlier involvement of the NA in the law making process.	2,150	-	-	-	2,150
	<p>Target: Greater clarity regarding the internal bill review processes, including an assessment of options for expanding the committee system.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > Guidelines on law review are compiled in a Handbook for Members and Staff by 2009. > A study on the potential of Joint Committees, sub-committees and adhoc committees is completed by 2009. 	UNDAF, CP outcome 3.4 (all UN agencies)		1.2.2. 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).	19,400	9,600	-	-	29,000

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
	<p>Target: Committees are enabled to undertake detailed appraisals of draft laws.</p> <p>Indicators: > 4 authoritative assessments of proposed legislation are produced by Committee Departments each year. > 4 audits completed of existing policy/legislation by 2012.</p>		The National Assembly	1.2.3. Assist the Committees in drafting and/or reviewing legislation on specific topics.	92,500	63,200	46,800	63,200	265,700
	<p>Target: Strengthened oversight of policy effectiveness and law implementation/enforcement.</p> <p>Indicators: > NA Standing Committee approves a strategy for strengthened oversight by 2010 > NA adopts procedures for monitoring the implementation of secondary legislation by 2010. > Assessment of the implementation and enforcement of 4 pieces of legislation by 2012. > 2 Committee inquiries on policy effectiveness and law implementation are completed each year, 2009-2012. > Assessment of 3 laws for gender equity by 2012.</p>			1.2.4. Assist the Committees to scrutinize policy and monitor the implementation and enforcement of legislation (including secondary legislation).	23,500	49,400	28,300	28,300	129,500
	<p>Target: Codification of national legislation is initiated.</p> <p>Indicators: > Study on codification reviewed by NA Standing Committee during 2009. > Codification of one area of Lao legislation each year, 2010-2012. > Approval of three legislative codes by 2012.</p>			1.2.5. Initiate codification of Lao legislation, working closely and building capacities of relevant committees	13,150	6,600	6,600	6,600	32,950
1.3.	<p>The National Assembly's capacity for budgetary appraisal and oversight is substantially enhanced.</p>	<p>Target: Procedures for improved Legislative -Executive coordination throughout the budget process.</p> <p>Indicators: > Statutes are in place providing for involvement by the legislature at the earliest stage of the budget setting process by [year]. > Internal procedures for budget review are in place by [year] and elaborated in a handbook. > The NA reviews and comments on annual reports from the State Audit Office by 2011.</p>		1.3.1. Evaluate the budget process and establish procedures for full involvement of the National Assembly at every stage.	-	8,850	3,450	3,450	15,750

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
	<p>Target: Members and staff of relevant committees develop skills in budget appraisal and monitoring.</p> <p>Indicators: > 30 Members and 30 staff gain an improved understanding of procedures and methods for budgetary review by 2012.</p>		The National Assembly	1.3.2. Capacity building for relevant Committees on analysis and review of the State budget and National Socio-Economic Development Plan.	21,300	21,300	4,650	9,300	56,550
	<p>Target: Committee for Economics, Planning & Finance is active in scrutinizing the state budget and monitoring its implementation.</p> <p>Indicators: > Increase in number of written queries on the draft budget sent for clarification to Executive (baseline to be determined) > Annual budget monitoring reports produced by [year]</p>			1.3.3. On-desk support on budget oversight.	-	6,900	6,900	6,900	20,700
1.4. The National Assembly is consulted in preparations for accession to international treaties and actively monitors their implementation	<p>Target: Procedures and mechanisms for monitoring international treaty commitments established and institutionalized.</p> <p>Indicators: > Quarterly working group meetings with participation from legislature, executive and judiciary to review treaty agenda take place, 2008-2009 > A monitoring system is established to track international treaties and conventions under review, and the accession process by 2009. > Detailed annual reports are presented to the Standing Committee on conventions/treaties pending negotiation, accession and ratification.</p>		The National Assembly	1.4.1. Establish systems and procedures for tracking preparations for accession to international treaties and conventions.	6,750	3,600	3,600	3,600	17,550
	<p>Target: The National Assembly scrutinizes the implementation of international treaty commitments.</p> <p>Indicators: > Recommendations are submitted by the NA to the Executive for alignments & transpositions relating to 4 international treaties or conventions by 2012. > A quarterly in-house bulletin on progress in meeting international treaty obligations is produced 2009-2012.</p>			1.4.2. Review the consistency of national legislation with ratified international treaties and conventions	15,700	16,450	16,450	16,450	65,050

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Progm	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
1.5. The National Assembly utilizes improved rules of procedure.	<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"> > Rules of procedure are reviewed annually from 2010. > A code of conduct is incorporated into the rules of procedure by 2011. > Members and Staff demonstrate increased awareness of the rules of procedure (baseline to be determined). 		The National Assembly	1.5.1. Review and revise the Rules of Procedures (Standing Orders) of the National Assembly on regular basis.	7,850	2,100	12,100	2,100	24,150
Output 2: The National Assembly effectively and accurately represents constituents's interests, needs and expectations.					345,550	312,600	363,200	302,100	1,323,450
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>Target: Constituency-based members and staff have improved capacity for public representation.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > An instruction manual for Members on public representation and advocacy is produced and disseminated. > Xx Members and xx constituency office staff are exposed to practical techniques for public representation. 		The National Assembly	2.1.1. International exchanges, studies, workshops and other capacity building activities for Members and Staff of Constituency offices on the representative role & function of parliamentarians.	-	20,950	29,250	-	50,200
	<p>Target: Increased opportunities for interaction between members and their constituents.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > 4 constituency consultations conducted on policy/legislation each year, 2009-2012. > Outreach activities in 2 provinces per year by Members to advocate on key development issues, 2008-2012. 			2.1.2. Public hearings, field visits and other forums for consultation and interaction between Members and constituents.	22,650	29,450	21,600	21,600	95,300
2.2. Improved mechanisms for handling petitions and complaints by 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"> > Data on petitions processed by the National Assembly is compiled and published by 2010. > Quarterly consultative meetings to follow-up on petitions are held, beginning 2009. > The Petitions Department is upgraded to a Committee by 2012. 			2.2.1. Capacity building for processing, monitoring and reporting public petitions.	15,500	4,400	450	450	20,800

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Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
	<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"> > The National Assembly hotline becomes permanent, open year round. > 6 constituency offices establish a local hotline at least one month before the start of each session, starting in 2009 > A further 6 constituency hotlines open by 2011 > Data on hotline issues is compiled and published bi-annually, 2009-2012. 		The National Assembly	2.2.2. Capacity building for the National Assembly hotline – processing submissions, reporting and follow-up.	22,050	2,000	16,750	2,000	42,800
2.3. Laws are publicly debated and expeditiously made accessible to the public	<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"> > Committee meetings and other parliamentary processes are fully documented through minutes and reports by 2010. > Recommendations for improved archiving and documentation management are reviewed by the Standing Committee by 2011. 		The National Assembly	2.3.1. Review the in-house flow of information, archiving services and documentation management.	1,800	1,800	17,100	-	20,700
	<p>Target: New and amended laws are made publicly available.</p> <p>Indicator:</p> <ul style="list-style-type: none"> > All laws are translated into English and posted on the NA website within one year of being adopted by the NA. > 5000 sets of user-friendly law summaries covering in three sectors are produced and disseminated annually, 2009-2012. > An official gazette is launched by 2010. 			2.3.2. Disseminate laws to NA constituency offices, the executive, the judiciary, mass media and CSOs.	105,950	74,050	74,050	74,050	328,100
	<p>Target: The proceedings of the parliament are documented and made public.</p> <p>Indicators:</p> <ul style="list-style-type: none"> · Proposals for Hansard, Order Papers & Notice Papers agreed by [year] · Implementation of Hansard, Order Papers & Notice Papers by [year] 			2.3.3. Produce and publish Hansard (transcripts of parliamentary proceedings), Order Papers & Notice Papers	-	15,950	-	-	15,950

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
2.4. Enhanced public awareness of the NA, its role, function and proceedings.	<p>Target: Improved public understanding of the National Assembly's role and functions.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > General public have improved awareness of the work of the National Assembly (baseline to be established). > Increased number of visitors to the public gallery during sessions (baseline to be established). > Members visit [xx] primary schools in xx province each year, 2008-2012. > Constituency office open days are held in [xx] provinces per year, 2009-2012. 		The National Assembly	2.4.1. Develop and implement a comprehensive public relations / communication strategy for the National Assembly	62,100	95,800	85,800	85,800	329,500
	<p>Target: Broadcasts of key legislative proceedings are institutionalized.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > At least 3 hours of live TV and radio broadcast per day during each NA plenary session, starting in 2009. > Media coverage of at least 2 committee meetings per year, 2010-2012. 	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 [official gazette is already included in 2.2.2, above]	4,000	13,000	13,000	13,000	43,000
	<p>Target: Improved national capacity for media reporting on parliamentary affairs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > 20 NA staff and are trained in parliamentary media relations by each year, starting 2009. 			2.4.3. Training on parliament media relations, reporting on parliamentary affairs, protocol issues and organization of press conferences.	11,500	5,200	5,200	5,200	27,100
2.5. Support to the introduction of Local Councils.	<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"> > The NA contributes to analysis and consultations on models for local councils during 2008 and 2009. > The NA participates in drafting the legal framework for local councils during 2009 -2010. 		The National Assembly	2.5.1. Support to the design and development of a system of local councils.	100,000	50,000	100,000	100,000	350,000

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
Output 3: The National Assembly has Upgraded Parliamentary Support Services					170,950	174,550	144,050	79,500	569,050
3.1. Capacity-gaps in the NA Secretariat are identified and addressed	<p>Target: A performance-based HR management/development system is established</p> <p>Indicators:</p> <ul style="list-style-type: none"> > Job descriptions for all NA staff in Vientiane are revised and approved by end of 2009. > Annual organisational training plans are developed, starting from 2010. 		The National Assembly	3.1.1. Develop and implement a performance based human resource development system	6,300	450	450	900	8,100
	<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"> > Organisational resource gaps are identified during 2009 > The National Assembly's organizational chart is reviewed and revisions are recommended by end of 2010. 			3.1.2. Assess the administrative and financial needs of the Secretariat, including review of organization chart	17,000	500	-	-	17,500
	<p>Target: Appropriate training is provided to NA staff .</p> <p>Indicators:</p> <ul style="list-style-type: none"> > Training needs are met – as defined in 3.1.1 and 3.1.2. > Training evaluations give an 80% satisfaction rate. 			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)	-	10,000	10,000	10,000	30,000
3.2. The Office of the National Assembly provides improved information services.	<p>Target: Information technology services are strengthened.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > An ICT development plan is drafted in 2009 and revised in 2011. > An intranet is established in 2009 and receiving frequent traffic by 2011. > IT equipment is upgraded in the office of the National Assembly and all Committee Departments by 2011. > Annual IT training is delivered to all constituency offices and departments from 2009. 			3.2.1. Design and implement a comprehensive ICT development plan at the national and provincial levels of the National Assembly.	22,300	37,950	37,950	7,950	106,150

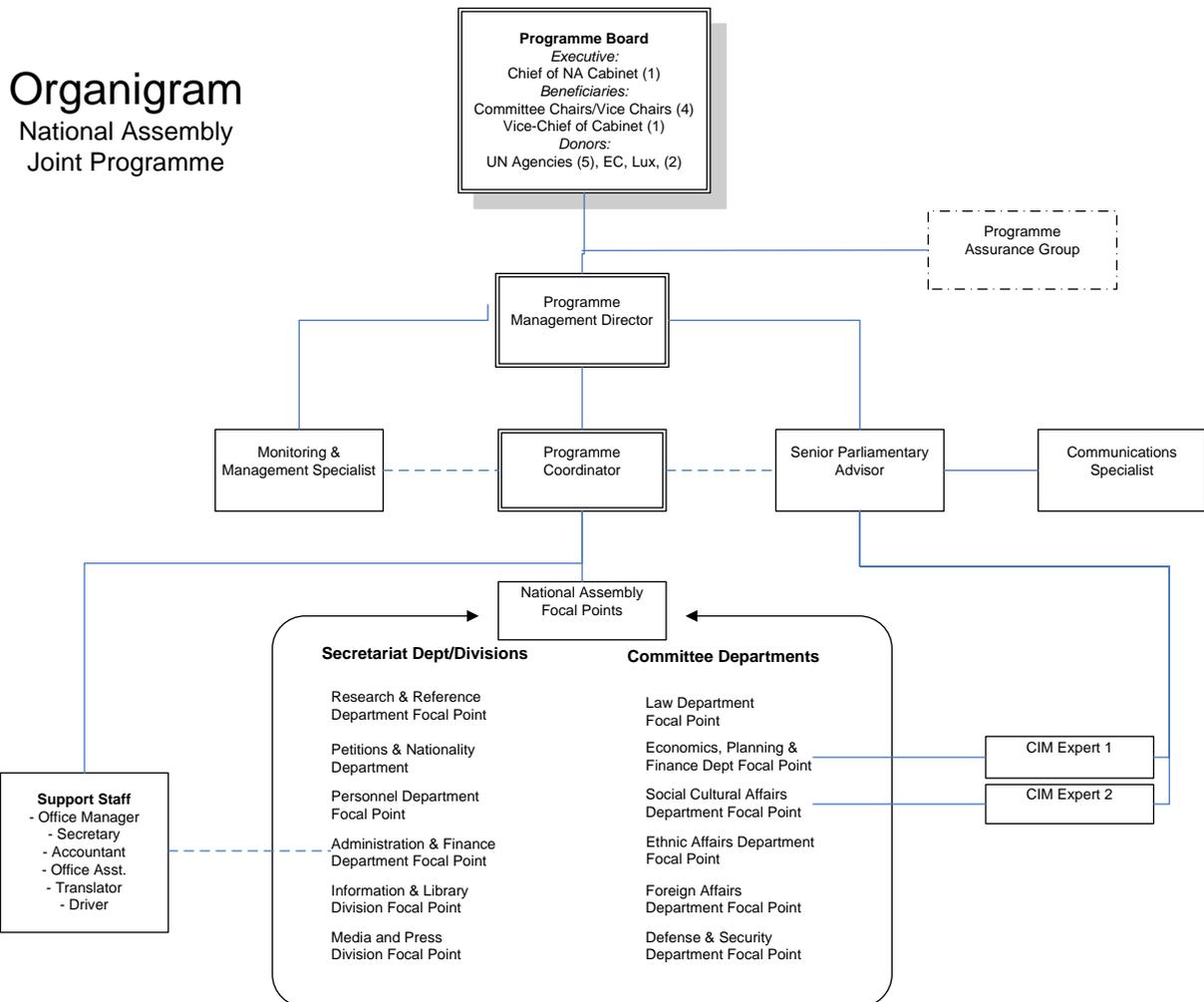
Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
	<p>Target: Research, reference and archiving services are strengthened.</p> <p>Indicators: > 20 staff participate in training on research skills each year, 2009-2012. > The NA Cabinet adopts recommendations for strengthening research, reference and archiving capacity by 2010. > The research and reference department is augmented by a team of 2 archivists by 2009.</p>		The National Assembly	3.2.2. Capacity building for research, reference and archive services.	12,700	11,500	11,500	11,500	47,200
	<p>Target: The parliamentary library provides a high quality information service.</p> <p>Indicators: > A library service strategy is produced by end of 2009. > Library usage (measured in person-hours) increases by 50 percent between 2009 and 2012. *baseline required** > Annual library development plans are drafted, starting 2010 (based on results of user-surveys).</p>			3.2.3. Technical and material support to parliamentary library services.	19,500	11,000	11,000	11,000	52,500
3.3. Programme monitoring and coordination capacity is strengthened	<p>Target: Regular planning and review meetings are held to monitor programme delivery.</p> <p>Indicators: > Monthly & quarterly planning and coordination meetings take place and the agreed quorum is achieved. > Steering Committee Meetings are held twice each year 2009-2012. > Programme review meetings held once per year 2009-2012.</p>			3.3.1. Planning and review meetings (Monthly, quarterly and bi-annual)	3,550	3,550	3,550	3,550	14,200
	<p>Target: Department focal points effectively coordinate programme activities.</p> <p>Indicators: > Relevant management training delivered to 12 NA coordinators/focal points by [year]. > Annual review meetings conducted in 2009-2012</p>		The National Assembly	3.3.2. Capacity building for National Assembly focal points	19,600	19,600	4,600	4,600	48,400

Programme Outputs	SMART Targets and Responsible UN Org	Agency priority / Country Program	Partner	Indicative activities for each Output	FY 2009	FY 2010	FY 2011	FY 2012	TOTAL
	<p>Target: Monitoring and evaluation mechanisms are established.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > Baseline monitoring data established. > Mid-term review conducted in 2010 > Final evaluation conducted in 2021 			3.3.3. Monitoring and evaluation of programme delivery and outcomes	70,000	80,000	65,000	30,000	245,000
Outcome 4: Technical Assistance and Programme Support Services operational					297,513	270,013	270,013	270,013	1,107,550
4.1. A programme support team effectively manages and coordinates assistance to the National Assembly	<p>Target: A programme support team is operational.</p> <p>Indicators:</p> <ul style="list-style-type: none"> > The programme support team is recruited within two months of programme signing. > Programme quarterly work plans, budget plans and progress reports are submitted on schedule. 	UNDAF	The National Assembly	4.1.1. Programme staff and technical advisory support	225,950	225,950	225,950	225,950	903,800
	n/a	CP output 3.1.1 - 3.1.3		4.1.2. Programme Administration	44,063	44,063	44,063	44,063	176,250
	n/a			4.1.3. Equipment	27,500	-	-	-	27,500
TOTAL					1,152,713	1,047,013	1,017,763	892,313	4,109,800

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.



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 Commission, 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.³ 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.

³ There is however one exception from this rule: The salaries of resident advisors will be funded directly by 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 6th 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:

- 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>Overall Outcome: Enhanced Parliamentary Capacity for Exercising Legislative, Oversight and Representative Duties.</p>	<ul style="list-style-type: none"> - An increase in the duration of legislative sessions each year {Baseline: 30 working days per year} - Improved public participation in the legislative process. {Indicator: bills are published pre-session; bills are amended based on comments from the general public} - The legislature initiates legislation {Indicator: number of bills proposed by the National Assembly} {Baseline: 0 during 2006-2008} - A substantially strengthened Committee system {Indicator: establishment of additional specialized committees/sub-committees and ad-hoc committees} {Baseline: 6 Committees in 2008} - Parliamentary inquiries and fact finding missions become routine {Indicator: At least 2 inquiries conducted annually 2008-2012} {Baseline: 1 inquiry piloted in 2008} - 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} - Increased public understanding of the role & function of the National Assembly. {Baseline: to be determined at start of programme} 	<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>Assessment</p> <p>Assessment</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>
1.1.	<p>Output 1.1.1. Members and Committee Department staff have improved knowledge and awareness of relevant sectoral and policy issues.</p>	<ul style="list-style-type: none"> - 80% of Members and Committee Department Staff participate in at least one awareness-raising workshop by 2012 - 75% of participants report that workshops were relevant 	<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>Output 1.1.2. Committees and Departments have increased access to national expertise</p>	<ul style="list-style-type: none"> - 8 Analytical papers drafted by 2012 - 12 internships completed - 16 members, 16 staff conduct international exchange visits - 4 staff compete month-long international training 	<p>Annual Progress Reports</p>		<p>Programme Mgt Director</p>	
	<p>Output 1.1.3. Members and staff have increased awareness of gender related issues</p>	<ul style="list-style-type: none"> - 4 gender sensitization workshops by 2011 - 2 gender-sensitization workshops for new members in 2012 	<p>Annual Progress Reports</p>		<p>Programme Mgt Director</p>	

	Output 1.1.4. Members elected to the VII Legislature are rapidly operational	<ul style="list-style-type: none"> - All candidates trained on campaigning techniques - All newly elected members receive orientation and 80% report it to be useful - All members receive a new-Member's Handbook 	Annual Progress Report Survey in 2011	Questionnaire	Programme Mgt Director	
	Output 1.1.5. Web-based tools enable members to exchange information and share knowledge	<ul style="list-style-type: none"> - An e-forum is established by 2010 and regular traffic is generated by 2011 	Annual Progress Report Survey among users	Questionnaire	Programme Mgt Director	
1.2.	Output 1.2.1. Procedures are established for earlier involvement by the legislature in the law making process	<ul style="list-style-type: none"> - Statutes are adopted for providing involvement by the NA by 2011 	Annual Progress Report		Parliamentary Advisor	
	Output 1.2.2. Greater clarity regarding the internal bill review process and assessment of options for committee system	<ul style="list-style-type: none"> - Guidelines on law review are compiled in a Handbook by 2009 - Study on the potential of Joint Committees, subcommittees and ad-hoc committees completed by 2009 	Mid-term evaluation Mid-term evaluation	Review Review	Evaluators Evaluators	
	Output 1.2.3. Committees are enabled to undertake detailed draft law appraisals	<ul style="list-style-type: none"> - 4 authoritative assessments of proposed legislation are produced by Committee Departments every year - 4 audits completed of existing policy / legislation by 2012 	Mid-term Evaluation Final Evaluation	Review Review	Evaluators Evaluators	
	Output 1.2.4. Strengthened oversight of policy effectiveness and law implementation	<ul style="list-style-type: none"> - NA Standing Committee approves a strategy for strengthened oversight by 2010 - Procedures for monitoring the implementation of secondary legislation adopted by 2010 - Assessment of 3 laws for gender equity by 2012 	Annual Progress Report Annual Progress Report Report	Delivered through consultant	Parliamentary Advisor Parliamentary Advisor Consultant	
	Output 1.2.5. Codification of national legislation is initiated	<ul style="list-style-type: none"> - Study on codification by 2009 - Codification of one area of Lao legislation each year, 2010-2012 	Report Annual Progress Report	Consultancy	Parliamentary Advisor	
1.3.	Output 1.3.1. Procedures for improved legislative-Executive coordination	<ul style="list-style-type: none"> - Statutes in place providing for early involvement of the NA in the budget setting process - Internal procedures for budget review in place and elaborated in a handbook - NA reviews and comments on annual reports from the State Audit Office 	Statutes Handbook Annual Progress Report	Review Review Review	Parliamentary Advisor	
	Output 1.3.2. Members and staff of relevant committees develop skills in budget appraisal and monitoring	<ul style="list-style-type: none"> - 20 members and 15 staff gain an improved understanding of procedures and methods for budgetary review by 2012 	Final Review	Assessment	Evaluators	
	Output 1.3.3. Committee for Economics, PI. & Fin. Is active in scrutinizing the state budget and monitoring implementation	<ul style="list-style-type: none"> - Increase in number of written queries on draft budget sent for clarification to Executive - Annual budget monitoring reports produced 	TBC Reports	TBC Review	Parliamentary Advisor	

1.4.	Output 1.4.1. Procedures and mechanisms for monitoring international treaty commitments established	<ul style="list-style-type: none"> - Quarterly working group meetings with participation from legislature, executive and judiciary to review treaty agenda - Monitoring system to track international treaties and conventions under review and the accession process - Detailed reports are presented to the Standing Committee on conventions/treaties pending negotiation, accession and ratification 	Annual Progress Report Annual Progress Report Reports		Parliamentary Advisor	
.	Output 1.4.2. The National Assembly scrutinizes the implementation of international treaty commitments	<ul style="list-style-type: none"> - Recommendations are submitted by the NA to the Executive - A quarterly in-house bulletin on progress in meeting international treaty obligations is produced 	Annual Progress Report Bulletin		Parliamentary Advisor	
1.5.	Output 1.5.1. Rules of procedure are regularly reviewed, revised and disseminated among NA members and staff	<ul style="list-style-type: none"> - Rules of procedures are reviewed (annually) - A code of conduct is incorporated into the rules of procedure - Members and staff demonstrate increased awareness of the rules of procedure 	Annual Progress Report Annual Progress Report Annual Survey	Questionnaire	Parliamentary Advisor M, M&E Specialist	
2.1.	Output 2.1.1. Members have improved capacity for public representation	<ul style="list-style-type: none"> - An instruction manual for members on public representation and advocacy is produced and disseminated - Members and staff are exposed to practical techniques for public representation 	Manual Annual Progress Report		Parliamentary Advisor	
2.2.	Output 2.2.1. Opportunities for interaction between members and constituents	<ul style="list-style-type: none"> - No. of public hearings, meetings and other consultations held 	Annual Progress Report		Programme Mgt Director	
	Output 2.2.2. An efficient system for receiving, processing and follow-up on submissions to the National Assembly hotline	<ul style="list-style-type: none"> - The NA hotline, becomes permanent year-round - 6 constituency offices establish a local hotline at least one month before the start of each session - Data on hotline issues is compiled and published 	Annual Progress Report TBC Report			
	Output 2.3.1. Revised procedures for efficient in-house flow of information, archiving, documentation	<ul style="list-style-type: none"> - Committee meetings and other parliamentary processes are fully documented - Recommendations for improved archiving and documentation management are reviewed by the Standing Committee 	To be determined		Programme Mgt Director	
	Output 2.3.2. New and amended laws made publicly available	<ul style="list-style-type: none"> - All laws translated into English and posted on the NA website within one year of promulgation - User friendly fact sheets are produced and disseminated to districts nationwide - An official gazette is launched 	Annual Progress Report To be determined Gazette	Survey		
	Output 2.3.3. The proceedings of the parliament are documented and made public	<ul style="list-style-type: none"> - Proposals for Hansard, Order Papers & Notice Papers agreed - Implementation of Hansard, Order Papers and Notice Papers 	Hansard			

	Output 2.4.1. Improved Public Understanding of NA's role and functions	<ul style="list-style-type: none"> - General public have improved awareness of the work of the NA - Number of visitors to the public gallery during sessions - Members visit primary schools in each province every year - Constituency office open days are held each year 	<p>Annual Survey</p> <p>Visitor count</p> <p>Annual Progress Report</p> <p>Annual Progress Report</p>			
	Output 2.4.2 Broadcasts of key legislative proceedings are institutionalized	<ul style="list-style-type: none"> - Hours of live TV and radio broadcasts each plenary sessions - Media coverage of at least 2 committee meetings per year 	<p>To be determined</p> <p>Clippings and content analysis</p>	To be determined		
	Output 2.4.3. Improved national capacity for media reporting on parliamentary affairs	<ul style="list-style-type: none"> - NA staff and media personnel are trained in parliamentary media relations 	Annual Progress Report		Parliamentary advisor	
2.5.	Output 2.5. NA takes the lead role in the establishment of local councils	<ul style="list-style-type: none"> - NA contributes to analysis and consultations on models for local councils - NA Standing Committee reviews proposals and makes recommendations - NA participates in drafting the legal framework during 2009 	Annual Progress Report		Parliamentary advisor	
3.1.	Output 3.1.1. A performance-based HR management system in place	<ul style="list-style-type: none"> - Job descriptions for all NA staff in Vientiane are revised and approved - Annual organizational training plans are developed 	<p>Annual Progress Report</p> <p>Training plans</p>		Programme Mgt Director	
	Output 3.1.2. The Office of the NA has a clear understanding of organizational development needs	<ul style="list-style-type: none"> - NA organizational chart is reviewed and revised - Organisational resource gaps are identified by 2010 	Organisational Chart Report		Parliamentary advisor	
	Output 3.1.3. Appropriate training is provided to NA staff	<ul style="list-style-type: none"> - Training needs are met – as defined in 3.1.1. and 3.1.2. - Satisfaction with trainings is 80% 	<p>Annual Progress Report</p> <p>Training evaluations</p>			
3.2.	Output 3.2.1. Information technology services are strengthened	<ul style="list-style-type: none"> - ICT development plan drafted - Intranet established and receiving frequent traffic - IT equipment upgraded in the Office of the NA and Committees - Annual IT training is delivered to all constituency offices 	<p>ICT plan</p> <p>Intranet operational Report</p> <p>Training report</p>			
	Output 3.2.2. Research, reference and archiving services are strengthened	<ul style="list-style-type: none"> - NA Cabinet adopts recommendations for strengthening research, reference, archiving - Research team augmented by a team of 2 archivists 	<p>Recommendations</p> <p>Annual Progress Report</p>		Programme Mgt Director	
	Output 3.2.3. The parliamentary library provides a high quality information service	<ul style="list-style-type: none"> - A library service strategy is produced - Library usage increases - Annual library development plans are drafted based on user-surveys 	<p>Strategy</p> <p>Data records</p> <p>Plans</p>	Person hours		

3.3.	Output 3.3.1. Regular planning and review meetings are held to monitor programme delivery	<ul style="list-style-type: none"> - Monthly and quarterly planning and coordination meetings - Programme Board Meetings twice per year - Programme Review Meeting once per year 				
	Output 3.3.2. Department focal points effectively coordinate programme activities	<ul style="list-style-type: none"> - Relevant management training delivered to 12 NA coordinators - Annual review meetings conducted 				
	Output 3.3.3. External monitoring and evaluation conducted	<ul style="list-style-type: none"> - Mid-term evaluation 2010 - Final evaluation 2012 	Evaluation Reports		Evaluators	

Annex A: Work Plan and Budget 2009

Expected Outputs and Targets	Act ID	Planned Activity					Responsible Party	UN TA Inputs	Planned Budget			FY 2009
			2009/Q1	2009/Q2	2009/Q3	2009/Q4			Source of Funds	Fund modality	Budget Description	
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												
1.1. Members and Committee Department staff have improved knowledge and awareness of relevant sectoral and technical issues.												
Target: Members and staff have increased knowledge and awareness of sectoral and policy issues. Indicators: > At least 40 members and 40 parliamentary staff participate in each of three awareness-raising workshops during 2008-2009. > At least 4 committee workshops held on relevant national policy issues. > 75% of participants report that workshops were relevant and provided useful information.	1.1.1.a	Workshops for Members and staff on topical development-related issues.			X		Cabinet	UNDP	UNDP	Pooled	See detailed budget (50% cost-share)	8,225
			X		X		Cabinet	UNDP	EC	Pooled	See detailed budget (50% cost-share)	16,450
			X				Cabinet	UNICEF	UNICEF	Pooled	See detailed budget (50% cost-share)	8,225
	1.1.1.b	Awareness-raising workshops for individual Committees on relevant national policy issues	X				1 committee per workshop - TBD	JUNTA	UNDP	Pooled	See detailed budget	7,150
					X		1 committee per workshop - TBD	UNFPA	UNFPA	Pooled	See detailed budget	7,150
Target: Committees and departments have increased access to national & international expertise. Indicators: > 3 policy/technical/analytical papers drafted during 2008/2009. > 3 internships of 2 months each completed > 8 Members and 8 staff participate in international exchange visits > 1 staff completes a month-long international training attachment	1.1.2.a	Commission papers by national and international experts on policy/technical issues to assist Committees in legislative review and oversight	X		X		All Committee Departments		EC	Pooled	See detailed budget	7,700
	1.1.2.b	Internship programme at the National Assembly for Lao university students/graduates		X		X	NA Cabinet; Personnel Dept		EC	Pooled	See detailed budget	700
	1.1.2.c	International exchanges by Members and staff to gain experience of parliamentary best practice.		X			Cabinet	IPU	TBD	TBD	See detailed budget	20,250
	1.1.2.d	Training attachments for parliamentary technical staff - domestic and abroad.		X			NA Cabinet; Personnel Dept	TBD	TBD	TBD	See detailed budget	7,600
	1.1.2.e	Training for senior NA staff on international parliamentary best practice.	X		X		Cabinet & relevant Committees	CTA	EC	Pooled	See detailed budget	3,100
Target: Members and staff have increased awareness of gender-related issues. Indicators: > 1 workshop conducted in 2009 with participation of parliamentarians from 6 ASEAN countries	1.1.3.a	Regional international workshop on the comparative role of Women's caucuses and parliamentary committees for mainstreaming gender.	X				Women's Caucus	IPU; UNIFEM	UNIFEM	Pooled	See detailed budget	20,000
	1.1.3.b	Gender-sensitization workshops for Members and Staff	X		X		Women's Caucus	LWU-GRID	TBD	TBD	See detailed budget	15,500
Target: Web-based tools enable members and staff to exchange information and share knowledge between sittings of the legislature. Indicators: > Feasibility study for an e-forum is completed during 2008.	1.1.5.a	Feasibility study on establishing a knowledge network and forum for NA Members and staff nationwide; workshop to review recommendations.				X	Research & Ref Dept; Information Centre		EC	Pooled	See detailed budget	14,350

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
1.2. The National Assembly's capacity for formal and substantive involvement in law making and monitoring is improved and procedurally institutionalized												
<p>Target: Procedures are established for earlier involvement by the legislature in the law making process.</p> <p>Indicators: > The NA Law Committee approves recommendations for earlier involvement by the NA in the law making process.</p>	1.2.1.a	Undertake a study to evaluate current practices in setting the legislative agenda and propose improvements.	X					CTA	No Cost			-
	1.2.1.b	Undertake a study to evaluate current practices in setting the legislative agenda and propose improvements.	X					CTA	No Cost		See detailed budget	-
	1.2.1.c	Conduct a workshop to propose options for earlier involvement by the NA in the law making process (based on 2 studies, above).		X			Law Committee	CTA	UNDP	Pooled	See detailed budget	2,150
	1.2.1.d	Undertake a study to evaluate current practices in setting the legislative agenda and propose improvements.			X			CTA	No Cost		See detailed budget	-
<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 in 2009. > A study on the potential of Joint Committees, sub-committees and adhoc committees is completed in 2009.</p>	1.2.2.a	Produce a handbook harmonizing existing guidelines on law review; conduct a consultation workshop to review and finalize the draft.	X				Law Committee	CTA	UNDP	Pooled	See detailed budget	7,950
	1.2.2.b	Workshop on introducing a systematic gender approach in the review of proposed legislation (including budget laws).			X		Women's Caucus	UNIFEM	UNIFEM	Pooled	See detailed budget	9,600
	1.2.2.c	Conduct a study on the potential for specializing the work of committees in law review; workshop to review findings.			X		Standing Committee	CTA	UNDP	Pooled	See detailed budget	1,850
<p>Target: Committees are enabled to undertake detailed appraisals of draft laws.</p> <p>Indicators: > 4 authoritative assessments of proposed legislation are produced by Committee Departments each year. > 2 audits completed of existing policy/legislation during 2008 and 2009.</p>	1.2.3.a	On-desk support by CIM experts to Committees in drafting/reviewing bills.	X	X	X	X	Social-Cultural Affairs Committee; Economics, Planning & Finance Committee	CIM Experts	TBD	TBD	See detailed budget	35,100
	1.2.3.b	Audit / review and propose revisions to existing policies and legislation relating to one significant development issue (e.g. HIV, environment, nutrition)			X		Social-Cultural Affairs Committee; Economics, Planning & Finance Committee	CIM Experts	TBD	TBD	See detailed budget	16,400
				X	X	X	X	Social-Cultural Affairs Committee	JUNTA	UNDP	Pooled	See detailed budget
<p>Target: Strengthened oversight of policy effectiveness and law implementation/enforcement.</p> <p>Indicators: > Assessment of the implementation and enforcement of 1 piece of legislation during 2009. > 2 Committee inquiries on policy effectiveness and law implementation are conducted during 2009.</p>	1.2.4.c	Assist Committees in monitoring the implementation of legislation (including a gap analysis)	X				Affairs Committee; Law Committee;	UNIFEM; LaoNCAW	UNIFEM	Pooled	See detailed budget	3,000
				X			Social-Cultural Affairs Committee	UNICEF; MoJ & CIM expert	UNICEF	Pooled	See detailed budget	3,000
	1.2.4.d	Assist 2 Committees per year (or sub-Committees / ad-hoc Committees) to conduct an inquiry mission.			X		2 Committees per year, TBD	CTA	EC	Pooled	See detailed budget	8,750
				X			2 Committees per year, TBD	UNFPA	UNFPA	Pooled	See detailed budget	8,750
<p>Target: Codification of national legislation is initiated.</p> <p>Indicators: > A study on codification is reviewed by NA Standing Committee during 2009.</p>	1.2.5.a	Study on techniques for codification of legislation; workshop to validate recommendations of study.			X		Law Committee	International Consultant	UNDP	Pooled	See detailed budget	13,150

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
1.3. The National Assembly's capacity for budgetary appraisal and oversight is substantially enhanced.												
<p>Target: Members and staff of relevant committees develop skills in budget appraisal and monitoring.</p> <p>Indicators: > 15 Members and 15 staff participate in training on procedures and methods for budgetary review by the end of 2009.</p>	1.3.2.a	Training workshop on budget elaboration and implementation for Members and staff of Economics, Planning & Finance Committee.		X			Economics, Planning & Finance Committee; other Committees TBD	WB	World Bank	Independent	See detailed budget	4,650
	1.3.2.b	Workshop for NA Members and Staff on gender budgeting			X		Economics, Planning & Finance Committee.	UNIFEM; LaoNCAW	UNIFEM	Pooled	See detailed budget	4,650
	1.3.2.c	Workshops to review the NSEDP (2006-2010 and 2011-2015)	X				Economics, Planning & Finance Committee.	UNDP, Ministry of Planning & Investment	UNDP	Pooled	See detailed budget	12,000
	1.3.3.a	On-desk support and mentoring to the Economics, Planning & Finance Committee in reviewing annual State budget	X	X			Economics, Planning & Finance Committee.	CIM Expert	No Cost		See detailed budget	-
	1.3.3.b	On-desk support to Economy and Finance committee to review budget execution in 2 line ministries, with a focus on the effectiveness of expenditure.			X	X	Economics, Planning & Finance Committee.	CIM Expert	No Cost		See detailed budget	-
1.4. The National Assembly is consulted in preparations for accession to international treaties and actively monitors their implementation												
<p>Target: Procedures and mechanisms for monitoring international treaty commitments established and institutionalized.</p> <p>Indicators: > Quarterly working group meetings with participation from legislature, executive and judiciary to review treaty agenda during 2008-2009. > A monitoring system is established to track international treaties and conventions under review, and the accession process by 2009. > Detailed annual reports are presented to the Standing Committee on conventions/treaties pending negotiation, accession and ratification.</p>	1.4.1.a	Working group meetings (including representatives of the NA and the Executive) to review the agenda for signing, ratifying and acceding to international conventions and treaties	X	X	X	X	Foreign Affairs Committee	MoFA International Treaties Dept./ International Law Project	EC	Pooled	See detailed budget	2,200
	1.4.1.b	Develop a database of international treaties being reviewed or ratified	X				Foreign Affairs Committee	International Treaties Dept, MoFA	EC	Pooled	See detailed budget	1,500
	1.4.1.c	Briefings to Members and Staff on foreign affairs issues pending decision by the Executive.			X		Foreign Affairs Committee	International Treaties Dept, MoFA	EC	Pooled	See detailed budget	3,050
	1.4.1.d	Produce periodic detailed reports for the Standing Committee on conventions/treaties pending negotiation, accession and ratification.		X		X	Foreign Affairs committee	International Treaties Dept, MoFA	No cost		n/a	-

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
Target: The National Assembly scrutinizes the implementation of international treaty commitments. Indicators: > Recommendations are submitted by the NA to the Executive for alignments & transpositions relating to 1 international treaty or convention during 2009. > A quarterly in-house bulletin on progress in meeting international treaty obligations is produced in 2009.	1.4.2.a	Seminars to review the implementation of selected international conventions and treaties for MNAs and department staff (e.g. CEDAW, CRC, etc)	X		X		Foreign Affairs Committee & other relevant Committees	International Treaties Dept, MoFA	EC	Pooled	See detailed budget	7,000
			X				Foreign Affairs Committee & other relevant Committees	NCAW, GRID, UNIFEM	UNFPA	Pooled	See detailed budget (50% cost-share)	1,750
			X				Foreign Affairs Committee; Women's Caucus	NCAW, GRID, UNIFEM	UNIFEM	Pooled	See detailed budget (50% cost-share)	1,750
	1.4.2.c	Produce a Lao-English quarterly in-house bulletin on the status of international conventions/treaties and alignments/transpositions underway.	X	X	X	X	Foreign Affairs Committee	International Treaties Dept, MoFA	TBD	TBD	See detailed budget	5,200
1.5. The National Assembly utilizes improved rules of procedure.												
Target: Rules of procedure are regularly reviewed, revised and disseminated among NA members and staff. Indicators: > A handbook on the Rules of Procedure is produced during 2009.	1.5.1.a	Conduct an assessment of Committee reporting systems (including a workshop to review findings of study.)		X			Research & Ref. Dept.	CTA	EC	Pooled	See detailed budget	1,300
	1.5.1.c	Compile the rules of procedure and draft a handbook on the rules; conduct training workshop.			X		Research & Ref. Dept.		EC	Pooled	See detailed budget	6,550
2. The National Assembly effectively and accurately represents constituents's interests, needs and expectations.												
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.												
Target: Increased opportunities for interaction between members and their constituents. Indicators: > 4 constituency-level consultations conducted on policy/legislation during 2008-2009. > Outreach activities in 2 provinces per year by Members to advocate on key development issues during 2008-2009.	2.1.2.a	Conduct constituency-level consultations on proposed legislation/policy and the implementation of law/policy		X		X	NA Constituency Offices		EC	Pooled	See detailed budget	3,600
	2.1.2.b	Organize Children's Law Advocacy Team and train on advocacy and dissemination			X		NA Constituency Offices	UNICEF	UNICEF	Pooled	See detailed budget	7,850
	2.1.2.c	Provincial workshops and outreach activities led by Members to advocate on key development issues.	X		X		NA Constituency Offices	UNICEF	UNICEF	Pooled	See detailed budget	11,200
2.2. Improved mechanisms for handling petitions and complaints by the National Assembly												
Target: An efficient system for receiving, processing, monitoring and reporting on petitions to the National Assembly. Indicators: > Guidelines for monitoring, analysing and reporting on petitions received by the National Assembly are produced in 2009. > 30 constituency-based members and staff are trained on processing petitions during 2009. > Quarterly consultative meetings to follow-up on petitions are held, beginning 2008.	2.2.1.a	Training for constituency-based Members and Staff on receiving, handling, reporting and monitoring petitions and complaints		X			Petitions Dept.	CTA	TBD	TBD	See detailed budget	3,950
	2.2.1.b	Establish guidelines for monitoring, analysing, reporting and publicising information on the number and type of petitions received by the National Assembly.	X				Petitions Dept.	CTA	UNDP	Pooled	See detailed budget	7,950
	2.2.1.c	Initiate quarterly consultative meetings between NA, the Executive and the Judiciary to monitor progress in resolving petitions submitted to the NA.	X	X	X	X	Petitions Dept.	Public Prosecutor; Courts; Ministries.	UNDP	Pooled	See detailed budget	1,800

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
	2.2.1.d	Conduct a series of workshops to develop a time-line and action plan for upgrading the Petitions Dept to a Committee with ombudsman functions by 2010.	X	X	X	X	Standing Committee; Petitions Department	MoJ, Supreme Court, People's Prosecutor	UNDP	Pooled	See detailed budget	1,800
Target: An efficient system for receiving, processing and follow-up on submissions to the National Assembly hotline.	2.2.2.a	Establish a National Assembly 'hotline' service in 6 provinces opening one month before each ordinary session.			X		Constituency Offices; Petitions Dept.		TBD	TBD	See detailed budget	14,750
Indicators: > The National Assembly hotline becomes permanent, open year round, starting 2009. > 6 constituency offices establish a local hotline at least one month before the start of each session, starting in 2009 > Data on hotline issues is compiled and published by end of 2009. > Quarterly consultative meetings to follow-up on hot-line issues are held, beginning 2009.	2.2.2.b	Open a permanent year-round 'hotline' at the National Assembly in Vientiane to receive comments, suggestions and complaints by telephone, letter, fax and email.		X			Petitions Dept.		UNDP	Pooled	See detailed budget	5,250
	2.2.2.c	Establish procedures for monitoring, analysing, reporting and publicising information on the number and type of calls received by the National Assembly on a regular basis	X				Petitions Dept.	CTA	UNDP	Pooled	See detailed budget	550
	2.2.2.d	Hold quarterly consultative meetings between NA and relevant government ministries/agencies to follow up on important issues arising from the hotline.		X	X	X	Petitions Dept.		UNDP	Pooled	See detailed budget	1,500
	2.3. Laws are publicly debated and expeditiously made accessible to the public											
Target: Revised procedures for efficient in-house flow of information, archiving services and documentation management.	2.3.1.a	Review minute-taking and reporting practice among committees and departments; make recommendations for improvements.				X	Research and Reference Dept; Information Centre	CIM experts and CTA	EC	Pooled	See detailed budget	1,800
Indicators: > A study on minute-taking and reporting practices is conducted during 2009.	2.3.2.a	Disseminate copies of newly promulgated laws to NA Members & Staff, Line-Ministries, etc	X		X	X	Law Committee		EC	Pooled	See detailed budget	20,000
	2.3.2.b	Produce official English translations of new and amended laws on an annual basis.	X				Law Committee	Lao and foreign legal experts	Singapore	Independent	See detailed budget (50% cost-share)	25,925
			X				Law Committee	Lao and foreign legal experts	EC	Pooled	See detailed budget (50% cost-share)	25,925
	2.3.2.c	Disseminate reader-friendly summaries of selected laws/areas of legislation in Lao, English and/or French language.		X			NA Public Information Centre		EC	Pooled	80% cost-share	12,200
	2.3.2.d	Draft handbooks on selected areas of legislation for the use of local authorities (e.g. village, district and provincial officials)			X		NA Public Information Centre / Research & Reference Department	MoJ, PACSA	TBD	TBD	See detailed budget	19,750
	2.3.2.e	Conduct a workshop to review recommendations for the re-introduction of an Official Gazette in the Lao PDR, and develop a time-line/action plan	X				Law Committee	MoJ	UNDP	Pooled	See detailed budget	2,150

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
	2.3.3.a	Draft recommendations and develop timeline for introduction of Hansard, Order Paper and Notice Paper.		X			Law Committee / Research and Reference	CTA	No Cost		See detailed budget	-
2.4. Enhanced public awareness of the NA, its role, function and proceedings.												
Target: Improved public understanding of the National Assembly's role and functions.	2.4.1.a	Design and implement a public relations strategy for the National Assembly		X	X	X	Information Centre & Magazine Unit		TBD	TBD	See detailed budget	29,700
Indicators: > An increased number of visitors to the public gallery during sessions (baseline to be established). > Members visit 1 primary school in xx province each year, 2008-2012. > Constituency office open days are held in [xx] provinces per year, 2009-2012.	2.4.1.b	Develop communications material on the role and function of the National Assembly.				X			TBD	TBD		10,000
	2.4.1.c	Provincial workshops to raise awareness among officials and citizens (including mass organisations and CSOs) on the functions and role of the NA.	X	X	X	X	Public Information Centre		UNDP	Pooled	See detailed budget	7,200
	2.4.1.d	Annual 'open-days' and other events to promote public awareness of the National Assembly.			X		Public Information Centre		TBD	TBD	See detailed budget	8,400
	2.4.1.e	Review and revise procedures for processing requests by members of the public to visit the National Assembly during session.	X				Public Information Centre		UNDP	Pooled	See detailed budget	1,100
	2.4.1.f	Organize visits by Members in constituencies to local primary and secondary schools, and colleges.	X		X	X	Cabinet		UNDP	Pooled	See detailed budget	5,700
	2.4.2.a	Initiate live TV and radio broadcasts of NA plenary sessions				X	Information Centre & Magazine Unit		TBD	TBD	See detailed budget	4,000
Target: Broadcasts of key legislative proceedings are institutionalized.	2.4.3.a	Organise a visit on parliamentary media relations to a foreign parliament for 2 NA staff members.			X		Public Information Centre		TBD	TBD	See detailed budget	6,300
Target: Improved national capacity for media reporting on parliamentary affairs.	2.4.3.b	In-country media training for NA staff	X				Information Centre	UNICEF	UNICEF	Pooled	See detailed budget	5,200
Indicators: > 20 NA staff and are trained in parliamentary media relations in 2009.												
2.5. Support to the introduction of Local Councils.												
Target: The National Assembly takes a lead role in the establishment of local councils.	2.5.1.z	Local council support activities (to be determined in 2009)										100,000
Indicators: > The NA contributes to analysis and consultations on models for local councils during 2008 and 2009. > The NA participates in drafting the legal framework for local councils during 2009.			X	X	X	X	Law Committee	PACSA	TBD	TBD	See detailed budget	
3 The National Assembly has Upgraded Parliamentary Support Services												
3.1. Capacity-gaps in the NA Secretariat are identified and addressed												
Target: A performance-based HR management/development system is established	3.1.1.a	Conduct a training workshop on effective HRD management, including job descriptions, performance indicators and performance appraisal.	X				Personnel Department	PACSA	EC	Pooled	See detailed budget	4,000
Indicators: > Job descriptions for all NA staff in Vientiane are revised and approved by end 2009.	3.1.1.b	Conduct a workshop to review the recommendations of the HRD mission report (2007) and set a timeline for implementation.	X				Personnel Department	PACSA	EC	Pooled	See detailed budget	500

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
	3.1.1.c	Revise and finalize job descriptions, including performance indicators for NA staff in committees and departments	X	X	X	X	Personnel Department	PACSA	EC	Pooled	See detailed budget	1,800
Target: The Office of the National Assembly has a clear understanding of organizational development needs.	3.1.2.a	Conduct Members and senior staff survey to identify administrative and technical support gaps			X				EC	Pooled		5,000
Indicators: > Report on capacity gaps produced by end of 2009.	3.1.2.b	Conduct an external review of human and financial resource gaps				X			EC	Pooled		12,000
3.2. The Office of the National Assembly provides improved information services.												
Target: Information technology services are strengthened.	3.2.1.a	Conduct a comprehensive ICT needs assessment in NA and constituencies' offices and design 2-year development plan for equipment and training.	X				Public Information Centre	NA webmanager	EC	Pooled	See detailed budget	5,950
Indicators: > An ICT development plan is drafted in 2009 > An intranet is established in 2009. > Annual IT training is delivered to all constituency offices and departments in 2009.	3.2.1.b	Establish an intranet accessible to NA Members and Staff		X			Public Information Centre	Consultant from foreign	EC	Pooled	See detailed budget	8,400
	3.2.1.c	Conduct on-site IT training for NA Members and Staff in NA Office and in Constituency offices			X	X	Public Information Centre		EC	Pooled	See detailed budget	5,950
	3.2.1.d	Enhance the NA public website and intranet in terms of content and functionality.	X				Public Information Centre		EC	Pooled	See detailed budget	2,000
	3.2.2.a	Review the effectiveness of the Research & Reference Department in performing the role of table office, documentation and archive, research and information centre.		X			Research & Reference Dept.	CTA	No Cost			-
Target: Research, reference and archiving services are strengthened.	3.2.2.b	Conduct a workshop to recommend improvements in the coordination between NA research and reference dept., the library, the public information dept and committee departments.		X			Research & Reference Dept.	CTA	EC	Pooled	See detailed budget	550
Indicators: > 20 staff participate in 3 trainings on research skills during 2009. > The research and reference department is augmented by a team of 2 archivists during 2009.	3.2.2.c	Conduct training for research and reference staff on desk-research, note-taking & reporting techniques.		X		X	Research and Reference Dept.	CTA	EC	Pooled	See detailed budget	1,400
	3.2.2.d	Establish and support a team of 2 researchers/archivists in the research & reference department (6-month to 1-year contract, renewable)			X	X	Research & Reference Department		TBD	TBD	See detailed budget	10,100
	3.2.2.e	Conduct workshop for NA staff to map existing expertise and information resources available across different NA Departments.	X				Research and Reference Dept.	CTA	TBD	TBD	See detailed budget	650
Target: The parliamentary library provides a high quality information service.	3.2.3.a	Develop a library services strategy with clear goals and objectives based on desk review and user-survey.				X	Library; Research and Reference Dept	Consultant from foreign parliament	UNDP	Pooled	See detailed budget	11,500
Indicators: > Library user-surveys conducted during 2009. > A library service strategy is produced by end of 2009.	3.2.3.b	Translate documents on parliamentary best practice and disseminate to Members and Staff through print, internet and intranet as appropriate.	X	X	X	X	Cabinet, in coordination with Library		EC	Pooled	See detailed budget	3,000
	3.2.3.c	Purchase books, periodicals, handbooks and other materials selected according to user-survey			X	X	Library; Research and Reference Dept		TBD	TBD	See detailed budget	5,000

Expected Outputs and Targets	Act ID	Planned Activity	2009/Q1	2009/Q2	2009/Q3	2009/Q4	Responsible Party	UN TA Inputs	Source of Funds	Fund modality	Budget Description	FY 2009
3.3. Programme monitoring and coordination capacity is strengthened												
Target: Regular planning and review meetings are held to monitor programme delivery. Indicators: > Monthly & quarterly planning and coordination meetings take place and the agreed quorum is achieved. > 2 Steering Committee Meetings are held in 2009. > A programme review meetings is held in 2009.	3.3.1.a	Monthly planning and review meetings	X	X	X	X	Cabinet		EC	Pooled	See detailed budget	600
	3.3.1.b	Quarterly planning and review meetings	X	X	X	X			EC	Pooled	See detailed budget	400
	3.3.1.c	Twice yearly Steering Committee Meetings		X		X			EC	Pooled	See detailed budget	400
	3.3.1.d	Annual Programme Review Meetings	X						EC	Pooled	See detailed budget	2,150
Target: Department focal points effectively coordinate programme activities. Indicators: > All NA Dept focal points participate in management training during 2009. > Annual review meetings conducted in 2008-2012	3.3.2.a	Management and other relevant training for NA focal points.			X		Cabinet		EC	Pooled	See detailed budget	15,000
	3.3.2.b	Annual review meetings for NA coordinators.				X			EC	Pooled	See detailed budget	4,600
Target: Monitoring and evaluation mechanisms are established. Indicators: > Baseline data established.	3.3.3.a	Baseline monitoring surveys.	X	X					UNDP	Pooled	See detailed budget	10,000
	3.3.3.d	Management, Monitoring and Reporting Specialist.	X	X	X	X			UNDP	Pooled	See detailed budget	30,000
	3.3.3.d	Management, Monitoring and Reporting Specialist.	X	X	X	X			EC	Pooled	See detailed budget	30,000
4. Technical Assistance and Programme Support Services operational												
4.1. A programme support team effectively manages and coordinates assistance to the National Assembly												
Target: A programme support team is operational. Indicators: > The programme support team is recruited within two months of programme signing. > Programme quarterly work plans, budget plans and progress reports are submitted on schedule.	4.1.1.z	Programme and technical personnel costs (salaries: to be elaborated)	X	X	X	X			UNDP	Pooled	See detailed budget (50% cost-share)	112,975
			X	X	X	X			EC	Pooled	See detailed budget (50% cost-share)	112,975
	4.1.2.x	GMS EC Funds	X						EC	Pooled	See detailed budget	24,063
	4.1.2.z	Programme administration (office admin: to be elaborated)	X	X	X	X			EC	Pooled	See detailed budget	20,000
	4.1.3.a	Office IT and other equipment	X	X	X				EC	Pooled	See detailed budget	7,500
	4.1.3.b	Vehicle for programme use	X						EC	Pooled	See detailed budget	20,000
TOTAL												1,152,713

ANNEX B - RISK LOG

Programme Title: Support to an Effective Lao National Assembly (SELNA)	Date: 30 July 2008
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#	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 formulation.	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 formulation team.	30/07/2008	
2	Over-expectations from general public on what the Assembly is able to deliver.	During formulation.	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 formulation team.	30/07/2008	
3	Absorption capacity of the National Assembly may not meet expectations.	During formulation.	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 formulation team.	30/07/2008	
4	Slow decision making.	During formulation.	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 formulation team.	30/07/2008	

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
				outputs/outcomes. P = 2 I = 3 P*I = 6	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.	Programme Board.			
5	Diverging views between the executive and legislative branches of government regarding the respective roles and responsibilities of the institutions.	During formulation.	Strategic - Competition	May hinder delivery of planned programme outputs/outcomes. P = 2 I = 3 P*I = 6	Close interaction between the NA and government line ministries during the implementation of activities and monitoring will help to narrow gaps perception.	Programme Implementation Unit.	Programme formulation team.	30/07/2008	
6	Unexpected changes in the National Assembly or government's programme of action (e.g. early dissolution of the Assembly as in 2006).	During formulation.	Organizational – institutional arrangements.	May hinder delivery of planned programme outputs/outcomes. P = 1 I = 4 P*I = 4	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.	Programme Board.		30/07/2008	
7	Weaknesses in stakeholder coordination leading to overlapping initiatives and gaps in development assistance.	During formulation.	Strategic – Stakeholder relations	May reduce aid effectiveness. P = 2 I = 2 P*I = 4	The National Assembly will ensure all international development assistance is integrated or coordinated with the Joint Programme.	Programme Board.	Programme formulation team.	30/07/2008	
8	Lack of financial resources.	During formulation.	Financial - Funding (financial resources)	May prevent full implementation of certain programme activities (e.g. IT equipment).	The Programme Board will advocate for additional donors funds as required.	Programme Board.	Programme formulation team.	30/07/2008	

#	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 formulation.	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 formulation team.	30/07/2008	
10	Inappropriateness of selected technologies.	During formulation.	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 formulation team.	30/07/2008	

ANNEX C - TERMS OF REFERENCE

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



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

SUPPORT TO AN EFFECTIVE LAO NATIONAL ASSEMBLY (SELNA)
SENIOR PARLIAMENTARY ADVISER (SENIOR TECHNICAL ADVISER)

I. Position Information

Job Code Title:
Position Number:
Department: UNDP Lao PDR
Reports to: Programme Management
Director
Position Status:

Proposed Grade: L5
Approved Grade: to be approved
Position Classified by: top be classified
Classification Approved by:

II. Background and organisational 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.

III. Functions / Key Results Expected

Summary of key functions:

- Provide regular consultation and technical assistance to Members of the National Assembly, committee chairs, NA president and vice-presidents.
- Assist members in conducting assessments of the Assembly's internal operations.
- Organize and conduct training seminars for committees' chairs, caucus leaders and members of the NA staff and of the programme management board.

- Coordinate the activities of the international parliamentary advisers (Economy and Finance committee, Social and Cultural Affairs committee) and streamline their contribution to the development of the NA in-house flow of information.
- Assist in prioritization of the NA's action plan of activities.
- 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.
- Facilitate and coordinate 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 commissions.
- Provide advice to the legislature for periodical re-adjustment and alignment of priority activities to the evolution of national and international developments.
- Assist in the promotion of interaction between NA and civil society organizations.
- Assist in facilitating close interaction between the legislative and executive branch of the government.
- Assist the Lao parliament to reinforce inter-parliamentary networking, particularly with respect to AIPO, Inter-Parliamentary Union, and APF.
- Assist in the formulation and implementation of the NA's communication and resources mobilization strategy.
- Advise on developments related to modern and effective parliamentary practice in other countries.
- Monitor and measure the legislature assistance project's performance, timing, and results.
- In close coordination with the Programme management director, produce written reports on project activities on a periodical basis as requested by the NA and UN agencies parties to the JP.
- Assist and advise parliamentarians in preparation for inter-parliamentary meetings and international conferences.
- Conduct performance evaluations and revise the programme's design 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 staff of the JP management board.
- With the assistance of the programme coordinator and the monitoring and reporting specialist develop the legislature assistance project's budget.

IV. Impact of Results

The key results are expected to strengthen:

1. 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
2. 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 likeminded donors. The design and relevance of the Joint Programme should allow for significant levels of additional resource mobilization.

V. 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 and organization of hands-on training to national counterparts;
- Strong knowledge and understanding of vision, mission and goals of the UN in Lao PDR, particularly UNDP with respect to reinforcement of the Lao institutions;
- Display sensitivity and adaptability to local culture;

- Ability to lead strategic planning, results-based management and development;
- Proven leadership, management, negotiation, communication and mediation skills;
- Demonstrate political sensitivity, diplomacy, and analytical judgment;
- 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"> • Advanced university degree (at least Master’s degree) in law, politics, development, social sciences, international relations, public administration or related field. PhD a distinct advantage.
Experience:	<ul style="list-style-type: none"> • A minimum of 10 year experiences in government, preferably as elected member, senior staff or programme director of international parliamentary development programme or parliamentarians association or former secretary general. • Experiences with similar assignments in developing countries would be an asset. • In-dept understanding of, and experiences with processes, procedures of parliament in developed or developing countries. • Previous work experiences with UN/UNDP parliamentary development programmes would be great asset. • Knowledge of, or exposure to parliaments in developing countries; • Proven record of experience in support to Parliamentary development in emerging democracies / post conflict countries.
Language Requirements:	<ul style="list-style-type: none"> • Fluency in English, with excellent written and oral communications skills. Knowledge of French and/or Lao an advantage.

VII. Signatures- Post Description Certification

Incumbent <i>(if applicable)</i>		
Name	Signature	Date
Supervisor		
Name / Title	Signature	Date
Chief Division/Section		
Name / Title	Signature	Date

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

Post Title:	Parliamentary Adviser, Economy & Finance 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 Economy & Finance 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 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/multi-stakeholder 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.

Female candidates are highly encouraged to apply.

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.

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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/multi-stakeholder 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.

Female candidates are highly encouraged to apply.



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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.



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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 socio-economic 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



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- 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.



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- 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 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>



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

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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.

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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.



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- 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.
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