

Country Name	<b>Project for Human Resource Development in the Legal Sector</b> <b>The Project for Human Resource Development in the Legal Sector (Phase 2 Project)</b>
Lao People's Democratic Republic	

**I. Project Outline**

Background	<p>The Government of Laos placed a high priority on human resource development in the legal sector as articulated in the “7th Five Year National Socio-Economic Development Plan” as well as in the “Legal Sector Master Plan”, which is a comprehensive long-term strategic plan on the development of the rule of law state in Laos by 2020.</p> <p>“The Project for Human Resource Development in the Legal Sector” (Phase 1 project)" had contributed to capacity development of basic systematical studies on theories and practices for institutions and officials/lecturers in the legal and justice sector and legal education. Under the Phase 1 project, the core human resources improved their basic understanding of the target laws and regulations (the Civil Code, the Civil Procedure Code, and the Criminal Procedure Code), their ability to prepare reference materials, and their ability to draft bills. However, the development of law and justice in Laos required an improved understanding of laws and regulations other than the above-mentioned laws and regulations. Also, it was required to improve legislative, administrative, and judicial practices through capacity improvement on the development and dissemination of reference materials and improvement of legal education and legal training. With this background, the Government of Laos requested the Government of Japan to implement the Project for Human Resource Development in the Legal Sector (Phase 2 project).</p>
Objectives of the Project	<p>Through (i) develop Model Handbooks which summarize the analysis of legal theories and practical issues on the Civil Code, the Civil Procedure Code and the Criminal Procedure Code, (ii) disseminating how to utilize Model Handbooks and contents thereof to institutions and officials/lecturers in the legal and justice sector and legal education (Phase 1 project), (iii) preparing the final draft of the Civil Code and submitting to the National Assembly, (iv) developing Reference Materials of the (draft) Civil Code, (v) developing Reference Materials in the Civil, Economic and Criminal laws, (vi) having implementing organizations and training institutions utilize the Reference Materials described above as well as those developed in the Phase 1 project, and (vii) disseminating the above materials for the government officials and citizens, the project aims at developing capacity of institutions and officials/lecturers in the legal and justice sector and legal education for (1) improvement of legal drafting work, (2) improvement of law implementation and enforcement, (3) improvement of legal education, training for prospective legal professionals and continuous training (hereinafter referred to as "Legal Education and Legal Training"), and (4) dissemination of laws and enhancement of legal awareness, thereby contributing to legislation, implementation and enforcement of laws in a systematized and consistent manner and improved access to legal information for government officials and citizens.</p> <p>&lt;Phase 1&gt;</p> <ol style="list-style-type: none"> <li>Overall Goal: Institutions and officials/lecturers in legal and justice sector and legal education develop their institutional/individual capacity to advance legal studies on Lao Law on the basis of systematized analysis on theories and practices and to improve their practices based on the studies.</li> <li>Project Purpose: Institutions and officials/lecturers in legal and justice sector and legal education develop their basic institutional/individual capacity to make systematical studies on theories and practices of Civil Code, Civil Procedure Code and Criminal Procedure Code and to utilize studies and lessons learned in Legal Education, Trainings and Practices”.</li> </ol> <p>&lt;Phase 2&gt;</p> <ol style="list-style-type: none"> <li>Overall Goal: Institutions and officials/lecturers in legal and justice sector and legal education in Lao P.D.R. improve their capacities to improve legal drafting work, law implementation and enforcement, legal education and training for legal professionals, and dissemination of laws and enhancement of legal awareness, which contributes to legislation, implementation and enforcement of laws in a systematized and consistent manner and improved access to legal information for government officials and citizens.</li> <li>Project Purpose: Institutions and officials/lecturers in legal and justice sector and legal education develop their capacity for (1) improvement of legal drafting work, (2) improvement of law implementation and enforcement, (3) improvement of legal education, training for prospective legal professionals and continuous training ("Legal Education and Legal Training"), and (4) dissemination of laws and enhancement of legal awareness.</li> </ol>
Activities of the project	<ol style="list-style-type: none"> <li>Project site: &lt;Phase1&gt;&lt;Phase2&gt;Vientiane Capital and other areas in Laos</li> <li>Main activities: &lt;Phase 1&gt; (i) develop Model Handbooks which summarize the analysis of legal theories and practical issues on the Civil Code, the Civil Procedure Code, and the Criminal Procedure Code and draft a new codified Civil Code, and (ii) disseminate how to utilize Model Handbooks and contents thereof to institutions and officials/lecturers in legal and justice sector and legal education &lt;Phase 2&gt; (iii) preparing the final draft of the Civil Code and submitting it to the National Assembly, (iv) developing Reference Materials of the (draft) Civil Code, (v) developing Reference Materials in the Civil, Economic, and</li> </ol>

	<p>Criminal laws, (vi) having implementing organizations and training institutions utilize the Reference Materials described above as well as those developed in the Phase 1 project, and (vii) disseminating the above materials for the government officials and citizens</p> <p>3. Inputs (to carry out above activities)</p>		
	<p>&lt;Phase 1&gt; Japanese Side</p> <p>1) Experts: 21 persons 2) Trainees received: 174 persons 3) Equipment: a vehicle, PCs, printers, photocopiers, etc.</p>	<p>Lao Side</p> <p>1) Staff allocated: staff was allocated from the 4 implementing agencies. No information on the number is available. 2) Offices and Facilities: Project office space and utility costs. *Only information as of the mid-term review is available.</p>	
	<p>&lt;Phase 2&gt; Japanese Side</p> <p>1) Experts: 8 persons 2) Trainees received: 248 persons 3) Overseas Activities Cost: the hiring of local staff members, procurement of equipment, costs for organizing training/seminars/forums/workshops (including procurement of stationaries, the printing of materials, transportation, and allowance paid to participants).</p>	<p>Lao Side</p> <p>1) Staff allocated: 80 persons 2) Offices and Facilities: Office space, meeting rooms, etc. 3) Expenses: Expenses for distribution of the handbook on the Law on the Resolution of Economic Disputes, the handbook on the Labor Law, the Q&amp;A book on the investigation stage, and the Q&amp;A book on the investigation stage (revised edition), transportation and others necessary for the Project activities have partly been borne by the Implementing Organizations.</p>	
Project Period	<p>&lt;Phase 1&gt; (ex-ante) July 2010-June 2014 (48 months) (actual) July 2010-July 2014 (49months) &lt;Phase 2&gt; (ex-ante) July 2014-July 2018 (49 months) (actual) July 2014-July 2018 (49 months)</p>	Project Cost	<p>&lt;Phase 1&gt; (ex-ante) 310 million yen, (actual) 339 million yen &lt;Phase 2&gt; (ex-ante) 450 million yen, (actual) 496 million yen</p>
Implementing Agency	<p>&lt;Phase 1&gt;&lt;Phase 2&gt; Ministry of Justice (MOJ), People’s Supreme Court (PSC), Office of Supreme People's Prosecutor (OSPP), and the National University of Laos (NUOL)</p>		
Cooperation Agency in Japan	<p>&lt;Phase 1&gt; Ministry of Justice, Japan Federation of Bar Associations, domestic support committee (Keio University, Nagoya University, Osaka University and others)</p>		

## II. Result of the Evaluation

1 Relevance/Coherence
<p>[Relevance]</p> <p>&lt;Consistency with the Development Policy of Laos at the Time of Ex-Ante Evaluation &gt;</p> <p>The project was consistent with the development policy of Laos at the time of the ex-ante evaluation. As for the Phase 1 project, Laos set the further promotion of the rule of law as a goal in its “the 6<sup>th</sup> Five-Year National Socio-Economic Development Plan” (2006-2010): Strategic Plan to Develop Governance. In addition, the Ministry of Justice prepared a “Legal Sector Master Plan” (LSMP) as a policy in this area, which aimed to establish a legal and judicial system, which includes (i) strengthening the organizational capacity of law and justice-related institutions, and (ii) developing human resources of law and justice related institution staff. At the time of ex-ante evaluation for the Phase 2 project, the main issues addressed in LSMP, the central policy framework in the Lao legal sector, included the development of the legal system and the strengthening of the law database and information dissemination.</p> <p>&lt;Consistency with the Development Needs of Laos at the Time of Ex-Ante Evaluation &gt;</p> <p>The project was consistent with the development needs of Laos at the time of ex-ante evaluation. At the time of the phase 1 project, human resource development in the legal sector was highly needed. For the development of the rule of law state. At the time of the Phase 2 project, an improved understanding of other laws and regulations than the target laws and regulations (the Civil Code and others) was needed. And in addition, improving legislative, administrative, and judicial practices was required.</p> <p>&lt;Appropriateness of Project Design/Approach&gt;</p> <p>No problem attributed to the project design/approach was confirmed.</p> <p>&lt;Evaluation Result&gt;</p> <p>In light of the above, the relevance of the project is ③<sup>1</sup>.</p>
<p>[Coherence]</p> <p>&lt;Consistency with Japan’s ODA Policy at the Time of Ex-Ante Evaluation&gt;</p> <p>The project was consistent with Japan’s ODA policy to Laos at the time of ex-post evaluation. At the time of ex-ante evaluation for the Phase 1 project, “Administrative and fiscal reform and public financial management, and development of the legal system” was one of the priority areas for ODA to Laos<sup>2</sup>. At the time of ex-ante evaluation for the Phase 2 project, under the “Country Assistance Policy to Lao</p>

<sup>1</sup> ④ : very high, ③ : high, ② : moderately low, ① : low

<sup>2</sup> Source: MOFA, ODA Databook 2010

People’s Democratic Republic” (2012) the need to strengthen governance from the perspective of improving aid effectiveness was addressed and the “Governance Enhancement Program” was to promote a market economy based on the rule of law.

<Collaboration/Coordination with other JICA’s interventions>

Any collaboration/coordination between the project and other JICA’s interventions was not clearly planned at the time of ex-ante evaluation.

<Cooperation with other institutions/ Coordination with international framework>

Any cooperation/coordination with other development partners was not clearly planned at the time of the ex-ante evaluation.

<Evaluation Result>

In light of the above, the coherence of the project is ②.

[Evaluation Result of Relevance/Coherence]

In the light above, the relevance/coherence of the project is ③.

## 2 Effectiveness/Impact

<Status of Achievement of the Project Purpose at the Time of Project Completion>

At the time of project completion, the Project Purpose was mostly achieved as planned.

Know-how and skills accumulated in the process of the Civil Code drafting were likely to be utilized in drafting work for other laws (Indicator 1), Reference Materials on the Civil Code were expected to be utilized in the implementation and enforcement of the Code and as the teaching materials (Indicator 2 and 3). Workshops, seminars, and other activities to disseminate the Civil Code were held (Indicator 4), a leaflet and a poster on the Civil Code were created and uploaded on the website or published in a magazine, and used in the workshops and seminars (Indicator 5), Reference Materials on the Target Laws were utilized in implementation and enforcement of the laws and as teaching materials (Indicator 6 and 7), workshops, seminars, and other activities to disseminate the Target Laws were held (Indicator 8), and public relation activities on the Target Laws were conducted (Indicator 9).

<Continuation Status of Project Effects at the Time of Ex-Post Evaluation>

By the time of the ex-ante evaluation, the project effects have mostly continued as expected, as the first lesson from drafting the Civil Code will be adopted, reference materials are used, etc. Due to the limited resources (funding and officials), public relations activities and part of seminars/workshops have not been conducted yet the first Civil Code was enacted.

<Status of Achievement of the Overall Goal at the Time of Ex-Post Evaluation>

At the time of ex-post evaluation, the Overall Goal has been mostly achieved as planned. Basic laws including the Civil Code have translated the policy and the Constitution of Laos into the law (Indicator 1), the basic laws such as the Civil Code has met the market-oriented economy reform (Indicator 2), several workshops and seminars have been organized for judges and public prosecutors for dissemination the Civil Code (Indicator 3), the Civil Code book has printed and distributed to all officials (Indicator 4) and the People’s Supreme Court has taken issues related to the implementation of the Civil Code in its judge’s council to monitor and solve the issues (Indicator 5).

<Other Impacts at the Time of Ex-Post Evaluation>

No negative impacts on the natural environment have been observed.

<Evaluation Result>

In light of the above, the effectiveness/impact of the project is ③.

### Achievement of Project Purpose and Overall Goal

Aim	Indicators	Results	Source
(Project Purpose) Institutions and officials/lecturers in legal and justice sector and legal education develop their capacity for (1) improvement of legal drafting work, (2) improvement of law implementation and enforcement, (3) improvement of legal education, training for prospective legal professionals and continuous training (“Legal Education and Legal Training”), and (4) dissemination of laws and enhancement of legal awareness.	Indicator 1 Know-how and skills accumulated in the process of Civil Code drafting are utilized in drafting work for other laws by institutions in legal and justice sector.	Status of the achievement: partially achieved (continued) (Project completion) At the final meeting for wrapping up of the Sub Working Group (SWG) on the Civil Code drafting, the members reported that the tremendous skills and know-how on legislative work were offered by the activities of the Civil Code drafting. Although the Civil Code was still in draft form, the know-how and the skills of drafting have been accumulated so far and the members were more likely to use such know-how and skills in legislative work for other laws in the near future. (Ex-Post Evaluation) Know-how on legislation work is offered by the activities of the Civil Code drafting, and the first lesson from drafting the Civil Code will be adopted to criminal code commentary; the public discussion and consultation with different sectoral groups are also another lesson that is exercised to draft or revise the existing law.	JICA documents, Ministry of Justice
	Indicator 2 Reference Materials on the Civil Code are utilized by institutions in legal and justice sector in implementation and enforcement of the Code.	Status of the Achievement (Status of the Continuation): partially achieved (continued) Research Papers on the Civil Code were set to serve as the reference material on the Civil Code and were expected to be used by institutions in the legal and justice sector for implementation and enforcement of the Code and by legal education and training institutes as teaching materials within a year after the Civil Code passes the National Assembly. (Indicator2,3) (Ex-Post Evaluation) Reference materials on the Civil Code are being used by institutions in legal and justice sector for implementation and enforcement by legal education and training institutes as teaching materials.	JICA documents, Ministry of Justice

<p>Indicator 3 Reference Materials on the Civil Code are utilized as teaching materials in the Legal Education and Legal Training Institutes.</p>	<p>Status of the Achievement (Status of the Continuation): partially achieved (continued) (Project Completion) - See the Indicator 2 above. - The SWG on the Civil Code drafting consisted of not only officials of legal, judicial, and administrative but also teachers and lecturers from legal education and training institutes. They acquired the know-how and the skills accumulated in the process of the Civil Code drafting in legislative work and Research Papers drafting work, and were using this know-how and skills to improve their own work and lecture. (Ex-Post Evaluation) The drafting commentary on the Civil Code is used in the Nation Institute of Justice (NIJ) and law schools, courts and prosecutor offices, and other educational institutions. The textbook on the Civil Code (Q&amp;A Questions) was utilized in the NIJ, law schools, courts, and prosecutor offices.</p>	<p>JICA documents, Ministry of Justice</p>
<p>Indicator 4 Workshops, seminars, and other activities to disseminate the Civil Code to institutions and officials/lecturers in the legal and justice sector.</p>	<p>Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) The SWG on the Civil Code drafting organized twenty-four workshops and seminars to disseminate the Civil Code to the institutions and the officials/lecturers in the legal and justice sector. (Ex-Post Evaluation) From 2017 to 2020, public consultations were conducted for more than 1,000 legal and justice officials at central and local levels, and more than 5 lecture-seminar were organized for students in the law schools and branches of the national judicial training institute with more than 1,200 students attending. Several workshops and seminars were organized by the People's Supreme Court, and the Office of Supreme People Prosecutor for judges and public prosecutors at central and local levels to disseminate the Civil Code.</p>	<p>JICA documents, Ministry of Justice</p>
<p>Indicator 5 Public relation activities concerning the Civil Code are conducted.</p>	<p>Status of the Achievement (Status of the Continuation): mostly achieved as planned (not continued) (Project Completion) The SWG on the Civil Code created a leaflet and a poster on the Civil Code for dissemination not only to government officials but also to the people in general. MOJ published the contents of the leaflet in a magazine. MOJ and OSPP uploaded the leaflet and the poster about the Civil Code on its website. The SWG on the Civil Code used this leaflet and poster at the workshops and seminars to disseminate the Civil Code. (Ex-Post Evaluation) Due to the limited resources (funding and officials), activities have been rarely organized.</p>	<p>JICA documents, Ministry of Justice</p>
<p>Indicator 6 Reference Materials on Target Laws are utilized by institutes in legal and justice sector in implementation and enforcement of the laws.</p>	<p>Status of the Achievement (Status of the Continuation): mostly achieved as planned ( unverifiable) (Project Completion) Reference materials on target laws such as the handbook on the Law on Resolution of Economic Disputes, the handbook on the Labor Law, the Q&amp;A book on the investigation stage, and its revised edition were used for implementation and enforcement of the laws by institutes in the legal and justice sector such as the Center of Resolution of Economic Disputes, the Ministry of Labor and Welfare, the Labor Union, the Ministry of Public Security and the Lao Bar Association. In addition, these materials were utilized as teaching materials of Law on Resolution of Economic Dispute, Labor Law, and Criminal Laws in legal education and training institutes such as NUOL and the National Institute of Justice. (Indicator6 and7) (Ex-Post Evaluation) Information is not available.</p>	<p>JICA documents, Ministry of Justice</p>
<p>Indicator 7 Reference Materials on Target Laws are utilized as teaching materials in the Legal Education and Legal Training Institutes.</p>	<p>Status of the Achievement (Status of the Continuation): mostly achieved as planned (continued) (Project Completion) Refer to indicator 6 above. (Ex-Post Evaluation) - The reference materials are utilized as teaching material for legal</p>	<p>JICA documents, Ministry of Justice</p>

		education and training institutes including the Faculty of Law and Political Science, NUOL and NIJ. The materials were used as references for comparative study for regulations or procedures such as execution of judgment, mediation, and arbitration. - It is now ongoing to produce the case laws as reference materials for teaching in law schools and judicial training institutes.	
	Indicator 8 Workshops, seminars and other activities to disseminate the Target Laws are conducted for institutions and officials/lecturers in legal and justice sector and legal education.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (not continued) (Project Completion) The SWG on Civil and Economic Law and the SWG on Criminal Law organized workshops and seminars to disseminate the target laws such as the Law on the Resolution of Economic Disputes, the Labor Law, and the Criminal Procedure Code for the institutions and the officials/lecturers in the legal and justice sector. (Ex-Post Evaluation) Due to the limited resources (funding and officials), activities have been rarely organized.	JICA documents, Ministry of Justice
	Indicator 9: Public relation activities concerning the Target Laws are conducted.	Status of the Achievement (Status of the Continuation): mostly achieved as planned (partially continued) (Project Completion) At these workshops and seminars, SWGs invited not only government officials but also people in the private sector. (Ex-Post Evaluation) The related organizations including the Ministry of Justice, the People's Supreme Court, The Office of Supreme People's Prosecutor, and the Faculty of Law and Political Science, NUOL have FB pages to promote public relation activities related to legal knowledge, etc.	JICA documents, Ministry of Justice
(Overall Goal) Institutions and officials/lecturers in legal and justice sector and legal education in Lao P.D.R. improve their capacities to improve legal drafting work, law implementation and enforcement, legal education and training for legal professionals, and dissemination of laws and enhancement of legal awareness, which contributes to legislation, implementation and enforcement of laws in a systematized and consistent manner and improved access to legal information for government officials and citizens.	(Indicator 1) Basic laws such as Civil Code are enacted/revised on the basis of policy of Lao P.D.R. of market-oriented economic reform routed in the rule of law.	Status of the Achievement (Ex-Post Evaluation) mostly achieved as planned The Civil Code translates the policy of Lao PDR and the Constitution into the law and it balances very well between economic development and social concerns based on basic human rights, so it is a great outcome that meets the rule of law standards based on the country's conditions.	Ministry of Justice
	(Indicator 2) Enacted/revised Basic laws such as Civil Code are conformed with other measures of Lao P.D.R. on the basis of policy of market-oriented economic reform routed in the rule of law.	Status of the Achievement (Ex-Post Evaluation) mostly achieved as planned It was drafted under the law-making process under the laws, it also met the market-oriented economic reform as stated in the 7 <sup>th</sup> National Social and Economic Development Policy.	Ministry of Justice
	(Indicator 3) Activities for promotion of government officials understanding of law implementation and enforcement, including dissemination seminars, are conducted continuously.	Status of the Achievement (Ex-Post Evaluation) mostly achieved as planned Several workshops and seminars were organized by the People's Supreme Court, and the Office of Supreme People Prosecutor for judges and public prosecutors at central and local levels to disseminate the Civil Code.	Ministry of Justice.
	(Indicator 4) Reference Materials for law implementation and enforcement are developed and equipped at local agencies.	Status of the Achievement (Ex-Post Evaluation) mostly achieved as planned The Civil Code book has been printed and distributed to all officials as needed from time to time, as of today more than 19,000 copies have already been distributed.	Ministry of Justice
	(Indicator 5) Relevant departments of central authorities monitor issues of law implementation and enforcement continuously and provide advice and guidance as necessary.	Status of the Achievement (Ex-Post Evaluation) mostly achieved as planned The People's Supreme Court has taken issues related to the implementation of the Civil Code in its judge's council to monitor and solve the issues.	Ministry of Justice
<b>3 Efficiency</b>			
Both the project cost and project period slightly exceeded the plan (the ratio against the plan: 110%, 101%). Because of the combined factor, the project cost and project period exceeded the plan. Outputs were produced as planned.			

In the light above, the efficiency of the project is ③.

#### 4 Sustainability

##### <Policy Aspect>

The Lao government has issued the policies such as the “Rule of law program 2009-2020” and the “Law and Justice Development Program 2021-2025” to support promoting the rule of law and strengthen the institutional capacity of legal sectors in central and local level, also has supported law drafting, law dissemination and to upgrade the capacity of legal officers, and promoted legal service to the society.

##### <Institutional/Organizational Aspect>

The Ministry of Justice has established a division on the civil affair in 2021 to sustain the project effects and carry out tasks related to the operation and enforcement of civil law. Besides, the supporting and implementing committees and working groups are established within the Ministry of Justice to provide support in carrying out the activities of the project. What with limited funding and with limited number of officials of the legal institution, the activities of law dissemination, workshop, or seminar have not been organized much, yet some officials have conducted those activities at the central and local level.

##### <Technical Aspect>

Reference materials have been used as teaching materials in legal institutions to enhance knowledge and the capacity of legal professionals. Some staff who received the training and improved skills and knowledge were transferred to other offices or promoted to a higher position. Ministry of Justice has assigned the national judicial training institute to be responsive to provide the training for justice officers based upon the outcomes of the project activities, given new staff with limited capacity. ~~Also, the training methods for trainers to develop the capacity of legal professionals in training institutions and the system enable the continuous educational training have not been established.~~ Counterparts are considering to establish a system that allows for continuing education and training.

##### <Financial Aspect>

The lack of some budget for the government may have some adverse effects on the law dissemination nationwide. It is said that funding was not satisfactory enough to organize some seminars or workshops at the central and local levels to disseminate legal information.

##### <Environmental and Social Aspect>

No environmental or social problems have been confirmed at present, and there is no need to take countermeasures.

##### <Evaluation Result>

In light of the above, some problems have been observed in terms of the financial aspect and slight problems have been observed in the technical aspect of the implementing agency; however, no problems have been observed in the policy and institutional/organizational aspects. Therefore, the sustainability of the project effects is ③.

#### 5 Summary of the Evaluation

The project achieved the Project Purpose and the Overall Goal almost achieved as planned as the institutional/individual capacity on legal drafting work, law implementation, and enforcement and training was strengthened and the improved capacity has contributed to legislation, implementation, and enforcement of the law. As for sustainability, although some problems have been observed in terms of the financial aspect and slight problems have been observed in the technical aspect, there have been no problems in the policy, institutional/organizational and technical aspects.

Considering all of the above points, this project is evaluated to be highly satisfactory.

### III. Recommendations & Lessons Learned

#### Recommendations for Implementing Agency:

- Some staff who received the training and improved skills and knowledge were transferred to other offices or promoted to a higher position, while new staff has limited capacity. To make sure the sustainability of the project effects, it is requested to legal implementing agencies at the central and local levels including MOJ, the Department of Justice, PSC, OSPP, the Faculty of Law and Political Science, NUOL or other law schools in central or provinces who are implementing or disseminating law to secure a budget for legal activities to promote the law (such as trainings for legal personnel in central and provinces, and law dissemination in central and provinces) so people in the society can access to the legal information.
- As the Lao government has insufficient budget for dissemination activities, innovative approaches with less budget maybe explored, eg., taking advantage of DX by using digital media instead of booklet printing, less usage of papers, and so on.

#### Lessons Learned

- The collective and collaborative work among organizations in the legal and justice sector, especially involving legal educational organizations, is more effective to continuously develop their human resources.
- It was found that the outputs of such projects can be useful not only for legal and justice related personnel, but also for a wide range of people involved in cooperation in the country concerned. When implementing similar projects in the future, it is important to formulate projects while taking into consideration the secondary effects on other related JICA projects and on the activities of Japanese companies. It is desirable to clearly indicated in the ex-ante evaluation sheet that the results of the cooperation will be shared widely with the parties concerned.