Moving Forward to the Rule of Law

STRATEGIC PLAN 2015-2019
UNION ATTORNEY GENERAL’S OFFICE

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Moving Forward to the Rule of Law

STRATEGIC PLAN 2015-2019
It is an honour and a great privilege for me to deliver this strategic plan. It will be a vital road map for the future - for our Office and for the rule of law in Myanmar.

Myanmar is now in the process of political and economic reform phase by phase. The rule of law is profoundly important for this process. In rule of law reform, we see consistency with values rooted in Myanmar's judicial system since ancient times - independence, impartiality, integrity, propriety, equity, competence and diligence.

For a thousand years Myanmar has had its own unique culture, legal system and civilization. The last 140 years have brought great waves of change for our people and for the legal system. In 1875 Myanmar became subject to the laws of India and thus part of the British Empire and the Common Law Legal Family. Indian law was not a complete replica of the English system. There, the principles of Common Law are put into statutes and promulgated as laws. Statutes were supplemented by commentaries by Indian jurists and with case law and rulings.

In 1935 the Government of Myanmar (then Burma) Act created Myanmar as a British colony separate from India. The High Court of Judicature was established in Yangon (then Rangoon) by Royal Letters Patent. After the turbulence of war, Myanmar regained her independence in 1948 and the legal system has been little changed since then.

In 1947 the first constitution created the position of Attorney General and the wheels of legal history started to turn. Another change of system took place with the second Constitution of 1974 when the Chairman of the Council of Peoples' Attorneys was introduced in place of the Attorney General. In 1988 the system of Attorney General was reintroduced and the Attorney General Law of 1988 was promulgated, followed by the Attorney General Law of 2001. After the coming into force of the 2008 Constitution of the Republic of the Union of Myanmar, the Attorney General of the Union Law, 2010 was promulgated. This law is now in legal effect.

Throughout this post-war era, there have been many changes to all elements of our legal institutions – the legislature, the judiciary, the Bar and legal education have all seen important changes. Yet, the laws themselves have remained largely unchanged since the colonial period and must be modernized. This Strategic Plan is an important milestone on the path to updating Myanmar's legal system. It has benefited from a thorough study of the ideas and experiences of various stakeholders in our country and outside. As work proceeds and time passes, it will necessarily change and adapt to new opportunities and ideas as they take hold. We pledge to continue to work with all of our stakeholders to ensure that the Union Attorney General's Office becomes a positive force for change, building on ancient values that can continue to teach us.

H.E. Wunna Kyaw Htin Dr. Tun Shin
Attorney General of the Union

November, 2015
Acknowledgements

Under the leadership of Attorney General of the Union H.E. Dr. Tun Shin and Deputy Attorney General U Tun Tun Oo, and directed by Director General U Kyaw San, this strategic plan has been the result of the committed efforts of many people.

We thank State and Regional Advocates General and State and Regional Law Officers, the senior leadership of the Union Attorney General’s Office (UAGO), including the Deputy Directors General and Directors. We thank the past and current members of the Working Group of the Strategic Plan, led by Deputy Director General Dr. Thi Da Oo, for their hard work throughout the process. We are grateful to our international partners for their support throughout and for their attendance with our government partners at consultation meetings.

We thank the United Nations Development Programme (UNDP) for their technical assistance and ongoing support, in particular Ms. Caitlin Reiger (Chief Technical Advisor), Mr. Larry Taman (Senior Justice Specialist) and Daw Nway Nway Lwin (Rule of Law Officer).

Union Attorney General’s Office
In the Republic of the Union of Myanmar, the Government places great importance on the development of the rule of law, justice and transparency. In its current form, the Union Attorney General’s Office (UAGO) is established under the Constitution of the Republic of the Union of Myanmar (2008) and the Attorney General of the Union Law (2010). The UAGO is constituted with 14 Region and State Advocate General Offices, 72 District Law Offices and 330 Township Law Offices. Its mandate requires it to interact with all three branches of sovereign power: the legislative, the executive and the judicial power. Modeled on the British system, under the current legal framework the Attorney General of the Union is first and foremost the Government’s lawyer.

The UAGO is currently organized as the Legislative Vetting and Advising Department, the Legal Advice Department, the Prosecution Department, the Administration Department and the Head Office.

- Department 1, the Legislative Vetting and Advising Department, is responsible for the vetting and advising of laws, rules, procedures, notifications, orders and directives, for official translation of law into English and for constitutional matters;
- Department 2, the Legal Advice Department, is responsible for legal advice in connection with international treaties and agreements, commercial contracts and general legal advice;
- Department 3, the Prosecution Department, is responsible for criminal prosecutions, civil litigation involving the government, writs and complaints;
- Department 4, the Administration Department, is responsible for administration, including training and Information Communication Technology;
- Staff Office is responsible for head office management.

Democratization brings us many challenges. The UAGO now has a leading role in a democratizing of Myanmar. Each department is working hard to upgrade the legal framework and ensure that there are sufficient human and material resources. The public, government officials and all institutions in the justice sector including the judiciary, the police, the prisons, the private legal professions and universities, need new ways of understanding the rule of law.
The UAGO has been committed to reforming itself since 2012. In January 2013 we hosted an international conference on Promoting Justice Sector Development in New Democracies. We constituted a Planning Team that worked with international experts on an early capacity review, which included gathering feedback from our government clients. We have done initial planning on training (beginning in May 2013) and technology (August 2013). With help from our international partners, we have hosted more than 40 seminars, workshops and training events. In 2013, we accepted two of our partners, United Nation Development Programme (UNDP) and Japan International Cooperation Agency (JICA), to open offices in our headquarters to provide sustained support. In 2014 we studied strategic planning process and in early 2015, the Director General U Kyaw San presented a 20-year vision for UAGO’s future.

This is our first strategic plan that covers the five year period 2015-2019. It is the culmination of these early initiatives.

In the development of this plan, we have received the technical assistance from our international partners and carried out the following:

- Training on strategic planning;
- Review of our earlier planning related work;
- Review of the strategic plans of other institutions in Myanmar public sector including the Hluttaw, the Office of the Supreme Court of the Union (OSCU) and the Union Election Commission;
- Review of the strategic plans of other justice sector institutions, in Indonesia, South Sudan and Canada;
- Internal consultations with senior management, including the Advocates General from the Regions and States;
- The preparation of a draft strategic plan;
- Workshops in June 2015 in which we sought input from Regional and State senior law officers, government partners, international partners and private lawyers.
A. Our Vision

We will safeguard the principles of the Rule of Law in Myanmar in accordance with international standards. We will protect and support the rights and responsibilities of individuals so that Myanmar’s development as a democratic nation is based on justice, good governance and integrity. We aim to be an organization that is respected by the public and that is benchmarked for its best practices in the region.

B. Our Mission and Mandate

Our mission is to advance the government policy of strengthening the Rule of Law. Our mandate is to provide legal advice to the government on legislation, national and international legal matters and commercial matters. We conduct fair trials in criminal and civil cases on behalf of the State. We are active in justice sector reform.

C. Our Strengths, Weaknesses, Opportunities and Threats

The UAGO is an organization composed principally of law officers acting as government lawyers. While there are some differences in the nature of functions of our departments, similar problems are faced. The differences are reflected in the Section D, below. Here we emphasize the common elements.

More than 1200 law officers of the UAGO all hold LLB degrees. Some have post-graduate degrees: more than 20 have studied abroad for Master Degree and 15 have obtained the PhD. Law officers usually begin their careers in one or more of our 330 township offices and then move to one of 72 district offices, 14 regional and state offices and sometimes head office. Approximately 51% of law officers are women, with a strong representation in the senior management.

The broad experience of our law officers who are working across the country is an important strength of the UAGO. We have a long history as an institution, which has given us an opportunity to develop approaches which are systematic, disciplined and well organized for continual excellence.

Since the Constitution of 2008, there is more local autonomy, which brings benefits. Inside the organization, working relationships are generally positive among the seniors and juniors. At the local level, law officers generally enjoy positive relationships with the public as they build on the tradition of being legal advisors and educators to the community. Despite the difficulties in the working conditions, local transportation and accommodation, law officers generally feel safe and productive in their work.

Our government clients are broadly positive about our work performance. We lack expertise in dealing with
international matters at Region and State levels. Other partners and organizations in the justice sector understand our need to be free from unwanted outside interference and to make decisions independently in order to perform and fulfil our duties and responsibilities.

As democratization has increased the importance of our work, we face some difficulties in completing and delivering our work in a timely manner in light of competing demands. Various ministers have requested for the timely completion and delivery of work from the UAGO and in order to comply with these requests, the UAGO requires qualified and competent law officers. Because of our limited capabilities in the use of the technology, there is room for improvement in the effective and efficient conduct of legal research and dispensing of legal advice and the use of ICT and internet is also limited in the libraries.

Training remains a critical issue for us. Our willingness to learn is one of our strengths. Since 2013 we have participated in more than 40 international trainings and study visits. As university legal education in Myanmar needs further improvement, we offer some remedial training to incoming officers. We need more law officers who have specialized knowledge and skills in various legal fields and are proficient in English. We have just completed the construction of the new Training Center and in this Center, we will be able to conduct courses using modern curriculum and pedagogy.

Technology is vital to a successful, modern future for all of our departments. It is the key to effectiveness and efficiency in general management, continuing legal education, English language proficiency, legal research and writing, legislative drafting, case management and the effective use of technical assistance. As with other younger people in our country, our more junior staff in particular have core ICT skills, which provides some foundation for moving forward. Some of our senior officers are working to upgrade their ICT skills. As an institution, we understand the importance of technology and are committed to using ICT in our work. Some of the ICT initiatives and projects are in the planning stage.

A recent comprehensive assessment developed in cooperation with UNDP reached the following conclusions:

1. Limited awareness and understanding of the benefits of ICT at all levels of our organization.
2. Current ICT training for staff and law officers is limited and no specific English training for IT users.
3. Insufficient number of qualified ICT professionals.
4. Insufficient ICT equipment, including both central (servers, data storage) and peripheral (PCs, printers, scanners, etc.) in terms of quantity and quality.
5. Limited network links to other institutions in justice sector and to our Regional and State, District and Township Offices. Currently communication is done by mobile, landline telephones, postal services or fax.

6. Insufficient budget to maintain and transform the current system.

We have the great advantage of being at the center of justice sector reform in Myanmar. Reform is strongly supported by the Government, the civil servants, the public and our national and international partners. It is believed that with necessary resources and the support from the public and civil servants, the UAGO will be able to overcome the challenges faced in the reform of the justice sector.

If we fail to act decisively to improve our own performance, the already low public confidence in the judiciary will be undermined. In doing so, the important interdependence between the UAGO and the organizations in the justice sector must be acknowledged by all who are involved. The UAGO cannot solve all the challenges faced in the justice sector on our own. Since there are many outmoded laws in Myanmar, strengthening of the law making process and establishment of the law reform body are crucially needed. For a country of its size and aspirations, Myanmar does not have sufficient number of lawyers for public and private sector practice. Its universities have begun modernizing the legal education.

Under our system, the actions of the local officials affect the justice for our people. The administrative officers, police, prison officials and judges have begun the various reforms and changes in their respective fields. There is a need for the UAGO to enhance its capacity to ensure that the justice sector is governed by the values of independence, accountability, effectiveness and efficiency for the public. The people of Myanmar want justice but there is a limited knowledge and understanding of duties, responsibilities and rights related to law.

We have developed this strategic plan based on this analysis. It identifies several priorities for UAGO to achieve its goals and reach its vision.
D. Goals and Objectives

GOAL 1

To protect the legal rights of individuals and the national interest.

Strategic Objective 1.1 Improved Scrutiny and Vetting of Legislation
Strategic Objective 1.2 Improved UAGO Legal Advice to Government
Strategic Objective 1.3 Fair Trial Standards Upheld in Criminal Prosecutions
Strategic Objective 1.4 Legal Aid Improved

GOAL 2

To strengthen the performance of the Union Attorney General’s Office

Strategic Objective 2.1 Leadership and Management Skills Upgraded to Meet New Challenges
Strategic Objective 2.2 Revised AGU Law and Rules
Strategic Objective 2.3 Improved Recruitment and Retention of Law Officers
Strategic Objective 2.4 Modern Training Curriculum
Strategic Objective 2.5 Information and Communications Technology (ICT) Integrated into UAGO Functions
Strategic Objective 2.6 UAGO Workplace Improved

GOAL 3

To inspire public trust and confidence in the justice system

Strategic Objective 3.1 Increased Public Awareness about Law
Strategic Objective 3.2 Enhanced Accountability and Ethics of Law Officers
Strategic Objective 3.3 Participated to raise awareness of the Rule of Law within government sector

GOAL 4

Take an active role in justice sector reform

Strategic Objective 4.1 Improve UAGO Policy and Planning Processes
Strategic Objective 4.2 Increased Coordination of the institutions in the Justice Sector
Strategic Objective 4.3 Justice Sector Reform Strategy Developed
Vision
We will safeguard the principles of the Rule of Law in Myanmar in accordance with international standards. We will protect the rights and responsibilities of individuals so that Myanmar’s development as a democratic nation is based on justice, good governance and integrity.

Mission
To advance the government policy of strengthening the Rule of Law.

Mandate
We provide the Government with legal advice on legislation, all national and international legal matters and commercial matters. We conduct fair trials in criminal and civil cases. We advise the Government on legal matters and are active in justice sector reform.
TO PROTECT THE LEGAL RIGHTS OF INDIVIDUALS AND THE NATIONAL INTEREST

We protect the interest of the nation and the legal rights of individuals by strengthening our capacity and our performance in every part of our mandate.
<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Actions</th>
<th>Priority</th>
<th>Time frame</th>
<th>Responsibility</th>
<th>Indicator</th>
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</thead>
<tbody>
<tr>
<td><strong>Strategic Objective 1.1</strong>&lt;br&gt;Improved Scrutiny and Vetting of Legislation</td>
<td>1.1.1 Develop an internal network of experts to improve the scrutinizing, translating and reviewing of law</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.1, Dept.4</td>
<td>Network membership and mandate approved by DG</td>
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<tr>
<td></td>
<td>1.1.2 Increase the number of trained and experienced law officers in legislative drafting at UAGO, Region/State Law Offices</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.1, Dept.4,</td>
<td>Additional Law Officer assigned to Dept.1 and Region/State Law Offices</td>
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<td></td>
<td>1.1.3 Cooperate and coordinate with relevant ministries on legislative drafting processes</td>
<td>Second Priority</td>
<td>2017-2018</td>
<td>Dept.1</td>
<td>Improved standard of draft laws</td>
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<td></td>
<td>1.1.4 Develop Online Law Database</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.1, Dept.4</td>
<td>Database launched</td>
</tr>
<tr>
<td><strong>Strategic Objective 1.2</strong>&lt;br&gt;Improved UAGO Legal Advice to Government</td>
<td>1.2.1 Provide better legal advice effectively by using experts with specialized knowledge in various legal fields</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.2, Dept.4</td>
<td>Improvement in client feedback</td>
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<td></td>
<td>1.2.2 Provide support to legal advisors in government departments and organizations in order to give better legal advice</td>
<td>Second Priority</td>
<td>2017-2018</td>
<td>Dept.2</td>
<td>Improvement in client feedback</td>
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<td></td>
<td>1.2.3 Increase the number of qualified law officers designated to provide legal advice, at UAGO including Region and State levels</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.2, Dept.4</td>
<td>Additional law officer assigned to Dept.2</td>
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<tr>
<td>Strategic Objective 1.3</td>
<td>Strategic Objective 1.4</td>
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<tr>
<td>Fair Trial Standards Upheld in Criminal Prosecutions</td>
<td>Legal Aid Improved</td>
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<td>Strategic Plan 2015-19 of Union Attorney General's Office</td>
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<tr>
<td>Strategic Objective 1.3</td>
<td>Strategic Objective 1.4</td>
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<tr>
<td>1.3.1 Develop prosecution manual and procedures that include fair trial standards</td>
<td>Improved access to justice is key to advancing the rule of law. Improving legal aid is an essential first step.</td>
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<td>1.3.2 Include fair trial standards and ethics in the recruitment and refresh training curriculum</td>
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<td>1.3.3 Distribute fair trial training materials to all law officers</td>
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<td>1.3.4 Review the current legal aid system</td>
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<td>1.3.5 Develop a legal aid policy and expand coverage of eligible beneficiaries</td>
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<td>1.3.6 Pilot and evaluate expanded legal aid</td>
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<td>1.3.7 Launch new Programme</td>
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</table>

**Strategic Objective 1.3**

*Fair Trial Standards Upheld in Criminal Prosecutions*

Upholding fair trial standards is essential to our vision of promoting the rule of law in our central function of criminal prosecution.

1.3.1 Develop prosecution manual and procedures that includes fair trial standards

First Priority

2015-2016 Dept.3

Fair trial manual approved and distributed

1.3.2 Include fair trial standards and ethics in the recruitment and refresh training curriculum

First Priority

2015-2016 Dept.3, Dept.4

Training materials approved and distributed

1.3.3 Distribute fair trial training materials to all law officers

First Priority

2015-2016 Dept.3, Dept.4

1.3.4 Review the current legal aid system

First Priority

2015-2016 Dept.3, Dept.4

1.3.5 Develop a legal aid policy and expand coverage of eligible beneficiaries

Second Priority

2017-2018

1.3.6 Pilot and evaluate expanded legal aid

Second Priority

2017-2018

1.3.7 Launch new Programme

Second Priority

2017-2018

**Strategic Objective 1.4**

*Legal Aid Improved*

Improved access to justice is key to advancing the rule of law. Improving legal aid is an essential first step.

1.4.1 Review the current legal aid system

First Priority

2015-2016

DG

1.4.2 Develop a legal aid policy and expand coverage of eligible beneficiaries

Second Priority

2017-2018

DG

1.4.3 Pilot and evaluate expanded legal aid

Second Priority

2017-2018

DG

1.4.4 Launch new Programme

Second Priority

2017-2018

DG
Goal 2

TO STRENGTHEN THE PERFORMANCE OF THE UNION ATTORNEY GENERAL’S OFFICE

In line with the changing time and system, we perform office work effectively with modern methods and processes.
<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Actions</th>
<th>Priority</th>
<th>Time frame</th>
<th>Responsibility</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Objective 2.1</strong>&lt;br&gt;Leadership and Management Skills Upgraded to Meet New Challenges</td>
<td>2.1.1 Develop leadership and management skills at all levels</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>Leadership and managerial performance assessed by supervisees and supervisors</td>
</tr>
<tr>
<td><strong>Strategic Objective 2.2</strong>&lt;br&gt;Revised AGU Law and Rules</td>
<td>2.2.1 Revise the AGU Law and Rules to be in line with international standards.</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>DG</td>
<td>Any statutory amendment submitted; revised Rules approved</td>
</tr>
<tr>
<td><strong>Strategic Objective 2.3</strong>&lt;br&gt;Improved Recruitment and Retention of Law Officers</td>
<td>2.3.1 Revise UAGO human resources policies</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>Revised policy approved; HR staff trained</td>
</tr>
<tr>
<td></td>
<td>2.3.2 Develop and implement the new recruitment, rotation and retention plan to encourage the specialized expertise</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>Completed action for recruitment, rotation and retention.</td>
</tr>
</tbody>
</table>
### Strategic Objectives 2.4

#### Modern Training Curriculum

<table>
<thead>
<tr>
<th>Strategic Objective 2.4</th>
<th>Action</th>
<th>Priority</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.4.1</strong> Create a curriculum committee to review training curriculum and monitor implementation</td>
<td>First Priority</td>
<td>2015-2016 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.4.2</strong> Design and implement a new training curriculum, including specialized trainings</td>
<td>First Priority</td>
<td>2015-2016 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.4.3</strong> Implement new systems for Case Management and Document Management</td>
<td>Second Priority</td>
<td>2016-2017 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.4.4</strong> Provide ICT training for all law officers and the staff</td>
<td>First Priority</td>
<td>2015-2016 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.4.5</strong> Expand Local Area Network (LAN) and Wide Area Network (WAN) in the UAGO and different level of Law Offices</td>
<td>Second Priority</td>
<td>2016-2017 Dept.4</td>
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</table>

### Strategic Objectives 2.5

#### Information and Communications Technology (ICT) Integrated into UAGO Functions

<table>
<thead>
<tr>
<th>Strategic Objective 2.5</th>
<th>Action</th>
<th>Priority</th>
<th>Time Frame</th>
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</thead>
<tbody>
<tr>
<td><strong>2.5.1</strong> Develop ICT policy</td>
<td>First Priority</td>
<td>2015-2016 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.5.2</strong> Implement new systems for Case Management and Document Management</td>
<td>First Priority</td>
<td>2015-2016 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.5.3</strong> Provide ICT equipment to all Law Offices</td>
<td>Second Priority</td>
<td>2016-2017 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.5.4</strong> Provide ICT training for all law officers and the staff</td>
<td>First Priority</td>
<td>2015-2016 Dept.4</td>
<td></td>
</tr>
<tr>
<td><strong>2.5.5</strong> Expand Local Area Network (LAN) and Wide Area Network (WAN) in the UAGO and different level of Law Offices</td>
<td>Second Priority</td>
<td>2016-2017 Dept.4</td>
<td></td>
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<tr>
<td>Strategic Objective 2.6</td>
<td>UAGO Workplace Improved</td>
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<tr>
<td>We need to upgrade our office design and equipment to meet modern professional standards. We need to welcome the public, hold management meetings, and conduct confidential interviews, in accordance with law.</td>
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<tr>
<td>2.6.1 Develop a detailed plan for better workplace</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
</tr>
<tr>
<td>2.6.2 Support the accommodation, transportation, health and education for the staff and their families</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
</tr>
</tbody>
</table>
TO INSPIRE PUBLIC TRUST AND CONFIDENCE IN THE JUSTICE SYSTEM

Achieving our goal of the rule of law depends on inspiring public trust and confidence in the justice system. We build our capacity and play an active part in building public trust.
### Strategic Objective 3.1
**Increased Public Awareness about Law**
For people to have confidence in the justice system and improve knowledge how it upholds their rights and duties

<table>
<thead>
<tr>
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<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1</td>
<td>Develop and launch public information units across the country</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>Public information unit launched</td>
</tr>
<tr>
<td>3.1.2</td>
<td>Develop and implement programmes for children, youth and adults on awareness of law</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>School based programme launched</td>
</tr>
<tr>
<td>3.1.3</td>
<td>Hold public lectures across the country to raise public awareness of the rule of law including the legal rights and responsibilities of individuals</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>Public awareness raising lectures held</td>
</tr>
<tr>
<td>3.1.4</td>
<td>Collaborate with university law departments to improve law students’ understanding of the role of law officers</td>
<td>Second priority</td>
<td>2017-2018</td>
<td>Dept.4</td>
<td>Programmes established with at least 3 universities</td>
</tr>
<tr>
<td>3.1.5</td>
<td>Conduct media and public relation training for law officers and the staff</td>
<td>Second Priority</td>
<td>2017-2018</td>
<td>Dept.4</td>
<td>Number of Law officers trained</td>
</tr>
</tbody>
</table>

### Strategic Objective 3.2
**Enhanced Accountability and Ethics of Law Officers**
For UAGO to earn public trust, our law officers must act in accordance with the law. They must understand and perform their ethical obligations.

<table>
<thead>
<tr>
<th>Strategic Objectives</th>
<th>Actions</th>
<th>Priority</th>
<th>Time frame</th>
<th>Responsibility</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.1</td>
<td>Review the ethical code and directives of law officers and staff to be in line with current best practices</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>DG</td>
<td>Review completed and approved</td>
</tr>
<tr>
<td>3.2.2</td>
<td>Implement across the country the ethical code and directives for law officers and staff</td>
<td>Second Priority</td>
<td>2017-2018</td>
<td>DG</td>
<td>Ethical awareness raised</td>
</tr>
<tr>
<td>3.2.3</td>
<td>Monitor and supervise whether law offers follow the ethical code or not</td>
<td>Third Priority</td>
<td>2018-2019</td>
<td>DG</td>
<td>Public satisfaction improved; complaints reduced</td>
</tr>
</tbody>
</table>
Strategic Objective 3.3
Participate to raise awareness of the Rule of Law within government sector

For government officials to earn public trust, they must act in accordance with the principles of the rule of law.

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Actions</th>
<th>Priority</th>
<th>Time Frame</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3.1 Develop explanatory material for government organizations on constitutional rights and administrative law</td>
<td>3.3.1 Develop explanatory material for government organizations on constitutional rights and administrative law</td>
<td>First Priority 2015-2016</td>
<td>Dept.3, Dept.4</td>
<td>Materials produced</td>
</tr>
<tr>
<td>3.3.2 Collaborate with UCSB to give public servant training on the rule of law</td>
<td>3.3.2 Collaborate with UCSB to give public servant training on the rule of law</td>
<td>Second Priority 2017-2018</td>
<td>Dept.4</td>
<td>Rule of Law awareness raised among other ministries</td>
</tr>
</tbody>
</table>
TAKE AN ACTIVE ROLE IN JUSTICE SECTOR REFORM

Because of the interdependent nature of the roles of the institutions in the justice sector, improved performance requires cooperation among the institutions.
## Strategic Objectives 4.1
### Improve UAGO Policy and Planning Processes

Develop better policy and planning capacities in order to identify and meet new challenges for the UAGO and the justice sector.

<table>
<thead>
<tr>
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<th>Responsibility</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1.1 Establish a policy and planning unit</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>DG</td>
<td>Policy and Planning unit established</td>
</tr>
<tr>
<td>4.1.2 Analyze current policy and planning issues for UAGO</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>Dept.4</td>
<td>Analysis approved</td>
</tr>
<tr>
<td>4.1.3 For Strategic Plan implementation collect baseline data at all levels</td>
<td>First Priority</td>
<td>2015 (100 Day Action)</td>
<td>Dept.4</td>
<td>Database established</td>
</tr>
</tbody>
</table>

## Strategic Objectives 4.2
### Increased Coordination of the institutions in the Justice Sector

Unlike other sectors, coordination of the institutions in the justice sector involves many parts of the legislature, executive, and judiciary as well as the private legal profession. This objective aims at addressing current challenges.

<table>
<thead>
<tr>
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<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.2.1 Establish coordination mechanism for justice service delivery with ASEAN Law Association (ALA), Bar Council, Lawyer Organizations, Law Department, Judiciary, Myanmar Police Force including Law Enforcement Agencies and other relevant organizations</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>DG</td>
<td>Coordination mechanism meets regularly</td>
</tr>
<tr>
<td>4.2.2 Conduct policy review of legal professional training needs and licensing requirement for law graduates</td>
<td>Third Priority</td>
<td>2019</td>
<td>Dept.4+ law enforcement agencies and relevant organizations</td>
<td>All Justice sector actors participate in review.</td>
</tr>
</tbody>
</table>

## Strategic Objectives 4.3
### Justice Sector Reform Strategy Developed

The UAGO as the sole institution that participates in all three branches of sovereign powers stands at the center of the Justice Sector and strives to achieve the principles of the Rule of Law in Myanmar through collaboration for Justice Sector reform.

<table>
<thead>
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</tr>
</thead>
<tbody>
<tr>
<td>4.3.1 Research best international practice on justice sector reform process</td>
<td>Second Priority</td>
<td>2017-2018</td>
<td>Dept.4</td>
<td>Research approved</td>
</tr>
<tr>
<td>4.3.2 Develop public consultation on a proposed Rule of Law Index for Myanmar to measure progress</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>DG</td>
<td>Discussion paper drafted and circulated; consultations held.</td>
</tr>
<tr>
<td>4.3.3 Design and launch a justice sector reform task force to address justice sector reform</td>
<td>First Priority</td>
<td>2015-2016</td>
<td>DG</td>
<td>High level approval secured.</td>
</tr>
</tbody>
</table>
Implementation of this strategic plan is affected by a number of unknowns.

The UAGO will need to work with the next government so that it can further discuss and make decisions on matters of policy and budget – for the UAGO and the entire justice sector.

In order to implement the strategic actions of the UAGO, the donors and international partners need to work together. Until the content and timing of technical assistance are agreed, a final implementation plan is not feasible.

There are nonetheless steps the UAGO can take right now that will prepare the ground for the more effective development and implementation of the strategic plan. We propose to take the following measures within the first hundred days following the launch of this plan:

- Confirm the UAGO strategic plan implementation structure, ensuring some continuity of active staff from the Planning Team, under the overall supervision of the Director General supported by the DDG for Department 4 with a designated Team Leader.

- Develop and implement a plan to gather baseline information and set targets to monitor and evaluate progress across the strategic plan. For indicators to be effective accountability tools we need to know our starting point. We recognize that indicators such as ethical awareness for law officers, rule of law awareness for government officers and trust and confidence of the public all require benchmarking.

- Provide project management training for the Strategic Plan Implementation Team and other managers to enhance their capacity of project management.

- Identify and develop project plans for projects that do not require extensive outside assistance or new resources. These could include
  a. Strategic Action 2.2.1: Revise the AGU Law and Rules to be in line with international standards.
  b. Strategic Actions 2.4.1/2.2.2: Establish the curriculum committee for recruitment and refresher training and design new curriculum
  c. Strategic Action 3.2.1: Review the ethical code and directives of law officers and staff to be in line with current best practices.

- Make an interim budget submission to provide any necessary resources to fund the selected projects.

- Convene an early meeting of the Legal Advisory Board already established under Presidential Ordinance in 20 April 2011 to begin consideration of justice sector reform issues.

- Convene an early meeting of international partners to identify current and proposed areas of international assistance to implement the plan.
UNION ATTORNEY GENERAL'S OFFICE