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JIGME SINGYE WANGCHUCK SCHOOL OF LAW



Annual Report

Fiscal Year 2015-16

Jigme Singye Wangchuck School of
Law – Royal Law Project Secretariat



Executive Summary

1. His Majesty the King graced the *Salang Tendrel* held on 29 May 2016 at Pangbisa, Paro. This event was also attended by the Royal Family and dignitaries of the Government and friends of the Jigme Singye Wangchuck School of Law (JSW Law).
2. The Jigme Singye Wangchuck Pillar was consecrated on 23 October 2015, graced by Her Majesty, the Gyalum Ashi Dorji Wangmo Wangchuck to commemorate the 60th Birth Anniversary of His Majesty the 4th King Jigme Singye Wangchuck. The JSW Pillar is envisioned to be a landmark structure at the JSW Law campus.
3. The Governing Council (GC) was established with the Chief Justice as its chairperson and two GC meetings were convened as planned.
4. The Hon'ble President, HRH Ashi Sonam Dechan Wangchuck appointed the founding Dean and granted the name of the law school on 10 May 2016.
5. Fundraising Strategy Document was completed by CCS, a firm recruited by the White & Case LLP in August of 2015. GGP was hired by White & Case LLP in December 2015 to implement the fundraising. Hon'ble President granted audience to Karen Cassidy, CEO of GGP during her visit to Bhutan from 10 – 19 June 2016. Approval was granted for the fundraising structure and plan proposed by Karen.
6. Eric Lemelson, Chairman of Karuna Foundation committed to granting USD 3 million for the construction of the law library at Pangbisa during his visit in Spring 2016. He also gifted a High Precision Window production line to the people of Bhutan on the occasion of His Majesty, the fourth King's 60th Birth Anniversary through the Hon'ble President during his visit in October 2015.
7. The RLP identified the Wood Craft Centre Ltd. (WCCL) to take ownership of the High Precision Window production line. Karuna Foundation supported the training of two technicians at Colorado, USA.
8. White & Case LLP committed to continuing its support in funding of key faculty members to work for the law school, the funding of the fundraising expert for the next 4 years and also for the temporary hire of campus for two years.
9. The Law Library has completed cataloging 312 books and journals on international law, sustainable development, environmental law, religion and law, international business transactions, and intellectual property, including some of the major online Law and other Journals.
10. A proposal for the law clinic was presented to the Hon'ble President on the 4th December 2015. A more detailed and in-depth proposal will be endorsed by the Academic Council in

July 2016 and presented to the 3rd sitting of the Governing Council for approval.

11. A team from the Harvard Negotiation and Mediation Clinical Program (HNMCP) at Harvard Law School visited Bhutan in May 2016 to field-test a beta version of an assessment methodology to better understand Bhutan's alternative or informal dispute resolution practices.
12. Seven international, regional and national conferences were attended by future members of faculty. Nineteen legal institutions were visited in three trips and formal institutional linkage with the University of Vienna was established.
13. Eight regular staff were recruited in 2015-16, out of which six were recruited as future faculty members. Three faculty of the University of Vienna were identified to team teach at JSW Law for the first few years of its opening. Additionally, two faculty candidates were identified under Fulbright Fellowship to teach the bridging course and legal research.
14. As a part of the faculty development program, two future faculty members were nominated for a Masters in Criminal Law at University of New South Wales, Australia and a Masters in Library and Information Studies at the University of North Carolina, Greensboro funded under the Legal Sector Program. JSW Law faculty members also attended a total of six in-country trainings or workshops, out of which three were in-house trainings conducted by JSW Law.
15. A total of eight law school policies were drafted and endorsed in 2015-16. Drafting of additional eight policies were initiated in 2015-16 to be completed in the 1st half of 2016-17.
16. All necessary clearances (Forestry, NEC, NRDCL, DAHE, MoE, BPCL, and Public Clearances) were obtained for the commencement of works at the project site. The project site office was established at Pangbisa in January 2016.
17. The construction of the 2.4 km access road to the site was handed over to the Department of Roads who then contracted the work for a period of 11 months to be completed by November 2016.
18. The construction of phase I (a) was awarded to Vajra Builders Pvt. Ltd. at a cost of Nu.258.239 million for a period of nine months ending on the 31st March 2017.
19. The project team attended training on STAAD Pro, Advanced AutoCAD and Transys at College of Science and Technology (CST) from 29 February 2016 to 20 March 2016.
20. Roland Meingast, Clay Expert was invited to Bhutan on a Fact Finding Mission on constructing Energy Efficient Buildings using Clay materials and other locally available

resources in spring 2016. At the end of his 14-day visit, Roland Meingast made a one-day presentation on his initial findings to representatives of relevant agencies.

21. JSW Law met most of its planned targets for the fiscal year 2015-16, with financial achievement of 66.77%. The total expenditure incurred is Nu.84.998 million of the total Nu.127.305 million approved for the fiscal year.

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Message from the Dean



I have the pleasure of presenting the annual report of the Jigme Singye Wangchuck School of Law - Royal Law Project (JSW Law) for the fiscal year 2015-2016.

The annual report is produced with the objective of documenting the activities carried out by JSW Law as well as to assess how we have succeeded in delivering on our planned as well as ad-hoc activities for the fiscal year.

The annual report will therefore cover information on our annual work plan, activities carried out, budget implementation against the approved budget, past audit reports, issues and recommendations. It is to be noted that from the fiscal year 2015-16, the JSW Law has also started implementing the Government Performance Management System (GPMS) monitored by the Prime Minister's Office. In accordance with this system, JSW Law has developed its annual performance targets which in this report have taken the place of the annual work plan and targets.

I am pleased to report that the planned activities were implemented very successfully under the visionary leadership and direction of the Hon'ble President, Her Royal Highness Princess Sonam Dechan Wangchuck. With the Royal Charter for Law School granted by His Majesty the King, the mandates and functions of the project secretariat and the law school have become very clear, and all the activities implemented so far were in line with the royal commands and directives, without major hindrances. Some of the major milestones in this fiscal year were the establishment of the Governing Council as mandated by the Royal Charter, adoption of the law school's statutes and the conditions of service, the appointment of the Dean and the naming of the law school, commitment of the Karuna Foundation to make a grant of USD 3 million for the construction of the Law Library, formalization of the institutional linkages with the University of Vienna, and the award of the construction works for phase I (a), amongst many others. Also, the Royal Audit Authority (RAA) carried out an audit of JSW Law for the fiscal years 2013 to 2015 in June 2016. They have also carried out annual audit of the Legal Sector Programme. I am pleased to report that the auditors have noted that the law school has maintained proper books of accounts and the financial statements were in agreement with the accounting records. Accordingly, the RAA has issued unmodified (Clean) report.

I would like to offer my deepest gratitude to the Hon'ble President, Her Royal Highness Princess Sonam Dechan Wangchuck for the constant guidance and direction in fulfilling the Royal Vision. Gratitude is also due to Dasho Gyalzim and His Majesty's Secretariat for the support and guidance provided. My sincere appreciation to the staff members for their wholehearted support and cooperation. With the noble inspiration from the Golden Throne and most able guidance of the Hon'ble President, I am very confident that the JSW Law team will succeed in realizing the project's ambitious timelines and expectations.

An Overview

It is the noble vision of His Majesty the King Jigme Khesar Namgyel Wangchuck to establish the nation's first law school. His Majesty the King granted the Royal Charter establishing the law school on 21 February 2015 coinciding with His 35th Birth Anniversary. The law school as envisioned by His Majesty is established to promote rule of law with an objective to produce a well-trained and socially responsible legal fraternity in order to develop strong legal institutions contributing to a vibrant democracy, and to promote legal research and scholarship for advancement of learning.

To achieve this noble vision, His Majesty the King in His wisdom commanded Her Royal Highness Ashi Sonam Dechan Wangchuck to initiate the Royal Law Project in 2009, well before the Royal Charter was granted. Since then, the Royal Law Project Secretariat, under the able guidance of Her Royal Highness Ashi Sonam Dechan Wangchuck, has been diligently working towards the founding of the law school.

Consistent with the pillars of Gross National Happiness and Bhutan's national priorities, research and studies at the school will place a heavy emphasis on the environment and sustainable development. In addition to training and educating a generation of sensitive and ethical leaders for Bhutan, the law school dedicates itself to the formation of *global* leaders in whom the values of GNH and sustainable economic development are deeply ingrained. In addition to providing a research hub for law and policy in support of Bhutan's democratic institutions, it will serve as a home for scholars from around the world who wish to dedicate their minds, pens, and voices to the causes of sustainability and GNH under law. These core values will be reflected and represented in every aspect of the law school, from its "green campus" architectural concept to the course curriculum.

In light of the above, the Royal Law Project Secretariat, (re-named on 10 May 2016 to "Jigme Singye Wangchuck School of Law") is delighted to report significant progress towards the establishment of the law school, with great strides made on both the physical facilities and the academic aspects of the law school.

The Royal Law Project team continues to remain optimistic for a successful launch of the law school in July 2017. The faculty and staff remain inspired to work even harder with the trust bestowed upon us, and inspiration we have received from His Majesty the King. We remain inspired by the benevolent leadership of the Hon'ble President, the support we receive from the Government, and the assistance from other project friends and partners.

Objectives

The objective of the Royal Law Project Secretariat is to establish the law school (Jigme Singye Wangchuck School of Law) as per the Royal Charter. The objective of the law school shall be to provide a world class legal education to its students, facilitate research in law and related fields, and promote Bhutan's cultural heritage and traditional values.

Funding

Nu.500 Million is committed by the Government of India for the physical infrastructure development of the Royal Institute of Law under the Project Tied Assistance financing in the 11th Plan, as confirmed by the GNHC. The US-based foundation, Karuna Foundation, has also committed to USD 3 million in early 2016 towards the construction of the law library; the signature building of the law school campus. Nu.27.739 Million under the Legal Sector Programme jointly funded by the Swiss Development Cooperation agency and the Austrian Development Agency is committed towards the capacity development of the future faculty and the academic components of the Law School, including one time kick-off conference to be held in 2018. Finally, the international law firm, White & Case LLC, has also committed to the payment of the hiring cost of the temporary campus at Wangchuck Resort for two years, amounting to Nu.9.6 million.

Timeline for establishment of the Law School

JSW Law is working towards starting the law school and admitting its first batch of twenty five students into its five-year integrated degree programme in July 2017 at its temporary campus in Thimphu. The project team is also optimistic that the construction of the law school will be completed in 2019.

Plan and Achievements

JSW Law has developed its annual performance targets in accordance to the GPMS that is monitored online by the Government Performance Management Division (GPMD) of the Prime Minister's Office. As such, this report reflects the structure of the annual performance targets submitted to the GMPD.

The annual performance targets document is attached as annexure I along with the annual work plan for the fiscal year 2015-16.

2015-16 targets and achievements

Operation and Management Services

Establish all governing bodies required by the Royal Charter

JSW Law convened its first Governing Council meeting on 20 March 2016. The GC meeting was preceded by an opening ceremony presided over by the Hon'ble President, HRH Ashi Sonam Dechan Wangchuck. The major resolutions taken by the Governing Council during its first sitting were the adoption of the statutes for the law school; the submission of their recommendation for Dean candidates and name of the Law School to the Hon'ble President; and the approval of the timeline for the opening of the law school. The second Governing Council meeting was held on 29 April 2016, during which the members adopted the Conditions of Service for the law school.

The JSW Law also celebrated the appointment of Sangay Dorjee as Dean, Michael Peil as Vice Dean and the naming of the law school in a traditional ceremony on 10 May 2016.

The JSW Law has convened a total of twenty (20) Academic Council Meetings (including interim academic council meetings) to discuss academic affairs and other policy issues.

Establish and implement Fund Raising Strategy

The fundraising strategy development was outsourced to an American firm, CCS, by White & Case and CCS submitted its final draft plan for fundraising in August 2015 as planned. Implementation of the plan was contracted to another American firm, Governmental Grant Professionals, LLC, in December 2015, and the firm's CEO, Ms. Karen Cassidy, visited Bhutan during 10 – 19 June 2016. During her visit, the Hon'ble President and the Governing Council approved the fund raising structure and plan submitted by Ms Cassidy and Phuntsho Wangmo was tasked to work with Karen. The fundraising structure includes the formation of a campaign committee which is slated to happen in September/October 2016. As such, the timeline for developing a master case study and contacting potential donors has been shifted until the 2nd half of 2016-17. However, ten potential donors have already been contacted and some have already committed to funding various programmes of the law school.

GoI has committed Nu.500 million through PTA to the construction of the law school and would also be interested in supporting the academic development of the law school in the future.

Eric Lemelson, the Chairman of Karuna Foundation and members of the Karuna Foundation Board visited Bhutan in October 2015 to attend the Consecration of the JSW Pillar. During this visit, the Karuna Foundation gifted a High Precision Window production line to the people of Bhutan on the occasion of His Majesty, the fourth King's 60th Birth Anniversary through the Hon'ble President. Eric Lemelson and Alejandra Gonzales were also honored with an audience by His Majesty, the Druk Gyalpo during this visit.

Eric Lemelson also visited Bhutan in March-April 2016 with his technical team for the discussion of the construction project and the law library. Following this visit, Karuna Foundation committed to granting USD 3 million for the construction of the law library at Pangbisa. He also visited in May 2016 on our invitation for the Sa-lang Tendrel.

White &Case has committed to continuing its support in funding of key faculty members to work for the law school, the funding of the fund raising expert for the next 4 years and also for the temporary hire of campus for two years. The SDC and ADA has committed to funding of the Legal Sector Programme that provides the funding of the clinical programme and various HRD programmes and institutional linkage programmes. There have been discussions to continue this support through a second tranche of LSP that will increase the funding as well as extend the project to December of 2018. Finally, the RGoB has committed to continue funding the law school's overhead costs until such time that the law school is able to raise its own funds.

Plan, recruit and train faculty and staff

JSW Law has identified faculty needs by discipline through 2023 and faculty mapping has been finalized by the Academic Council.

JSW Law recruited six out of nine targeted faculty members. Judy Stark was hired as Library Expert on a consultancy basis in July 2015; Dema Lham, Nima Dorji, Ugyen Thinley and Stephan Sonnenberg were recruited in August 2015. We also recruited Dasho Rinzin Wangdi as Dzongkha faculty, seconded on a part-time basis from the Supreme Court. He is however, to join the JSW Law faculty on full time basis by the autumn of 2016. We anticipate that one to two of the targeted faculty members will be covered under an MOU with the University of Vienna to be signed in the next twelve months. Under this MOU, permanent Vienna faculty will teach courses on a visiting basis for the first several years of the law school's operations. Potential faculty candidates for the hire through the U.S. Fulbright Specialists programme were also identified.

Strategic faculty hiring plan for the clinic has been developed. In light of competing hiring priorities and the fact that the clinic will not be operational until spring of 2021, the decision was made to postpone any hiring of new clinic faculty until after the opening of the law school. Dema Lham has expressed some interest in taking up the role as one of the clinical faculty members upon her return from Australia in summer 2017.

JSW Law also recruited two administrative staff in 2015. Phuntsho Wangmo was recruited as head of administration and human resources and Pema Gyelpo was hired on contract as the project driver in October 2015. JSW Law also started the recruitment process of an ICT officer and the five support staff in early 2016 to be appointed by July 2016.

With regard to long term capacity building as planned and funded under the LSP, Pema Wangdi is continuing his Masters in Philosophy at Fordham University, USA. Dema Lham is currently working to earn a Masters in Criminal Law at the University of New South Wales (UNSW), in Sydney, Australia, and Ugyen Thinley is working to earn a Masters in Library and Information Studies at the University of North Carolina at Greensboro in the United States. In addition, JSW Law's Academic Council hosted three half-day in-house trainings on pedagogy and academic research for faculty and assorted guests, delivered by Michael Peil, Judy Stark and Bruce Lasky (visiting legal expert).

JSW Law faculty also attended several professional enrichment seminars or workshops. In July, 2015, two JSW Law faculty members attended training on treaty drafting that was jointly organized by the Ministry of Foreign Affairs and the Office of the Attorney General, funded by UNDP. Another faculty member was sent for the Training of Trainers (TOT) on Gender focal person's roles, organized by the NCWC at Paro in September 2015. Further, in June of 2016, two faculty members attended the Bridges Across Borders South East Asia Clinical Legal Education Association (BABSEACLEA) 2nd Asia CLE Summer School Workshop in Chiang Mai, Thailand.

Project team members attended training on STAAD Pro, Advanced AutoCAD and Transys at College of Science and Technology (CST) from 29 February 2016 to 20 March 2016.

Establish institutional linkages and partnerships

The JSW Law planned to visit twelve legal institutions or universities to explore institutional linkages for the Law School. These planned institutional linkage visits were budgeted under LSP and RGoB. However, JSW Law was able to exceed this target by seven as the JSW Law was fortunate to have additional support from the Karuna Foundation and White & Case. The following institutions were visited:

Austria: University of Vienna, University of Salzburg;

Italy: University of Milan;

Spain: IE Law School;

Switzerland: University of Zurich, University of St. Gallen, Swiss Federal Administrative Court;

United Kingdom: University of Cambridge, Oxford University, City Law School;

United States of America: Cornell Law School, Stanford University, Harvard University, Yale University, Lewis & Clark Law School

Singapore: National University of Singapore

India: OP Jindal & Symbiosis, Noida

Hong Kong: Chinese University of Hong Kong

Out of those institutions visited, one formal linkage with the University of Vienna was established and possible collaborations with National University of Singapore, OP Jindal, University of Zurich, and University of St. Gallen were explored.

The University of Vienna has agreed to have four of its law professors fill in the teaching faculty gaps especially for the first two to three years of the law school operation and also mentor Bhutanese faculty while teaching these courses. There is also commitment from the University of Vienna to support joint conferences and work together on some of JSW Law's research centre initiatives.

Furthermore, the following international conferences were attended by various faculty members of the JSW Law:

1. GNHC international conference in Paro organized by CBS – attended by Dema Lham, Ugyen Thinley and Stephan Sonnenberg;
2. 2015 IALS Global Law Deans' Forum – attended by Michael Peil;
3. 2015 IALS Annual Meeting – attended by Michael Peil;
4. 2015 Annual Meeting of the American Association of Law Librarians – attended by Judy Stark;
5. "Directions in Legal Education," - attended by Michael Peil from 3-4 June 2016; CUHK – a jointly written paper with Nima Dorji was presented at the conference.

6. Bridges Across Borders South East Asia Clinical Legal Education Association (BABSEACLEA) – attended by Stephan Sonnenberg and Dema Lham from June 9-18, 2016
7. 2016 Annual Meeting of the American Society of International Law and the 2016 International Rounds of the Jessup International Law Moot Court Competition– attended by Michael Peil, April 2016

In addition to the above, Stephan and Dema taught a seminar on Alternative Development Strategies and the Law at the University of Vienna in Austria from June 1-4, 2016.

Provide efficient and effective support services (Financial, secretarial and procurement)

The overall satisfaction of the JSW Law staff with the support services provided by the administration, finance and HR was measured through a satisfaction survey conducted during the 3rd and 4th quarters of the FY. The average overall satisfaction with support services was 68.87% with best performing sections being the finance and the HR with 79% each. The worst performing sector was the procurement and secretarial services with 53% and 59% respectively. However, only six people responded to the survey out of the total 17 staff.

At the end of the fiscal year, the financial progress of the JSW Law stood at 66.77%, Nu.84.998 million disbursed of the total Nu.127.305million approved. The low financial progress can be attributed to the fact that the start of the construction works, a major part of the fund allocation was delayed until the 1st July 2016. Also, the national publicity campaign (student recruitment drive) was postponed to the next fiscal year since the student recruitment video and other media could not be completed within the fiscal year.

The approved budget for the fiscal year 2015-16 is attached as appendix – II.

Details of budget implementation for the Fiscal year 2014-2015 are shown in the table below:

OBC	Title	(A) Approved Budget	(B) Total Expenditure	(C) Advances	[D=A- (B+C)] Difference	Financial Achievement %
Operation and Management Services						
01.01	Pay and Allowances	4.005	3.579	0.000	0.426	88.69
02.01	Other Personnel Emoluments	0.092	0.084	0.000	0.008	
11.01	Travel – In-country	0.259	0.253	0.000	0.006	
12.01	Utilities -Telephones, Telex, Fax, E-mail, Internet	0.212	0.167	0.000	0.045	
12.02	Utilities -Telegram, Wireless Transmission, Postage	0.090	0.071	0.000	0.019	
12.03	Utilities - Electricity, Water, Sewerage	0.082	0.024	0.000	0.058	
13.02	Rental of Properties - Vehicles	0.133	0.126	0.000	0.007	

OBC	Title	(A) Approved Budget	(B) Total Expenditure	(C) Advances	[D=A- (B+C)] Difference	Financial Achievement %
14.01	S & M - Office Supplies, Printing, Publications	0.291	0.291	0.000	0.000	
15.01	Maintenance of Property - Buildings	0.180	0.159	0.000	0.021	
15.02	Maintenance of Property - Vehicles	0.147	0.147	0.000	0.000	
15.05	Maintenance of Property - Equipment	0.010	0.008	0.000	0.002	
15.07	Maintenance of Property - Computers	0.030	0.001	0.000	0.029	
17.01	Op. Exp. - Advertising	0.166	0.166	0.000	0.000	
17.02	Op. Exp. - Taxes, Duties, Royalties, Handling Charges, Bank Charges	0.019	0.000	0.000	0.019	
18.01	Hospitality & Entertainment	0.091	0.080	0.000	0.011	
24.03	Contributions - Provident Fund	0.373	0.317	0.000	0.056	
45.02	Training - Others	0.230	0.229	0.000	0.001	
54.01	Furniture	0.160	0.129	0.000	0.031	
54.02	Office Equipment	0.044	0.024	0.000	0.020	
54.03	Computers & Peripherals	0.106	0.105	0.000	0.001	
	Total Sub-Activity	6.720	5.960	0.000	0.760	
Construction of Law Institute						
55.01	Professional Services	1.500	0.614	0.000	0.886	60.11
93.01	PWA:employees	0.000	0.000	0.288	-0.288	
	Total Sub-Activity	1.500	0.614	0.288	0.598	
51.01	Exp. on Structure - Buildings	105.490	3.862	0.000	0.000	62.50
93.01	PWA:employees	0.000	0.000	0.750	0.000	
93.02	PWA Suppliers Others	0.000	0.000	0.737	0.000	
93.05	PWA Others	0.000	0.000	34.761	0.000	
93.06	PWA:Suppliers- Mobilization Advances	0.000	0.000	25.824	0.000	
	Total Sub-Activity	105.490	3.862	62.072	39.555	
Exchange Program & Establishment of Institutional Linkages						
11.02	Travel - Outside Bhutan	1.000	0.839	0.000	0.161	83.93
	Total Sub-Activity	1.000	0.839	0.000	0.161	
Purchase of Books for Law Library						
14.07	S & M - Text Books, Library Books, Stationeries & Sports Item	1.200	1.197	0.000	0.003	99.76
	Total Sub-Activity	1.200	1.197	0.000	0.003	

OBC	Title	(A) Approved Budget	(B) Total Expenditure	(C) Advances	[D=A- (B+C)] Difference	Financial Achievement %
Long-term HRD Training/Faculty Recruitment & Development						
45.01	Training - Human Resource Development	4.380	4.367	0.000	0.013	92.61
55.01	Professional Services	6.000	5.246	0.000	0.754	
	Total Sub-Activity	10.380	9.613	0.000	0.767	
	Total Sub-Program	10.380	9.613	0.000	0.767	
National Publicity Campaign for Law Institute						
11.01	Travel – In-country	0.265	0.000	0.000	0.265	52.22
14.01	S & M - Office Supplies, Printing, Publications	0.150	0.086	0.000	0.064	
17.01	Op. Exp. - Advertising	0.500	0.392	0.000	0.108	
	Total Sub-Activity	0.915	0.478	0.000	0.437	
Entertainment of VIP/ Guests						
18.01	Hospitality & Entertainment	0.100	0.075	0.000	0.025	75.10
	Total Sub-Activity	0.100	0.075	0.000	0.025	
	Grand Total	127.305	22.639	62.360	42.307	66.77

The annual tender for office supplies was completed and awarded by August 2015. Procurement of library furniture, other office furniture and computers for new recruits was completed. A few improvements to the JSW Law estate were also completed; (i) construction of a temporary toilet and extension of the water supply, and (ii) Painting of the library building and main building toilets.

Academic Development

Develop curriculum and course content

The development of curriculum and course content was assigned to the faculty members as of September 2015. The Academic Council has committed to a timely development of course content in line with the curricular needs of the JSW Law, and in congruence with the faculty hiring process underway to staff JSW Law in the coming years. However, it is expected that only 50% of the course materials and text books will be developed/purchased against this financial year's target of ten.

Draft policy and procedures for the Law School

Eight policies and procedures were targeted to be drafted this fiscal year. However, JSW Law has started or initiated the drafting of the following thirteen policies and procedures. Eight policies and procedures have been drafted out of which five have been endorsed by relevant authorities.

The achievement and status of these policies as of 30 June 2016 is reflected below:

Policy/ Procedure	Status as of 31 Dec 2015	Remarks
Study Abroad Policy	Draft completed (contained in DPR)	To be reviewed by the AC
Tuition and Fees Structures	Draft completed	To be reviewed by the AC
Strategy for identification and recruitment of foreign faculty	Completed in Jan 2016 and endorsed by the AC	
Strategy for identification and recruitment of national faculty	Completed in Jan 2016 and endorsed by the AC	
Registrar Job Description	Draft completed (contained in DPR)	To be reviewed by the AC
Scholarship Policies and Procedures	Being drafted	Drafting will continue into the next F.Y.
Residential Life Policy and Disciplinary Policy for Staff and Students	Initial draft completed by Phurba – intern, under review	Will be substantially redrafted (JS, UT & SS)
Admission Criteria and Entrance Examination	Being drafted	Drafting will continue into the next F.Y.
Career Counseling and Placement Strategy	Being drafted	Drafting will continue into the next F.Y.
Service Conditions	Draft completed, translated in Dzongkha and adopted by the GC during its 2 nd sitting	
Statutes	Draft completed, translated in Dzongkha and adopted by the GC during its 1 st sitting	
Internship Policy	Draft completed and endorsed by the HRC	
Sexual Harassment Policy	Being drafted	Drafting will continue into the next F.Y.

Recruit Students for the Law School

Michael Peil developed a presentation that is to be made to the Higher Secondary Schools in Bhutan during the student recruitment campaign. This was first presented to JSW Law in October for further comments/suggestions and the final version presented in July 2016. The actual student recruitment will start only in the next fiscal year. Accompanying brochures for JSW Law were developed and printed in June 2016.

The shooting for the student recruitment video was initiated and is expected to be completed within the 1st quarter of 2016-17.

Establish Law Clinic

As a part of the establishment of the Law Clinic, Stephan Sonnenberg was hired in August 2015. He has completed an initial desk research into the possibilities for the Law Clinic and drafted an initial proposal for the Law Clinic. His initial proposal was presented to the Hon. President on the 4th Dec. 2015.

The AC will ideally vet each of the three proposed clinics in July 2016 and this proposal will be submitted to the Governing Council during its 3rd sitting for endorsement. Mr. Sonnenberg will then run a scaled-down version of the clinic with the PGDNL students, possibly as early as 2017.

Mr. Sonnenberg has also proposed project plans for a comprehensive legal needs assessment, to be funded under the Legal Sector Programme. Such a study will establish a comprehensive baseline assessment of the legal and judicial sector in Bhutan, and substantially inform the substantive focus and pedagogies of the three law clinics. Mr. Sonnenberg has already initiated work on this legal needs assessment by forming a partnership with the Harvard Negotiation and Mediation Clinical Program (HNMCP) at Harvard Law School to develop an assessment methodology to better understand Bhutan's alternative or informal dispute resolution practices. A team from the Harvard Law School visited Thimphu and Paro Dzongkhag in May 2016 to field-test a beta version of this assessment methodology. Mr. Sonnenberg is also facilitating a major consensus building effort to define Bhutan's long-term development priorities for the justice sector, which will have direct spin-off effects for the legal needs assessment.

Establish Law Library and ICT infrastructure

The Law Library has completed cataloging three hundred and twelve books and journals against the sixty five planned. Further, the Library has also re-designed and developed the JSW Law website. Drafts for six library policies have been initiated out of which 3 policies for acquisitions, cataloguing and lending was completed. The remaining policies are expected to be completed by the next fiscal year.

Judy Stark has also been involved in the design of the library building for the Pangbisa site and has provided valuable information and expertise to the design consultants and the Karuna team. The library conceptual design is expected to be finalized by July 2016, but the detailed drawings and designs will be submitted to the RLP only in December 2016. Further, plans to establish a fiber optic cable line to JSW Law has been discussed with the Bhutan Telecom. This is expected to enhance the internet stability and reduce costs.

As a part of the establishment of the Law Library, library resource training was conducted in early 2016.

Infrastructure Development

Establish Site Office

The site office at Pangbisa, Paro was established in January 2016 and fully set up with necessary equipment by February 2016.

As initiated by Office of the Performance Management (OPM), Annual Performance Compact for the year 2016 was signed with the OPM, His Majesty's Secretariat. The RLP reports

to the GNHC and the OPM on a monthly basis on the progress of the construction project and its activities.

Commence phase-1 construction

All necessary clearances (Forestry, NEC, NRDCL, DAHE, MoE, BPCL, and Public Clearances) were obtained for the commencement of works at the site. The construction of the 2.4 km access road to the site was given to the Department of Roads who then contracted the work to Vajra Builders Pvt. Ltd., for a period of 11 months to be completed by November 2016. The base course of the road was completed ahead of schedule and was of much benefit to the RLP during the Sa-lang Tendrel.

The consultant awarded the design works for the construction project, United Consultancy, did not meet the deadline for the submission of the drawings and designs. As such, the phase I construction was divided into two phases; the phase I (a) for the structural frame and roofing, and the phase I (b) for the remaining works and energy efficient construction in the interest of time.

The project team started with the ground work for the selection of a contractor for the phase I construction. Intensive research of the existing 'large' category of contractors in Bhutan was conducted and a customized tender document for Phase I (a) was developed to meet the needs of the Royal Law Project without violating procurement rules and regulations of the country. The project team also registered with the Construction Development Board as required and announced the tender sale through their e-platform and the national newspaper, Kuensel.

Out of the five (5) bidders who purchased the tender documents, only four bidders (Vajra Builders Pvt. Ltd, Druk Chabchap Construction, T. Kunzom Construction and Penjor Construction) submitted their bids for the phase I (a) construction. The RLP awarded the works to Vajra Builders Pvt. Ltd in June 2016. The site handing taking and commencement of the works at site were completed on 1 July 2016.

As per initial agreement in 2013, RLP followed up with the Director of TRA on the proposed sharing of water supply and other amenities/resources between the TRA and RLP. Having expressed regrets on TRA's commitment, RLP initiated securing dedicated water source. Shaba Gewog extended required support as sought by the project to use their water source with a condition that RLP shall allocate adequate water supply to the households of the Gewog. With regard to the power supply, BPCL committed both temporary and permanent power supply connection at site as part of their CSR.

Sa-Lhang Tendrel:

The Ground Breaking Ceremony was performed on Sunday, 29May 2016 by the His Eminence the Lam Neten and monk body of Paro Rabdey. The Occasion was graced by His Majesty the King Jigme Khesar Namgyel Wangchuck, Royal Family members, Hon'ble Prime Minister, Members of Parliament, Donors, government officials and the local community.

Construct Landmark Pillar

To commemorate the 60th Birth Anniversary of His Majesty the 4th Druk Gyalpo, a monumental pillar known as JSW Pillar designed under the supervision of Hon. President, HRH Ashi Sonam Dechan Wangchuck was awarded to Laxmi Stone Arts at the contract amount of Nu. 1,831,625 (One Million, Eight hundred Thirty One Thousand, Six hundred and Twenty Five). The construction of Pillar was successfully completed and consecrated 23rd October 2015 by HRH Gyalyum Ashi Dorji Wangmo Wangchuck. This Pillar will be the principal landmark later at the Law School Site.

The JSW Pillar Description book was written, translated and its layout designed by Nima Dorji. The book itself was launched on 23rd Oct 2015 during the consecration of the Pillar. The consecration ceremony coverage was outsourced to Discovery Himalayas and a documentary produced, which is under review. The second edition of the JSW Pillar booklet is being drafted and translated.

Ad-hoc activities and achievements

Clay Expert and Fact Finding Mission

As an outcome of the Study Visit to Switzerland and Austria in November-December 2015, Roland Meingast, Clay Expert was invited to Bhutan for a Fact Finding Mission on constructing Energy Efficient Buildings using Clay materials and other locally available resources. At the end of his 14-day visit, Roland Meingast made a one-day presentation on his initial findings to representatives of relevant agencies (viz., MoWHS, MoHCA, DRE, TRA) organized by RLP. Discussion with the Karuna Foundation experts was also done to assess the viability of constructing one of the faculty housing in traditional mud with modern energy efficient design.

Roland Meingast's report on his findings is attached as annexure III.

High Precision Window production line and WCCL

The High Precision Window production line is expected to benefit the RLP and therefore, the RLP has actively involved itself in supporting and facilitating the establishment of the production line in Bhutan. The RLP identified the Wood Craft Centre Ltd. (WCCL) to take ownership of the machine and the production of the windows and doors. In line with this, the Karuna Foundation also supported the training of two technicians (one manager and one foreman) from the WCCL at Colorado, USA on the use and maintenance of the production line.

Issues and Challenges

The appointment of the Registrar is a key milestone in establishing the governing structure for the Law School. Without the Registrar, key decisions and staffing for the administration of the law school will be severely impacted. Also, in order to facilitate the opening of the Law

School, student recruiting and course development will have to be initiated and completed within the next four to eight months.

Since the opening of the Law School is expected to be in 2017, before the Pangbisa campus is ready, we will need to finalize the renting of temporary quarters in Thimphu for the academic and residential operations, and running administration out of the Taba project office. In addition to this, as the construction looks to extend beyond the 11th FYP, there will be a need to ensure that the temporary quarters can house two batches of students.

Another major consideration is the funding arrangements for the construction of the law school. The consultancy firm designing the project has indicated that the Nu.500 million committed for the project will not be adequate to complete the construction. The law school will need to mobilize additional funds for the construction of the Law School and start the process to seek commitments by the next fiscal year. Also with regard to the funding, it is foreseen that some funding mechanism needs to be developed for the construction project since there have been delays in obtaining funds for most GOI PTA projects.

Due to the delay in the acquisition of the site for the project, the design timeline has shifted forward resulting in a tighter timeline for construction. In addition to this, the construction implementation arrangements between the law school and the RCO also led to delay in the capacity strengthening of the project. Therefore, the project will also need to fast track its remaining tendering processes in order to expedite completion of construction and look at alternatives to ensuring that the capacity of the project does not hamper the progress at site.

Further, with the endorsement of the conditions of service, JSW Law has initiated the delinking process from the RCSC. The major issue with the delinking is the concern for the current staffs that are civil servants and may lose out on some of their civil service benefits. Since the new pay and benefit structure of JSW Law does not match that of the civil service, the Government expressed some concern in the costs, since they would be supporting JSW Law until JSW Law can self finance its operational costs.

Conclusion

As of June 30, 2016 we are in the process of recruiting key personnel, establishing various systems and drafting policies needed to open the law school in July 2017. This will necessitate a change in the focus of the JSW Law to concentrate on the key activities in 2016-17 to align with the strategic plan for the opening of the law school in 2017. Student recruitment and course development will become a priority in the next F.Y. Further development of the JSW Law capacity in terms of human resources, in numbers and expertise is also a key priority especially for the faculty and the project.

Annexure I: 2015-16 Annual Performance Targets and Work Plan

Objective	Actions	Success Indicator	Unit	Target for FY 2015-16	Against Target for FY 15-16	Narrative
To establish a globally renowned and indigenous Law School	Establish all governing bodies required by the Royal Charter	1st meeting of GC	No. of meetings	2	2	1 st Governing Council Meeting held on the 20 March 2016. Founding Dean appointed as of May 10, 2016, and 2 nd Governing Council meeting held on the 29 April 2016.
		1st meeting of AC	No. of meetings	24	20	
	Establish and implement Fund Raising Strategy	Fund raising strategy completed	Yes/No	Yes	Yes	CCS hired by White & Case have completed the fund raising strategy in August 2015
		"Master pitch" completed	Yes/No	Yes	No	Karen visited Bhutan in June and submitted a fund raising strategy which was presented to the JSW Law, GC and HRH. Master pitch will be completed in 2016-17.
		Potential donors contacted	No.	50	10	The fund raising structure includes the formation of the campaign committee which is slated to happen in September/October. As such, the timeline for contacting potential donors has been shifted until the 2nd half of 2016-17.
		Faculty recruited	No.	9	10	Dema Lham, Nima Dorji, Ugyen Thinley, Stephan Sonnenberg recruited in August 2015 & Judy Stark recruited in July 2015; Dasho Rinzin Wangdi recruited on secondment from Supreme court as Dzongkha Faculty. 4 faculty to be filled through institutional linkages with the University of Vienna and are already identified.
	Plan, recruit and train faculty	National faculty sent for post graduate study	No.	2	1	Pema Wangdi continuing his Masters in Philosophy in Fordham University; Dema could leave only in July 2016 due to visa issues and Ugyen Thinley to leave in August 2016. The target for this was changed during the mid-term review from 4 to 2.

Objective	Actions	Success Indicator	Unit	Target for FY 2015-16	Against Target for FY 15-16	Narrative
		Onsite training conducted	No. of training sessions	9	6	3 In-house pedagogy and research trainings conducted for faculty; 2 faculty members attended the treaty drafting training organized by MoFA/OAG in July 2015. Workshop in Chiang Mai, Thailand attended by Stephan and Dema
		Potential clinical faculty identified	No.	5	5	Strategic faculty hiring plan for the clinic has been developed. In light of competing hiring priorities and the fact that the clinic will not be operational until spring of 2021, the decision was made to postpone any hiring of new clinic faculty until after the opening of the law school. Dema Lham has expressed some interest in taking up the role as one of the clinical faculty members upon her return from Australia in summer 2017.
		Clinical training program developed	Yes/No	Yes	Yes	Clinical Training Program developed and was presented to the AC in July for final comments
	Develop curriculum and course content	Course module descriptors drafted	No.	28	NA	Development of the course module descriptors is no longer relevant to the Law School and IAC has decided that the respective faculty member will develop their course content and syllabus directly. This target was removed during the midterm review.
		Textbooks and other course material identified/ developed	No.	10	2	First-year Dzongkha sequence and induction course textbook

Objective	Actions	Success Indicator	Unit	Target for FY 2015-16	Against Target for FY 15-16	Narrative
	Establish institutional linkages and partnerships	Institutions visited	No.	12	19	<p>Austria: University of Vienna, University of Salzburg;</p> <p>Italy: University of Milan;</p> <p>Spain: IE Law School;</p> <p>Switzerland: University of Zurich, University of St. Gallen, Swiss Federal Administrative Court;</p> <p>United Kingdom: University of Cambridge, Oxford University, City Law School;</p> <p>United States of America: Cornell Law School, Stanford University, Harvard University, Yale University, Lewis & Clark Law School</p> <p>Singapore: National University of Singapore</p> <p>India: OP Jindal & Symbiosis, Noida</p> <p>Hongkong: Chinese University of Hongkong</p>
Formal and informal linkages established		No.	4	5	<p>Formal linkages: University of Vienna, Austria;</p> <p>Informal Linkages: National University of Singapore, OP Jindal, University of Zurich, University of St. Gallen</p>	
International conferences attended		No.	4	8	<ol style="list-style-type: none"> 1. GNHC international conference in Paro organized by CBS; 2. 2015 Global Law Deans' Forum; 3. 2015 IALS Annual Meeting; 4. 2015 Annual Meeting of the American Association of Law Librarians – Judy Stark; 5. “Directions in Legal Education,” from 3-4 June 2016; CUHK 6. Bridges Across Borders South East Asia Clinical Legal Education Association (BABSEACLEA), from June 9-18, 2016 7. 2016 Annual Meeting of the American Society of International Law and the 2016 International Rounds of the Jessup International Law Moot Court Competition– attended by Michael Peil, April 2016 <p>Seminar on Alternative Development Strategies and the Law at the University of Vienna in Austria, from June 1-4, 2016 taught by SS and DL</p>	

Objective	Actions	Success Indicator	Unit	Target for FY 2015-16	Against Target for FY 15-16	Narrative
	Draft policy and procedures for the Law School	Policies and procedures drafted	No.	8	8	Study Abroad Policy, Service Conditions, Statutes, Internship policy, Tuition and Fees Structures and Registrar job description drafts completed; Strategy for identification and recruitment of foreign faculty, and Strategy for identification and recruitment of national faculty will be completed in January 2016; Scholarship policies and procedures (Govt & Law School), Admission Criteria and Entrance Examination, Career Counseling and Placement Strategy, Sexual Harassment Policy and the Residential Life Policy and Disciplinary Policy for Staff and Students to be initiated in 2015-16 but completion most likely in FY 2016-17.
	Recruit students	Recruiting video completed	Yes/No	Yes	80%	
Recruiting website module completed		Yes/No	Yes	Yes		
HSS campus visited		No.	55	0	It was decided to push the recruiting drive to early 2016-17	
	Establish Law Clinic	Dzongkhags visited	No.	20	2	Thimphu and Paro Dzongkhag during the Harvard team's visit in May 2016. Has been pushed back to 2017-18 due to funder decision (ADA)
Empirical research initiated		Yes/No	Yes	Yes		Harvard Visit in May 2016
Experiential modules proposed		No.	2	3	Developed and to be presented to GC in 3rd sitting	
	Establish Law Library and ICT infrastructure	Training for faculty/staff on library resources	No.	4	2	1 research training conducted in house by JS Library resources training conducted in Spring 2016.
Policies and procedures drafted		No.	6	3	Acquisitions, cataloguing and lending policies	
Books/ephemera cataloged		No.	65	312		
	Provide efficient and effective support	RIL staff satisfied with service	%	100	68.87	Satisfaction survey completed and overall satisfaction is 68.87%
Budget utilized		%	100	66.77		

Objective	Actions	Success Indicator	Unit	Target for FY 2015-16	Against Target for FY 15-16	Narrative
	services (HR, financial, secretarial and procurement)	Non-teaching staff recruited	No.	5	7	Phuntsho Wangmo, Head of Administration/HR recruited in August 2015 and Pema Gyelpo, Project driver recruited in October 2015. Assistant ICT Officer and 5 support staff identified and recruitment process completed
		In-country training implemented	No. of training	3	3	Training of Trainers (TOT) on gender by NCWC conducted for one of the RIL staff. AutoCADD, 3D modeling & STATA training completed in February 2016. Two JSW Law faculty members attended a training on treaty drafting that was jointly organized by the Ministry of Foreign Affairs and the Office of the Attorney General.
Maintain RIL estate	Scoring as per estate management evaluation	%	100	NA	Estate management manual developed in July 2016	
	Estate issues resolved	%	100	50		
Establish Site Office	Site office established	Date	Jan-16	Jan-16		
Commence phase-1 construction	Complete Phase-1 Design and Drawings	Date	Oct-15	Not completed	Conventional design completed and presented to HP. Delayed since designs were redone to include energy efficient components. Final drawings to be handed over to project by end of September 2016	
	Complete preparation of Tender Documents	Date	Nov-15	Mar-16		
	Sa-Lhang Tendrel	Date	Nov-15	May-16		
	Complete Evaluation of Bids	Date	Nov-15	May-16		
	Award Works to the Contractor(s) and hand over the site	Date	Mar-16	Jun-16		
	Commence the Construction works	Date	Apr-16	Jul-16		

Objective	Actions	Success Indicator	Unit	Target for FY 2015-16	Against Target for FY 15-16	Narrative
		Local communities consulted	No. of consultations	6	7	
		Multi-channel communications established	Yes/No	Yes	Yes	
	Construct Landmark Pillar	Design Finalized	Date	Jul-15	Jul-15	Designed, finalized and approved by the Honourable President as planned
		Work Awarded	Date	Jul-15	Jul-15	Work awarded to Laxmi Stone Arts
		Pillar unveiled	Date	Oct-15	Oct-15	Pillar consecrated and unveiled on 23rd October 2015
	ADHOC/ Unplanned activities					1. Stephan and Dema taught a course at University of Vienna in Spring/Summer 2016.
						2. Joint research project (JSW Law / BNLI / University of Vienna) initiated on customary law in Bhutan.
						3. Spearheading multi-agency project with OAG, Judiciary, and UNDP on judicial strategic plan, FYP, and UN Sustainable Development Goals (SDGs).
						4. Fact finding mission for clay as a suitable energy efficient building material in March-April 2016
						5. Coordinating and facilitation of High Precision Window production line establishment at WCCL

Annexure II: 2015-16 Approved Budget

OBC	Title	FIC	(A) Approved Budget
01.01	Pay and Allowances	0001	4.005
02.01	Other Personnel Emoluments	0001	0.092
11.01	Travel - In country	0001	0.259
12.01	Utilities -Telephones, Telex, Fax, E-mail, Internet	0001	0.212
12.02	Utilities -Telegram, Wireless Transmission, Postage	0001	0.090
12.03	Utilities - Electricity, Water, Sewerage	0001	0.082
13.02	Rental of Properties - Vehicles	0001	0.133
14.01	S & M - Office Supplies, Printing, Publications	0001	0.291
15.01	Maintenance of Property - Buildings	0001	0.180
15.02	Maintenance of Property - Vehicles	0001	0.147
15.05	Maintenance of Property - Equipment	0001	0.010
15.07	Maintenance of Property - Computers	0001	0.030
17.01	Op. Exp. - Advertising	0001	0.166
17.02	Op. Exp. - Taxes, Duties, Royalties, Handling Charges, Bank Charges	0001	0.019
18.01	Hospitality & Entertainment	0001	0.091
24.03	Contributions - Provident Fund	0001	0.373
45.02	Training - Others	0001	0.230
54.01	Furniture	0001	0.160
54.02	Office Equipment	0001	0.044
54.03	Computers & Peripherals	0001	0.106
	Total Sub-Activity		6.720
	CONSTRUCTION OF LAW INSTITUTE		
55.01	Professional Services	0001	1.500
	Total Sub-Activity		1.500
51.01	Exp. on Structure - Buildings	3059	105.490
	Total Sub-Activity		105.490
	EXCHANGE PROGRAM & ESTABLISHMENT OF INSTITUTIONAL LINKAGES		
11.02	Travel - Outside Bhutan	0001	1.000
	Total Sub-Activity		1.000
	PURCHASE OF BOOKS FOR LAW LIBRARY		
14.07	S & M - Text Books, Library Books, Stationeries & Sports Item	0001	1.200
	Total Sub-Activity		1.200
	LONG TERM HRD TRAINING/FACULTY RECRUITMENT & DEVELOPMENT		
45.01	Training - Human Resource Development	4035	13.167
55.01	Professional Services	4035	3.000
	Total Sub-Activity		16.167

OBC	Title	FIC	(A) Approved Budget
45.01	Training - Human Resource Development	4058	2.000
55.01	Professional Services	4058	3.000
	Total Sub-Activity		5.000
	Total Sub-Program		21.167
	NATIONAL PUBLICITY CAMPAIGN FOR LAW INSTITUTE		
11.01	Travel - In country	0001	0.265
14.01	S & M - Office Supplies, Printing, Publications	0001	0.150
17.01	Op. Exp. - Advertising	0001	0.500
	Total Sub-Activity		0.915
	ENTERTAINMENT OF VIP / GUESTS		
18.01	Hospitality & Entertainment	0001	0.100
	Total Sub-Activity		0.100
	G/Total		138.092

