

KINGDOM OF CAMBODIA

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# Cambodia Criminal Justice Assistance Project Phase III

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Annual Report and  
Forward Plan 2008-  
2009

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MARCH 2008

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Australian Government  
AusAID

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## Abbreviations

AFP	Australian Federal Police
CC1 & 2	Cambodia's two main correctional centres outside Phnom Penh
CCJAP	Cambodia Criminal Justice Assistance Project
CLJR	Council for Legal & Judicial Reform
CMP	Corruption Mitigation Plan
CPCS	Crime Prevention & Community Safety
CRA	Corruption Risk Assessment
DANIDA	Danish International Development Agency
D&D	Decentralisation and Deconcentration
DIHR	Danish Institute of Human Rights
EWMI	East West Management Institute
FSF	Flexible Support Fund
GoA	Government of Australia
LJS	Legal & Judicial Reform Strategy
M&E	Monitoring & Evaluation
MEF	Ministry of Economy & Finance

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MOH	Ministry of Health
MOI	Ministry of Interior
MOJ	Ministry of Justice
MOP	Ministry of Planning
MOSVY	Ministry of Social Affairs, Vocational Training and Youth Rehabilitation
NGO	Non-Government Organisation
NMB	National Management Board
PCB	Permanent Coordinating Body (of the CLJR)
PCP	Police Courts Prisons (provincial meetings)
PMU	Project Management Unit (of the CLJR)
RAJP	Royal Academy for Judicial Professions
RGOC	Royal Government of Cambodia
SFD	Strategic Framework Document
TA	Technical Assistance
TWG	Technical Working Group

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## CONTEXT

This is the Annual Report 2007/2008 and Forward Plan 2008/2009 for CCJAP III.

This report will summarise project progress from mobilisation in February 2007 to activity implementation, which was undertaken between July 2007 and March 2008.

This report considers project achievements and lessons learnt over the past 12 months from a variety of sources such as: the CCJAG 1<sup>st</sup> Mission Report; the CCJAG 2<sup>nd</sup> Mission Aide Memoire; the Managing Contractor Performance Report; and, feedback from key stakeholders. This information has shaped the approach taken in this Annual Plan, which was collaboratively undertaken with a wide range of key stakeholders from within the sector, government and non-government.

The forward plan has a much stronger focus to: the facilitation of and support to implementing activities; component and activity integration/coordination; component and activity integration of cross-cutting themes; gender equality and gender mainstreaming; integrated ethics and governance; Juvenile Justice; HIV/AIDS; Human Rights; executive development (aligned to the Sector Planning Manual); and, alignment of the Plan with the L&JRS across all components. There are significant capital works to be undertaken, linked to project imperatives and cross-cutting themes.

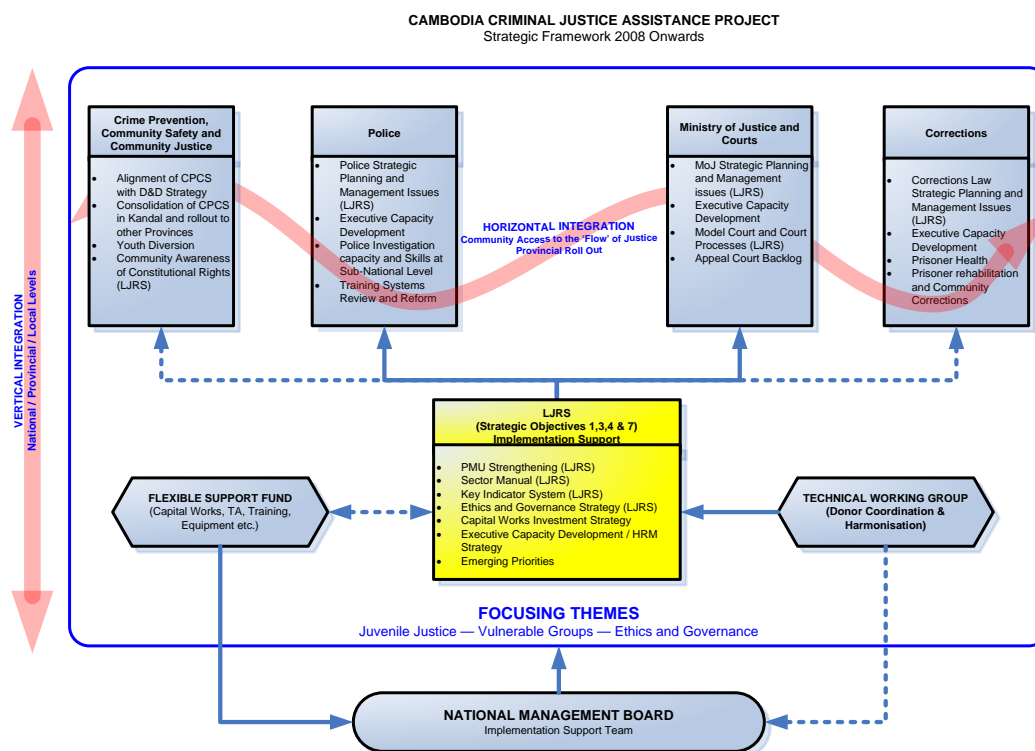
Project structural changes have also been undertaken which are conducive to a more effective project management approach. Component Advisers will take a stronger focus to supporting activities aligned to cross-cutting themes whilst mentoring and supporting counterparts to improve technical skills.

This is the Second Annual Plan and lessons have been learnt about the management and guiding principles of the FSF. From these experiences we have shaped an Annual Plan that is: responsive to the environment, external and internal; adaptable and flexible in design and context; and, practical, yet visionary, in setting targets and goals to (also) progress the Provincial Expansion Implementation Plan.

This document is provided for the information, review and approval of the project's National Management Board (NMB) and AusAID.

## STRATEGIC OBJECTIVES AND APPROACH

Figure 1 – CCJAP III Strategic Objectives



## SUMMARY: ANNUAL REPORT 2007/2008

## INTRODUCTION

The Annual Report is attached at Annex A; Annual Performance Review Report (APR) 2007/2008.

In this Section the report will summarise the APR, discuss achievements and lessons learnt and consider the forward direction of the project.

## Component 1

During this year CCJAP has improved the capacity of the PMU to perform its roles as: secretariat for the Council for Legal & Judicial Reform; and, a development, coordination and management function in implementing the LJRS. Engagement with the PMU continues to be good with counterparts having a clear view of CCJAPs implementing activities and alignment with the LJRS. CCJAP is providing technical assistance that supports the ability of the PMU to undertake these functions.

## OTHER ACHIEVEMENTS:

- The support provided to the Technical Working Groups and the Sub-Groups has seen an improvement in interagency cooperation and coordination, Donor coordination and problem-solving and issues management.
- The Draft Sector Planning Manual is progressing very well. It provides a guideline for tangible and visible linkages between: national policy and reform; ministry and organisational strategic planning; agency activity planning; budgeting; and, monitoring and evaluation. The Manual will provide future opportunity to build sustainability of: consistent executive planning capacity through the sector; ensure planning is aligned to RGOC policy, agency strategic plans and the operations and systems of key sector agencies. The Manual continues to be a work in progress and will align with the Indicator Monitoring System (IMS).
- The project continues to support the PMU and DIHR to develop the IMS. This is a long-term activity that involves donor and key counterpart coordination and collaboration to agree on and implement a sectoral IMS as capacity of organisations grows and becomes more sustainable.
- The project continues to support the PMU and DIHR to develop the Model Court Concept. This is a long-term activity that involves donor and key counterpart coordination and collaboration to agree on the elements of a model court. Many activities being undertaken in Component 4 are elements of the Model Court.
- The Capital Works Program is progressing on schedule and will gain momentum with longer-term inputs planned for April and May 2008. Capital works for the 2008/2009 AP will be located under component 6 and there are 26 projects at 6 sites planned for 2008/2009.

## LESSONS LEARNT

- The RGOC has delayed planned implementing activities of the original Anti-Corruption Strategy for sensitive and political reasons, citing: the timeliness of upcoming Elections; the pending anti-corruption legislation (which is still to be passed); 'concerns' associated with systems analysis; and, the fact that the original Strategic Framework Document was that of 'Ethics and Standards', not 'Anti-Corruption' (although the LJRS refers to Anti-Corruption).

As a result of dialogue with the Chair of the NMB, the Anti-Corruption Strategy has been revised to that of an 'Interim Ethics and Governance Strategy' working with: the Anti-Corruption Unit or other 'Oversight Body' promulgated by legislation (when that occurs); Inspectorate Agencies within the MOI, MOJ and Prisons (DOMCO) to improve ethics, standards and governance within the respective institutions; to strengthen and mainstream accountable and transparent governance processes within project implementing activities (including CPCS within the D&D Framework); and, to seek opportunities to work with the World Bank Good Governance Program at the District Level, particularly with project expansion provinces.

The RGOC has undertaken to revise their position after the elections and the passing of the Anti-Corruption Legislation.

The proposed Interim Ethics and Governance Strategy was submitted to AusAID for consideration and is subject of integrated, key thematic implementing activities in the Annual Plan 2008/2009

- Working at the National level, this component essentially seeks to strengthen opportunity for sustainability of practice and reforms in accordance with the LIRS. However, to do that the project needs to improve its focus to:
  - Strengthen integrating activities across all components and between stakeholder institutions.
  - Strengthen component and institutional integration and mainstreaming of focusing and cross-cutting themes.
  - Strengthen local ownership of and participation in implementation activities to influence national systems and structures that will afford greater opportunity for sustainability.

These lessons learnt will be reflected in the Annual Plan 2008/2009 Integrated Output and Activity Matrix as attached on Annexure B.

## COMPONENT 2

This Component continues to achieve good outcomes, particularly at the Provincial, District and Commune levels. Component outputs were achieved as scheduled:

Activities in this component provide a good link between the national policy (NCDD Guidelines and the LIRS) and the community, particularly in developing community awareness of CPCS and proactive solutions to reducing and preventing crime. It significantly improves police-community cooperation, strengthens civil society and demonstrates tangible and realistic benefits to the community.

In Phase 3 the project seeks to strengthen opportunity for sustainability by: integrating CPCS activities into the National D&D Framework; supporting police involvement in CPCS activities through the CNP Civilian Prevention Movement Directive as a means of engagement; promoting problem solving at the community level; supporting NGO participation; and, supporting Donor coordination and alignment with national policy. Strong key counterpart support is evident at the NMB, Institutional and Provincial levels.

## OTHER ACHIEVEMENTS

Since the commencement of CCJAP III new CPCS initiatives were collaboratively identified and developed and funded by an approved FSF application. This was done as part of the transitional arrangements under the previously established separate CPCS committees in order to maintain momentum for CPCS. Awareness raising sessions about CPCS were provided to Provincial and District D&D facilitators through a series of workshops conducted by trained local facilitators. This resulted in the inclusion of CPCS activities in each Commune's Annual Commune Investment Plan, and the inclusion of CPCS activities in the Provincial District Priority Activity Matrix for 2008. CCJAP attended District Integration Workshops and signed temporary

agreements with 42 Communes in 4 districts to support the development and implementation of 65 CPCS related activities in Kandal province in 2008. This consists of 46 activities under the Security sector and 19 under the Gender sector.

In March 2008 financial management arrangements in the form of a Memorandum of Agreement (MOA) between CCJAP and the Provincial Rural Development Committee, was signed. This will ensure compliance with established financial management systems as promulgated by the National Committee for Support to Communes/Sangkats. This approach significantly strengthens opportunity for sustainability by utilising existing RGOC systems and processes. CCJAP will continue to monitor progress to ensure good governance, transparency and accountability in the expenditure of project funds and that appropriate beneficiaries are receiving planned support.

## LESSONS LEARNT

A risk with this component is that it will become the modality to implement activities that are not within project or component scope, particularly with respect to provincial expansion plans. This will be carefully monitored. It is important to reflect that project staff working on (component) implementing activities are already working at full capacity and they should not stretched to the point where they become ineffective.

CCJAP II attempted to implement CPCS activities through the creation of a separate CPCS structure. However, as a result of lessons learnt CCJAP III began working through and strengthening existing government systems to implement CPCS activities (as described above). By taking this approach the project has already made significant progress towards attaining sustainability in practice, provided that RGOC recurrent funding is made available and that established relationships with civil society and NGOs continues to strengthen and be expanded with expansion provinces.

Provincial expansion activities will need to be carefully considered, implemented and resourced in a structured and systemic way. Alignment with the Provincial Rural Development Committee (in accordance with financial standards as promulgated by the National Committee for Support to Communes/Sangkats) will be essential.

National support and recognition of these activities will develop over time, given alignment with existing government structures.

The Provincial Expansion Implementation Plan is attached at Annex C: Provincial Expansion Implementation Plan.

Annex B: Component 2; Annual Plan 2008/2009 Integrated Output and Activity Matrix.

## Component 3

In the latter stages of Phase II this component received little support. Implementing activities had been reduced over the preceding 12 months and at the outset of Phase III it was important to build relationships quickly. With the appointment of a dedicated AFP adviser committed to the component good working relationships were developed between the CNP and the project Team. The AFP Adviser completed his

tenure of 14 months and the changeover to a new Police Adviser was managed smoothly. In collaboration with key counterparts the momentum of implementing activities has continued strongly.

## OTHER ACHIEVEMENTS

The Commissioner General has strongly endorsed the Strategic Planning process which was developed by an executive working group of senior police officers. The CNP has developed the Vision / Mission / Values of its draft strategic plan and planned support and activities will continue to assist in completing and socialising the draft Strategic Plan by the completion of this Annual Work Plan. The development of the draft strategic plan was modelled on the guidelines of the Sector Planning Manual.

The Forensic Activities have progressed very effectively, focussing on building the capacity of: the Scientific and Technical Forensic pool of experts; Forensic Trainers; crime scene preservation and management by police officers; and, of Forensic Laboratories. This Output has commenced expansion activities in other Provinces.

The Forensics Advisor and Sexual Assault Medical Specialist have also worked with key counterparts, the Ministry of Health, MOWA, Police and NGOs (Social Services of Cambodia) support victims of sexual violence. The objective of the sexual violence program is to build institutional support for victims (sexual assault survivors) and to strengthen institutional capacity of exhibit management and handling relating to sexual crimes. This approach is intended to improve access to justice for victims of sexual crimes (women and children).

This approach is seen by NGOs as the only 'whole of justice' approach in Cambodia to survivors of sexual assault. Most other government and NGO's are concentrating on either strictly health or legal support for sexual assault survivors where our program addresses all facets of survivor management and ensures that they have equitable and fair access to justice. This is a key sector and project integration activity that has the potential to be expanded into the MOJ and Courts components and to be strengthened and sustained across the sector.

## LESSONS LEARNT

The project will require a collaborative approach, involving key sector agencies, Donors, and component personnel, to support the development of the Police Act legislation. This will require collaborative workshops with executive agency representatives to develop, socialise and feedback on drafting instructions. The identification of opportunities to link with interdependent legislation will be crucial.

The CNP forensics pool of experts also requires further capacity development. Specialist and other equipment has been purchased and allocated concurrently with the roll-out of additional training programs within planned expansion sites.

This component requires more support and focus by way of technical assistance to: implement specialist training regimes (for forensics experts and medical specialists); implement policy and systems changes across the sector for managing vulnerable victims (police, courts and health); develop reciprocal reporting

standards and protocols with key stakeholder agencies (for vulnerable people); identify and build the executive development and planning capacity of key counterparts within the CNP (linking it to the sector planning manual); build the capacity of counterparts within the health profession; and, to review and support the drafting of relevant legislation that support this initiative and for the CNP generally.

In this component the project will demonstrate a strengthened focus to: more police support to CPCS through the Civilian Prevention Movement Directive; gender mainstreaming; the implementation of HIV/AIDs precautionary measures, systems and protocols; an improved commitment to supporting human rights practices; and, further strengthening organisational commitment to improved ethics and governance.

Annex B: Component 3; Annual Plan 2008/2009 Integrated Output and Activity Matrix.

#### Component 4

Activities in this phase have largely focused at: strengthening court systems; case management of juveniles; transparency of court administrative practices; scoping capacity of the Court of Appeal; and, identifying capital works which enable a stronger institutional commitment to the model court concept, human rights, victim support and juvenile justice.

#### OTHER ACHIEVEMENTS

Significant effort has gone into the development of a separate Juvenile Register for the Courts. Judges have been cautious in their approach towards the necessity of a separate juvenile register because this is a first for the Cambodian courts system. A draft of the register was socialised with key stakeholders for discussion. The President of Kandal Court has commenced trial of the Register.

A central court register is also under development to combine the existing nine registers currently in use by the courts at Kandal.

The Court Procedures Handbook is now widely used and referred to many agencies within the legal and Judicial Sector. The review of the handbook is now being undertaken by a committee comprising of key stakeholders and Donors with support some from CCAP.

#### LESSONS LEARNT

Work in this component will continue to be focussed at supporting the PMU and DIHR to articulate the elements of the model court concept. Identifying the integrated elements of the model court concept is the prime responsibility of our implementing partner, DIHR, but CCJAP and our implementing partners will provide support to implementing activities that strengthen these elements (such as the development and implementation of courts registers) and report on the progress/achievements of such activities. A collaborative approach to implementing activities between Components 1 and 4 is essential. This is a key integration and sustainability strategy.

Linking to this work will be the development of the Indicator Monitoring System (IMS) again a key responsibility of DANIDA, DIHR and the PMU. Agency and activity integration between the Model Court Concept and the IMS, seeks to achieve the objectives of the LRS.

The Sector Planning Manual draft is already developed ahead of milestone requirements. The Manual will become the foundation for executive capacity development, supporting the introduction consistent policy, strategic, activity, budgeting and monitoring and evaluation planning practices throughout the sector.

A resourcing implication to the range of activities in this component is the expanding workload of project staff. Implementing activities such as: the development of a juvenile register; the development of a single general courts register; the development of registrar protocols, processes, systems, documentation to complement penal code changes; the refinement of the Courts Handbook; and, the development and establishment of basic case management systems (including integrated case management of the police, courts and prisons) is a significantly heavy work load that may need further technical support. Whilst this was highlighted in the CCJAG report, CCJAP will first try to coordinate support from and work with identified Donors to meet these technical challenges.

In this component the project needs to strengthen its focus to; juvenile justice; mainstreaming gender and organisational practices; implementing training and protocols for HIV/AIDs precautionary measures; demonstrating more support to vulnerable people; and, further strengthening organisational commitment to improved ethics and governance.

Annex B: Component 4; Annual Plan 2008/2009 Integrated Output and Activity Matrix.

## Component 5

This component continues with the good work commenced by the previous phases. Prison counterparts are very active and supportive of implementing activities and demonstrate support to both prisons and NGO/civil society capacity development. The focus of this component continues to be supporting the implementation of institutional practices and construction of capital works within selected prisons that enhance: human rights; juvenile justice; gender equality; health and welfare services for prisoners; and, education rehabilitation and reintegration opportunities for prisoners.

## OTHER ACHIEVEMENTS

A draft Policy Framework for Prison Reform has been completed. This is linked to the development of prison legislation as it will enable proposals for further reform.

Assistance is being provided with developing a draft 5-year Gender Strategy that includes annual targets. The Strategy outlines the training program, membership of the Gender Action Group, mainstreaming practices and a plan for the regional training program.

Assistance has also been provided in developing the duty statements for the Departments of Means, Corrections and Operations and a duty statement of the Office of Inspection within the Department of

Operations. This activity will strengthen governance and accountability within the Prison system and is a key focus to planned ethics and governance activities for the Department of Prisons.

An Assessment of 8 prison clinics has been undertaken in: Kompong Chhnang, Pursat, Battambang, Banteay Meanchay, Siem Reap, Kompong Thom, Kompong Cham and CC3. In conjunction with the Capital Works assessment, these health clinics have been assessed for potential upgrading to meet the standards of prison health posts.

Two training programs of MPA (Minimum Package Activities) module 6 training have been delivered by the Technical School for Medical Care. This training will support the establishment of health posts in prisons and supports MOH to achieve its health coverage plan which aims to have provision of all health services managed through the MOH. These activities continue to provide measurable benefits to vulnerable people and build institutional capacity.

## LESSONS LEARNT

A key risk factor identified in this component is one of overcrowding of prisons, which is growing at a significant rate. This key risk factor may only be appropriately addressed by the whole of the justice sector approach to strengthening interoperability of the sector through strategies and implementing activities that focus on establishing alternative sentencing regimes, court diversion programs, vocation and rehabilitation services and early release programs. It is through an integration and sustainability strategy of this nature that both prison overcrowding and recidivism may be reduced requiring the full cooperation of the PMU and law and justice sector agencies.

Whilst existing laws, decrees, sub-decrees, policies and relevant international prison laws have been collected, the project has not engaged an expert to support the drafting of Prison Legislation. This is a priority given our approach to sectoral executive development and HRM planning in the next annual plan.

In this component the project needs to strengthen its focus to; mainstreaming gender equality in organisational practices; implementing personnel and prisoner training, protocols and awareness for HIV/AIDs precautionary measures; and, further strengthening organisational commitment to improved ethics and governance.

From lessons learnt we will strengthen these approaches as is demonstrated in the Annual Plan 2008/2009 Integrated Output and Activity Matrix.

## Component 6

The handover between CCJAP II and CCJAP III was smooth and timely. Some implementing activities were a little slow to commence but they have gained momentum during the year and overall most component outputs and activities were completed in accordance with the Annual Plan 2007/2008.

Inception and mobilization activities (February to June 2007) were completed on schedule including; mobilisation of long-term advisors and project officers; establishment of the National Management Board; the development initial guidelines for the Flexible Support Fund; the development of the monitoring and

evaluation framework; an updated risk management plan, project guidelines and procedures; and, other activities detailed with the inception/mobilisation plan.

During about 7 months of implementation the project completed nearly all outputs as planned to a satisfactory level.

Two CCJAG visits occurred during this reporting period. They reported that:

- Communication needs to be improved within the team and with some key counterparts.
- Component integration needs to be improved with respect to mainstreaming key themes and cross cutting themes.
- The gender strategy needs to be improved.
- The Juvenile Justice, HIV/AIDS and Human Rights Strategies require development.
- The FSF guidelines require more clarity and revised guidelines.

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## INTERIM ACHIEVEMENTS

The project has already drafted the systems and procedures for managing the FSF, including the governance arrangements and criteria to be used for prioritising the use of funds. During the first year of CCJAP III operations, the FSF procedures will be tested, reviewed and refined as required, before full scale operationalisation in 2008.

The FSF Principles are attached to this report on Annex D: FSF Guiding Principles.

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## MONITORING & EVALUATION

To date a performance monitoring framework and draft strategy are developed. The final M&E Strategy is being prepared by our new M&E Adviser and will be completed by the end of April 2008. Indicators, means of verification and sources of data and information will be refined and supported by quality interviews.

Our approach to monitoring and reporting will be of an integrated nature: across project components; with existing and developing government systems; and, ensuring linkages with the planned Sector Indicator Monitoring System (IMS). Integration with the IMS will be a priority (and medium-term endeavour) to promote donor coordination, stakeholder engagement and relationship-building which are essential for effectiveness and capacity sustainability.

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## GENDER & VULNERABLE GROUPS

The Gender Mainstreaming Strategy is still under development, as has been discussed with AusAID.

The gender mainstreaming strategy has been developed with the intention to provide infrastructural guidance to project components, considering the importance of ownership of counterparts and Gender

Working Groups. The design and implementation of activities responds to the legal obligations and commitments of RGC in addressing gender equality. Guided and supported by MOWA, the initial development of the Gender Mainstreaming Strategy included several meetings with existing gender working groups in MOJ and MOI in order to first analysis the progress and secondly, to identify the entry points for strategies and action plans. This has been complemented with the consultation being held with almost 20 local women's organizations to ensure the inclusion of local expertise, specifically civil society, in analysing the gender specific problems in the criminal justice sector and the most effective approaches to address those. The experience of short term advisor working in Cambodia and being part of the small international gender network also helped having inputs from main actors in this field including UNFEM country director and MOWA's two senior advisors to the Minister from UNDP and GTZ. CCJAP has been applaud by UNIFEM and UNDP gender equality program in taking the lead in this initiative and asked for future close cooperation.

It also important to note that the nomination of German Government Administration Reform and Decentralization Project (based in Department of Local Administration in MOI) as one of the top three successful and best GTZ worldwide projects in gender mainstreaming can be an indication of value of the short term gender advisor for the last five years with this project in MOI.

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#### DONOR COORDINATION

Project activities have: strengthened Donor coordination at the National level within the PMU, TWGs and sub-groups; enhanced the involvement of civil society at the community level (through combined Donor, NGO and project activities); and, promoted broader stakeholder engagement and ownership. All activities have been underpinned by the LJR objectives and to the core themes that underpin CCJAP.

The 2008/2009 AP reflects stronger sectoral integration (vertical and horizontal) and alignment with the RGoC LIRS to enhance cooperation and coordination with Donors, NGOs, civil groups and the formal institutions. Our relationship with DANIDA/DIHR and multi-donor and counterpart Technical Working Groups in: the development of the Model Court Concept: the drafting of the Sector Planning Manual; and, the development Indicator Monitoring System are examples of Donor coordination at the national Level.

This component has supported the PMU to communicate and raise awareness of LIRS strategies within project Provincial sites where the project is working with and developing close relationships with Donors, key RGOD Ministries and NGOs such as: UNICEF, Social Services of Cambodia, the Ministry of Health and the Rural Development Committees.

Donor Coordination is a key theme running through implementation activities as is demonstrated within the Annual Plan 2008/2009.

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#### SUSTAINABILITY & GOVERNMENT OWNERSHIP

In the first year implementation cycle of any development project it is premature to assess sustainability. However CCJAP has endeavoured to develop implementing activities that are underpinned by a focus to sustainability. At the national level the Strategic Framework Document and the establishment of FSF

guidelines has intended to empower the National Management Board and key counterparts to have greater involvement in the planning processes of the Project and the expenditure of the FSF. Attaining RGOC ownership has been problematic because there is a tendency to centralise decision-making. It is too simplistic to blame a lack of communication and confusion with the FSF guidelines for the initial slow up-take of RGOC counterparts to fully engage. There are other factors that have had a more profound contribution.

- The first two phases of CCJAP were traditional implementation models that encouraged centralised ownership and decision making.
- The shift to a facilitation and engagement model by CCJAP III has required a change in focus by GJS, the project team and key counterparts. As noted by one key counterpart, “CCJAP III is the first time we have been involved in the planning process, it never happened before.”
- The Strategic Framework Document has broadly described the intention for more RGOC ownership, but practical application in a turbulent environment requires trial and lessons to progress incrementally.
- Corruption issues still plague the sector which fosters centralised decision making and undermines efforts for collaborative decision-making, empowerment to focal points for decision-making and sustainability of practice.

During the reporting period the NMB met on 3 occasions and demonstrated growing involvement, engagement and ownership of implementing activities and the management of the FSF. At the NMB Executive Annual Planning Meeting of March 19<sup>th</sup> 2007, the level of participation and engagement was high, demonstrating growing maturity and engagement of the NMB, which augers well for sustainability.

The 2008/2009 Annual Plan demonstrates an underpinning intent of stronger integration, relationship building, Donor Coordination, NGO involvement and RGOC ownership in accordance with the Strategic Framework Document. This approach and the improving relationship between the project and key stakeholders will improve opportunity to sustain practices and systems.

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#### HIV / AIDS

CCJAP has no comprehensive HIV / AIDS strategy for 2007 – 2008. Activities within the Corrections component focussed on building health systems and support within selected prisons to reduce HIV/AIDS by improving detection and treatment practices. The Project relied on its long standing and continuing efforts to support harm minimization and universal precaution health activities in the General Department of Prisons.

The Annual Plan for 2008/2009 reflects a significantly stronger focus to this cross-cutting theme by: the development of a comprehensive HIV/AIDS strategy; implementing integrated thematic activities across all components for universal precautions; and, by implementing activities within all components that support the establishment of organisational systems and practices that foster equality of treatment and support to people at risk.

## FLEXIBLE SUPPORT FACILITY

The FSF continues to undergo development to: apply greater emphasis to more preparation in annual planning with funds committed to fixed activities; focus on activities that pilot new ideas or address emerging issues that support and reinforces the annual plan; and, commit to a minimum of USD\$500,000 to support NGOs and civil society, but also managed by the NMB.

The guidelines and application process will be changed to reflect:

- A simplified funding process with two streams; one for Annual Planning and one for emerging opportunities and new ideas not captured in the Annual Plan.
- A set of principles within the FSF Guidelines.
- An instructive Step Chart to guide applicants.
- Minor changes to the FSF proposal form to ensure greater focus on component and output objectives and identified risks.
- Monitoring indicators for both output and impact will be included in the project's M&E Framework.
- Cross cutting issues will be more clearly addressed and incorporated into applications.
- CCJAP will support a series of workshops for counterparts and key stakeholders on new application/proposal guidelines and preparation, the selection process and monitoring and reporting.
- The FSF guidelines revised in both English and Khmer to reflect any new arrangements. They will be widely distributed to partners and posted on the CCJAP website.

## THE ANNUAL PLAN 2008 - 2009

### OVERVIEW OF THE SECOND ANNUAL PLAN STRATEGY

Key elements of the strategy for this Annual Plan 2008/2009 are as follows:

- To strengthen sector commitment to and knowledge of the NSDP, LIRS and the NCDD, including the roles of the Provincial Rural Development Committees.
- To strengthen the PMU and work more closely with Donors in the implementation of the LIRS, including; the IMS, the Model Court Concept, the Sector Planning Manual, sector executive development and strengthening national and sectoral relationships with civil society and NGOs.
- To facilitate implementing activities that: builds capacity of key stakeholders and counterparts; strengthens RGOC ownership; improves opportunity for sustainability of practices; and, reflects a project paradigm shift from implementing (in the traditional sense) to encouraging 'doing by learning' by RGOC counterparts, to further strengthen opportunity for sustainability.

- To mainstream cross-cutting themes and key themes through counterpart agencies by: strengthening thematic strategies; integrating consistent thematic activities through all project components; implementing consistent mainstreaming activities that promote a commitment to improved agency culture, practices and procedures; and, to further engage Ministries, RGOC agencies, key counterparts, in-line agencies, civil society and selected NGOs as partners in implementing and mainstreaming key themes in the sector.
- To facilitate the implementation of consistent and integrated activities relating to executive capacity development based on the Sector Planning Manual, the Model Court Concept, the IMS and relationship-building with civil society and NGOs.
- To continue with planned medium-term implementing activities that was commenced in the Annual Plan 2008/2009.
- To improve stakeholder and counterpart engagement, participation and ownership of implementing activities.
- To ensure the Provincial Expansion Implementation Plan is implemented with a focus to integration, RGOC ownership and aligned with the absorptive capacity of each Province.
- To implement and monitor approximately 26 Capital Works Programs over 6 sites as planned.

## CROSS CUTTING ISSUES

### GENDER EQUITY AND GENDER MAINSTREAMING

The CCJAG recommended the Gender Mainstreaming Strategy be further refined and implemented. The Gender Mainstreaming specialist is working with: component personnel; agency gender groups; the Ministry of Women's Affairs; and, NGOs to ensure an integrated and inclusive approach to gender mainstreaming and gender focussed implementing activities.

The Annual Plan 2008/2009 reflects: a stronger focus to gender mainstreaming and the integration gender-specific implementation activities; improved gender awareness within the project team and with partner agencies to enable fairer and more equitable policy development; capacity development of counterparts; and, support to gender-based activities through government systems, Provincial, District and Commune Investment Plans (CIP), in accordance with planned CPCS activities and the Provincial Expansion Strategy.

This is a relevant strategy that:

- Supports and strengthens existing RGOC policy and established mechanisms.
- Seeks to achieve continuous improvement over the life of the project (rather than short term quantitative outputs).
- Enables integrated and consistent component specific initiatives.

- Offers the best opportunity for sustained improvement in the longer term.

Reference: Annex B: Annual Plan 2008/2009 Integrated Output and Activity Matrix

Gender Specific Outputs/Activities; 1.8.3; 2.1.4; 2.2.4; 2.3.4; 2.4.4; 2.5.4; 2.7; 3.1.4; 3.1.5; 3.3.3; 3.5; 4.2.2; 4.4.2; 4.4.3; 5.2.7; 5.4.6; 5.5.2; 5.5.4; 6.7

## EXECUTIVE CAPACITY DEVELOPMENT

This Annual Plan seeks to target Executive Development in the key institutions as a means to motivate ownership of key RGOC priorities such as planning, budgeting, anti-corruption and general organisational development. The Project realises that the effectiveness of any executive development program will be contingent on its recognition and ownership by the most senior members of the key organisations.

Our project approach (to executive capacity development) also facilitates the opportunity to implement consistent and integrated executive capacity development activities that are underpinned by the Sector Planning Manual, the Model Court Concept, the IMS, gender equality, juvenile justice, ethics and integrity and building relations with civil society and NGOs.

In the absence of any functioning HRM systems it will be essential to map the status of organisational capacity to absorb such development to ensure it is not ignored, diluted or wasted. This plan will map the status quo of HRM in the three key organisations and then devise an approach to integrate executive development opportunities. Any strategy would exploit opportunities to bring executives from across the sector for common developmental activities thereby cross-pollinating ideas and attitudes as well developing broader networks and knowledge.

There are existing opportunities though to link executive leadership into structured programs to seed organisational change through opportunities such as those that exist with Australian scholarships and their linkages with Australian institutions; in particular the Australian Leadership Awards. This is reflected by our initiative to implement a structured and well-planned Western Australia study tour to raise awareness of the sectoral integration and of justice diversion, alternative sentencing regimes and reintegration and rehabilitation programs.

Reference: Annex B: Annual Plan 2008/2009 Integrated Output and Activity Matrix

Executive Capacity Development Specific Outputs/Activities; 1.5.3; 3.1; 3.2; 4.4; 5.2;

## HIV/AIDS MAINSTREAMING

The Project recognises that HIV/AIDS is a critical issue both globally, regionally and nationally and that strategies to address it must become a cornerstone of its implementation approach.

In this plan we will participate in and promote HIV/AIDS mainstreaming through a methodology which embraces 'harm minimisation' and 'universal precautions' to address factors which increase vulnerability and susceptibility to HIV/AIDS and other serious communicable diseases.

To preserve the good health of all community members who have contact with the Cambodia Justice system, CCJAP supports a harm minimisation approach as a public health measure which is recognised internationally as being an effective response to the transmission of communicable disease.

Harm minimisation will comprise 3 major strategies:

- Supply reduction - enforcement;
- Demand reduction – education, promotion and leadership; and
- Harm reduction – behavioural change.

CCJAP will continue to develop strategic partnerships and cooperation with local and international actors in this area including: UNAIDS; Cambodia Ministry of Health; Cambodia Ministry of Education. Our approach will ensure that activities undertaken do nothing to increase the risks associated with contracting HIV or other serious communicable diseases and we will seek to address HIV/AIDS as workplace and individual issues as well as professional and development issues.

Reference: Annex B: Annex B: Annual Plan 2008/2009 Integrated Output and Activity Matrix

HIV/AIDS Specific Outputs/Activities; 2.7.2; 2.7.3; 5.4.3; 5.4.4; 6.9

## ADVISER RESPONSIBILITY

In keeping with the overall thematic approach of the Project each adviser will be assigned the role of appraising activities as they occur throughout the year in terms of risk assessment and opportunities for harm minimization. In reflecting on Adviser performance, there has been a strong focus to technical implementation activities, to the exclusion of managing and integrating focusing themes. For future implementation activities advisers will undertake awareness raising meetings of their roles and responsibilities in this regard. Monitoring and Evaluation indicators will link to these roles and responsibilities.

As has been the practice of the program since inception, advantage will be taken of both programmed and un-programmed opportunities to identify and address vulnerabilities as they arise.

## FOCUSING THEMES

The Strategic Framework Document emphasises 3 main ‘focusing themes’, namely: (i) Juvenile Justice; (ii) Vulnerable Groups; and (iii) Ethics and Governance.

## VULNERABLE GROUPS

Vulnerable Groups was described by the CCJAG as being “poorly defined”.

The Annual Plan 2008/2009 adopts a far stronger systemic approach to vulnerable group activities. It is far more specific about target groups and the rationale for engagement with them, inclusive of specific linkages to our Gender strategy.

In this Annual Plan vulnerable groups are defined as: women; young people and children who are victims of crime; women and children exposed to domestic violence, sexual violence and human trafficking; women in prisons; women with children in prisons; and, children in prison. Promoting gender equity is also included, but not exclusive to this focusing theme.

Implementing activities for “vulnerable groups” in the Plan include the work of; the Medical Specialist in Sexual Assault and the Forensic Adviser who is up skilling the Scientific and Technical Department of the CNP on sexual assault investigation. A pilot is also being conducted in Kandal with the local police and Social Services Cambodia who have trained 5 police women in counselling techniques to support victims of domestic violence and sexual assault which will be strengthen in this annual plan.

Given that CCJAP is focused mainly in the area of criminal justice, we will not broaden this definition to include illiterate or disabled groups except where it crosses over into the area of criminal justice such as access to justice and its services (physical access and knowledge of procedures at courts, police, prisons etc.).

Another focal area which requires greater support from CCJAP is activities supporting: women; women with children; and, children in prison. Project support for the prison industry and education opportunities will continue in the Plan. The long term commitment of CCJAP to prisoner health is also a direct contributor to improving the quality of life for many women and children in prison. This work will continue.

Reference: Annex B: Annual Plan 2008/2009 Integrated Output and Activity Matrix

Vulnerable Groups Specific Outputs/Activities; 1.8.3; 2.1.4; 2.2.4; 2.3.4; 2.4.4; 2.5.4; 2.7; 3.1.4; 3.5; 4.4.2; 4.4.3; 5.2.6; 5.2.7; 5.4.6; 5.5.4; 6.7

## JUVENILE JUSTICE

During this Annual Plan CCJAP will work with a specialist and UNICEF to develop a comprehensive Juvenile Justice Strategy. The Annual Plan reflects a broad integrated approach to the implementation of juvenile justice activities that require more detail and direction, subject to the development of the strategy.

As a key focal area CCJAP has been working closely with UNICEF in the development of the new law on juvenile justice which is currently going through final consultation before presentation to the Council of Ministers. The law has been in draft for almost 8 years and is only now nearing completion. This new law will inform the approach of all donor agencies in the future and provides a positive guide to actions that CCJAP can now be undertaking to assist the RGoC prepare for its introduction. In particular:

- There will be a range of needs and opportunities once the juvenile law is passed that either CCJAP can undertake in collaboration with other partners including UNICEF or CCJAP could take the lead in – either as part of its regular Annual Plan of activities or as specific projects funded from the FSF.

- The range of activities spans the spectrum from small one-off specific targeted needs or pilot activities to large scale assistance.
- Most of the follow up activities will not only benefit juvenile in conflict with the law but also other vulnerable groups.
- It should be noted that the new law mainly addresses juvenile offenders – and only indirectly victims and witnesses (this is a much larger area of work).
- Providing regulatory support for agencies, particularly those developing new legislations including police and prisons. Support could also be provided in developing protocols and procedures to comply with the new Juvenile Justice legislation.
- In infrastructure development there are a range of small to larger capital works activities that could support the new legislation ranging from; court room facilities, filing systems and records keeping, separate cells for minors, user-friendly interview rooms for women and child victims/witnesses located separately from other witness rooms, design/layout of facilities so as to separate victims/witnesses and their families from offenders and their supporters.
- Diversion of youth in conflict with the law is still a valid definition for CCJAP's thematic approach to juvenile justice. This definition will be expanded though to include the CCJAG's recommendation for including child victims and witnesses.

Clearly there are many areas that CCJAP could be directly involved in and support given the current definition of its juvenile justice theme.

See Annex I: Juvenile Justice, for a greater explanation of CCJAG's intended approach.

Juvenile Justice Specific Outputs/Activities; 1.8; 2.1 - 2.5; 3.3; 3.5; 5.4; 6.7- 6.10

## ETHICS AND GOVERNANCE

In accordance with the suggestions of the NMB Chair and through consultations with the project staff and other stakeholders, CCJAP III proposes four potential key focal areas or outputs for implementing activities under an Interim Ethics and Governance Strategy. These are:

1. Improved governance and accountability through the Decentralization and De-concentration process in: the implementation and management of (project supported) CPCS activities; the civilian prevention movement; and, institutional support and capacity building activities within the proposed District Ombudsman, an initiative of the D&D Strategy and the World Bank.
2. Strengthen current and planned CCJAP implementation activities that promote governance, ethics and integrity, transparency, procedural accountability and component integration, including within Provincial expansion activities.
3. Institutional support and capacity building activities with: the Office of the Inspectorate (MOI); General Inspectorate of the MOJ; and, Office of Inspection (within the Departments of Means, Corrections and Operations). This approach would support the PMU and Council of Judicial and

Legal Reform to integrate and strengthen ethics and governance reform efforts within (selected) criminal justice sector agencies.

4. Subject to proclamation of the Anti-Corruption Law: Coordinate with Donors to develop the capacity of oversight bodies to be responsible for implementing reform.

These options have resource implications that will require adjustment of the Annual Plan. Each option presented represents separate implementation risks but the most obvious is (from lessons learnt) has been the resistance to reform from some of the national counterparts which will most likely manifest itself in any additional CCJAP III efforts to promote accountability and transparency. It is our view that the proposed interim strategy will provide the opportunity to invest in those areas that will: improve capacity of Inspectorate agencies to undertake their oversight roles pertaining to governance and improved standards; strengthen opportunity for sustainability of CCJAP implementation activities (such as courts registers, financial management within the D&D framework, sector planning and corrections management practices); and when approved, facilitate the introduction of CRA's and CRMP's (in accordance with our anti-corruption strategy) through in-line oversight agencies within key Ministries.

Ethics and Governance Specific Outputs/Activities; 1.7; 3.9; 4.7; 5.6, 6.7-6.10

#### PROVINCIAL EXPANSION IMPLEMENTATION PLAN

The Provincial Expansion Strategy was developed during this reporting period and was approved by AusAID and the NMB.

As a follow up to the Provincial expansion Strategy a *Provincial Situation Report* based on visits to Prey Veng and Battambang was also prepared. That report outlined key aspects of each province's five year strategic development plan under the security and gender sectors, and views from potential government counterparts and non government agencies. This document coupled with other consultations as part of the annual planning process informed the development of the *Provincial Expansion Implementation Plan*.

Kandal province has been included in *Provincial Expansion Implementation Plan* as an expansion site as previously there has been little distinction between central and Kandal provincial outputs and activities. For example the establishment of Project Coordinating Committees in each province, includes Kandal province. This initiative will assist to improve vertical and horizontal communication, providing an essential link between the NMB and a reference point for all provincial activities. A *Model for a Provincial Integrated Justice Response* was developed as part of the *Provincial Situation Report* and this was further refined during preparation of the *Provincial Expansion Implementation Plan*. This model was prepared in order to provide a reference point for the project to check its compliance with key considerations such as; component integration, cross cutting themes, and engagement with the 'demand' side of justice, as per the *CCJAP Strategic Framework 2007*.

This Provincial Expansion Implementation Plan outlines the resources required and the necessary approach to enable the provincial expansion to commence. It is understood however that each province will present unique challenges and opportunities which will only be fully appreciated once staff are working at

provincial level. This plan provides the foundation for the commencement of provincial expansion and should be viewed in this context.

Provincial expansion is based on support for provincial outputs and activities from both the central level and the provincial level. It is important however to differentiate the two. Some project outputs which are less intensive will initially be supported from within current project staff and resources at the central level from Phnom Penh. Some project outputs will require the deployment of provincial based staff and resources.

The deployment of staff and resources at the provincial level will demonstrate the serious commitment of the project to expanding the project reach from central to provincial level, whilst also providing a foundation upon which further project support can be initiated.

Prior to endorsement by the National Management Board, this Provincial Expansion Implementation Plan and the 2008/09 draft annual plan will require the approval of the respective Provincial Governors.

The risk management plan has been updated including a new section dealing with provincial risks.

The Provincial Expansion implementation Plan is detailed at Annex: C: Provincial Expansion Implementation Plan.

## COMPONENT STRATEGIES

Each of the component strategies outlined in the SFD remains broadly relevant and appropriate.

## OVERALL COORDINATION AND MANAGEMENT STRATEGIES

### NATIONAL MANAGEMENT BOARD AND TECHNICAL WORKING GROUPS

The establishment and structure of the NMB remains the same without any changes.

Whilst it is the intent that all decisions of the NMB are to be taken by consensus, there is still a propensity for decision-making to be centralised and made by the Chair of the NMB. However, in recent months good progress was made to ensure more inclusiveness of NMB executive members.

CCJAP III personnel will continue in their role as secretariat to the NMB, and will prepare and present summary reports of key issues for NMB member's information and consideration.

### COUNTERPART WORKING ARRANGEMENTS

It was intended that the previous arrangement involving salary supplementation for 'official' RGOC agency counterparts would not be a feature of CCJAP Phase III. Whilst this change was initially supported by the Secretary of State for Ministry of Interior, several issues caused a rethink of this strategy:

- Regular requests for supplementary payments were made to the project by key counterparts and the NMB Chair.

- Partner Donors within the sector are making supplementary payments to counterparts.
- Key CCAP counterparts were less enthusiastic about participating in CCJAP projects because other counterparts were receiving supplementary payments by partner Donors.

This has caused a rethink on this issue by CCAP and AusAID and a Counterpart Supplementary Payment Scheme is recommended as follows:

- Nominated Focal Points (key counterparts from police, MOJ and the prisons department) will be the recipients of future output based, contractual supplementary payments, aligned with the principles of the merit based pay initiative (MBPI) objectives and payment scale. These key focal points will continue to represent their agencies on the NMB in an advisory capacity.
- Three project support officers from the MOI will be engaged to work part-time with CCJAP III. It is intended that these closer working arrangements will offer greater opportunity for sustainability of activities and awareness-raising of project management responsibilities. These officers are intended to provide three layers of support:
  - National NMB Coordinator: Support to enhance communications with and coordination of the NMB Executive.
  - National MOI CPCS and Provincial Coordinator: Support to implementing the Provincial Expansion Implementation Plan, CPCS activities and of building relationships with key provincial counterparts.
  - National MOI Administration Officer: Support to enhance administration, interpretation, translation and communications with key government agencies.

CCJAP III will also work with a broader range of counterparts in each partner agency, according to the activities being undertaken (multiple counterparts). The aim is to promote a focus on institutional capacity development, rather than on providing mentoring/advisory support to only one or two nominated individuals.

The co-location of project advisers and project officers within partner agencies will remain an important part of the project's approach to working in partnership with RGOC colleagues.

The terms and conditions of Supplementary Payments to Counterparts and of the part-time employment of National MOI personnel are detailed on Annex J: Supplementary Payments to Counterparts.

#### FLEXIBLE SUPPORT FUND AND CAPITAL WORKS STRATEGY

Detailed operating guidelines for the management of the FSF have been developed. Key features of the proposed management arrangements include:

- Two main categories of funding will be available under the FSF: (i) capital works grants, which will include funds for associated procurement and training, and (ii) other funds to support activities complementary to the core CCJAP III objectives and annual work plans;

- Indicative budgets will be established for: (i) each of the main categories of funding, and (ii) each of the five years of the project. This is to ensure an appropriate spread of support and to provide a starting point for preparing forward plans. These resource allocations will be indicative only, and may be varied depending on quality of proposals received, changing priorities and/or lessons learned during implementation;
- Implementation of funded activities will be the responsibility of the recipient. Accountability and reporting requirements will be specified in funding agreements. Arrangements will reflect lessons learned from successful ADB CCDP.
- CCJAP will monitor the implementation of grant funded activities, through: analysis of grantee progress reports, direct inspection and/or the commissioning of special monitoring studies by independent agencies. CCJAP will maintain tight control over disbursement to grantees, so that disbursement closely mirrors demonstrable progress on outputs.
- The CCJAG in its October 2007 visit recommended that stronger international advisory support needs to be given to national staff in the first year or so of the project to ensure that forms and specifications are prepared to an appropriate standard and to build longer term capacity. We have increased the Capital Works Advisers inputs to 90 days for this plan to ensure robust support is given to the Capital Works Project Officers in what will be a busy year. This will represent 27 more days than budgeted for in the original contract.

Further details regarding the FSF can be obtained by referring to the FSF Operating Guidelines<sup>1</sup>.

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## MONITORING AND EVALUATION

The CCJAP III monitoring strategy will:

- Keep monitoring and reporting activities as clear and simple as possible, so that they are practical and useful;
- Focus on information use and the process of reflection and learning, rather than on just formal reporting. This will include establishing a structured process of 'qualitative interviewing' which will involve a diverse range of stakeholders and beneficiaries, including government officers, NGOs and the community.
- Monitor at three main levels, namely (i) development impact (access to justice for target groups), (ii) development outcomes (RGOC capacity to deliver improved justice services); and (iii) project management processes (the management of the project's own outputs, activities and inputs);

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<sup>1</sup> FSF Operating Guidelines and Forms; Version 4.3, dated March 2008

- Promote local ownership and use of information by building on and using local monitoring systems wherever possible and ensuring linkages with the planned Sector Indicator Monitoring System (IMS). Integration with the IMS will be a priority in that it will give greater emphasis capacity development of justice sector agencies to undertake monitoring of their own reform programs, and to promote the value of performance management as a good business practice;
- Access and use information from a variety of sources, including through studies and research that capture the views and concerns of vulnerable groups;
- Coordinate and harmonise monitoring activities with other donors and development agencies working on justice issues (e.g. through the established technical working sub-groups); and
- Share project information effectively with other stakeholders, including through use of web-based tools and other media.

To date a performance monitoring framework and draft strategy are developed. The final M&E Strategy is being prepared by the project's new M&E Adviser and will be completed by the end of April 2008. Indicators, means of verification and sources of data and information will be refined and supported by quality interviews.

## COMPONENT WORK-PLANS FOR 2008-09

### COMPONENT 1 – LEGAL AND JUDICIAL REFORM STRATEGY SUPPORT

#### Component objective statement

*'To support the capacity of the RGOC to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy'*

#### RGOC counterparts and other key stakeholders

This implementation of this plan will be undertaken with the Project Management Unit (PMU) for the Council of Legal and Judicial Reform (CLJR). Other key RGOC stakeholders include the Ministries of Justice, Interior, Finance and the Judiciary.

Other key development partners include, but are not limited to, AusAID, DANIDA, DIHR and EWMI.

#### Geographic focus

In this Annual Plan Coordination of the LJP will be focussed in Phnom Penh, Kandal, Prey Veng, Battambang, Banteay Meanchey, and Kompong Thom through the PMU and the Provincial Expansion Implementation Plan. Whilst most technical advisory support will be focused in Phnom Penh, there will be a significant increase to new Provincial expansion sites. This component has an increase in outputs and activities that have national coverage.

#### Planned Outputs

<b>1.1</b>	<b>PMU Strengthened and coordination activities effectively supported at the National Level.</b>
1.1.1	Provide ongoing support and technical advice for the Technical Working Group (TWG) and sub-groups.
1.1.2	Provide training and technical assistance to support the development of the PMU budget
1.1.3	Provide ongoing assistance as requested to support AusAID's TWG co-chair and sector facilitation roles.
<b>1.2</b>	<b>PMU Strengthened and coordination activities effectively supported at the Provincial Level</b>
1.2.1	Support implementation of PMU LJRS communications strategy to Provinces.
1.2.2	Implement LJRS objectives where appropriate in Provinces.
1.2.3	Support to the establishment of Provincial Coordination Committees.
<b>1.3</b>	<b>Support Implementation of Draft Sector Planning Manual (L&amp;JR 7.5)</b>
1.3.1	Support Implementation of Draft Sector Planning Manual (PA 7.5.1).
1.3.2	On-going refinement of the Draft Sector Planning Manual.
<b>1.4</b>	<b>Key Sector Performance Indicators developed and implemented (IMS) (L&amp;JR Output 7.4).</b>
1.4.1	In collaboration with key stakeholders and facilitate a collaborative process to develop sector performance indicators.
1.4.2	Mentor counterparts in the methodology of collecting, analysing and utilizing information to evaluate sector performance.
1.4.3	Provide advice and technical assistance to support the use of information in planning by sector agencies.
1.4.4	Collaboratively identify sector information systems needs including collaborative processes to identify and mainstream gender specific indicators in sector performance indicators.
1.4.5	Implement and continue to develop the Indicator Monitoring System.
<b>1.5</b>	<b>Aid effectiveness and executive capacity support provided to relevant agencies. (NSDP 4.30)</b>
1.5.1	Assist the PMU in the coordination of donors and government to commit to the Paris Agreement
1.5.2	Promote understanding of RGC's financial and management processes amongst donors in the sector
1.5.3	Ensuring linkages with activities 4.5.4 and 4.5.6, continue to deliver executive, management and Capacity Building Training within the PMU and the MOJ
1.5.4	Provide technical assistance for planning and budgeting within the PMU and the MOJ
1.5.5	Assist with the development of a Medium Term Expenditure Framework for the sector

<b>1.6</b>	<b>Support the development of the Model Court Concept (PA 5.3.2 &amp; 7.5.2)</b>
1.6.1	Support the PMU, DANIDA and DIHR to establish the elements of the Model Court Concept
1.6.2	Support the PMU, DANIDA and DIHR to develop and implement Model Courts in select Provinces
1.6.3	Support the development of a business plan for Model Courts
<b>1.7</b>	<b>Sector Agencies supported to implement LIRS Anti-Corruption reform through: improved Ethics, Standards and Governance (NSP 4.12)</b>
1.7.1	Subject to proclamation of the Anti-Corruption Law: Coordinate with Donors to develop the capacity of oversight bodies to be responsible for implementing reform.
1.7.2	Support the General Inspectorate (MOI), General Inspectorate (MOJ) and the Office of Inspection Department of Operations to build their capacity through component implementing activities.
<b>1.8</b>	<b>Enhanced Government and Civil Society Partnership (L&amp;JR Output 1.4)</b>
1.8.1	Support the development of government/civil society forums (PA 1.4.5)
1.8.2	Support activities and initiatives that enhance government and civil society coordination and cooperation to strengthen the law and justice sector.
1.8.3	Support activities and initiatives that enhance government and civil society coordination and cooperation to improve access to justice for juveniles, vulnerable groups and women.

## COMPONENT 2 – CRIME PREVENTION AND COMMUNITY SAFETY

### Component objective statement

*To establish sustainable collaborative crime prevention, community safety and community justice initiatives.*

### RGOC counterparts and other key stakeholders

The implementation of this component effectively quadruples the project's geographical expansion. This presents some challenges and risks that require preparation, mitigation and management. The FSF enables a timely and flexible approach to support the implementation of the Provincial Expansion Implementation Plan.

In the first year the project has taken lessons learnt from Phases I and II and, through a MOA, implemented CPCS practices within formal government systems in Kandal Province. Across the last two phases this has taken about 4 years of full-time activity implementation to achieve this point.

Now, the proposal is to expand this activity to 4 additional Province.

## Geographic focus

A key risk to this expansion is the availability of resources to expand activities. From lessons learnt; it is clear that government ownership, community support and NGO participation are all key elements of this successful strategy. Given CCJAPs reputation in this component in Kandal the Provincial Expansion strategy present a very good opportunity to quickly grow reputation and support within Provinces.

Scoping activities have been undertaken largely in Prey Veng and Battambang with a view to commencing scoping activities in Banteay Meanchey and Kompong Thom in July 2008.

Initially Prey Veng and Battambang will have Provincial Project Officers working from Government buildings who may have limited experience in implementing CPCS activities. The Deputy Team Leader has a broad mandate across all components that will prevent his continued presence in the Provinces. It is proposed that a CPCS Coordinator is appointed to work between the five Provinces in coordinating CPCS activities. They will also be a coordinating point for all project components, including the LRS, providing secretariat services for the Provincial Coordination Committee.

## Planned Outputs

<b>2.1</b>	<b>Integrate CPCS planning and activities into select Districts/Communes in Kandal Province in accordance with NCDD Guidelines</b>
2.1.1	Select, Induct, and Deploy a Project Officer to the Province, including establishment of an office, equipment, systems and communications.
2.1.2	Obtain support of the NCDD to develop guidelines to enable CPCS integration into the Commune Investment Plan
2.1.3	Monitor and evaluate CPCS activities in accordance with the MOA with the PRDC/Excom.
2.1.4	Assist participating Districts and Communes to integrate CPCS planning into the CIP security and gender sectors, including through the Commune Women and Children's Committees
2.1.5	Identify established community-based networks and agencies and encourage participation into the CIP
<b>2.2</b>	<b>Integrate CPCS planning and activities into Prey Veng Province in accordance with NCDD Guidelines.</b>
2.2.1	Select, induct, and deploy a Project Officer to the Province, including establishment of an office, equipment, systems and communications.
2.2.2	Obtain support of the NCDD to develop guidelines to enable CPCS integration into the Commune Investment Plan
2.2.3	Develop MOA with the PRDC/Excom in order to support implement, monitor and evaluate CPCS activities.
2.2.4	Assist participating Districts and Communes to integrate CPCS planning into the CIP security and

	gender sectors, including through the Commune Women and Children's Committees
2.2.5	Identify established community-based networks and agencies and encourage participation into the CIP
<b>2.3</b>	<b>Integrate CPCS planning and activities into Battambang in accordance with NCDD Guidelines.</b>
2.3.1	Select, induct, and deploy a Project Officer to the Province, including establishment of an office, equipment, systems and communications.
2.3.2	Obtain support of the NCDD to develop guidelines to enable CPCS integration into the Commune Investment Plan
2.3.3	Develop MOA with the PRDC/Excom in order to support implement, monitor and evaluate CPCS activities.
2.3.4	Assist participating Districts and Communes to integrate CPCS planning into the CIP security and gender sectors, including through the Commune Women and Children's Committees
2.3.5	Identify established community-based networks and agencies and encourage participation into the CIP
<b>2.4</b>	<b>Integrate CPCS planning and activities into Kompong Thom Province in accordance with NCDD Guidelines.</b>
2.4.1	Select, induct, and deploy a Project Officer to the Province, including establishment of an office, equipment, systems and communications.
2.4.2	Obtain support of the NCDD to develop guidelines to enable CPCS integration into the Commune Investment Plan
2.4.3	Develop MOA with the PRDC/Excom in order to support implement, monitor and evaluate CPCS activities.
2.4.4	Assist participating Districts and Communes to integrate CPCS planning into the CIP security and gender sectors, including through the Commune Women and Children's Committees
2.4.5	Identify established community-based networks and agencies and encourage participation into the CIP
<b>2.5</b>	<b>Integrate CPCS planning and activities into Banteay Meanchay Province in accordance with NCDD Guidelines.</b>
2.5.1	Select, induct, and deploy a Project Officer to the Province, including establishment of an office, equipment, systems and communications.
2.5.2	Obtain support of the NCDD to develop guidelines to enable CPCS integration into the Commune Investment Plan
2.5.3	Develop MOA with the PRDC/Excom in order to support implement, monitor and evaluate CPCS activities.

2.5.4	Assist participating Districts and Communes to integrate CPCS planning into the CIP security and gender sectors, including through the Commune Women and Children's Committees
2.5.5	Identify established community-based networks and agencies and encourage participation into the CIP
<b>2.6</b>	<b>Provincial Coordination and Communications Mechanisms Established in Provinces</b>
2.6.1	Support the establishment of Provincial Coordination Committees within Provinces (Chaired by the Provincial Governor or Deputy Governor).
2.6.2	Develop Terms of Reference for the PCC and obtain approval from the NMB Chair.
2.6.3	Undertake a Secretariat role for the PCC and implement the PMU's Communications Strategy
2.6.4	Coordinate and communicate project implementation activities within provinces.
<b>2.7</b>	<b>Civil society strengthened to provide victim support to juveniles and vulnerable groups</b>
2.7.1	Engage with NGOs and civil society to collaboratively work with police, the Ministry of Health, MOJ, MOSVY, MOWA, and the Courts to build (sexual assault) survivor support and counselling services.
2.7.2	Engage with NGOs and civil society to work with police, the Ministry of Health, MOJ, MOSVY, MOWA, and Courts to build victim support, counselling and mediation services (including victims with HIV/AIDS).
2.7.3	Cooperate and coordinate with Donors within Provinces to improve access to justice for juveniles and vulnerable groups and those with HIV/AIDS.
<b>2.8</b>	<b>Support improved Ethics, Standards and Governance</b>
2.8.1	Review opportunities to support the World Bank in the implementation of their Good Governance Program (District Ombudsman's Offices) within project Provinces.
2.8.2	Support the development and establishment of good governance practices (within institutional systems) that ensure project funded activities are managed transparently and accountably.

## Resources

The Component will be supported by:

- One Deputy Team Leader, Crime Prevention and Community Safety Advisor.
- One CPCS Provincial Coordinator (Phnom Penh)
- One Project Officer; Kandal, Prey Veng; Battambang (from 1<sup>st</sup> July 2008); and, Banteay Meanchey; Kompong Thom (from 1<sup>st</sup> January 2009).

Consideration may need to be given to the employment of a CPCS Provincial Coordinator for the roll out of the 2<sup>nd</sup> Phase, to enable support from an experienced Project Officer.

Equipment and travelling expenses will also be provided to a Secretariat and government office and communications etc. in all Provinces. Provincial Officers will be paid an allowance of \$350 per month to utilise their own vehicles for inter-district work. A Provincial transport officer will be employed, based from Phnom Penh to deliver official documents, cash and other project support. The Provincial Transport officer will utilise a 'pooled' vehicle within the MOI.

Further detail of resource requirements is provided in the Provincial Expansion Implementation Plan: Annex C.

## COMPONENT 3 – POLICE

### Component Objective Statement

*'To strengthen the strategic, executive and technical capacity of the Cambodia National Police to enable it to identify and respond to community, national and regional priorities in a considered manner'*

### RGOC counterparts and other key stakeholders

The primary counterpart for this component is the Executive of the CNP under the direction of the Commissioner General of Police. Key international partners working with the CNP are the French, Japanese and American police. The Vietnamese also provide significant support to the CNP, particularly in terms of training. NGO/civil society representatives who are involved with community justice issues are also key stakeholders who will be engaged in the strategic plan preparation process.

### Geographic Focus

This component has already commenced implementation activities in Provinces. Geographical focus will continue to expand in the next AP.

### Planned Outputs

<b>3.1</b>	<b>CNP executive capacity developed.</b>
3.1.1	Continue to support the implementation of and approval for the CNP Strategic Plan.
3.1.2	Support the CNP to improve activity planning capacity (as aligned with the Sector Planning Manual).
3.1.3	Support the CNP to build business cases for legislative and policy development and change as required.
3.1.4	In collaboration with RGOC agencies and their GWGs support the CNP to plan for and implement organisational practices and procedures that improve access to justice for juveniles, vulnerable groups and women.
3.1.5	Support the CNP to plan for and implement organisational practices and procedures that reflect gender equality and high ethical standards and good governance.

3.1.6	Undertake leadership profiling and training needs analysis for CNP executive and management level personnel.
3.1.7	Support the development and begin the implementation of an Executive Development Program for the CNP.
3.1.8	Support the development and begin the implementation of a Management and Supervisory Development Program for the CNP.
<b>3.2</b>	<b>Human Resources Management systems review and reform supported</b>
3.2.1	Support the development of an organisational structure for the CNP
3.2.2	Facilitate the development of rank competencies with the CNP to assist with the development of job descriptions
<b>3.3</b>	<b>Enhanced capacity and skills in the collection and use of forensic evidence.</b>
3.3.1	Provide technical support to CNP S&T Trainers for capacity development and training in crime scene preservation and exhibits handling and management.
3.3.2	Support the development of protocols and training for improved cooperation between police and the courts for exhibits handling and management.
3.3.3	Support the development of protocols and training to: improve cooperation between police and the Ministry of Health; and, to enhance the integrity of exhibits handling and management for sexual and gender-based crimes.
3.3.4	In cooperation with the MOH, MOJ and MOI commence the development of protocols for the management and examination of deceased persons who are victims of crime.
3.3.5	In cooperation with the MOH and NGOs develop protocols and support training for police officers in the management of exhibits, and for universal precautions in the management of communicable diseases such as HIV, AIDS and other biological hazards.
3.3.6	Provide technical and equipment support to develop the capacity of the Forensic Pool of Experts.
<b>3.4</b>	<b>Capacity of Forensic Laboratory and Forensic Services Enhanced</b>
3.4.1	With counterparts identify and cooperate with donors to develop the capacity of CNP forensic laboratories.
3.4.2	Provide technical support and equipment to improve the capacity of CNP forensic laboratories.
3.4.3	Develop standard operating procedures for the use of scientific and technical equipment and digital recording and electronic evidence management.
3.4.5	Develop and implement biannual audit and inspection reviews to ensure sustainable use and management of forensic equipment and consumables within Provinces.

<b>3.5</b>	<b>Enhanced capacity and Skills in the Investigation of Gender-Based and Sexual Crimes.</b>
3.5.1	Support the training of select police officers in the investigation of gender-based and sexual crimes.
3.5.2	Support the development of integrated victim support protocols and mechanisms for cooperation between police, MOJ, NGOs, the Ministry of Health, MOSAVY, and other relevant Government agencies for survivors of gender-based and sexual crimes.
3.5.3	Initiate dialogue at the National level and within project Provincial sites to consider the feasibility of establishing specialized sexual assault investigation units within Phnom Penh and at select Provinces.
<b>3.6</b>	<b>Support Capacity Development: Collection, Analysis and Responsiveness to Crime and its Impacts.</b>
3.6.1	Establish a working group comprising of key stakeholders to consider and develop a proposal for a CNP crime collection, recording and analysis framework and implementation plan.
3.6.2	Socialize the proposal with CNP executive and key stakeholders (ensuring a phased-in approach).
3.6.3	Obtain approval from the RGOC to implement the plan in project Provinces and their Districts.
3.6.4	In cooperation with the MOI, MOH, MOJ, MOSAVY and other identified stakeholders develop statistical/data protocols that will produce accurate data on victims of crime.
<b>3.7</b>	<b>Support the Development of Police Act Legislation</b>
3.7.1	Establish a working group to provide technical support and drafting instructions for the development of CNP legislation.
3.7.2	Support the development of draft CNP legislation.
3.7.3	Solicit Feedback from key stakeholders for the draft legislation and support changes.
3.7.4	Submit draft legislation for consideration by the RGOC.
<b>3.8</b>	<b>Police participation in CPCS effectively promoted in accordance with the NCDD Guidelines and the Civilian Protection Movement Directive.</b>
3.8.1	Support the development of guidelines to enable the CPM to be used as a basis to implement CPCS activities through the commune investment planning process.
3.8.2	Support the CNP conduct police training forums in select locations to raise awareness of the guidelines and linkages of the CPM to Commune Investment Plans.
3.8.3	Support the implementation of Provincial and District mechanisms and guidelines for the CPM.

3.8.4	Assist the NCDD to develop national guidelines based on the CPM Directive.
<b>3.9</b>	<b>Support Capacity Development of the General Inspectorate of Political, Administrative and Police Affairs (MOI)</b>
3.9.1	Work with the personnel from the General Inspectorate (MOI) and Donors to identify and prioritize opportunities for support and capacity development.
3.9.2	Ensure recommendations for support are focused at strengthening: the technical, investigative and mediation skills of personnel; the ethics and standards of the CNP; and, an understanding of risk management and risk mitigation.
3.9.3	Socialize and obtain support for proposed activities from key counterparts from the CNP, MOI and the Chair of the NMB.

### Resources

This component will be supported by a long-term Police Adviser (from the Australian Federal Police) together with a locally engaged Project Officer. Short-term specialist inputs will be provided to enhance forensics, progress of the sexual assault and gender based violence program; and, legislative development.

Further resources will be required to support strategic and activity planning workshops in accordance with the Sector Planning Manual and to engage Provincial Police Commissioners and other key stakeholders in the SP preparation process. The Police Adviser and Project Officer will also require funds for provincial travel to liaise with Provincial Police Commissioners and other stakeholders in relation to identifying strategic policing issues and promoting their engagement in Strategic Plan preparation. Resources, material and equipment will be provided to support training and enhanced Provincial operational capacity in relation to improved crime scene management.

Further detail of resource requirements is provided at Annex E.

## COMPONENT 4 – MOJ AND COURTS

### Component objective statement

*“To strengthen the capacity of the MOJ to effectively support the courts in delivering equitable and timely access to justice”*

### RGOC counterparts and other key stakeholders

The President of the Court of Appeal and the President of Kandal Provincial Court will be major stakeholders in the work program. This will be undertaken through The Royal Academy for Judicial Professions who will also be a major stakeholder as new practices and procedures are embedded into the curriculum of the Academy.

Other key stakeholders include other donor agencies working within the justice sector. These agencies include East West Management Institute (EWMI), DANIDA; DIHR; UNICEF, the Asia Regional Trafficking in Persons Project (ARTIP) and PMU.

### Geographic focus

In the short term the main focus for the MOJ and courts activities will be in support of the Court of Appeal in Phnom Penh and the Kandal Court. Upon a redesign of administrative systems within these courts, activities will be designed to allow for the improved practices and procedures to be implemented in other courts. Initially three or four courts would be selected for further trialling the new procedures before a broader rollout across other courts in Cambodia.

### Planned Outputs

<b>4.1</b>	<b>Support improved data management and methods for dealing with juveniles within the courts.</b>
4.1.1	Assist MoJ in conjunction with Capacity Building and Aid Effectiveness, Police and Prisons advisers monitor and manage donor coordination of juvenile justice initiatives.
4.1.2	Assist selected Courts (including Kandal) staff to create appropriate data collection and management systems to determine statistics on juvenile cases through the court.
4.1.3	In selected courts in conjunction with the police and prisons departments to identify and effectively manage juvenile cases through the court.
4.1.4	Implement and continue to trial the introduction of a Juvenile Courts Register within the Kandal Court.
<b>4.2</b>	<b>Practices and procedures within the Cambodia Court System (and Kandal Court) developed and implemented.</b>
4.2.1	Support review and amendment of the Courts Procedures Handbook
4.2.2	Support the development of protocols and mechanisms for cooperation between Police, MOH, Courts and the MOJ for exhibits handling and management (gender-based crime)
4.2.3	Support the development of protocols and mechanisms for cooperation between Police, NGOs, Courts and the MOJ for improved victim support
4.2.4	In cooperation with the MOH and identified NGOs develop protocols and support training for court officials for universal precautions for communicable diseases such as HIV, AIDS and other biological hazards.
4.2.5	Support key sector stakeholders to progress the development of whole of sector policy, legislation, systems and mechanism to promote diversion and alternative sentencing options to offenders for minor specified offences.
<b>4.3</b>	<b>Court of Appeal case management systems reviewed and new systems implemented.</b>

4.3.1	Assist Court of Appeal staff to develop appropriate data and report mechanisms to the President of the Court.
4.3.2	Support the implementation of new case management practices and procedures within the Court of Appeal.
4.3.3	Provide technical advice and assistance to MOJ and Court of Appeal to implement initiatives aimed at increasing the level transparency within the court process.
<b>4.4</b>	<b>MOJ/Courts executive capacity developed.</b>
4.4.1	Support the MOJ/Courts to improve Strategic and Activity Planning (as aligned with the Sector Planning Manual).
4.4.2	In collaboration with relevant government agencies support the Courts to plan for and implement organisational practices and procedures that improve access to justice for juveniles and vulnerable groups
4.4.3	In collaboration with MOWA and GWG support the Courts to plan for and implement organisational practices and procedures that reflect gender equality.
4.4.4	Support the development of an Executive Development Program for court prosecutors and court presidents.
<b>4.5</b>	<b>Human Resource Management and Development Improved</b>
4.5.1	Facilitate the development of the Administrative Structure for the Courts
4.5.2	Facilitate a workload analysis to determine the number of people required under various units of the organisational structure of the courts.
4.5.3	Support the MOJ Research & Development Department to development a Training Plan for Judges, Prosecutors, Court Clerks, Court Administrators and Civilians.
<b>4.6</b>	<b>PCP Meetings Established within selected Provinces</b>
4.6.1	Communicate and obtain agreement for the terms of reference for PCP meetings in Provinces
4.6.2	Support the implementation of PCP meetings within Provinces
<b>4.7</b>	<b>Support Capacity Development of the General Inspectorate (MOJ)</b>
4.7.1	Work with the personnel from the General Inspectorate (MOJ) and Donors to identify and prioritize opportunities for support and capacity development.
4.7.2	Ensure recommendations for support are focused at strengthening: the technical skills of personnel; the ethics and standards of the Courts; governance and audit functions; and, an understanding of risk management and risk mitigation.

4.7.3	Provide technical assistance to the General Inspectorate in the establishment of a court monitoring program, focused on courts administration and case management.
4.7.4	Socialize and obtain support for proposed activities from key counterparts from the MOJ and the Chair of the NMB.

## COMPONENT 5 – CORRECTIONS

### Component objective statement

*To strengthen the capacity of the Prisons Department to identify and respond to prison management priorities, the physical and mental health needs of prisoners, and to identify options for community based corrections*

### RGOC counterparts and other key stakeholders

Key government counterparts will come from the new General Department of Prisons, specifically working with the General Director and Deputy General Directors and Directors of Corrections, Operations, Policy, procedures and systems. At provincial level, coordination will be required with the Provincial Governors, Prosecutors, Provincial Police Commissioner, Provincial Health Departments and Prison Chiefs, in implementation of new systems. Other RGOC stakeholders involved will include MOE, MOSVY, MOJ, and MOH at the national and provincial levels.

A range of agencies and NGOs including Prison Fellowship, LICADHO, UNICEF, UNODC, MSF, ICRC, SCA and LAC, will be engaged for specific attention to legal aid, rehabilitation, human rights, HIV/Aids, juvenile and women's programs.

### Geographic focus

The geographic focus for Component 5 will be in working at the national level with the General Department of Prisons as well as within municipal and provincial prisons that are agreed as being the particular focus for CCJAP support.

### Planned Outputs

<b>5.1</b>	<b>Support the development of a Draft law on corrections.</b>
5.1.1	Provide technical support and drafting instructions for the development of corrections specific legislation.
5.1.2	Develop draft corrections legislation.
5.1.3	Solicit Feedback from key stakeholders for the draft legislation and make necessary changes.
5.1.3	Submit draft legislation for consideration by the RGOC.

<b>5.2</b>	<b>General Department of Prisons executive capacity developed.</b>
5.2.1	Facilitate the review and update of the General Department of Prisons Strategic Plan (in accordance with the Sector Planning Manual)
5.2.2	Support the General Department of Prisons to improve activity planning capacity (as aligned with the Sector Planning Manual).
5.2.3	Support the General Department of Prisons to build business cases for legislative, Royal Decree, Sub Decree and policy development and change as required.
5.2.4	Provide ongoing technical assistance and support to Prison Chiefs and Deputies nationally.
5.2.5	Facilitate leadership and profiling and training needs analysis for the Department of Means, the Department of Corrections and the Department of Operations.
5.2.6	Support the development of a general training program specifically for operational staff.
5.2.7	In collaboration with key government agencies support the General Department of Prisons to plan for and implement organisational practices and procedures that improve gender equality.
<b>5.3</b>	<b>Support implementation of the corrections management system in identified prisons.</b>
5.3.1	Continue to Implement the CMS in identified prisons subject to available facilities and training provided.
5.3.2	Continue to survey prisons infrastructure to identify small construction and renovation priorities that contribute to the implementation of CMS procedures and standards pertaining to prisoner: health and well-being; rehabilitation and reintegration; education and training; and, overcrowding.
<b>5.4</b>	<b>Services to support prisoner mental and physical health improved.</b>
5.4.1	Support the on-going training of prison health staff.
5.4.2	Maintain prisoner health data and statistics in project prison sites.
5.4.3	In cooperation with the MOH National Centre for HIV/AIDS and identified NGOs, develop protocols and support training for corrections personnel in universal precautions.
5.4.4	In cooperation with the MOH National Centre for HIV/AIDS and identified NGOs support the education of prisoners about HIV/AIDS preventative measures.
5.4.5	Support the development and implementation of MOH approved treatment initiatives.
5.4.6	Develop partnerships and fund activities with local services, NGOs and government agencies, to increase provision of general health care services in prisons, including specific services for women's health

<b>5.5</b>	<b>Prisoner rehabilitation and reintegration programs are established.</b>
5.5.1	Support ongoing collaboration between the General Department of Prison, NGOs and key stakeholders to implement rehabilitation and reintegration programs and services.
5.5.2	Provide technical assistance and support to enhance access to rehabilitation programs for women and juveniles.
5.5.3	Support the General Department of Prisons to build the internal structures and systems of rehabilitation and reintegration nationally.
5.5.4	Support key sector stakeholders to progress the development of whole of sector policy, legislation, systems and mechanism to promote diversion and alternative sentencing options to offenders for minor specified offences, particularly for women and juveniles.
<b>5.6</b>	<b>Support Capacity Development of the Office of Inspection Department of Operations</b>
5.6.1	Work with the personnel from the Office of Inspection and Donors to identify and prioritize opportunities for support and capacity development.
5.6.2	Ensure recommendations for support are focused at strengthening: the technical skills of personnel; the ethics and standards of Prison personnel; governance and commitment to the CMS; and, an understanding of risk management and risk mitigation.
5.6.3	Socialize and obtain support for proposed activities from key counterparts from the Department and the Chair of the NMB.
5.6.4	Support to review and update the existing prison data base and develop the staff data base

## Resources

This component is supported by a long-term international Prison Adviser, a locally engaged Prison Management Project Officer and a long-term locally engaged Prison Health Project Officer. In addition short-term International Adviser inputs will be provided to support the development of a Corrections Law and the development of operational training programs. Short-term locally engaged expertise will be provided to support the development of the Prisons Department Database and to support activity implementation for cross-cutting themes.

Medical equipment/supplies for prison health clinics, computer and office equipment for Corrections Management System data collection and monitoring, and prison vocational training equipment will also be provided.

Funds for project supported training and workshops will be provided, and capital works projects that support the component objective and outputs will also need to be provided through the FSF.

Further detail of resource requirements is provided at Annex E.

## COMPONENT 6 – PROJECT MANAGEMENT

### Component objective statement

*To support effective project implementation, achievement of results, accountability for resource use and the sustainability of benefits*

### RGOC counterparts and other key stakeholders

The management component supports and coordinates project activities. Therefore its key counterparts and stakeholders are the Secretaries of State for Interior, Justice and MOSVY and the Director of the PMU. Donor stakeholders are AusAID and DANIDA, along with strategic development partners such as UNICEF, EWMI and NGOs working on related issues.

### Geographic focus

Project management will remain centralised in Phnom Penh although its activities will extend into Provincial expansion sites in accordance with this plan and the Provincial Expansion Implementation Plan at Annex C.

### Planned Outputs

<b>6.1</b>	<b>Effective and relevant forward planning conducted and risks managed to ensure threats to project success are mitigated.</b>
6.1.1	Conduct consultation meetings and workshops to review the effectiveness of the 2008/2009 Annual Plan.
6.1.2	Undertake ongoing risk assessments, documenting risk mitigation strategies and their effectiveness.
6.1.3	Undertake ongoing revision of the communication strategy and website, using it to ensure timely communication of key messages.
6.1.4	Ensure ongoing refinement of the Risk Management Strategy and Interim Ethics and Governance Strategy.
6.1.5	In collaboration with stakeholders and all project personnel, prepare the 2009/2010 Annual Plan.
<b>6.2</b>	<b>Project staff and resources effectively managed.</b>
6.2.1	Project staff performance managed and developed.
6.2.2	Short-term advisers mobilized in a timely way and fully briefed of project objectives/requirements.

6.2.3	Regular team meetings; technical advisory meetings; and, project officer meetings, conducted
<b>6.3</b>	<b>Efficient administration and financial systems that support sound project management and operations established.</b>
6.3.1	Project finance and administration systems procedures manual established.
6.3.2	Ongoing support for project administrative and logistical needs, including procurement and financial management of local acquittals.
6.3.3	Periodic and ad hoc auditing of financials systems and Flexible Support Facility.
<b>6.4</b>	<b>Effective coordination mechanisms established and operational, including the National Management Board.</b>
6.4.1	Provide ongoing support and communications to relevant Working Groups, Donors, NGOs and Missions.
6.4.2	Support the establishment and ongoing operations of the National Management Board.
6.4.3	Establish and operate the National Management Board Secretariat.
6.4.4	Support bi-annual (or as required) preparation for and conduct of the National Management Board.
<b>6.5</b>	<b>Flexible Support Facility established and operating effectively.</b>
6.5.1	FSF Guidelines updated and approved by the NMB.
6.5.2	FSF operations managed transparently and effectively and external audited conducted annually.
6.5.4	Provide ongoing training and awareness to counterparts and relevant NGOs on the FSF guidelines.
<b>6.6</b>	<b>Project Monitoring Framework effectively implemented.</b>
6.6.1	Review and update Monitoring and Evaluation Plan and baseline data file.
6.6.2	With project team and stakeholders review approaches, responsibilities and monitoring tools (where possible integrated with the IMS).
6.6.3	Design and commission qualitative interviews and collaborative review workshops.
6.6.4	Prepare six-monthly and annual performance review reports.
<b>6.7</b>	<b>Gender mainstreaming strategy developed and implemented.</b>

6.7.1	Conduct workshops with Project Team and other partners to clarify approaches, responsibilities and tools for gender mainstreaming
6.7.2	Support implementation of the gender mainstreaming strategy for the Project
6.7.3	Work with MoWA and MOSVY and established GWGs in MOI and MOJ to assist and support counterpart agencies, NGOs and partners to meet, protect and promote the human rights of women and girls.
<b>6.8</b>	<b>Juvenile Justice Strategy developed and implemented</b>
6.8.1	In partnership with RGOC and UNICEF and in consultation with other key stakeholders, a Juvenile Justice strategy is developed which complements, supports and extends stakeholder activities and plans in juvenile justice
<b>6.9</b>	<b>HIV/AIDS strategy collaboratively developed and implemented (which embraces 'harm minimization' and 'universal precautions').</b>
6.9.1	With RGOC and civil society partners develop a range of mainstreamed and component specific activities for HIV which embraces 'harm minimization' and 'universal precautions'.
<b>6.10</b>	<b>Strengthened relationships between the RGOC, civil society, Donors and CCJAP to implement and mainstream project activities.</b>
6.10.1	With RGOC and civil society partners develop a range of mainstreamed and component specific activities for CCJAP implementation.
<b>6.11</b>	<b>Capital Works Program/Projects Implemented</b>
6.11.1	Capital Works Projects monitored and audited with the FSF.

## Resources

A long-term international Team leader leads the Project (and this component) in Cambodia. The financial and administrative obligations accompanying the FSF are supported by a full time FSF Manager.

For general project office finance and administration the Finance and Administration Manager and an office assistant are employed. A further office assistant has also been engaged to manage travel, training coordination, workshops, and to assist in managing the NMB Secretariat.

Major grants, especially capital works, will require rigorous monitoring over the life of the Project. External auditing resources will be contracted in as part of the overall monitoring and evaluation (and anti-corruption) strategy.

## OVERALL RESOURCE ALLOCATION AND BUDGET SUMMARY

Excluding DANIDA contributions to the FSF, the total projected budget for CCJAP III in 2008/2009 is AU\$4,519,973. This comprises AU\$4,142,178 currently contracted and a proposed change frame of AU\$1,099,219.57 to permit essential activities which were not costed in the original scope of services. (See project change frame # 2)

Other Annual Plan resources considered a high priority, in particular funding from the Flexible Support Facility for the Provincial Roll Out and Capital Works.

Full financial breakdowns and resource allocations are provided in:

- Annex E: Implementation and Resource Schedule
- Annex H: Cost Schedule

## MONITORING AND RISK MANAGEMENT

### MONITORING

The primary focus of project monitoring this year will be as follows:

- Progressive development of the project's website and communications strategies.
- Design and delivery of 'in-house' monitoring workshops for the project team, to ensure that they have the knowledge and skills to progressively implement the proposed new Monitoring Framework.
- Review of baseline information requirements and preparation of new baseline information by the 31<sup>st</sup> March 2009.
- Design and implementation of semi-structured interviews to fill information gaps on high priority 'access to justice' issues (particularly for juveniles and other vulnerable groups) to be implemented in targeted provinces (once identified and agreed).
- Refinement of the management and monitoring arrangements for the FSF, including for minor capital works.
- Development of clear working arrangements between CCJAP and the Inspectorate Divisions in MOI, MOJ and Department of Corrections to undertake ethics and governance implementing activities.
- Preparation of a six-monthly progress reports for the information of the NMB; and
- Preparation of an annual review report for the information of the NMB.

## RISK MANAGEMENT

CCJAP III has adopted a multi-step process to support the risk management lifecycle and this builds upon the experience of Phase II risk management. Interviews, workshops, consultations and observations during the revision of the SFD and development of this first annual plan informed the progressive refinement of the initial CCJAP III Risk Management Plan. All risks are rated in terms of both the probability and consequences of each risk. The risks that have been thus far identified will be reviewed, analysed, managed and monitored in an ongoing process in accordance with the Risk Management Matrix attached as Annex G.

# **A n n e x   A**

Annual Performance Review Report – Executive Summary  
2007/2008

# **A n n e x   B**

Annual Plan 2008/2009  
Integrated Output & Activity Matrix

# **A n n e x   C**

## **Provincial Expansion Implementation Plan**

# **A n n e x   D**

## **FSF Model and Guiding Principles**

# **A n n e x   E**

## **Implementation and Resource Schedule**

# **A n n e x   F**

## Capital Works Summary

# **A n n e x   G**

## Risk Matrix (Revised)

# **A n n e x   H**

Cost Schedule

# **A n n e x I**

## Juvenile Justice

# **A n n e x J**

## **Supplementary Payments to Counterparts**