
CAMBODIA CRIMINAL JUSTICE ASSISTANCE PROJECT PHASE III

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ACRYNOMS

ABREVIATION	DESCRIPTION
ADR	Alternate Dispute Resolution
AFP	Australian Federal Police
AIDS	Acquired Immune Deficiency Syndrome
C1	Component 1
C2	Component 2
C3	Component 3
C4	Component 4
C5	Component 5
CAU	Contract and Administration Unit
CC1 & CC2	Cambodia's two main Correctional Centre's outside Phnom Penh
CCJAPIII	Cambodia Criminal Justice Assistance Project, third phase
CDPD	Commune Development Planning Database of the Ministry of Planning, supported by the National Committee for Decentralization and Deconcentration
CENAT	National Centre for TB & Leprosy Control
CJS	Criminal Justice Sector
CLJR	Council for Legal & Judicial Reform
CMP	Corruption Mitigation Plan
CNP	Cambodia National Police
CPCS	Crime Prevention & Community Safety
CRA	Corruption Risk Assessment
CRS	Catholic Relief Services
CSCS	Cooperation for a Sustainable Cambodian Society
CSI	Crime Scene Investigation
D&D	Decentralization and Deconcentration
DANIDA	Danish International Development Agency
DFT	District Facilitator Team
DIHR	Danish Institute of Human Rights
EWMI	East West Management Institute
FHI	Family Health International

FSF	Flexible Support Fund
GAD/C	Gender and Development Cambodia
GMAG	Gender Mainstreaming Action Group
GoA	Government of Australia
GS	General Secretariat
GWG	Gender Working Group
HIV	Human Immunodeficiency Virus
HLWG	High Level Working Group on Model Courts
I&A	Inspections and Audit
ICRC	International Committee of the Red Cross
JJWG	Juvenile Justice Working Group
L&JRS	Legal & Judicial Reform Strategy
LCSW	Legal Support for Children and Women
M&E	Monitoring & Evaluation
MCWG	Model Court Working Group
MEF	Ministry of Economy & Finance
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
MSF	Medecin Sans Frontiers (Doctors Without Borders)
NCDD	National Committee for Decentralization and Deconcentration
NCHADS	National Centre for HIV/AIDS, Dermatology and STDs
NGO	Non-Government Organisation
NMB	National Management Board
NREM	Natural Resource and Environment Management
OHCHR	Office of the High Commissioner for Human Rights
PADV	Project Against Domestic Violence in Phnom Penh
PCB	Permanent Coordinating Body (of the CLJR)
PCP	Police Courts Prisons (provincial meetings)

PFT	Provincial Facilitation Team
PKKO	Ponleu Komar Kampuchea Organisation
PMU	Project Management Unit (of the CLJR)
PPCC	Project Provincial Coordination Committee
PRDC	Provincial Rural Development Committee
RAJP	Royal Academy for Judicial Professions
RGoC	Royal Government of Cambodia
SFD	Strategic Framework Document
TA	Technical Assistance
ToT	Training of Trainers
TWG	Technical Working Group
WMC	Women's Media Centre

1. EXECUTIVE SUMMARY

1.1. INTRODUCTION

This is the third Annual Performance Report (APR) for the Cambodia Criminal Justice Assistance Project Phase III (CCJAP). It reports on CCJAPIII's progress on rolling out its planned activities and moving towards the achievement of its component objectives. It reports on implementation progress between 1st January 2009 and 31st December 2009.

1.2. 2009 HIGHLIGHTS

1.2.1. Component One

OBJECTIVE: *To support the capacity of the RGoC to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy.*

The General Secretariat (GS), Council for Legal Judicial Reform (CLJR) has improved its policy level dialogue, interaction with the community and NGOs at national and sub-national levels and its ability to coordinate Donors and RGoC implementing Ministries and agencies such as the Ministry of the Interior (MOI), Ministry of Justice (MOJ), Cambodian National Police (CNP), General Department of Prisons (GDoP) and partner provinces, to implement reform activities in accordance with the LJRS. The Technical Working Group for Legal and Judicial Reform (TWG-LJR) has been more improved through better participation from the government implementing agencies and NGO.

Taking a national approach the GS has taken ownership of the Planning Guide for Justice Sector institutions and worked with CCJAP, DANIDA and implementing agencies to introduce the Planning Guide at national and sub-national levels, improving strategic planning, activity planning, and to a lesser extent monitoring and evaluation to activity level, within partner Ministries and line agencies. Opportunity to sustain these activities and the use of the Planning Guide has significantly improved through the institutionalisation of training regimes within partner agencies through a local training service provider. The Planning Guide was also used as a tool for the development and refinement of strategic and business plans in the CNP, GDoP and the MoJ.

The 2010 CCJAP work plan is aligned to partner Ministry and agency strategic plans which are in turned aligned to LJRS reform activities, drawing a direct correlation between development activities within implementing agencies to LJRS objectives.

CCJAP supported the GS to draft a National Strategic Development Plan (NSDP) 2009-2013 and in the second half of 2009, supported the development of a draft legal aid policy.

Evidence shows that quality of GS Progress Reports improved between 2007 and 2009 and that implementation of the LJRS Action Plan progressed from 46% in December 2008 to 51% in December 2009.

Of significant relevance during this reporting period was evidence of improved dialogue between civil society, the GS and implementing agencies at the national and sub-national level. This dialogue was facilitated by the GS through forums being conducted that specifically addressed the issue of “access to justice” and the objectives of the LRS. Community, NGOs and government agencies were engaged in quality conversations about a range of issues that identified challenges and barriers to improved “access to justice” and recommendations on how these challenges should be overcome. This dialogue determined that the primary obstacles to accessing justice were a lack of understanding of laws and procedures from both the public and officials, lack of monitoring and professionalism for justice sector officials as well as a lack of resources for the judiciary, and the recommendations were made to improve these obstacles. The forum was conducted in four CCJAP partner provinces namely Banteay Meanchey, Kampong Thom, Kampong Cham and Prey Veng. As a result, it improved knowledge of law and procedures, it provided an opportunity to share opinions constructively, it improved understanding of legal and judicial reform, it improved coordination capacity of the GS-CLJR, it was a forum for civil society to participate in LJR at sub-national level, and a forum where feedbacks were provided on obstacles and recommendations were made for improving service delivery.

It is the intent of CCJAP, DANIDA and the GS to promote and continue with these forums.

However, challenges still remain for component 1 especially with regards to developing the Indicator Monitoring System (IMS) to outcome level. The CLJR (and the GS) has shown a lack of capacity and political will to implement judicial reform and a lack of authority to hold implementing agencies and stakeholders accountable for reform progress. The removal of the MBPI and PMG schemes is also a concern for GS with regards to implementing the coordination of legal and judicial reform

1.2.2. Component Two

OBJECTIVE: *Sustainable collaborative crime prevention and community safety initiatives established and improving community safety in targeted Districts.*

The Crime Prevention and Community Safety (CPCS) Component have continued to strengthen the integration of project activities into sub-national systems in Kandal, Prey Veng, Kampong Cham, Kampong Thom, Banteay Meanchey, and Battambang province. This is a quality aid effectiveness strategy that commits to AusAID’s key thematic priorities and supports; the Commune Investment Plans (CIP), Commune Development Plans (CDP), and strengthens D&D structures in targeted communes and Districts through the District Priority Activity Matrix (DPAM) in partner provinces. This approach specifically supports vulnerable people, victims of crime, improves the standard of living for program recipients and aims to reduce crime, domestic violence, and anti-social behaviours to build safer communities. It also strengthens civil society engagement, dialogue and governance through support to NGOs; Banteay Srei, PKKO, Save the Children, and CSCS to improve alignment with project CPCS activities. The CPCS program has continued its approach of working through, and strengthening, existing government programs, structures and resources.

From 2008 to 2009 CCJAPIII expanded the size and geographical scope of its supported CPCS projects from 24 in 1 province and four districts (Kandal) to 92 projects implemented in six provinces and 15 districts. The number of CPCS project direct beneficiaries increased from 2,217 to 60,900 and the number of adult female participants increased from 975 to 1266. Five ‘Billboard Dissemination’ projects in 2009 - most focussing on safety and security is estimated to have reached 274,207 people.

Implemented under a MOA between AusAID and partner Provincial Governors, CPCS projects were integrated into the D&D Framework to afford greater opportunity for traction and sustainability. Commencing from the commune investment planning process to agreement and prioritisation with respective District Priority Activity Matrices (DPAMS) provincial ownership and commitment was high yielding outstanding achievements for the project.

The Domrei research found that between 2007 and 2009: community perceptions of safety have improved more in CCJAPIII supported Districts than in control Districts; survey respondents perceived crime frequency to be reducing more in partner Districts; the number of respondents who were victims of theft reduced more in partner Districts; and the total number of thefts perpetrated against respondent households reported in CPCS villages decreased significantly as compared to control villages. Domrei reported that all the above trends were statistically significant, that is, unlikely to have occurred by chance.

Household surveys and semi-structured interviews also revealed other significant changes:

- A reduction in domestic violence in partner provinces.
- A perception of increased security because of reduced violence attributed to gang activities.
- Police-community relations have improved in partner provinces.
- Community members' knowledge, attitudes, behaviours relating to crime, safety, drug use, domestic violence and gangs have improved.
- Police-post crime statistics show decreases in reported crime in CCJAPIII areas and increases in reported crime in control areas.

The evidence therefore suggests that CCJAPIII is achieving its Component Two objective of improving community safety through establishing prevention and community safety initiatives in targeted Districts. By aligning and integrating CPCS activities within the D&D framework and provincial administration structures CCJAP has afforded significant opportunity for sustainability, provided that recurrent funding for CPCS projects is able to be provided by the RGoC.

Whilst CCJAPIII is achieving its Component 2 goal and objective but there are some challenges in this component. The program is still new and unfamiliar to some provinces with new Provincial and District Facilitators (PFT and DFT), therefore further program orientation and awareness needs to be conducted. There are delays in implementing CPCS activities at times because of the low capacity of implementing agencies, which also calls on CCJAP support. Given that the program is implemented at district level, it is apparent that District Development Committee (DDC) need a stronger support from the Provincial Rural Development Committee (PRDC) and Executive Committee (ExCom) for Technical Support and Assistance, Financial Management System, Procurement Process, Project Management and Monitoring and Evaluation to ensure a smooth program implementation. Work will continue in the development of District and Provincial Monitoring and Evaluation capacity, particularly with the ExCom Contract and Administration Unit (CAU) Monitoring and Evaluation Section to measure program outcomes and impact.

1.2.3. Component Three

OBJECTIVE: *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.*

Component Three made good progress in 2009 in strengthening the strategic and technical capacity of the CNP. The CNP has demonstrated a commitment to stronger engagement with the community to reduce crime and have been active in progressing this objective at the national and sub-national levels in 2009.

The draft Police Act is now completed and delivered to Minister of Interior for progressing through the parliamentary requirements and processes. The draft law seeks to change CNP into a modern, socially responsible, accountable and well functioning police service from that of an organisation whose legal status and operating policies and procedures are reactive based on a range of Prakas and sub-decrees. The subsequent implementation of the draft Police Act will be a significant undertaking.

The Commissioner General launched the new CNP Five-Year Strategic Plan of which 3000 Khmer and 500 English copies were produced and distributed. In the second half of 2009, internal reporting against strategy objectives commenced. Posters of CNP vision, mission, and values were printed and displayed in all CNP police posts, district, provincial and national buildings for information of the community and police. Draft annual activity plans were workshopped and completed by the 7 departments of the CNP. An additional 90 provincial sub-national staff were trained in the Planning Guide by 12 Police Academy staff (ToT) as previously mentioned in C1.

The CNP facilitated a national workshop for the executives from national and provincial levels on community policing which was enthusiastically supported demonstrating the CNP's commitment and ownership of its reform priorities, strategic objectives and a willingness to engage with the community to prevent crime. Agreement was reached to conduct a community policing pilot program within a partner province which is reflected in CCJAP's 2010 Annual Work Plan. It is intended by the CNP that the community policing pilot will strengthen the RGoC's approach to crime prevention and community safety, particularly being complementary to component 2 activities at the sub-national level within the D&D framework. This activity is underpinned by the establishment of the CNP Crime Data collection Working Group to develop and implement a crime data reporting, collection and analysis capability to support the community policing pilot program and to enable a more proactive and considered response to crime trends by the CNP. This activity is also outlined in CCJAP's Annual Work Plan.

Relationships between the community and police in partner provinces appeared to have improved as reflected in Domrei's qualitative-survey report which cited the following quotes from respondents. It also illustrates improved community-policing attitudes and practices on part of both police and community in CCJAPIII-supported provinces:

- Police are more consistent in their work and arrests, teens and youths are more worried about consequences Forums with police are good as they break down barriers and help villagers to be less afraid of police
- Police and community members getting along better and working together more
- Police responding consistently and faster to crimes thanks to phone calls and coordination with village security groups and commune.
- Police and leadership trying to engage and establish relationships with target populations
- Police proactively identifying target populations and establishing relationships with them
- Police and leadership engaging in prevention work and proactively educating about

drugs and law

- CCJAPIII support offered to commune and police to build capacity and administration capability
- Police not trying to frighten teens and youth in target populations but engage them
- Police trying to engage entire community actively, leaving post open so villagers can drop in after work etc.
- Police don't wear uniforms when doing training and engaging target populations to reduce barriers
- Link between family situations and crime better understood by villagers and police
- Village security groups helping to streamline and improve reporting and police responses to crime (including 24 hour phone contact)
- Planning now used by police, each village developing a security plan

Crime Scene Investigations courses were conducted and equipment supplied to 14 additional provinces strengthening the CNPs forensic technical capacity at the sub-national level. Prakas were issued instructing forensic officers to attend serious crime scenes and collect forensic evidence for case files. Manuals, audit schedules and maintenance schedules were established and introduced to ensure proper management, use and re-supply of forensic equipment to enable greater opportunity for this activity to be sustained.

The first CNP Police Women's forum was held which was attended by all female police officers nation-wide. GMAG activity plans were developed and finalised. Report of CNP Women's forum has been prepared for publication but is still awaiting Commissioner-General approval prior to publication.

Some challenges experienced during this reporting period have been: the establishment of the CNP 5 year Strategic Plan (and subsequent Business Plans for the sub-national level within the CNP). Although a good achievement and the catalyst for the implementation of a number of CNP reform initiatives in this phase, its true impact is yet to be seen. The development of a CNP Crime Prevention and Community Policing Strategy (with a pilot community policing concept operating in a partner province) will call for patience and technical support to implement it. Support to education, awareness-raising, marketing and training (particularly at the police post) will be essential early implementation activities.

1.2.4. Component Four

OBJECTIVE: *To strengthen the capacity of the MoJ to effectively support the courts in delivering equitable and timely access to justice*

The MoJ appears to have strengthened its support and participation in LJRS activities, now participating in the Strategic Planning Working Group and the Model Courts Working Group. Participation also continues in the Child Justice Working Group.

The Working Group has met on several occasions to develop the draft MoJ Strategic Plan which is now with the Minister for feedback and approval. Once approved it is intended that the Strategic Plan will be socialised and implemented nation-wide, ensuring linkages with the implementation of the Model Courts.

The Penal Code was passed in November 2009 which is considered a major step forward.

PCP Meetings are being regularly conducted in Battambang, Prey Veng, Banteay Meanchey and Kampong Thom but require more structure and focus to ensure dialogue is targeted at improving case flow and pre-trial and post-trial detention. Kandal is considering reintroduction of their PCP meeting.

Positive outcomes regarding Excessive Pre-Trial Detention (EPTD) in CCJAP's six partner provinces demonstrate an average reduction from 105 in 2008 to 49 in 2009 as comparable to other provinces where no CCJAPIII support, including legal aid funding through the FSF, or Police-Court-Prisons (PCP) meetings. Supported legal aid programs in CC1 and CC2 (remand) showed an increase in EPDT from 19 in 2008 to 103 in 2009. All prisoners to these two prisons are through the Phnom Penh Municipal Court that is not a CCJAPIII partner court.

There are significant challenges in this component gaining traction for planned activities mostly reflected by: a lack of government budget to the MoJ generally, an inadequate structure for the MoJ to be an effective functioning Ministry; a lack of model court budget; in adequate PCP coordination due to transfer/rotation of judges and prosecutors; and, centralised (executive) decision-making that prohibits problem-solving to improve case management.

1.2.5. Component Five

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

There is a wealth of evidence in the 2009 Output Delivery Report, Component Five indicators, CCJAPIII's baseline data file and FSF reports that Component Five has performed very strongly in carrying out its Component Objective of strengthening the capacity of the General Department of Prison to identify and respond to prison management priorities, the physical and mental health needs of prisoners, and to identify options for rehabilitation and reintegration".

This Component has completed and exceeded its target on its first indicator: "No. of prisons with an accredited health post (i.e. with a health post that meets MOH standards) increases from 4 in December 2006 to at least 8 (100% of CCJAP III targeted health posts) in June 2011". The number of 'accredited' health posts has increased from four to 25 in response to the recent agreement between the Ministry of Health and the Ministry of Interior.

Between 2007 and 2009 HIV/AIDS and TB diagnostic and treatment services have improved and the indicator "Annually reported number of TB and HIV and AIDS cases detected in course of routine health service provision to prisoners in partner prisons" – was achieved.

- TB testing in all partner prisons increased from 341 tests to 1007 tests.
- HIV testing also increased from 133 to 2495 and the number of HIV cases detected increased from 87 to 201, but detected cases as a percentage of tested cases decreased dramatically (65.4% in 2007, 9.1% in 2008, 8.4% in 2009%).

CCJAPIII funded and provided administrative support to the GDOP and MOH to train health post staff across all prisons to conduct TB and HIV tests consistent with national guidelines. This resulted in health posts in all prisons being accredited TB agents of MOH and therefore eligible for continuing MOH support.

The GDoP is making good progress on improving prisoner access to, and use of, rehabilitation programs (that includes vocational training, education, Industry and Farming Programs). CCJAPIII's indicator is "Annual number of prisoners accessing rehabilitation programs in partner prisons increases between baseline and endline. Baseline is 2006. Endline is 2010." The number of prisoners accessing rehabilitation programs in partner prisons has risen from 1610 to 3207 in 2009.

In 2009, The number of prisoners nationally attending prison education / vocational training programs/industry and farming, increased from 4991 in 2008 to 5544 in 2009 (an increase of 553 prisoners).

In providing these programs the GDoP's engagement with civil society increased, evidenced by FSF funding to: HAGAR for renovations for the 'Hope for all' Transition Home a supported accommodation facility for women leaving prison; the funding for HAGAR to implement the Fresh Start program, a pre-release rehabilitation and reintegration program for women prisoners and their children at CC2; Prison Fellowship for Blue Gate House program to provide programs for prisoners and their families; Legal Aid Cambodia (LAC) for program named 'Legal Access for Accused Women' (LAAW) to provide legal services for women in prison, and, facilitation/funding for NGO and government-agency service-provider workshops to improve coordination and collaboration. Technical support and advice was provided to agencies to implement programs in prison, for example, facilitated the University of Panasastra to provide a legal education program to juvenile prisoners at CC2.

Farming and Industry (F&I) program has now been institutionalised in six prisons: three CCs and three provincial prisons. CC3 is a good example with the F&I program now employing 500 prisoners. This is approximately one-third of the total prison population of 1450 prisoners.

A review of sub-decree 11 and 83 regarding prisoner rations, cell equipment and support services was completed resulting in a new sub-decree 86 which has resulted in an increase in provision to prisoners and to children of prisoners.

Other achievements include:

- FSF funding was approved to progress the Correctional Law to the Council of Ministers (including including a review of the Royal Decree of the Separate Status of Prison Guards).
- The second GDoP Annual Report 2008 and Future Directions for 2009 were completed. The report was presented at the Annual Prison Workshop held February 2009, which included participation of NGOs and development partners. The implementation of the Planning Guide has increased GDoP planning and reporting capacity and six staff from the GDoP attended training as trainers (ToT) for the Planning Guide to further develop and strengthen GDoP institutional capacity. For the first time, a notional GDoP budget aligned to the department's 5-year Strategic Plan was submitted to the MOI.
- Capital works in C5 include: construction of the prison industry workshop at CC1; construction of health centre and fencing at CC3 (both projects included the use of prisoner labour); scoping of capital works initiatives in the three new provinces of Kampong Thom, Banteay Meanchey, Kampong Cham and CC3 was completed; funding for a new fence at Banteay Meanchey Prison agreed; design approved for new health post at Kampong Thom and Kampong Cham prisons; and, an agreement was established

between Battambang provincial governor, OHCHR and CCJAP to have Battambang prison connected to the city water supply.

The continuing rise in prisoner population resulting in significant overcrowding is placing the prison system under pressure. This impacts on all aspects of prison management including provision of food and water, the sanitation and hygiene of the facility, prisoner health conditions and spread of communicable disease and increases the focus on security which has the potential to undermine the rehabilitation approach.

1.2.6. Cross-Cutting Themes

Good progress in the implementation of CCJAPIII's HIV/AIDS Mainstreaming Strategy, Gender Mainstreaming Strategy and Juvenile Justice Strategy has been made and progress reports, including highlights, are presented in the body of the report. Good support to vulnerable people (as defined in the strategic framework document) is largely demonstrated through the activities of components 2 and 5. As a result of a decision by the NMB, CCJAP's support to anti-corruption required a strategy re-direction to improve standards, systems, practices transparency and governance of partner Ministries, agencies and NGOs at the national and sub-national levels, particularly within D&D Framework of partner provinces. Progress in this area has been very satisfactory.

Highlights include:

FSF funded initiative for HAGAR to implement the Fresh Start program a pre-release rehabilitation and reintegration program for women. This is the first specifically designed pre-release program implemented in GDOP.

FSF funded NGO PKKO to implement program 'Intervention for Community-Based Safety'. This included conducting youth forums in 8 villages about problems related to community-based safety. This has resulted in local authorities continuing with training and awareness-raising. It has provided youth a better understanding of problems occurring in their community and has promoted community participation to solve these problems.

2. INTRODUCTION

This is the third Annual Performance Report (APR) for the Cambodia Criminal Justice Assistance Project Phase III (CCJAP). Its main function is to report on CCJAPIII's own monitoring and assessment of its progress on rolling out its planned activities and moving towards the achievement of its purpose, described below. It reports on implementation progress between 1st January 2009 and 31st December 2009 and progress towards achieving its planned outcomes between the commencement of activities in June 2007 and 31st December 2009.

The report is structured as follows:

- Introduction
- Research Foundation of Report
- CCJAPIII Background
- Implementation Progress
- Output Delivery Reports
- Achievement of Outcomes and Objectives
- Indicator Report
- CPCS Outcomes (Domrei research)
- FSF
- Cross Cutting Issues
 - Sustainability
 - Gender
 - Juvenile Justice
 - HIV
 - Anti-Corruption
 - Risk Management

3. RESEARCH FOUNDATION OF REPORT

This report is informed by many different data-collection methods and data sources that are part of CCJAPIII's monitoring and evaluation system. AusAID guideline for assessing an initiative's monitoring and evaluation in its Quality-at-Implementation (QAI) review poses the question "how good is the M&E evidence" supporting QAI assessment and this section presents evidence that CCJAPIII's evidentiary foundation is strong. The research strategy that underlies CCJAPIII's M&E Framework and this Annual Report is described in the attached: Domrei CCJAP CPCS Impact Study Final Report.

4. PROJECT BACKGROUND

The third phase of CCJAPIII started on 5 February 2007 with a five- month mobilization period. It commenced full operations on 1st July, 2007. Building on the successes of Phases I and II, Phase III continues to support the development of service delivery in Police, Prisons and Courts but seeks to expand its role both geographically and functionally through strengthening community-based action on crime prevention and community safety.

CCJAPIII is based on a philosophy that primary responsibility for achieving project objectives rests with RGoC, with support provided by Australian funded resources. The primary responsibility of the Project Team is to provide relevant and effective support to counterparts and stakeholders, both government and civil, which helps to build local capacity and skills.

Whilst the project is a joint initiative of the RGoC and GoA, the project works in partnership with the broader community, civil society groups and other donors, through the implementing agencies. The project links directly to key RGoC policy objectives, particularly the RGoC Strategic Development Plan (NSDP) and its Legal and Judicial Reform Strategy (LJRS).

Finally, the Strategic Framework Document (SFD) provides a strategic framework for the delivery of the project, whilst flexibility is maintained to respond to emerging needs in a rapidly changing environment, through annual reviews, consultations and flexible annual planning processes.

4.1. PROJECT GOAL

The goal of the project is, *‘To contribute to a prosperous, safe and secure environment in Cambodia’*, and aligns overall with that of the RGoC Legal and Judicial Reform Strategy and its 7 objectives.

4.2. PROJECT PURPOSE

CCJAPIII’s purpose is integrally linked with RGoC’s Legal and Judicial Reform Strategy, as suggested in the following extract from the project’s M&E Framework:

“Purpose: To support the RGoC to provide equitable access to a high standard of justice, with a particular focus on juveniles and other vulnerable groups. In particular it will support the following strategic objectives of the RGoC’s Legal and Judicial Reform Strategy:

1. Improve the protection of personal rights and freedoms
4. Enhance quality of legal processes and related services
7. Strengthen the Legal and Judicial sector institutions to fulfill their mandates.”

“However, CCJAPIII also contributes to the realisation of two other LJRS objectives that should be should be added to the CCJAPIII purpose statement:

3. Provision of better access to legal & judicial information
5. Strengthening of judicial services.”¹

5. IMPLEMENTATION PROGRESS

Overall, project implementation has progressed satisfactorily on time and on budget in 2009. CCJAPIII management gave all components a ‘high’ rating on their ‘on budget’ performance; C2 and C5 a ‘high’ rating in implementation progress; a ‘moderate’ implementation rating in C1 and C3 and a ‘low’ implementation rating in C4. See “component implementation performance rating” tables in the next section on “Output Delivery Report”.

¹ Extract from CCJAPIII (2009) M&E Framework, unpublished manuscript.

The moderate rating for Component 1 is supported by: the adoption of Model Court strategic plans; RGoC-Civil Society Workshops in four CCJAP partner provinces; support for the development of NSDP submission; support to GS communications strategy implementation (web site, bulletins); and, improved sector coordination.

The high rating for Component 2 is in view of the extraordinary advance in expanding the CCJAPIII-supported CPCS program integrated in the RGoC D&D systems.

Component 3 moderate rating is because of outputs achieved and the commitment of the more senior staff to reform initiatives (although this is not necessarily reflected throughout the organisation). Whilst results are often dependent on the drive and commitment of the members at the coalface, many of these members have not previously been exposed to some of the concepts being introduced to them. CCJAP is enabling this learning process but at the lower levels of the organisation there are often members who have had little or no police training, and for that matter, little education. Ownership by operational officers will take time to achieve and improved outcomes will be achieved when the people doing the work, understand what and why they are doing it.

Component 4 progress is rated as low. Although there has been some progress in most areas there has not been a full achievement of desired outputs or outcomes and, in some cases, progress has stalled or slowed. The structure of the MoJ makes it very difficult to implement project activities and political will for reform is questionable.

Component 5 progress is rated as high. The Component is progressing well to implement the Framework for Prison Reform. There have been significant improvements in access to education, employment and vocational skills training for the prisoners. There is now much better coordination and cooperation between NGOs and GDoP with an increase in the number of MOUs signed between these agencies. This is leading to a much more coordinated approach to rehabilitation and reintegration of prisoners. Service delivery in the area of prisoner health has been improved and the cooperation between the GDOP and MOH has been a highlight of this. New standards for prison construction and design that reflect human rights standards have been completed and are being implemented. Unfortunately, the prison overcrowding has a serious and significant effect on the capacity to fully implement prison reform initiatives. The leadership of this organisation is strongly committed to continue to improve the prison standards in all areas.

5.1. COMPONENT 1 – LEGAL AND JUDICIAL REFORM STRATEGY SUPPORT

OBJECTIVE: *To support the capacity of the RGoC to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy.*

AP Output	Activities Undertaken	Key Results/Achievements	Status
1.1 General Secretariat – CLJR strengthened and coordination activities effectively supported at the national	<ul style="list-style-type: none"> General Secretariat (GS) web site further developed with UNDP support. 2nd and 3rd additions of the bulletin produced and distributed. CCJAPIII input to the development of the bulletin has increased. GS Strategic plan was develop and approved during this reporting period. Donor and partner coordinate support for reform activities has continued. Support for Technical Working Groups has continued. 	<p>Government and community accessibility to the LJRS website and the quality of available information has improved. The number of people accessing the website has increased.</p> <p>Demand has grown for the LJRS Bulletin with an increase in printing and copies being distributed.</p>	Ongoing

level	<ul style="list-style-type: none"> Design of Model Court completed and transferred to MoJ for implementation 	Donor coordination and support remains a priority. CCJAP is considered a major player in LJRS. Model Court concept and design developed	
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Analysis and Commentary

The PMU changed to the General Secretariat during the year that was part of a larger restructuring of the Council for Legal and Judicial Reform. This provided an opportunity to revisit the work of the GS and to develop a strategic plan to provide a framework for future reform activities and support. This in turn was to support the introduction of an MBPI however late in the process it was decided by the government to cancel the scheme. The impact of this in 2010 is yet to be determined however it may have a significant negative impact on reform coordination and implementation.

In 2009 there was increased CCJAP support to strengthen the CLJR Communication strategy. This has seen improvements made to the web site of the CLJR and the production of the 2nd and 3rd bulletins. The bulletins in particular have proved popular in the provinces and demand for extra copies has seen additional print runs being undertaken.

The role of the GS in developing projects and bringing together different stakeholders for policy discussions has also been enhanced. This has involved the GS using the planning guide and mentoring to support the develop line agency project proposals as well as for its own initiatives. This project management technical assistance function is defined in the new structure of the GS however this is the first time that it has been undertaken effectively. The ability to undertake this function is not spread evenly throughout the GS as currently most of the capacity resides within a few individuals.

AP Output	Activities Undertaken	Key Results/Achievements	Status
1.2 (includes 1.8 Jan-Jun) LJRS coordination activities effectively supported at the sub-national level in partner provinces	<ul style="list-style-type: none"> CCJAPIII started to provide technical support to the development of Model Court strategic plans in late 2008 and continued this support into 2009. The strategic plans were finalised and approved by the High Level Working Group for Model Courts in May 2009. RGoC-Civil Society “access-to-justice” workshops were conducted in Banteay Meanchey, Kampong Thom, Kampong Cham and Prey Veng (no activities of this nature being undertaken by the GS CLJR in 2008) 	<p>The LJRS is now being effectively communicated to the district level through a series of sustained communications activities and publications.</p> <p>The establishment of MOUs between AusAID and partner provinces has reinforced LJRS implementation activities and improved communications for LJRS activities between the GS and provincial governments.</p> <p>The access to justice workshops in partner provinces has created quality dialogue between the community, NGOs and government. It has also identified community concerns and identified issues that are challenges to improved access to justice.</p>	Ongoing

Analysis and Commentary

During the year the component continued to assist the Model Court Technical Working Group and High Level Working Group in their coordination activities in the provinces which included support for the completion of Model Court plans and technical advice to commence implementation the four Model Courts. Component 4 has now undertaken this role but Component 1 continued to provide advice and support and will do so in 2010, particularly in a development-partner coordination role.

The component has supported a series of “access to justice” workshops in Banteay Meanchey, Kampong Thom, Kampong Cham and Prey Veng. A summary report was prepared which outlined the findings and recommendations of the workshops. A report on each individual workshop was also prepared for the participants though this is only available in Khmer. In all the workshops were deemed beneficial on a number of levels, including the gathering of ‘baseline’ data on current challenges at commune, district and provincial levels. It is planned for this activity to continue in 2010 and it is key communication enhancement approach.

AP Output	Activities Undertaken	Key Results/Achievements	Status
1.3 Support Implementation of Draft Sector Planning Manual (now Planning Guide for Justice Sector Institutions)	<ul style="list-style-type: none"> • Training of Trainers (ToT) from the Police Academy, GDoP, courts and MoJ for sector training in the Planning Guide. • Planning Guide used to develop CNP Annual Plans. • Planning Guide used to develop the draft MoJ strategic plan (none in 2008) • Planning Guide used to develop the GS CLJR strategic plan (none in 2008) • Planning Guide used to develop the model court strategic plans (late 2008) • Planning Guide used to develop project proposals for communications development, information dissemination and copyright. • Planning Guide fused for the refinement of LJRS Indicator Monitoring Matrix (IMS). • 600 copies of the Planning Guide distributed to Banteay Meanchey, Kampong Thom, Kampong Cham and Prey Veng (nil distributed in 2008). 	The planning Guide for Justice Sector Institutions was approved by CL&JR and has been used as tool for development of GS, CNP, MOJ, Model Court and GDoP strategic and business plans at all levels	Ongoing.

Analysis and Commentary

The implementation of the Planning Guide for Justice Sector Institutions is a highlight for this component and the GS. As seen in the table above the planning guide was used to develop agency plans, project proposals and monitoring and evaluation mechanisms. The guide has the potential to be more useful for the development of M&E mechanisms however at this stage demand for such information is limited. The guide will be revised as the Public Financial Management Reform rolls out and places greater emphasis upon reporting on the effectiveness of government expenditure.

A ‘Training of Trainers’ (ToT) session was undertaken on the planning guide in order to promote common planning across the sector in line with LJR Priority Action 7.5.1. Copies of the planning guide were also distributed in the provinces as part of the information pack for the RGoC- Civil

Society access-to-justice workshops. There is still a need to mentor different agencies in the development of plans and to use those plans as a framework for development assistance in order to reinforce and institutionalise the role of plans in promoting ownership and direction.

AP Output	Activities Undertaken	Key Results/Achievements	Status
1.4 Key Sector Performance Indicators developed and implemented (IMS)	<ul style="list-style-type: none"> • Linkages between the IMS and the Model Court for the development of outcome indicators were developed with technical assistance from DIHR. • Support for the preparation of the 2009 IMS report for the LJR Action Plan (improved data gathering and analysis) • Support for the usage of IMS information in GS reporting (already being done in 2008 with limited data) • Support to integrate CCJAPIII M&E with the IMS to improve project reporting and strengthen GS M&E capacity. 	Whilst the IMS is in effect a series of implementation activities for the LIRS, TWG dialogue is now focussing on outcome reporting. Outcome reporting is problematic without full LIRS implementation activities being undertaken in accordance with IMS indicators.	Ongoing

Analysis and Commentary

The project has worked with the GS to ensure that CCJAPIII reports, including activity- and outcome-data, are shared with GS for inclusion in the GS Annual Reports and bulletins. Whilst this signals a good start in aligning systems, there still needs to be a broader approach that includes all projects. The GS will look to collect data from all development partner supported projects to provide a starting point for outcome monitoring and the component will be assisting in identifying data sources and in analysing the data. CCJAPIII has already drawn the attention of GS to the Commune Development Database as a source of rich national data on CPCS interventions and the Commune Database (CDB) as a valuable source of data on commune crime. At present, the IMS explicitly acknowledges only a proportion of current reform activities. For example, only a small proportion of relevant CPCS commune-level projects focussing on human rights training are mentioned in the December 2009 version of the Legal & Judicial Reform Implementation Indicator Monitoring Matrix (IMS) under Priority Activity 1.1.1.1 “Human Rights Training Program” (RGoC 2009). It appears that the project references in the IMS are examples rather than a complete list or count of interventions related to each activity.

Nevertheless, the development of the IMS has provided the GS with the ability to better analyse the pace of reform implementation and a framework and foundation that can be enhanced. The presence of IMS has improved the nature of the dialogue between policy makers and implementers as well as that between development partners and the government. There still remain issues in relation to the accurate identification of ‘steps’ in each activity and the often low level of input that implementers have had in identifying the number and type of ‘steps’ in the IMS indicators. The component has worked with the GS to improve dialogue with implementers and has also assisted with the formulation of the 2009 IMS report and analysis of the data.

Work also remains in relation to identifying LIRS-related outcome data. Through the FSF, DIHR has worked on developing outcome indicators that are linked to the model court process. The GS is also in discussions with JICA in placing a long-term consultant to work on broader outcome indicators for the entire reform.

AP Output	Activities Undertaken	Key Results/Achievements	Status
1.5 (includes 1.6 from Jan-Jun) Aid effectiveness and organisational capacity development support provided to relevant agencies.	<ul style="list-style-type: none"> Support to the development of the 2009-2013 NSDP. Support to RGoC and development partners through the informal donor working group, the Technical Working Group (TWG), and on an individual basis with UNDP, JICA, AusAID, DANIDA, DIHR and USAID. Support to activity planning and budget submissions for MoJ and Courts. Completion of strategic plans for 4 model courts in partner provinces. Strategic and technical capacity developed in partner agencies at national and sub-national levels to achieve LJRS objectives. 	<p>CCJAP support to the development of the 2009-2013 NSDP was a key achievement.</p> <p>CCJAP's leadership role in donor coordination continues to be highly regarded.</p> <p>CCJAP's partnership with DANIDA effectively assisted CJLR in donor and government coordination through TWG and other mechanisms</p> <p>CCJAP's overarching focus to sustainability by aligning activities to and through government systems (to strengthen and refine them) is a highlight of our approach to aid effectiveness.</p>	Ongoing

Analysis and Commentary

As in 2008, the component played a facilitation role between development partners and the government, one that is not limited to AusAID. This has promoted information sharing between the government and development partners and allowed for concerns to be shared and opinions on key policies and documents to be expressed prior to formal and public proceedings taking place. Over the past three years this has promoted a culture of informal information sharing that has helped generate constructive criticism and reduced incidents of misunderstanding. This has been particularly important in 2009 with the preparation of the National Strategic Development Plan 2009-2013.

AP Output	Activities Undertaken	Key Results/Achievements	Status
1.6 (1.7 from Jan-Jun) Support to LJRS Anti-Corruption reform	<ul style="list-style-type: none"> No A/C activities were undertaken pending the passing of the Anti-Corruption Law. Component activities were implemented in partner agencies and NGOs that improve systems, practices, standards and governance. 	<ul style="list-style-type: none"> Support to and alignment of activities through systems of partner provinces and agencies has improved monitoring, financial management and procurement practices. Development of draft legislation for the corrections, police act, juvenile Justice is a work in progress for increased transparency. 	Ongoing

Analysis and Commentary

The original strategy underpinning is activity was halted at the explicit request of the NMB. However, a new CCJAP strategy was developed and implemented that focussed on strengthening governance, accountability, transparency and agency systems and practices in the areas that are relevant to CCJAP activities.

Therefore, CCJAP activities have strengthened systems, support improved transparency, accountability and reporting at both the national and sub-national levels in specific activities in all components. Our implementation activities have improved governance and reduced opportunity for corrupt activities by integrating implementation activities into (strengthened) existing government systems both at the national and sub-national levels where practical. Through the Planning Guide the project has promoted a consistent approach to sector strategy development, planning and monitoring and evaluation. CCJAP has also supported the development of draft legislation, established accountable agency practices and systems and fostered a culture of improved accountability and transparency through activities such as: introducing the Planning Guide and supporting strategy development and planning in partner agencies; the further development of the IMS; Component 2 activities that fund the CIP and DPAM utilising sub-national systems which have improved financial accountability and reporting; funding of NGO and support to their improved planning and budgeting processes; the establishment of a high-quality forensic technical capability in the CNP that has reduced over-reliance of confessional evidence, the establishment of courts registers and improved court of appeal processes in the MOJ, the development of model court plans, the establishment of improved correctional management systems in the GDoP, improved prisoner health and the significantly improved practices and dialogue with the NMB and in the management of the FSF. See also output 2.4.

Component 1 Implementation Performance Summary

	Low	Mod	High
Performance at Output level →			
Performance at Activity Level →			
Sustainability Potential →			
On Budget →			

5.2. COMPONENT 2 – CRIME PREVENTION AND COMMUNITY SAFETY

OBJECTIVE: Sustainable collaborative crime prevention and community safety initiatives established and improving community safety in targeted Districts.

AP Output	Activities Undertaken	Key Results/Achievements	Status
2.1 AP: 2009	<ul style="list-style-type: none"> FSF funding was allocated to partner provinces, districts and communes to implement CPCS-related activities in accordance with signed MOA's and the CIP process (D&D framework). 	<p>Crime reduced in partner provinces surveyed.</p> <p>Provincial partner government</p>	Ongoing

CPCS Planning and Activities Integrated into Districts and Communes in Partner Provinces in accordance with Commune Planning Process and Signed MOAs	<ul style="list-style-type: none"> • ExCom supporting units, district development committee, commune council members and service providers signed Temporary Agreements to implement, monitor and report on prioritised CPCS activities under the Gender and Security Sector. • Implementation was completed in accordance with agreed plans and timeframes in all partner provinces. • CPCS activities were planned for and prioritised through the CIP program for 2010. Activity and Budget Plans were prepared. • CPCS orientation workshops conducted in new Districts to raise awareness of the program for key stakeholders. • Sub-contracts between ExCom and District Development Committee (DDC) in all provinces were developed and approved, followed by agreements between DDC and implementing agencies. • Annual Reflection Workshops were conducted to identify strength, weakness, threat, and opportunity for a better implementation in 2010. 	<p>signed MOAs with the GoA.</p> <p>CPCS activities are funded through the CIP planning process in all partner provinces.</p> <p>Partner province planning, M&E and reporting systems were strengthened through CCJAPs adoption and development of CDPD's CIP-monitoring system (including CDPD's data fields and FSF reporting).</p> <p>Many beneficiaries received direct support from CPCS activities.</p> <p>CPCS activities in partner provinces reduced crime and increased community perceptions of safety in partner provinces.</p>	
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Analysis and Commentary

The NBM has now implemented its provincial expansion strategy in all approved provinces and districts resulting in an increase from 24 CPCS projects (2008) in one province and four districts (Kandal) to 97 projects (2009) in six provinces and 5 districts. Gender-related projects increased from 12 in 2008 to 83 in 2009.

The three following tables show key details of projects funded by CCJAPIII in 2008 and 2009. They also demonstrate the integration between CCJAPIII and the Ministry of Planning's Commune Database Planning System (CDPD). The CDPD contains information on Commune Investment Plan proposals included in District Priority Action Matrices (DPAMs) developed for annual District Integration Workshops (DIWs). The CDPD contains incomplete information on the projects ('Temporary Agreements') implemented out of the agreements made at DIWs. In 2009, CIP proposals supported by CCJAPIII appeared in the CDPD but no CCJAPIII-funded project was included in the CDPD implementation-progress tables that only covered a small proportion of all CIP projects implemented.

A sound performance monitoring system for the CPCS projects that CCJAPIII funded was not yet established until the second half of 2009. CCJAPIII strengthened its own monitoring system and CDPD system by adopting CDPD's CIP-monitoring system (including CDPD's data fields) so that CCJAPIII now facilitates the transmission of CCJAPIII-supported CPCS data upwards to national level and strengthens the RGoC and D&D M&E system.

CPCS activities supported:

- Vocational Training
- Micro Business Income
- Criminal, Drug, Traffic, Fishery, and Domestic Violence Law Dissemination

- Preventive Billboard Information
- Crimes including those by Youth and Domestic Violence Preventive Activities
- Sport and Recreational Program
- Sewing and Tailoring Skill Training Course
- Animal Raising Program
- Public Forum between Police and Community
- Team Working and Conflict Resolution Skill
- Commune Council Roles and Responsibility and Civilian Protection Movement Strengthening

One of CCJAPIII's Senior Provincial Project Officers pointed to improved integration between CCJAPIII-supported CPCS program and the D&D system in respect of M&E and other functions (email communication, 26 January 2010):

"CPCS program has been integrated into the CIP and D&D system using their existing structures and guidelines and especially the ExCom units. One of the units is called Contract and Administration Unit (CAU) and M&E is one of the sections of this unit. All structures, systems, and guidelines have been used to support the program integration and implementation including consultation, decision, and data collection as well. The integration and implementation is absolutely improving both PPOs and counterparts and PFTs and DFTs in term of financing and budgeting, planning, monitoring and evaluation and especially the D&D system and reform."

Table 1: Implemented CPCS Projects Funded by CCJAPIII by CDPD 'Sector' and Year

Sector	2008	2009
Administration and Security	65	89
Economic	1	2
Gender	12	83
Natural Resource and Environment Management (NREM)	2	3
Social	1	5
Grand Total	81	182

The increase in the number of community members reached by CCJAPIII supported projects increased even more significantly than the increase in the number of projects.

Table 2: No. of Community Members Reached by CCJAPIII CPCS Projects Disaggregated by Sex, Age Group and Sector in 2008 and 2009

Sectors	CPCS Projects Client Groups	2008	2009
Administration and Security	Sum of adult male (over 30 years)	846	161813
	Sum of adult female (over 30 years)	696	162084
	Sum of youth male (15-30 years)	130	2030
	Sum of youth female (15-30 years)	0	653
	Sum of children male (Below 15 years)	0	0
	Sum of children female (Below 15 years)	0	10
	Sum of total reached	1672	326590
Economic	Sum of adult male	13	16
	Sum of adult female	17	35
	Sum of youth male	0	0
	Sum of youth female	0	0
	Sum of children male	0	0
	Sum of children female	0	0
	Sum of total reached	30	51

Gender	Sum of adult male	204	2828
	Sum of adult female	255	3199
	Sum of youth male	0	653
	Sum of youth female	0	520
	Sum of children male	0	30
	Sum of children female	0	21
	Sum of total reached	459	7251
NREM	Sum of adult male	35	751
	Sum of adult female	0	325
	Sum of youth male	0	0
	Sum of youth female	0	0
	Sum of children male	0	0
	Sum of children female	0	0
	Sum of total reached	35	1076
Social	Sum of adult male	14	20
	Sum of adult female	7	10
	Sum of youth male	0	103
	Sum of youth female	0	4
	Sum of children male	0	2
	Sum of children female	0	0
	Sum of total reached	21	139

Table 3: Total Number of Clients Reached by Year by Age and Sex

Client Group	2008	2009
Adult male	1112	165428
Adult female	975	165653
Youth male	130	2786
Youth female	0	1177
Children male	0	32
Children female	0	31
Total Reached	2217	335107

As shown by the service utilisation data in Tables 2 and 3, the number of CCJAPIII-funded CPCS project clients increased from 2217 in 2008 to 335,107 in 2009. This is an extraordinary increase in the service-utilisation of CCJAPIII-funded CPCS projects. Large increases in service reach or utilisation were evident in each of the sex and age disaggregated sub-populations. For example, the number of adult female CPCS clients increased from 975 in 2008 to 165,653 in 2009. Five 'Billboard Dissemination' projects in 2009 - most focussing on 'local security strengthening' - contributed to this expansion, cumulatively reaching 274,207 people. Excluding billboard projects, 173 CPCS projects supported by CCJAPIII in 2009 reached 60,900 community-level clients, a sizable increase on the 2008 figure of 2217 clients reached.

Table 4: Number, Sex and Age Group of CCJAPIII-Funded CPCS Projects by Province 2009

Province	CCJAPIII Projects' Client Groups	Total
Banteay Meanchey	Sum of adult male (over 30 years)	864
	Sum of adult female (over 30 years)	1107
	Sum of youth male (15-30 years)	466
	Sum of youth female (15-30 years)	304

	Sum of children male (Below 15 years)	0
	Sum of children female (Below 15 years)	0
	Sum of total reached	2741
Battambang	Sum of adult male	1207
	Sum of adult female	825
	Sum of youth male	882
	Sum of youth female	629
	Sum of children male	0
	Sum of children female	0
	Sum of total reached	3543
Kampong Cham	Sum of adult male	526
	Sum of adult female	509
	Sum of youth male	705
	Sum of youth female	215
	Sum of children male	30
	Sum of children female	31
	Sum of total reached	2016
Kampong Thom	Sum of adult male	558
	Sum of adult female	442
	Sum of youth male	62
	Sum of youth female	5
	Sum of children male	0
	Sum of children female	0
	Sum of total reached	1067
Kandal	Sum of adult male	2704
	Sum of adult female	1266
	Sum of youth male	671
	Sum of youth female	11
	Sum of children male	2
	Sum of children female	0
	Sum of total reached	4654
Prey Veng	Sum of adult male	1454
	Sum of adult female	1050
	Sum of youth male	0
	Sum of youth female	13
	Sum of children male	0
	Sum of children female	0
	Sum of total reached	2517
Total Sum of adult men		7313
Total Sum of adult women		5199
Total Sum of youth male		2786
Total Sum of youth female		1177
Total Sum of children male		32
Total Sum of children female		31
Total Sum of total reached		16538

Existing Government and D&D structures and procedures have been used and ongoing support to be provided to implementing units (Local Administration, Finance, and Contracts and Administration) of the provincial executive committee (ExCom) to support and improve the assistance to DDCs and commune councils. There are acknowledged capacity weaknesses in developing and implementing priority activities, most evident at the commune level. As a result, extra assistance was provided to assist in developing a more inclusive community-based approach to developing CPCS initiatives. This

has resulted in the development of more useful initiatives. Equipment, facilities, and a package of fund will be made available to further support beneficiaries for 2010 to ensure the use of the skills and sustainability.

AP Output	Activities Undertaken	Key Results/Achievements	Status
2.2: AP: 2009 (July-December) & (Jan-June) Provincial Coordination and Communications Mechanisms Established in Partner Provinces	<ul style="list-style-type: none"> Provincial project officers (PPO) have supported partner provinces to implement provincial coordination mechanisms in accordance with signed MOUs. PPOs continue to support Provincial Governments to coordinate and implement LJRS activities across all components. PPOs continue to support Provincial Governments to coordinate and implement CPCS activities within the D&D Framework. 	Effective provincial coordination mechanisms are established in all partner provinces. Coordination committees established and functioning include representatives from partner government agencies (police, courts, prisons and ExCom	Ongoing

Analysis and Commentary

By way of background, a Ministry of Interior Prakas no 1163 SSR was issued on 5 August 2008 to establish Provincial Coordination Committees (PCCs) to facilitate communication between: the NMB, CCJAPIII and partner provinces; national and sub-national departments (vertically); and, within provincial departments (horizontally). PCCs in Kandal, Battambang and Prey Veng were established.

The establishment of the three new PCCs will facilitate coordination and communication between national and sub-national levels and with CCJAP. However, in accordance with the signed MoA between those new provinces and the Government of Australia through AusAID and the recommendation that existing provincial and D&D committees should be used to facilitate communication between national, sub-national level and CCJAP, the new selected provinces are looking at using the newly established Provincial Councils. The existing PCCs in the earlier-established provinces (Kandal, Prey Veng, Battambang) are still maintained and used. Kandal province issued a Deyka for inclusion of police, court, and prison representatives as ExCom members to strengthen the ExCom's capacity to provide justice-sector oversight and coordination at provincial level.

The new established Provincial Council Committee in new partner provinces namely Kampong Thom, Kampong Cham, and Banteay Meanchey is unlikely to be used as Provincial Coordination Committee, hence, Provincial Rural Development Committee (PRDC) or Executive Committee (ExCom) quarterly or monthly meeting is likely to be used as the Provincial Coordination and Communications Mechanisms to avoid creation or establishment of a new, duplicate committee or body.

AP Output	Activities Undertaken	Key Results/Achievements	Status
2.3: AP: 2009 (July-December) & (Jan-June) Civil Society Strengthened to Provide Support to Vulnerable	FSF support was provided to: <ul style="list-style-type: none"> PKKO; an NGO specialising in community based drug control to deliver a program in Kandal Steung district, Kandal province. CSCS to deliver a crime prevention program in Kampong Leav Commune in Prey Veng province. 	CCJAP has supported civil society strengthening throughout this component, particularly in the following areas: <ul style="list-style-type: none"> Improved level of engagement and improved the relationship between NGOs/CSs and 	Ongoing

Groups	<ul style="list-style-type: none"> Banteay Srey in Battambang to facilitate a public forum between CJS agencies, local authorities and the community to highlight concerns from victims of crimes and domestic violence and to question CJS processes and systems. Kampong Cham Phnom Srey Association to implement community based CIP development program. Identification of key civil society partners in juvenile justice under component 6.8 in CCJAPIII key provinces 	<p>government/authorities.</p> <ul style="list-style-type: none"> Established/building NGOs/Civil Society network to support the CPCS/J&JR Improved civil society and NGO engagement in policy dialogue with the GS. Improved civil society, NGO and government engagement in access to justice workshops in partner provinces (supported by Danida). 	
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Analysis and Commentary

Efforts and works have continued to support, coordinate, and strengthen partner Civil Society through providing assistance and consultation in applying for FSS to provide support for juveniles and vulnerable groups through different commune-based diversion programs and activities. FSF support and provision to some active community-base organizations or programs supporting and promoting vulnerable people of crimes, domestic violence, drug and alcohol will be continued.

Further, CCJAP and DANIDA have been instrumental in increasing civil society dialogue and engagement with partner agencies at the national and sub-national levels as outlined above.

AP Output	Activities Undertaken	Key Results/Achievements	Status
<p>2.4</p> <p>AP: 2009 (July-December) & (Jan-June)</p> <p>Support improved ethics, standards and governance</p>	<ul style="list-style-type: none"> The integration of CPCS into the RGOC systems established under the authority of the NCDD provides the opportunity to strengthen existing governance mechanisms. These mechanisms that have been relied upon to administer FSF funds have been subject to audit and found to be operating in accordance with requirements. Findings from Annual Reflection Workshop of all provinces are being documented and solutions and mechanisms are being considered for a better implementation for 2010. A survey has also been conducted by Domrei in Kandal, Kampong Cham, and Battambang province on CPCS program, among other things, to monitor changes in crime-and-safety perceptions in targeted and non-targeted communities. 	<p>CCJAP's support to the implementation of CPCS activities within the D&D Framework has also strengthen ExCom planning, budgeting, financial management, monitoring and evaluation and contracting practices and systems in partner provinces – resulting in practices and standards being more accountable and transparent for CPCS activities.</p> <p>It has also increased civil society and government dialogue resulting in improved quality of government services to beneficiaries through the CIP.</p>	Ongoing

Analysis and Commentary

FSF activities implemented through the government D&D system and the CIP has been a catalyst to improved government and community dialogue and engagement. It has resulted in improved CPCS services to beneficiaries and the community generally. This Output is proven to be a key catalyst in improving governance and the positive outcomes reflected in the Domrei survey.

The practices and functions of partner government Excom departments that support these activities have proven to be transparent and accountable.

Component 2 Implementation Performance Summary

	Low	Mod	High
Performance at Output level →			
Performance at Activity Level →			
Sustainability Potential →			
On Budget →			

5.3. COMPONENT 3 – CAMBODIAN NATIONAL POLICE

OBJECTIVE: *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.*

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.1 CNP organisational capacity developed.	<ul style="list-style-type: none"> Mentoring/coaching CNP executive in the development of Annual Plans for all CNP Departments (using the Planning Guide). ToT provided to 12 Instructors from the Police Academy to deliver Planning Guide training to all Police Academy participants. Printing of posters for display in all CNP buildings encapsulating their Vision, Mission and Values Support provided to implement gender mainstreaming and gender equality and capacity development of GMAG, including assistance to prepare annual plans. Contracts established with NGOs to provide gender based training and coaching to GMAG during 2010. Implementation of practices and procedures that reflect improved services and standards and good 	CCJAP has significantly improved the strategic knowledge and annual planning and technical capacity of the CNP. Activities have been focussed at sustaining these achievements through: <ul style="list-style-type: none"> The CNP strategic plan which articulates reform initiatives for the next 5 years. The development of a draft Police Act to reform the CNP and improve accountability, transparency and governance. Institutionalising the CNPs training capacity for the Planning Guide (ToTs) Establishing a GMAG as approved by the Commissioner General. Institutionalising improved practices for forensic 	Ongoing

	governance (annual planning process, community policing and enhanced forensic capacity).	technical capacity.	
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Analysis and Commentary

The creation of the Strategic Plan and accompanying activity plans has provided all CNP members with a sense of purpose and understanding of the reasons they undertake their work duties. This has resulted in the continued up-skilling of senior police in organisational planning and monitoring.

Further skills training in the development of Activity (Annual) Plans and associated budgetary considerations for CNP staff from all provinces was conducted. The Activity Plans for all Departments have been completed and reporting on actions taken in response to those plans has commenced. CNP has established a small team to monitor and evaluate the progress being achieved through application of activities in line with the plans.

ToT of 12 Instructors from the Police Academy was undertaken to equip them with the skills and knowledge to incorporate the principles outlined in the Planning Guide for Justice Sector Institutions into Police Academy curricula and to deliver training to course participants. This sustainability initiative will ensure more and more CNP members are provided with the capacity to incorporate planning exercises in their day-to-day work.

The CNP GMAG has completed its Activity Plan for 2010 with the assistance of NGO Silaka. Additionally, Silaka has continued to provide capacity development training for GMAG members and assisted them in the production of a report of the first ever CNP Police Women's Forum held earlier in the year.

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.2 Human Resources Management systems review and reform supported	<ul style="list-style-type: none"> See Analysis and Commentary 	<p>A CNP HRM needs assessment, rank competencies and revised organisational structure developed.</p> <p>All were incorporated into the Draft Police Act.</p>	Completed

Analysis and Commentary

The development of the CNP Police Act (3.7) will incorporate some elements of a revised organisational structure for the CNP. The Draft of the Police Act has been completed and handed to the Ministry of Interior for progression through the legislative procedures. As such, the development of a revised organisational structure will be commenced as the enactment of the Police Act approaches. The development of rank competencies will also accompany the rollout of the Police Act. The development of these rank competencies will then assist in progressing job descriptions for the CNP, which in turn will support the proposed promotion system to be incorporated into the Police Act.

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.3	<ul style="list-style-type: none"> Provincial and District forensics training continues (without CCJAP 	CNP forensic training capacity is	Ongoing

Enhanced capacity and skills in the collection of forensic evidence	<p>technical support): crime scene preservation, management and examination; and exhibits handling and management (and provision of basic forensic consumables and equipment).</p> <ul style="list-style-type: none"> • Technical support and training provided to Science and Technical (S&T) trainers (ToT). • Monitoring and Evaluation of Provinces and Districts in receipt of crime scene preservation training and equipment continues. • Preparation for rollout of Police Post First Response to Crime Scene training and supply of equipment undertaken. 	<p>now institutionalised.</p> <p>There is a demonstrated increase in forensic investigations and use of forensic evidence in case files.</p> <p>Six-monthly audit mechanisms and replacement schedules have been implemented in Districts and Provinces to ensure appropriate and sustained use of forensic consumables and expertise.</p>	
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Analysis and Commentary

Crime Scene Investigation training and the supply of associated equipment has resulted in the placement of 995 trained officers in 22 provinces (to 30 Dec 2009) capable of identifying, gathering and storage of exhibits relevant to criminal offences including sexual assault matters. Very good progress has been made this year. As of December 31 2008, 360 CNP staff had been trained in CSI and 72 Crime Scene Kits Delivered. This shows a commitment and appreciation by the CNP of the importance of the full rollout of this initiative as quickly as possible. Initially earmarked to be completed over a four year period this total training will be delivered in half that time. The results from having a standardised crime scene examination capability throughout the nation is likely to ensure better facts are presented to courts with a flow on effect of increasing the CNPs credibility with both the judiciary and the public.

Provinces/districts from which trained officers operate have been equipped with forensic examination kits and associated computers/software for the storage of relevant digital information and exhibits. The value of the training and the use of the supplied equipment will be further assessed when criminal charges that have arisen from the training reaches the court system and evidence is tested by the prosecutors and judges alike. Anecdotal evidence indicates an increase in the number of case files that contain forensic evidence.

Table 5:

Year (as at Dec 31)	CNP staff trained in CSI	Crime Scene Kits Delivered	No. of Provinces Covered in Year
2009	635	127	14
2008	360	72	8
Total	3009	3012	3015

While strictly beyond the December 31 2009 cut-off, it is worth noting that, at the time of writing (late January 2010), the cumulative number of staff trained is 1025, Crime Scene Kits Delivered is 205 and provinces covered are 23. Udor Meanchey is the additional province.

AP Output	Activities Undertaken	Key Results/Achievements	Status
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3.4 Capacity of Forensic Laboratory and Forensic Services enhanced	<ul style="list-style-type: none"> • Technical support and equipment provided to improve the capacity of CNP forensic laboratories • Standard Operating Procedures (SOPs) for the use of scientific and technical equipment and digital recording and electronic evidence management developed. • Audit and inspection reviews conducted to ensure sustainable use and management of forensic equipment and consumables within Provinces and Districts. • Ballistic Microscope donated to CNP by Western Australia Police Service and supporting equipment handed to CNP 	The activities of this output are almost completed. Standard operating procedures improve opportunity for sustained practices. There is a demonstrated increase in laboratory analysis and use of forensic evidence in case files.	Ongoing
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Analysis and Commentary

The ballistic microscope donated by the West Australian Police service was presented to the CNP during this period. Additional cameras, computers and other equipment were also provided to ensure the microscope's full abilities are utilised. The microscope will enhance forensic examination of munitions and weapons used in criminal activities. Forensic Facial Imaging Composite Database software and accompanying hardware were also provided to the CNP to enable professional development of witnesses' representations of alleged offenders.

A schedule of inspections and audits continued to be undertaken during the last six months of 2009 when five provinces that received forensic training and equipment were evaluated.

The pace of inspections and audits (I&As) has increased between 2007 and 2009. In 2007, there were no inspections and audits as no CSI Training had occurred. In 2008, I&As were conducted in three provinces (Kandal, Battambang, Pailin). In 2009, I&As were conducted in 15 provinces (Battambang, Pailin, Banteay Meanchey, Prey Veng, Sihanoukville, Koh Kong, Svay Rieng, Pursat, Phnom Penh, Kampong Cham, Kampong Thom, Siem Reap, Kampot, Kep, Preah Vihear).

The I&As assessed the ongoing skill levels of the recipients of training and audited the equipment and consumables each province was provided with. A completed report detailing the results of each inspection has been provided to the Commissioner General. Overall, the standard observed during the inspections has been quite impressive with additional on the spot job training being able to overcome any shortcomings identified.

The ongoing equipping of the laboratories and the training of key personnel is expected to improve the quality of evidence that will be presented to the courts thus enabling the establishment of a higher degree of certainty that a fact does or does not exist. Less reliance on confessional evidence and more reliance on scientific fact are likely to increase confidence that sound convictions are being issued by the courts.

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.5 Enhanced	<ul style="list-style-type: none"> • Sponsorship of MoH training in partner provinces to comply with the Guidelines for medico-legal Care for Victims of Sexual Violence and 	MOH personnel in partner provinces conversant in forensic medical process	Completed

capacity and skills in the investigation of gender-based and sexual crimes	the use of the forms by provincial and municipal forensic committees	All CNP scientific and technical officers aware of sexual assault forensic and crime scene methodology.	
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Analysis and Commentary

CCJAPIII funded a two-day workshop in Kandal Province conducted by the Ministry of Health where participants included doctors, physicians, nurses and midwives. The purpose of the workshop was to equip the participants with the skills to undertake biological and medical forensic evidence collection, assist with victim management, and successfully comply with the Guidelines for Medico-Legal Care for Victims of Sexual Violence and the use of the forms by provincial and municipal forensic committees in order to assist in issuing standard forensic medical examination reports to provincial courts. All six CCJAPIII partner provinces have now received this training.

Further activities towards this Output were suspended given the removal of the output from the 2010 Annual Plan. Having examined the report of the Sexual Assault Medical Adviser submitted earlier this year, it was determined insufficient victim support services are available in partner provinces to provide holistic services to the victims of sexual assault in the lifetime of this project.

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.6 Support capacity development: collection, analysis and responsiveness to crime and its impacts	<ul style="list-style-type: none"> CNP Working Group activated. Crime Data Collection Form created. Drafting of statistical/data protocols that will produce accurate data on victims of crime commenced. Software program identified 	CNP Working Group established and have produced documented and approved Action Plan Links the Community Policing strategy to the CNP 5 year Strategic Plan, objective 4 and 10 Strengthened engagement of commune police participating in the CIP process at output 2.2.	Ongoing

Analysis and Commentary

A working group established by the Commissioner General to support CNP capacity development to collect and analysis of crime statistics has met a number of times during this period. The working group was established on 20 November 2008 and the first meeting occurred in the first quarter 2009.

The working group has commenced its tasks for the purpose of implementing systems in partner provinces. A Crime Data Collection Form was created and will be piloted in partner provinces during 2010. Collection and collation of penal code offences required for the identification of crime types is nearing completion. A software database used in Phnom Penh province has been identified and is being evaluated for use as the primary data collation and analysis means for the CNP. Improved data collection and analysis will enable a better understanding of the level of crime; against whom it is committed; and where and when it is committed, enabling proper planning in the training of

personnel, the placement of resources and the need for any other associated assistance to deal with the crime types identified.

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.7 Support the development of Police Act legislation	<ul style="list-style-type: none"> Draft legislation completed and handed to Mol. 	Draft Police Act legislation completed incorporating revised organisational structures and rank competencies.	Completed

Analysis and Commentary

The Mol/CNP Working Group established to progress the creation of a Police Act had a final round of bilateral talks in August 2009. The working group, assisted by lawyers from the Australian Attorney General's Department and a former senior Australian Police Officer with vast experience in legislative policy and police organisation structure, has now completed a draft of the proposed legislation. The draft legislation was completed in two versions. The first version incorporated the current rank system for the CNP. The other version was prepared incorporating a new rank system proposed during working group meetings. Guides to each version of the legislation were also prepared and provided to the Mol.

The development of a Police Act will provide the CNP with a framework for the creation of an honest, educated and equitable police service dedicated to serving the needs of the Cambodian people. Structures for the employment, remuneration, discipline and management of the police service will make it more accountable in its workings and performance thus increasing the public's confidence in the capabilities of its police.

Considerable additional inputs will be required to ensure appropriate implementation of the Police Act when enacted.

AP Output	Activities Undertaken	Key Results/Achievements	Status
3.8 Police participation in CPCS effectively promoted to align with the Civilian Protection Movement Directive.	<ul style="list-style-type: none"> National workshop conducted to educate senior CNP officers on the philosophy and operation of Community Policing initiatives. CNP working group established by the Mol to progress a Community Policing Initiative Training material prepared to equip CNP members and the communities they serve to understand and implement Community Policing strategies. 	In 2010, CNP to make Crime Prevention and Community Policing a key Priority With the assistance of technical advice, the CNP have initiated the planning phase of the Community Policing strategy	Ongoing

Analysis and Commentary

The CNP has prioritised crime prevention and community policing as a key implementation priority. A National Workshop attended by more than 100 CNP senior officers, including ten Deputy Commissioners, was conducted to brief them on the philosophy and operation of community-policing initiatives. The Mol has approved a CNP Working Group to progress the community policing

initiative. This approach is intended to enhance cooperation between the public and police to achieve a safer living and working environment to the benefit of participating communities.

An activity plan for 2010, yet to be approved by the Working Group, has been developed to support basic training and community initiatives to conduct a pilot program in one or more districts in a selected partner province. Training material is also being prepared, in local context, to train CNP members in basic community policing skills and to educate their communities about the values of a community-policing model. Current CNP post police generally provide guarding duties or react to crime only. The trialling and identification of a community policing model suitable for the CNP would contribute greatly to any national crime prevention initiative established and gain the public's confidence in having a police service endeavouring to meet the needs of its citizens.

CCJAP's current commitment to the CNP to assist with the community policing initiative amounts to the creation of community policing and crime prevention strategies and the conduct of a pilot program. It is envisaged significant additional resources would be required to implement the community policing initiative country-wide.

Component 3 Implementation Performance Summary

	Low	Mod	High
Performance at Output level →			
Performance at Activity Level →			
Sustainability Potential →			
On Budget →			

5.4. COMPONENT 4 – MOJ AND COURTS

OBJECTIVE: *To strengthen the capacity of the MoJ to effectively support the courts in delivering equitable and timely access to justice*

AP Output	Activities Undertaken	Key Results/Achievements	Status
4.1: AP 2007/8 4.1/4.2 AP: 2007/8 & 2008/9 and 4.2 AP 2009 Improved data management and methods for dealing with juveniles within the courts is developed	<ul style="list-style-type: none"> Assist the Model Court Working Group in the Ministry of Justice to consider data management issues Review the operation of the register in Siem Reap and Kandal courts Participate in work of Juvenile Justice Working Group 	The Model Court Working Group established a sub-group responsible for reviewing all first instance court registers. Draft Juvenile Justice Law was developed.	Ongoing

Analysis and Commentary

The primary activity for this output has related to the development of a separate Juvenile Register for the Kandal Court and Siem Reap Court. The trial in Kandal commenced in mid July 2008² and required administrative support in order to obtain commitment from the court. Staffs funded by CCJAPIII were stationed in the Kandal Court and Prosecutors Office to assist in the trial. Similar assistance was not requested or provided in Siem Reap Court. Paradoxically, or perhaps because no assistance was provided, the trial appears to have been more productive in Siem Reap where there has been a better integration of the trial and other court processes.

CCJAPIII is now working with a sub-working group of the Model Courts Working Group (MCWG) to assess the progress of the register trial. The sub-working group will report to the first meeting of the MCWG in 2010.

The review of the operation of the register in Siem Reap in December 2009 found that the register was used effectively by the Siem Reap Court at both prosecutorial and judicial levels. The register was a useful tool for managing the caseload of the court. However, judges and prosecutors identified some problems. The major problem identified in the court is that the register is based on accused persons rather than cases. This concern highlights a distinction between the design of a register that has the objective of supporting court operations and the design of a register that supports the collection and presentation of information for third party use. There is an inherent contradiction in the two objectives that is not easily reconciled in an analogue system. The small register book results in many volumes being used in each part of the court. For example, in the prosecutors' office 20 volumes have been completed in a six-month period.

CCJAPIII has also participated extensively in the work of the Juvenile Justice Working Group. The JJWG has engaged in two major areas of work. The first is the development of a draft juvenile justice law, in relation to which the component has been active in drafting work. The second is in relation to the development of protocols between the government and non-government sectors to enable enhanced cooperation.

AP Output	Activities Undertaken	Key Results/Achievements	Status
4.2: AP 2007/8 & 2008/9: 4.3 AP 2009 Practices and procedures within the Cambodia Court System developed and implemented.	<ul style="list-style-type: none"> The Minister for Justice has established, in December 2009, a working group within the ministry to review court administration procedures and to update the Courts Handbook. The working group is yet to meet although CCJAPIII has undertaken extensive work to plan an agenda of work for the working group and has undertaken preliminary negotiations with key stakeholders. Work continued on development of court workload and resource management systems, including registers 	Working Group established to review court administration procedures and courts handbook.	Ongoing

Analysis and Commentary

The current Courts handbook, prepared during CCJAPII, has become redundant following the passage of the Criminal Procedure Code and the Penal Code. The ministry and the courts have been slow to respond to that redundancy and to develop new forms and procedures. Although some work had commenced in 2008 on an update for the handbook, that work did not proceed as the committee working on this in the MoJ was not convened. A consequence is that courts have developed their own procedures independently—resulting in a wide diversity of practices and procedures that have no central oversight.

The Minister for Justice has recently established a ministry-based working group that has the responsibility of preparing new statements of court administration procedures. The working group has yet to meet. CCJAAP has prepared some working documents for consideration by the working group. The documents have been informed by the experience of the project officer in the earlier handbook preparation exercise.

Progress in this output will be dependent on the active participation of officers of the ministry and the courts and prosecution.

AP Output	Activities Undertaken	Key Results/Achievements	Status
4.3: AP 2007/8 & 2008/9: AP 2009 4.4 Assist the Court of Appeal to review its existing case management practices. Court of Appeal case management systems reviewed and new systems implemented.	<ul style="list-style-type: none"> • General review of Court of Appeal processes and operations conducted. • Preliminary MS Excel spreadsheet tool developed and implemented for listings. • Mentoring and coaching on system usage to enable accurate and timely monthly data being produced by the court • Implementation activities designed and planned for implementation in AP 2008/9. • First stage database installed at Court of Appeal in February 2009 • Tender for second stage development of database issued in December 2009 • Examined Court of Appeal proposals for additional support for archiving and reorganisation of court filing systems • Judgment writing course conducted 	New Court of Appeal listing system and practices implemented. New Court of Appeal Data Base implemented. Judgement writing course conducted by French Judge.	Ongoing

Analysis and Commentary

A database / case management system has been being developed for use as a tool for the listing of cases as well as providing basic case management data for the court. The President of the Court of Appeal has been fully involved in the development of the database. The first stage of the database, which collects information about cases but does not include a listing or resource-allocation function, was implemented in February 2009. A tender for the next stage of development, which will enhance the functionality of the database, was released in December 2009.

The Court of Appeal had received CCJAPIII financial support during 2008-09 for staff to collate and archive old files. The Court has now requested additional support to continue that work. A request will be formalised for consideration by the FSF screening committee in 2010.

CCJAPIII also provided financial and administrative support for a judgment-writing course convened by the President of the Court of Appeal. The course was conducted by Judge Marie Hirigoyen and attended by over 50 senior judges from superior courts and courts of first instance.

AP Output	Activities Undertaken	Key Results/Achievements	Status
4.4: AP 2008/9 4.6: AP 2007/8 4.1: AP 2009 MoJ/Courts Executive Capacity Developed MoJ Organisational capacity developed	<ul style="list-style-type: none"> • Provide support to the MoJ to enable establishment of the MoJ Strategic Planning Working Group • Facilitate meetings of the working group • Assist the Chair of the working group in the finalisation of a draft strategic plan • Provide information about the strategy planning process to development partners and involve development partners in the process when possible • GMAP published 	Strategic Planning Working Group established and draft strategic plan developed. The GMAP was developed, approved and published.	Ongoing

Analysis and Commentary

In June 2009, the Minister for Justice issued a direction that established a working group charged with responsibility to develop a strategic plan for the MoJ. The working group has held a number of meetings. Some of those meetings were facilitated by CCJAPIII while others were conducted within the ministry independently of CCJAPIII support. Development partners were also involved in the CCJAPIII-facilitated meetings. The MoJ has now developed a draft strategic plan that it proposes to obtain ministerial approval for prior to the end of 2009, with a view to issuing the plan early in 2010. However, work to finalise the plan has been disrupted by other work priorities.

The Ministry of justice Gender Mainstreaming Action Plan was finalised and published. The plan was officially released by the Minister for Justice at a workshop in Phnom Penh on 30 November 2009.

AP Output	Activities Undertaken	Key Results/Achievements	Status
4.5: AP 2008/9: 4.6 AP 2009 PCP Meetings Established within selected Provinces	<ul style="list-style-type: none"> • Attended PCP meetings in Battambang, Prey Veng • Facilitated organisation of PCP meetings as requested. 	<ul style="list-style-type: none"> • Ministerial Direction to conduct PCP Meetings by the Minister of Justice. 	Ongoing

Analysis and Commentary

PCP meetings are regular meetings of local operational staff of the courts, prosecution service, prisons and police authorities (including gendarmerie). The purpose of the meetings is to facilitate a

free and open exchange of ideas concerning day-to-day operational issues that affect inter-agency cooperation and contact.

A ministerial direction concerning the operation of PCPs was issued by the Minister for Justice on 19 August 2009. The effect of the direction is that PCP meetings are to be conducted monthly and are to be convened by the prosecutor.

PCP meetings are now being organised regularly in some provinces, while other courts have not yet taken action to implement the direction. Some residual uncertainty exists about the purpose and format of PCP meetings, and the role of CCJAPIII in providing support to the PCP process.

Nevertheless, the PCP meetings are an important mechanism for facilitating change, noted, for example, as a factor in facilitating prisoners' improved participation in rehabilitation programs in CCJAPIII's annual indicator report (later in this document).

AP Output	Activities Undertaken	Key Results/Achievements	Status
4.7 AP 2009 Support the development of the Model Court	<ul style="list-style-type: none"> Assist the MoJ to establish Model Courts Working Group Attend meetings of MCWG and assist Chair in scheduling and management of MCWG agenda Liaise with model court personnel in relation to specific MCWG activities Liaise with development partners, especially EWMI, DANIDA, DIHR and AusAID Conduct procurement process to provide court furniture in selected model courts and partner province courts in accordance with FSF decision Assist BTM court of first instance to resolve short term archive and exhibit storage problems 	MOJ Model Courts Working Group established and supported. Model Court Plans refined and adopted by the MCWG. BTM Court storage and archive problem solved through FSF application.	Ongoing

Analysis and Commentary

During 2009 the component has built on the earlier work facilitated by Component 1 in which strategic plans were developed for each of the four model courts. In particular, the component has worked with the four courts to develop activity plans and to coordinate the development of those plans with the RGoC 2010 budget process. The courts developed one-year activity plans and are now working to develop longer-term activity plans in accordance with the plan of action that had been established by the HLWG. The MCWG has established a sub-working group to facilitate that work in each of the model courts.

A working group has been established within the Ministry of Justice to oversee the implementation phase of the model courts program. The working group is chaired by a Secretary of State and has membership from the ministry and the courts. The working group met on four occasions in the last half of 2009. It is scheduled to meet six times in 2010.

The transitioning of responsibility for the provision of assistance has highlighted both capacity-development opportunities within the MoJ and issues related to the ongoing role of the Council for Legal and Judicial Reform in the oversight of the MoJ activity. Within CCJAPIII this will be facilitated

through continuing involvement of Component 1, together with Component 4, in the work of the Model Court Working Group.

Component 4 Implementation Performance Summary

	Low	Mod	High
Performance at Output level →			
Performance at Activity Level →			
Sustainability Potential →			
On Budget →			

5.5. COMPONENT 5 – CORRECTIONS

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

AP Output	Activities Undertaken	Key Results/Achievements	Status
5.1: AP 2007/8 & 2008/9 2009/10 Draft Law on Corrections developed Support the development and progression of the draft correctional law and associated policy and procedures	<ul style="list-style-type: none"> Draft Correctional Law debated, amended and progressed through the Council of Jurists 	Draft Corrections Law completed and progressed through Council of Jurists.	Ongoing

Analysis and Commentary

The draft Correctional law has been completed and presented to MOI. An MOI committee has been established to oversee the passage of the law to the Council of Ministers. An action plan to progress the draft law and the Royal decree on the Separate Status of Prison Guards has been implemented. The plan has now commenced and is in progress. The draft law has been amended after consultation with the Council of Jurists. No action yet on the Royal Decree.

AP Output	Activities Undertaken	Key Results/Achievements	Status
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<p>5.2: AP 2007/8 2008/9 2009/10</p> <p>GDoP annual plan and budgets developed</p>	<ul style="list-style-type: none"> Assisted with preparation of Annual Plan 2009 Progress report of GDoP and challenges in prison management in the first 6 months 2009 completed. Report presented to Deputy Governor, Prison Chief, relevant agencies and NGO at the national workshop held Sept 2009 Assisted with calculating budget aligned to the four goals of the GDoP strategic plan as part of the MOI five-year plan Assisted in preparing a submission for LJR Public Investment Plan 2009-2013 Assisted the review of sub-decree 11 and 83 regarding prisoner rations and cell equipment. 	<p>2009 Annual Plan and progress report completed. Reports provided to key stakeholders for comment and information</p> <p>5 year budget proposal and submission for infrastructure support through the Public Investment Plan developed for government consideration</p> <p>Implementation of a new sub-decree no 86 with an increase in provisions for prisoners and an allocation for children of prisoners for the first time</p>	<p>Completed</p>
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Analysis and Commentary

Support has been provided in the review of existing sub-decrees regarding the prisoner ration and cell equipment allocations. This has now been reviewed and approved by MOI and MEF and has resulted in an increase in the allocations to prisoners. New to this allocation is a budget amount for children of prisoners residing in prison and an annual allocation for each prisoner for rehabilitation activities. Two new financial reports were completed during this period. First, the annual budget report for GDoP against the four goals of the strategic plan was requested from MOI as part of the new five-year MOI plan. This is the first time that CCJAPIII has been able to have input into the GDoP budget process. The second budget report is for the LJR Public Investment Plan where a bid has been submitted for funding new capital work initiatives under the Prison Reform agenda.

AP Output	Activities Undertaken	Key Results/Achievements	Status
<p>5.3: AP 2008/9 2009/10 5.2: AP 2007/8 5.2 July-Dec 2009</p> <p>Executive capacity development program developed and training conducted</p> <p>GDoP organizational capacity developed</p>	<ul style="list-style-type: none"> Six nominated staff attended TOT training regarding use of the Planning Guide. A delegation of senior staff attended the 29th APCCA conference and report completed. STA Corrections Training Specialist undertook a review of the prison guard training program and organizational training capacity GWG with GAD/C completed training program on Gender and Imprisonment to staff of CCs and 6 partner provincial prisons GWG led White Ribbon campaign at CC1 and CC2 for prisoners and staff Booklet on Women in Prison printed and distributed 17 staff, including 5 female, attended computer training on basic Microsoft Word and Excel and 	<p>Staff using new skills to prepare Annual Reports, activity plans and associated budget submissions. Example includes the gender action plan for 2010</p> <p>A draft training program for new recruits was developed. A working group has been established to progress this activity under the chair of HE Nuth Sa An.</p> <p>GDoP now has capacity and resources to provide gender specific training to new recruits.</p> <p>Improved quality and reliability of data for prisoner information management reports.</p>	<p>Ongoing</p>

	advanced Excel to assist in data entry and administration <ul style="list-style-type: none"> • Support to the improvement of Office of Archives prison database through provision of equipment, training and on-job mentoring 		
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Analysis and Commentary

There has been continuing good progress on the roll out of the gender action plan with GWG trainers now accredited as master trainers. Training has been completed in CCs and six partner provincial prisons with assistance of GAD/C. The GWG led the promotion of the White Ribbon Campaign at CC1 and CC2 for prisoners and staff to increase awareness on prevention of violence towards women. Analysis of the training needs of GDoP continued and built on the previous report of the STA Executive Development HRM. A STA Corrections Specialist was recruited and undertook a review of the training program for prison guards. With support from EWMI, a program of capacity building for the Office of Archives in developing the prison database and reporting capacity has been implemented. Two local Information Technology (IT) consultants have been recruited to assist the Office of Archives in developing the reports and management of the prison database and also to assist the Office of Personnel to improve the staff database.

AP Output	Activities Undertaken	Key Results/Achievements	Status
5.4: AP 2007/8 2009/10 5.6 July-Dec 2009 Standard of prison facilities improved to support implementation of the corrections management system (now referred to as the Prison Reform Strategy) Support improvement to prison infrastructure and development of standards	<ul style="list-style-type: none"> • Technical advice and support in development of new prison farm. First building started • Continued support in progressing capital works initiatives at CC1 and CC3. • Design of new facilities at Battambang prison has been completed • Design completed for work program at Kampong Thom, Kampong Cham and Banteay Meanchey prisons and CC3 • FSF special application approved for internal security fence at Banteay Meanchey Prison and building commenced by prison labour and technical support of GDoP • The GDoP minimum standards for prison design and construction, developed through consultation with ICRC and OHCHR, have been agreed and being prepared for official endorsement by Minister • Meetings conducted with government officials regarding Prey Veng land swap deal • New health post being constructed at CC3 • Internal security fencing being built at CC3 to allow more prisoners out 	Minimum standards for prison design and construction established and approved by the GDOP. Capital Works in correctional facilities now progressing satisfactorily (except Prey Veng). Process established between GDOP and contractors to use prisoner labour for skill development on capital works initiatives. GDOP Office of Construction staff capacity improved regarding management of capital works projects Improved conditions for prisoners with facilities providing capacity to separate categories of prisoners, greater access to light and air flow and greater opportunities to be out of cell alleviating impact of overcrowding. Minimum standards for prison	Ongoing

	<ul style="list-style-type: none"> • of cell 	construction and design provisionally agreed to be used by government as the standard for all new construction to minimize the impact of land swap initiatives managed through provincial arrangements.	
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Analysis and Commentary

Capital works continues to progress well. The scoping of new prison renovation and construction priorities has been completed for Kampong Thom, Kampong Cham and Banteay Meanchey and CC3 using the new design standards of GDoP. Focus on separate accommodation for women and juveniles, health posts, vocational training and internal security fencing to allow for greater time out of cells and to improve physical and mental health for prisoners. A special FSF application was approved by the NMB to build an internal security fence at Banteay Meanchey prison and construction has commenced. All capital works activity in GDoP includes the use of prisoner labour. The minimum standards for GDoP prison design and construction have been agreed to by UNOHCHR, ICRC, GDoP and CCJAP III. These standards are used in all capital works scoping by CCJAP. These standards are being prepared for presentation to the Minister for official endorsement and will become the governments agreed minimum standard for all prison construction and renovation.

CCJAPIII participated in meetings with government authorities to clarify land ownership for proposed new prison at Prey Veng and now waiting for outcome of decision of land swap deal before construction can commence. Design and funds for facilities are completed.

AP Output	Activities Undertaken	Key Results/Achievements	Status
5.5: AP 2007/8 & 2008/9 5.3 July-Dec 2009 Improved facilities and services to support prisoner mental and physical health Support services to improve prisoner health	<ul style="list-style-type: none"> • Universal Precaution training delivered to staff and prisoners of CCs and all partner prisons • Participated in the planning and presentation of the 'Health in Detention' two-day seminar jointly facilitated by GDoP and ICRC. • Exercise and recreation equipment provided to Banteay Meanchey, CC2, Kampong Thom, Kampong Cham, Battambang and Prey Veng • Banteay Meanchey prison health post now upgraded and equipped to meet with MoH minimum standards • Scoping of equipment completed to bring CC1, CC2 and Kandal prison to meet with MoH minimum standards • New health post being constructed at CC3 • Internal security fencing being built at CC3 to allow more prisoners out of cell 	<ul style="list-style-type: none"> • MOH minimum standards and accreditation achieved in all partner prisons. • Improved testing and detection of diseases. • Improved mental and physical health including increased opportunities for exercise. • Improved partnership with MOH. • Improved capacity for Office of Health staff to monitor prisoner health issues and to train prison health staff. 	Ongoing

Analysis and Commentary

Training for staff and prisoners on Universal Precautions has been prioritised at the request of GDoP due to the increasing number of HIV/AIDS and TB prisoners. Training has been delivered by ToT trainer from GDoP and specialist staff from NCHADS and CENAT to CC1, 2 and 3 and in all six partner prisons. Initiatives to address the overcrowding continue with provision of sporting and recreation equipment and internal security fencing. Accredited prison health posts equipment being upgraded to meet MoH minimum standards.

AP Output	Activities Undertaken	Key Results/Achievements	Status
5.6: AP 2007/8 5.4: AP 2008/9 5.4 July-Dec 2009 Prisoner rehabilitation and reintegration programs established and implemented	<ul style="list-style-type: none"> Assisted GDoP to facilitate two NGO workshops for CC2 for greater coordination for NGO Supported funding for Legal Aid Cambodia program to provide legal services for women in prison in four partner prisons. Application approved and program commenced Supported funding for HAGAR to implement the 'Fresh Start' program, a pre-release and re-integration program for women. Funding approved and program commenced Supported funding for Prison Fellowship prisoner reintegration program. Funding approved and program commenced Assisted in the planning and implementation of a national NGO, donor and stakeholder workshop with a focus on prisoner rehabilitation and re-integration 	Reduction in excessive pre-trial detention and increased legal representation in court through provision of Legal services Risk of further offending reduced through provision of reintegration and post release programs Increased employability and coping skills upon release from prison through participation in pre-release programs Improved collaboration and partnerships and reduced duplication of services between the GDOP, NGOs and	Ongoing

Analysis and Commentary

The focus has continued to be on improving coordination and support of NGOs to deliver rehabilitation and reintegration programs that support the Prison Reform strategy. Workshops have continued at CC2 and Kandal as models of local prison NGO workshops. The first national NGO workshop was held in September 2009. This workshop considered the progress that GDoP had made in further implementing prison reform and increasing rehabilitation and reintegration programs.

AP Output	Activities Undertaken	Key Results/Achievements	Status
5.5 July-Dec 2009 Support capacity development of the Office of Inspection	<ul style="list-style-type: none"> STA Inspection Specialist FSF application approved. PD and TOR developed in partnership with GDoP STA recruited to commence in 2010 Scoping for prisoner complaint procedure to be implemented by new Inspection team 	GDOP Office of Inspection established STA Inspection specialist recruited	Ongoing

Analysis and Commentary

The major focus on this activity has been to scope and develop an FSF application to recruit a short term specialist. The STA will scope and review process and procedures required to implement a prison inspection process.

Component 5 Implementation Performance Summary

	Low	Mod	High
Performance at Output level →			
Performance at Activity Level →			
Sustainability Potential →			
On Budget →			

6. OUTCOMES AND ACHIEVEMENT OF OBJECTIVES

In this section, data from CCJAPIII's indicator set, its community crime-perceptions survey and its baseline data file are presented and discussed in the light of CCJAPIII component objectives and goal.

6.1. INDICATOR REPORT

CCJAPIII's indicator set, along with other data sources, such the Output Delivery Report, other parts of the Baseline Data File and Domrei's research report, is designed to facilitate monitoring and assessment of the degree to which CCJAPIII is progressing towards its component objectives.

A key function of the indicator set, based as it is on justice-agency data, is to build the capacity of justice-sector partners in collection, storage, analysis and reporting of justice agency/sector performance data. The aim is for CCJAPIII staff to engage justice-sector partners in discussion about the uses of monitoring and evaluation and to involve them in M&E processes to help them learn-by- doing. In the course of discussion and developing experience and confidence, RGoC partners may wish to utilise some of CCJAPIII's indicator set for agency or justice-sector monitoring with the addition of specific targets linked to justice-sector strategies. CCJAPIII's current set of indicators reflects the assessment of component advisers that their partner agencies will find the indicators useful as national indicators for inclusion in agency annual reports and useful for reporting on situation changes in partner agencies. The indicator set is a mix of quasi-performance indicators (that is, indicators whose data trends are influenced but not solely caused or catalysed by CCJAPIII's activities) and situation-monitoring indicators (that is, indicators design to track changes in the context but over which CCJAPIII has no significant influence).

Annex B's Indicator Report presents the full set of CCJAPIII Component Objective indicators and commentary; brief comments only are made here.

6.1.1. Component One Indicators

Component One has two indicators. The first indicator shows a slight improvement in the General Secretariat's reporting on LJR progress between the 2006-2007 Progress Report (46% quality-rating) and the 2008-2009 Progress Report (51% quality-rating). The summary

rationale for the rating is presented in Annex B and the completed quality-assessment form is available from the General Secretariat. What is important for both effectiveness and sustainability is that the tool is now accepted and adopted by the GS as an institutional mechanism to quality of the LJRS progress.

The second C1 indicator is a GS indicator developed to monitor the pace of LJRS progress. By December 2008, 231 of the 470 steps had been completed. Since, then an additional 42 steps have been implemented, an increase of 9%. The baseline figure (Dec 08) is not an annual figure, but represents the status of roll-out of Priority Activities (PAs) since 2007. In this light, implementation progress made in 2009 was moderate with the potential for acceleration in 2010.

Progress against these two indicators is a positive sign of improved “capacity of the RGoC to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy” and that CCJAPIII is achieving its own objective of “supporting the capacity of the RGoC to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy”.

6.1.2. Component Two Indicators

Component Two's set of four indicators on gender and security CPCs proposals and contracts in partner districts are not updated as 2010 data have not yet been collected. The February timeline for submission of CCJAPIII annual report (rather than the previous March deadline) makes it difficult for some components to collect annual data from the previous year in time for the February submission deadline.

As evident in other parts of this report, Component Two has made massive strides in monitoring and reporting on CCJAPIII-supported CPCs projects, consistent with, and through, the RGoC's own data collection and reporting system.

6.1.3. Component Three Indicators

Component Three has three indicators. The first indicator: “CNP strategic plan - including a focus on juvenile justice, gender mainstreaming and improved CNP governance and standards - developed by 2010.”

The second indicator: “By the end of CCJAPIII, national annual crime statistics report relating to ‘serious crimes’ in partner provinces is based on data collected using the new gender-sensitive Crime Data Collection Forms developed by CNP and CCJAPIII”. This indicator and the Crime Data Collection Form on which it is based were developed in 2009. Work also continues on the development of a more reliable data collection and analysis system with the rollout of data collection forms and the operation of the first version of a software system expected in the first quarter of 2010.

The baseline for the third indicator will be collected in the first quarter of 2010. The third indicator is “Percentage of criminal case files in six partner provinces (Kandal, Battambang and Prey Veng, Banteay Meanchey and Kampong Thom, Kampong Cham) that include forensic evidence increases between baseline and endline. Baseline is 1st quarter of calendar 2010. Endline is 1st quarter of calendar 2011.”

Component Three is on track with its indicator targets. Its progress on the CNP Strategic Plan and Crime Data Collection Form show that it has strengthened the strategy capacity of the CNP and is beginning to make a contribution to improving the technical capacity of CNP to

collect data on, and analyse, not only crime categories but also demographic information on victims and offenders that may be useful for policy and planning purposes.

6.1.4. Component Four Indicators

Component Four has six indicators and has mostly achieved one indicator (MoJ strategic plan - including a focus on juvenile justice, gender mainstreaming and improved CNP governance and standards - developed by 2011"). A draft MoJ strategic plan has been developed with CCJAPIII's assistance, but it has not yet been finalised by the Minister of Justice.

Another C4 indicator ("Number of male and female juveniles and adults in custody experiencing excessive pre-trial detention (EPDT) as defined in Criminal Procedure Code in partner provinces reduces between baseline and endline") is being tracked through GDoP data while partner courts' capacity to collect, store and report this kind of data is being slowly developed through pilot registers.

The number of cases of EPDT in nine partner prisons has reduced between 2007 and 2009 especially in the case of adult females and juvenile males. The figures are reported in Annex B. The locations where there is no CCJAPIII support showed an increase in EPDT from 33 in 2007 to 103 in 2009 (albeit with a drop to 19 in 2008).

The main 'leveraging' mechanisms supported by CCJAPIII are Legal Aid Cambodia, a NGO funded through FSF to provide legal aid to women in remand in four partner prisons, and PCP (Police-Court-Prisons) meetings in six partner provinces (that is excluding CC1, CC2 and CC3, the latter not having a remand population). Both these mechanisms have contributed to the reduced number of EPDT in partner prisons. While the definition of EPDT was changed (and maximum permissible PDT periods increased) in 2008 so that only 2008 and 2009 data are strictly comparable under the same case definition, the trends remain clear. More detail is provided in Annex B.

Data was collected on the third C4 indicator: ("Number of cases where males and females (juveniles and adults) are in custody and awaiting trial in the Court of Appeal in excess of 12 months reduces between baseline and endline period through improved listing procedures"). The number of cases in custody for over 12 months awaiting trial in the Court of Appeal fell from 374 cases in 2007 to 354 cases in 2008. The data for 2008 are preliminary and may change as new data are compiled.

Data collection for C4 indicator ("Each of the seven partner courts increase their score on the model-court 'quality' checklist by at least 20% between baseline and endline in areas related to CCJAP III support. Baseline is July 2008.") - is the responsibility of another agency DIHR and CCJAPIII merely accesses and analyses their data when available.

Current data from court registers have not yet been collected for the other two C4 indicators. They both require annual data from the previous year that most government information systems would have trouble delivering within the first quarter of the next year. A background factor is that the data are sourced from the very registers that are being piloted and process of building the capacity of court information systems is challenging, requiring patience and persistence.

6.1.5. Component Five Indicators

Component Five has three indicators. C5 has completed and exceeded its target on its first indicator: “No. of prisons with an accredited health post (i.e. with a health post that meets MOH standards) increases from 4 in December 2006 to at least 8 (100% of CCJAP III targeted health posts) in June 2011”. In summary it means that the number of 'accredited' health posts has increased from four to 25. CCJAPIII provided administrative and technical support to the working group that has facilitated these negotiations.

C5 making extraordinary progress on improving prisoner access to, and use of, rehabilitation programs (that includes vocational training, education, Industry and Farming Programs). The indicator is: “Annual number of prisoners accessing rehabilitation programs in partner prisons increases between baseline and endline. Baseline is 2006. Endline is 2010.” The number of prisoners accessing rehabilitation programs in partner prisons has risen from 1610 in 2007 to 2473 in 2008 to 3207 in 2009. More detail is provided in Annex B.

C5 has also assisted partner prisons in providing HIV/AIDS and TB diagnostic and treatment services. The indicator is “Annually reported number of TB and HIV and AIDS cases detected in course of routine health service provision to prisoners in partner prisons”. TB testing in all partner prisons dropped from 341 (2007) to 330 (2008) and rose to 1007 (2009). The number of TB cases detected increased from 81 (2007) down to 66 (2008) up to 193 (2009). HIV testing also increased between 2007 and 2009 from 133 (2007) to 1203 (2008) to 2495 (2009). The number of HIV cases detected increased (87, 110, 201).

CCJAP has adopted a fourth C5 indicator: “Number of deaths in partner prisons (disaggregated by sex and adult/youth) between baseline and endline. Baseline year is 2007 and endline year is 2010.” Deaths in partner prisons fell from 53 in 2007 to 41 and increased to 59 in 2009. The increase in number of deaths in partner prisons is related to severe overcrowding and insufficient health care and HIV/AIDS cases. The draft Corrections Law proposes that MOH will be the organisation responsible for all prisoner health services rather than GDoP that currently has responsibility under Prakas no. 217. This may have a positive effect on health and mortality trends in prisons.

The excellent results shown over the three C5 quasi-performance indicators suggest that CCJAPIII is strengthening the capacity of the General Department of Prison to identify and respond to prison management priorities, the physical and mental health needs of prisoners and to identify options for rehabilitation and reintegration”.

7. PROJECT MANAGEMENT

CCJAPIII has been managed and implemented on time, under budget and in accordance with approved project work plans. Most planned activities were implemented across all components as reported in the body of this report with an approach that was underpinned by the objective of achieving tangible and sustainable outcomes.

In 2009 there were several management and staffing changes that revitalised and integrated the team, increased development opportunity for local staff, expanded the project to all approved partner provinces and generated deeper and broader engagement from key counterparts, donors, NGOs, other stakeholders and communities in partner provinces.

Key personnel changes were made:

- A new Team Leader and Deputy Team Leader were engaged. Many of the good results achieved are attributed to their respective leadership and project management qualities.

- The previous Deputy Team Leader/CPCS Adviser resigned and was not replaced.
- A new MOJ/Courts Adviser was engaged (previous one resigned).
- A National Adviser for component 1 was engaged after the International Aid Effectiveness and Capacity Building Adviser scheduled project inputs were completed.
- Four Project Officers were promoted to Senior Project Officer being: Senior Project Officer (Battambang); Senior Project Officer (Corrections); Senior Project Officer (Police); Senior Project Officer (MOJ/Courts).
- Four new Provincial Project Officers were engaged in accordance with the provincial expansion strategy.

Short-term international advisers were engaged in accordance with work plans resulting in a significant reduction in international inputs and more national support for implementation activities.

CCJAP Gender, HIV/AIDS, Juvenile Justice and Anti-Corruption Strategies were implemented as in the body of this report.

Forward Plans and monitoring, evaluation and reporting schedules were completed in accordance with project life-cycle milestones.

The FSF was effectively managed and independently audited as required within the Head Contract. CCJAP was audited by an AusAID Audit Firm and received a low risk rating.

The Project Procedures Manual and FSF Manual and Guidelines were reviewed and amended.

In summary CCJAP was effectively managed by GJS and the project management team to the satisfaction of the NMB and AusAID as was reflected in the managing contractor rating pursuant to the Head Contract.

8. FLEXIBLE SUPPORT FACILITY

The Flexible Support Facility was developed as a tool that could allow flexibility in the allocation of funds, especially for capital works, emerging institutional priorities and for NGO and civil society strengthening activities. Very positive feedback about the flexibility of the FSF mechanism and about what it enabled partner agencies to do was described in the 2008 annual report based on data gathered in the 2008 CCJAPIII Stakeholder Survey conducted by Domrei.

Annex A presents extracts from nine NGO progress and completion reports describing changes catalysed by the FSF projects compiled by FSF Manager. The extracts show the kinds of changes that FSF NGO-implemented projects are bringing out and the kind of reports that NGO-implementers are submitting to FSF management.

The nine extracts document a variety of project outputs (knowledge change on various topics), outcomes (improved attitudes and behaviours; improvements to community support systems such as improved youth networks and improved community monitoring of illicit drug-dealing by people from outside the village) and even impact (such as reduced crime).

See Annex D for the FSF Financial Summary.

During the reporting period the Flexible Support Fund in accordance with operating procedures was audited by KPMG. There were 7 minor management recommendations made and each of these has been actioned to the now satisfaction of the independent auditors.

9. CAPITAL WORKS

As previously reported the project experienced some delays in its first 18 months on delivery of capital works, due to a complex set of management problems, but in the past 12 months these issues have been successfully resolved and the project has increased its pace of implementation substantially.

During this reporting period capital works have been commenced (and in some cases completed) within the Correctional Centre 1 (CC1) and Correctional Centre 2 (CC2). All works with these two correctional facilities will be completed and handed over to the General Department of Prisons within the next six months.

Contracts have now been awarded to successful local Cambodian companies for significant capital works infrastructures supporting Police, Courts and Prisons in both Battambang and Prey Veng Provinces. Additionally in Kandal Province a contract for the construction of four Police Posts has now been finalised. Construction of all infrastructures in these three Provinces will commence early 2010 and are expected to be completed midyear.

Tenders for advertising additional capital works infrastructures to support Police, Courts and Prisons in the Provinces of Banteay Meanchey, Kampong Thom and Kampong Cham have been prepared and will be advertised early 2010. It is expected that construction will commence in these locations mid 2010 with completion towards the end of that year.

The only issue of concern that presently remains with the capital works program is support to the Prey Veng Prison with infrastructure approved by the NMB. Since that approval RGoC discussions have taken place with a view to potentially relocate the present prison to a new site. CCJAP is not committing any funding for this approved infrastructure until a decision is made.

The capital works program has AUD \$ 4,000,000 allocated for expenditure. Funding has been properly managed and the entire program as approved (perhaps with the exception of Prey Veng Prison) will be completed both on schedule and within budget.

10. CROSS-CUTTING THEMES

10.1. Sustainability

As noted earlier in this report, CCJAPIII's design and approach is consistent with the Paris Declaration and Accra Agenda for Action principles. Project activities have attempted to strengthen knowledge, insight and commitment from key counterparts, implement activities through agency systems and practices and build the capacity of agencies to plan for, implement and monitor reform progress. The project's approach is very collaborative and inclusive, the NMB and key counterparts demonstrate commitment and leadership for reforms, but the political will for true reform in some areas is not visible³.

³ Evidenced by the NMB directive not to implement the Anti-Corruption Strategy

Therefore, activities may only be sustained in areas where money is available (recurrent funding from the RGoC) and vested interests will not be compromised.

To improve opportunity for sustainability, project activities are planned and aligned with RGoC annual planning cycles directly linked to the strategic goals and annual priorities of its justice-sector partners and sub-national governments in partner provinces. Project activities have also promoted government agencies to engage with civil society in dialogue and in problem-solving forums (nationally and sub-nationally). The inclusion of civil society representatives – as partners – is a paradigm change from the ‘silo’ model held by RGoC.

CCJAPIII’s M&E Framework is designed to support and rely on justice-sector agencies’ own information systems. For example, 20 of CCJAPIII’s 21 component-level indicators utilise RGoC data at both the national and sub-national levels. In particular the monitoring and evaluation of CPCS projects has been strengthened in 2009 to use MoP/CDPD data systems and MoP data collectors such as DFTs and PFTs. This has also improved CCJAP’s capacity to report on project CPCS outcomes whilst effectively building RGoC capacity to plan, implement, monitor and report on CIP/CPCS activities.

Whilst a consistent monitoring system for CPCS (CIP) activities is being institutionalised at the provincial and district levels (and they are able to provide meaningful data), monitoring and evaluation capacity is low at the national level – both within and across law and justice sector agencies. Performance indicators established for the IMS are activity-based only. The GS lacks the authority to commit Ministries and agencies to monitoring, evaluation and reporting of LJRS outcomes.

Through the Planning Guide (C1) CCJAP has attempted to institutionalise a consistent approach to strategy development, planning, budgeting, monitoring and evaluation and project management. By the use of Training of local Trainers (ToT) the GS has enabled local trainers, embedded in partner agencies, to take over from international trainers.

However, for whole-of-sector activities to be sustained sector counterpart agencies must work closer than they are presently and show more commitment to the LJRS. Coordination remains difficult for the GS who lack the authority to commit counterpart agencies to the reform process. Macro reform priorities such as the LJRS are unlikely to succeed.

10.2. HIV/AIDS

CCJAPIII’s HIV/AIDS Mainstreaming Strategy was developed in the second half of 2008 and the first quarter of 2009. The Strategy aims to support the justice sector response to HIV/AIDS through supporting partners to address the prevention and control of HIV/AIDS. In 2009, the following HIV-related activities occurred:

- The new agreement between MOI and MOH bringing all 25 prison health posts under MOH responsibility means that all prison health posts are eligible for MOH training and equipment relating to diagnosis, treatment and care in respect of prisoner health, HIV/AIDS, TB and other communicable diseases. This represents the most significant contribution to the national HIV response made by CCJAPIII over its project lifetime to date.
- PKKO project 'Intervention for Community Based Safety' (ICBS project) started in November 2008 and completed in October 2009. The project included a focus on alcohol and drug awareness and the risks of transmission of HIV/AIDS. CCJAPIII supported PKKO’s implementation of the FSF funded project and results demonstrate greater awareness by

youth from eight targeted villages about drug and alcohol danger and risks of transmission of HIV/AIDS and other communicable diseases.

- CCJAPIII partnered with ICRC to deliver training program on HIV/ AIDS to all prison medical staff.
- GDoP ToT in partnership with NCHADS and CENAT delivering Universal precautions training program for staff and prisoners of all partner prisons and CCs and 6 partner prisons. Total 700 included 430 (38F) prisoners and 270 (28F) staff trained.
- CCJAPIII coordinated a multi health agency meeting with MSF, FHI, ICRC, CENAT and CRS on the provision of HIV/ AIDS and TB services. This has now developed into a regular forum co-chaired between ICRC and GDoP.
- Nominated staff from GDoP Office of Health provided with basic computer program training. Health data (including data on HIV testing and HIV Positive cases and on TB testing and TB cases) are collected and reported on in Annual Plan. Training, equipment and on-job mentoring support provided to Office of Archives prison database to improve the quality and reliability of information.
- Technical advice to CRS in developing a survey tool and undertaking a survey of health conditions, including a focus on HIV/AIDS in 10 prisons, including partner prisons Banteay Meanchey and Kampong Thom. Report completed end 2009 'Assessment of TB and HIV service provisions in prisons'.

As evident in the list of activities, most of CCJAPIII's contributions to the national HIV response have come from Component Five and Component Two.

Of the 10 recommendations of CCJAPIII's HIV/AIDS Mainstreaming Strategy, (HMS) five were actioned in 2009, five were not actioned. It is recommended that the HIV/AIDS Mainstreaming Strategy be reviewed and updated in 2010. CCJAPIII's record of action on HIV/AIDS appears to be good. Whilst only five of the 10 (50%) recommendations were implemented it must be remembered that CCJAP's HIV/AIDS implementation plan is a three year strategy.

10.3. Gender

The implementation of CCJAP's Gender Mainstreaming Strategy (GMS) commenced May 2008 by all project components (other than component one). The GMS aims to address the constraints that reinforce gender inequality and to strengthen the capacity of partner government agencies, particularly utilising the Gender Mainstreaming Action Groups (GMAGs) of MoJ and MOI through the CNP and GDOP. The task of GMAGs, as introduced and monitored by MoWA, is to prepare and implement Gender Mainstreaming Action Plans (GMAPs) that include targets and indicators for both policy and human resource management. It is within this context that annual action plans have been developed for GDOP, CNP and MOJ in consultation with the agency GMAGs.

The main gender-related highlights from 2009 were:

- Gender Lesson Plan developed for inclusion in the DoLA gender manual to reduce gender based violence through the Commune Investment Planning process.
- CNP Strategic plan was completed in the first half of 2009 with gender mainstreaming elements included in strategy.
- CNP Gender Mainstreaming Action Group (GMAG) supported via contract with NGO Silaka to enhance skills and capacity of GMAG members. Sponsorship of first ever CNP Police Women's Forum attended by Police Women from every Province.
- Contracts made with other NGOs to provide services to CNP GMAG during 2010 re four Police Women's' Forums to be held in partner Provinces and the creation of a CNP Gender

manual with Training of trainers undertaken. Composition of the Gender Working Group reviewed.

- MoJ GMAG was assisted to develop GMAP. MoJ GMAP published.
- In partnership with HAGAR developed, printed and distributed information brochure of research results regarding women in prison in first half of 2009.
- In second half of 2009, GWG led the activities and promotion of the White Ribbon Campaign at CC1 and CC2 prison.
- In partnership with GAD/C, CCJAPIII developed and implemented a training program on Gender and Imprisonment for GWG and prison chiefs from partner prisons. GWG members undertook ToT training to become trainers in the Gender and Imprisonment program. Staff of 3 CCs and 6 partner prisons and 156 (43F) staff trained.
- The draft gender-sensitive standards for prison design and construction completed and presented to Deputy Governors, prison chiefs and NGOs. The standards were approved in principle by the Minister of Interior and included the design principle of separation of women and women with children.
- The work of the GWG through the implementation of the GDoP Gender Action Plan has contributed to an increase in the number of females in senior positions at national level (from five in 2008 to nine in 2009). This is reflection of improved recognition of women's capacity and contribution among GDoP management and prison staff.
- Review of Sub-Decree no. 11 and Sub Decree 83 on Prisoner Rations and Cell Equipment, commenced in 2008, was completed in 2009 and resulted in a an increase in provisions and a funding allocation for children of prisoners.
- There was a significant expansion in number, type and service-utilisation of CCJAPIII supported gender CPCS projects between 2008 and 2009. The type of gender projects expanded from two (Women and Children's Rights Dissemination and Law Against Domestic Violence Dissemination) to fourteen (as described in Table 5 below). The number of people reached by supported gender projects increased from 459 (204 adult males and 255 adult females) in 2008 to 6745 (2482 adult males and 3112 adult females, 595 male youth, 505 female youth, 30 male children and 21 female children).
- In 2009 CPCS projects assisted female victims of domestic violence and other vulnerable females to improve their economic and social position through training in sewing/tailoring, make-up/hairstyling, pig raising and fish-raising. These three types of project reached 68 adult females and six female youth (15-30 years) while including nine adult males and seven male youth. Sewing projects were targeted specifically for victims of domestic violence.

Table 6: CCJAPIII's Contribution to Gender Equality

Themes		AusAID Suggested Outcomes	Comments
Public Sector Reform	Access	Strengthened capacity of women to participate in the civil service, particularly in technical, professional, administrative and managerial positions	<p>CCJAPIII Annual Stakeholder Survey for 2008 found evidence of gender-related attitude change on recruitment on part of the Director-General, General Department of Prisons and a reported increase in female recruitment in prisons.</p> <p>The number of females in senior GDoP positions increased from five in 2008 to nine in 2009. The work of the GWG and the GDoP Gender Action Plan have contributed to the increase in number of females in senior positions at national level as a result of improved promotion of females itself a reflection of improved recognition of women's capacity and contribution</p>

Themes		AusAID Suggested Outcomes	Comments
Law and Justice			among GDoP management and prison staff.
		Improved services at local level for women and men that respond to their different needs, priorities and interests	CPCS activities showed improved service at local level for male and female community members of varying ages. The number of gender projects implemented increased from 24 to 97 between 2008 and 2009. The number of community members reached by these projects increased greatly over the same period and figures were presented earlier in this report.
	Access	Support services to women and girls, men and boys whose rights have been violated, particularly in the area of gender-based violence	<p>Two community-level attitude changes identified by CCJAPIII Annual Stakeholder Survey for 2008 was “An awareness that domestic violence is not an internal problem and that it is OK to intervene” and “An awareness that crime and domestic violence may be caused by economic circumstances”.</p> <p>While there was some evidence in 2008 that some individual DV perpetrators were changing their behavior, there is evidence of more widespread reduction in domestic violence in 2009. Domrei’s draft qualitative-survey report (Jan 2010) notes that “The most commonly identified significant changes were a reduction in domestic violence and increased security that is a result of the reduced violence previously attributed to gang activities” (p.57). (See Annex A for more information).</p> <p>CCJAPIII’s 2008 annual report also noted that CCJAPIII also taught community members where crime victims could seek legal and social assistance, including from NGOs: “[CCJAPIII] Informing people about finding assistance from NGOs too” (Domrei survey report, p. 26.)</p> <p>In 2009, CCJAPIII started to fund projects that provided support services to victims of domestic violence through both FSF (one project run by LSCW described in Annex A) and through its CPCS program. For the first time, CCJAPIII-supported CPCS projects assisted female victims of domestic violence and other vulnerable females to improve their economic and social position through training in sewing/tailoring, make-up/hairdressing, pig raising and fish-raising. Projects were targeted specifically for victims of domestic violence and these projects reached 33 adult females and two female youth.</p>
	Women’s Rights	Increased awareness of legal and human rights by women, men, girls and boys	CCJAPIII Annual Stakeholder Survey Report for 2008 identified improved community awareness of legal rights and responsibilities and support options. The number of community members participating in CCJAPIII-supported projects focussing on human/legal rights and responsibilities increased from 418 people in 2008 to 26203 in 2009. In both 2008 and 2009 there were nine types of legal/human projects, for example, ‘penal and civil law dissemination’, ‘law against domestic violence dissemination’, ‘women and men’s roles and rights dissemination’, ‘women and children’s rights dissemination’, ‘drug law dissemination’, ‘law against trafficking dissemination’

Themes		AusAID Suggested Outcomes	Comments
			etc.
	Gender Capacity Building	Strengthened civil society organisations that effectively advocate for women's rights	CCJAPIII has strengthened the access of civil society organisations to government justice sector agencies, access that was formerly denied or minimal. Examples include Gender and Development Cambodia (GAD/C) and HAGAR, two specialist gender agencies
		Strengthened capacity of the law and justice sector to provide equitable treatment and fair outcomes to both women, men, boys and girls	CCJAPIII is contributing to the strengthening of justice sector to provide equitable outcomes, inter alia, through its work of improving court registers to enable monitoring and reduction of excessive pre-trial detention and excessive time in custody for Appeal Court appellants. Initial data will be reported in next year's APR.
		Strengthened capacity of law and justice agencies to consult with female and male stakeholders	Feedback from 2008 survey respondents, viewed as a whole, indicated that CCJAPIII had improved the quality and quantity of inter-organisational consultation, linkages and cooperation between government partners, NGOs and community. CCJAPIII is continuing to support government-civil society dialogue in planning and reviewing (e.g. C5). CCJAPIII has also continued to promote government-civil society partnerships in implementation, such as promoted involvement of NGOs through FSF and other mechanisms in providing health, legal, education and rehabilitation programs to prisoners and staff of partner GDoP prisons (examples above and below).

Of the 14 recommendations of CCJAPIII's Gender Mainstreaming Strategy, 10 were actioned in 2009, two were not actioned and two were now beyond the agreed current scope of CCJAPIII. See Baseline Data File - CCJAPIII Cross Cutting Themes - Gender Mainstreaming Strategy for more detail. It is recommended that the GMS be updated and the two recommendations (recommendations five and six, both relating to Component Three) that are now outside the agreed scope of CCJAPIII be removed. CCJAPIII's record of action taken on 10 of the 12 (83%) relevant recommendations represents a good performance in rolling out its GMS for 2009.

10.4. Juvenile Justice

The implementation of CCJAP's Juvenile Justice Strategy (JJS) commenced March 2009 by all project components. This strategy has been guided by the emerging RGoC Juvenile Justice Law and the associated regulatory framework. The focus is on children in conflict with the law. For the purpose of CCJAPIII activity this includes a crime prevention approach to youth at risk of participating in criminal activity and youth who have committed minor offending, and youth who have been sentenced to custody.

A key impediment to implementation of the JJS is the lack of a strong regulatory framework. The JJ Law is still progressing through the Cambodia legal process and the national Youth Policy is still under development.

The main highlights relating to CCJAPIII's progress on advancing juvenile justice and youth justice in 2009 were:

- Civil Society –RGoC dialogue workshops held in Banteay Meanchey, Kampong Thom, Kampong Cham and Prey Veng. Report of discussions and key issues available.
- Age-disaggregated data on CPCS project clients was not available for 2008, but in 2009, these projects reached 109 adult males, 195 adult females, 355 male youth, 207 female youth and no children.
- The GDoP Annual Report and Directions for 2009 reported on Juvenile prison population for first time. Similarly, the Progress report of GDoP challenges in prison management in the first 6 months 2009 was completed and included juvenile prison population data.
- C4 is an active member of the Child Justice Working Group on developing the Juvenile Justice legislation and the GDoP has also been attending the Child Justice working group to consider development of the Juvenile Justice legislation and its impact for GDoP.
- CCJAPIII assisted the University of Panasastra to provide an education program at CC2 contributing to the increase in numbers of CC2 prisoners attending education program from 100 prisoners (including 60 juvenile males and 40 adult females) in 2008 to 168 prisoners in 2009 (including 156 juvenile males, one juvenile female and 11 adult females).
- FSF funding support provided to Prisoner Reintegration Project (formerly known as Blue Gate House) in 2009 which provided support services to 22 youth under 18 years.

Of the 20 JJ Strategy recommendations 11 were actioned in 2009, seven were not actioned, one (recommendation six) could not be actioned as the window of opportunity had closed and one recommendation (recommendation four) was considered not to be possible or appropriate. See Baseline Data File - CCJAPIII Cross Cutting Themes - Juvenile Justice Strategy for more detail. It is recommended that the JJS be reviewed and updated so that only feasible recommendations for the future remain. Given that the JJS was only completed in March 2009, action taken on 11 of the 18 (61%) of the implementable recommendations was a reasonable record for 2009.

10.5. Anti Corruption

CCJAP has focused on working with and aligning to government systems, across all components. Whilst Anti-Corruption seems to be a sensitive issue, CCJAP's focus to strengthening governance, accountability and transparency through government systems continues in the following areas:

- Participation in the Anti-Corruption; Technical Working Group and Informal Donor Group.
- In partner provinces working with ExCom Finance Units and other Units in: the implementation and management of CPCS activities (Kandal, Battambang and Prey Veng and planned for Banteay Meanchey, Kampong Thom and Kampong Cham).
- Strengthening national systems to improve transparency and accountability such as: courts registers, the Court of Appeal Data Base and through developing Model Court plans.
- Planned institutional support and capacity building activities within: General Inspectorate of the MoJ (scoping only); and, Office of Inspection (within the GDoP).
- Strengthen support to the development of agency specific monitoring and evaluation indicators that measure improved standards and governance (particularly for the IMS and within partner provinces).

- FSF funding approved for a STA Inspections Specialist to assist GDoP in establishing an Inspections function within the organisation.

Through this proposed approach CCJAP needs to further invest in those areas that will: improve capacity of Inspectorate agencies (MoJ and GDoP) to undertake their oversight roles to improve governance and standards; improve systems and processes such as courts registers and expand to Model Court provinces, strengthen the CNP audit function for forensic equipment and consumables, strengthen financial management within ExCom Finance Units and support the improvement of correctional standards and operational practices.

11. CHALLENGES & NEXT STEPS

Key challenges and next steps to implementation were discussed earlier in the report. In summary:

- C1: The development and implementation of a LJRS Indicator Monitoring System (IMS) is proving to be difficult to implement (particularly to outcome level). The RGOC has shown low capacity and political will to implement judicial reform and the GS has no authority to hold implementing agencies and stakeholders accountable for reform progress. The removal of the MBPI and PMG schemes has also stalled implementation and coordination of the LJRS.

Next steps for the component will be to strengthen coordination mechanisms between implementing agencies, focus on increasing government – civil society dialogue and strengthening the IMS and data collection systems within counterpart agencies.

- C2 is performing well some challenges remain. CCJAP is still new and unfamiliar to newer provinces therefore further program orientation and awareness needs to be conducted. There are delays in implementing CPCS activities at times because of the low capacity of implementing agencies and civil society organisations. It is also apparent that District Development Committees (DDC) needs additional support from their Provincial Rural Development Committee (PRDC) and Executive Committee (ExCom) to sustain activities.

Next steps will be to continue strengthening the planning, monitoring and coordination capacity of partner provinces to manage the implementation of FSF-funded CPCS activities and to support more structured program activities within more experienced provinces (i.e. Kandal).

- C3 will experience difficulties and challenges in the development and implementation of the CNP Crime Prevention and Community Policing Strategy (with a pilot community policing concept operating in a partner province). This will require an organisational paradigm shift from that of a security focussed and reactive policing model to one that calls for deeper community engagement and a higher standard of ethics and integrity to attain community support and participation in CPCS activities.

Next steps will call for additional technical support to implement the strategy through a realistic pilot program ensuring that a comprehensive education awareness-raising and marketing approach is taken for both police and the community. It will likewise be important to integrate C2 CPCS and C3 Community Policing activities.

- C4 presents significant challenges in gaining traction for planned activities and the implementation of the LJRS generally. This is reflected by: a lack of government budget for the MoJ, an inadequate MoJ structure, no model court budget, inadequate PCP coordination due to transfer/rotation of judges and prosecutors and an unwillingness to unconditionally to commit to judicial reform priorities.

The next steps for CCJAP will be to consider where it is exactly that support should be focussed to ensure it is more effective. It is likely that some activities will need to be terminated because a lack of traction by counterparts in this component. Inputs may be reduced to concentrate on strengthening the case management capacity of the Court of Appeal, the PCPs and Courts Administration procedures.

- C5 acknowledges a continuing rise in prisoner population is resulting in significant overcrowding which is placing the prison system under pressure. This impacts on all aspects of prison management including provision of food and water, the sanitation and hygiene of the facility, prisoner health conditions and spread of communicable disease and increases the focus on security which has the potential to undermine the rehabilitation approach.

The next steps forward will be to address the issue of overcrowding with the NMB and develop an approach and work-plan to minimise the impact of overcrowding. The component will continue to support the progress of the draft Correction Law, rehabilitation and reintegration programs, prisoner health and welfare and to strengthen the GDoP monitoring and inspections capacity.

12. RISK MANAGEMENT

CCJAP's revised Risk Management Matrix and proposed treatments are considered and attached at Annex C: CCJAP APR Revised Risk Matrix March 2009. CCJAP maintains quarterly reviews of the Risk Management Matrix, ensuring a vigilant focus on an ongoing basis. Risks and constraints have been discussed during the body of this report.

13. CONCLUSION

CCJAPIII and its partners have made good progress overall in 2009. Successes and progression is evident across all components – at varying degrees.

Component 1 has made satisfactory progress in supporting the capacity development of the General Secretariat. But, as the agency responsible for coordinating and monitoring the implementation of the LRS, the GS lacks the authority to cause partner agencies to implement reform activities. At best, through CCJAP support, the GS has improved its ability to engage with and coordinate Donors, implementing agencies and the community, but it has not been effective in doing so. However, the GS has been effective in creating policy dialogue at the national level and linking with Ministries and agencies implementing other reform activities within the NSDP.

Component Two expanded its scope and activities in an extraordinary degree and appears to be effective at community level in reducing crime and improving community safety as well as strengthening community-level systems, networks and relationships between CCJAP agency partners and the community as well as within the community itself.

Component Three is making good progress towards its objective especially in the 'strategic' (plans) and 'technical' (such as crime scene investigation and crime data collection) areas. The CNP has created a reform vision for 2010 and beyond with a particular emphasis on community engagement through the implementation of a community policing strategy.

Component Four is assisting MoJ to make progress in some areas such as planning and law-making. However, it has been largely ineffective in improving access to justice. Whilst there has been some good progress in supporting the Appeals Court, the implementation of partner court registers and conducting PCP meetings in some provinces, the structure and political will of the MoJ to commit to reform initiatives is questionable.

Component Five is working well with a receptive GDoP management team to implement its prison reform activities, away from GDoP earlier model of static-security and punishment towards the model of dynamic security and prisoner rehabilitation and reintegration. With various legislation drafts still in progress, policy dialogue is yet to be commenced on the issue of prisoner overcrowding and community corrections. However, at this stage, it is a little premature to implement these activities.

Overall CCJAP's methodology and approach is to strengthen opportunity to sustain reform initiatives. Implementing activities are targeted at strengthening counterpart ownership and engagement, improving donor coordination, building NGO and community engagement, aligning activities to partner Ministry and agency systems and practices at the national and sub-national levels and collaboratively developing and implementing activities that are results driven, not just governed by inputs. This is a complex project within a dynamic political environment influenced by vested interests from a range of stakeholders. The likelihood of reform activities being sustained are limited, but achievable, provided there is the political will and financial platform to do so.

Annex A

Extracts from FSF NGO Reports

Introduction

This annex contains extracts from eight NGO reports received by CCJAPIII FSF management in 2009 covering work undertaken in 2009. The annex is designed to show the kinds of results that the NGO FSF projects are reporting and the quality of the reporting. While the formatting and presentation of the report extracts is not always high, the content – the reporting of results – is of a good standard when compared with ‘average’ grant reports internationally that focus entirely on activity reporting, neglecting results reporting. And of course receiving grants reports is an achievement as well on the part of the grants manager and grant holder. Many grant schemes internationally have a great deal of trouble eliciting financial and narrative reports from grant holders. In this regard, FSF and its partners are also performing well. The table below shows the structure of this annex – there are eight reports presented in the order listed in the table.

No.	Implementing Agency	Name of FSF Project:
1	BANTEY SREY	Improvement of cooperation between the court and the local authorities from 5 districts in Battambang province in order to provide legal assistances to survivors of VAW.
2	Ponleu Komar Kampuchea Organisation (PKKO)	Intervention for Community-Based Safety (ICBS Project)
3	HAGAR	Hagar ` Hope For All’ Transition Home for Women Prisoners
4	Legal Aid of Cambodia (LAC)	Legal Access for Accused Women ("LAAW")
5	Cooperation for a Sustainable Cambodian Society (CSCS)	Crime Prevention and Community Safety
6	Project Against Domestic Violence (PADV)	General Program, Education Information and Support Program and Public Awareness Program
7	Women’s Media Centre (WMC)	Cambodian Access to Justice through TV drama “CAJTV”
8	Legal Support for Children and Women (LCSW)	Legal protection to women and child victims of domestic violence, rape and other abuse.
9	Prison Fellowship Cambodia	Blue Gate House Prisoner Reintegration Project

Agency: BANTEY SREY

Name of FSF Project: Improvement of cooperation between the court and the local authorities from 5 districts in Battambang province in order to provide legal assistances to survivors of VAW.

Summarize to extent to which project has met its objective(s):

- Increase knowledge to local authorities about implementing work progressive through sharing experience in group discussions, question and answer and know which organizations/institutions has policy to save the victims at grassroots level that is net working between NGOs and local authority.
- Local authority are receiving more knowledge about court system through presenting of guest speakers who is Court President and Prosecutors such as the penal and civil processing, collecting proof evidence and complaint fee that make sure them to know obligation of paying money to government and to individual outside system.
- Participants have opportunity to show the problem facing and reference regarding to People, Village, Commune, District and Province level for intervention activities to victims from the police, authority, NGOs/institutions and direct face to face in solving their problem.
- Response to difficult work that is barring to implementation through participant's idea and asking about problem redressing in and out system especial focus on agendas in workshop program.

Outputs/Outcomes:

- The Local Authorities increased their understanding related to the laws that they are implemented.
- The Local Authorities had a clear understanding of the whole picture of the legal system and each stakeholder responsibilities.
- The Local Authorities had a clear understanding of the court system.
- Clarification of any miss-understanding among the local authorities and the court regarding to the complaints.
- The local authorities and the court heard about the women issues regarding to the legal assistance.

Summarize briefly the actual outcome/output achieved:

Banteay Srei conducted the workshop at Steng Sengker Hotel on the 22-23 April, 2009. 164 participants of which 63 females who from 4 Districts and Battambang City: Thmor Kol District, Bovel District, Mongresei District and Kascro Lor District. From the post workshop assessment:

- 24 participants know law base.
- 20 participants know panel and civil law.
- 18 participants know panel, civil and prevention of domestic violence law.
- 13 participants know the men group forming to redressing local domestic violent.
- 11 participants know a NGOs / institutes service has the policy to help victims.
- 6 participants know the way to educate and solving problem at local domestic violent.
- 6 participants know the men group forming, educating and redressing local domestic violent.
- 5 participants know penal, civil, prevention of domestic violence law and men group forming to redressing local domestic violent.
- 5 participants know the way of problem raising and experience sharing.
- 3 participants know panel law, civil law and services to save the victims.
- 3 participants know law on the prevention of domestic violence and victim protection.
- 2 participants know civil law.
- 1 participant knows civil law and finding serving to save victims.
- 1 participant knows panel law and men group forming to redressing local domestic violent.

Agency: PKKO

Name of FSF Project: Intervention for Community-Based Safety (ICBS Project)

Summarize to extent to which project has met its objective(s):

- District Governors and Commune authorities in targeted locations participated in activities including recruiting school teachers, adults and youth to participate in the project.
- An informal youth survey within target communes and villages (1065 households) was conducted to analyse living standards, education levels and issues pertaining to drug/alcohol abuse and HIV/AIDS.
- Youth forums were conducted within 8 villages about problems related to community-based safety. 2 youth leaders were elected in all 8 villages (1 male and 1 female) by forum participants.
- Solutions to CPCS problems were discussed and passed to local authorities. Some of these activities were funded by CPCS activities, including billboard programs and agriculture.
- Other activities included:
 - Home visit to all families of migrants for counselling and support.
 - Community billboards were posted with CPCS and forum outcomes.
 - Funding and support to former drug users and some jobless youth to create their own job in community such as vegetable planting and animal raising under the supervision of village authorities.
 - Produced bamboo clappers and offered to every house in every village of the target community for enhancing information system related to the security in the community;
 - Organized youth forum discussion together in two selected communes under the subject: *“Join hands to make our community has safety”*. 800 selected youth and 30 local authorities attended the forums.
 - All community activities were monitored by the project manager.

Outputs/Outcomes:

- All supported youth projects are continuing and appear sustainable.
- The youth network established Roluos and Preah Budh commune have been sustained.
- Project participants including focus groups and authorities in participating communes have an improved ability to deal with alcohol and drug problem and related problems of the safety in community and have a greater awareness of universal precautions for HIV/AIDs.
- Several former drug users were reintegrated into families / community without discrimination.
- Roluos and Preah Budh commune established a learning/resource center on problem solving related to community safety and could be expanded and shared to other places in the country.
- Closer cooperation with relevant institutions, local authorities and other stakeholders.

The project has improved cooperation amongst targeted communities to solve community safety and crime problems. Established youth forums and local authorities are continuing with training and awareness-raising. It has provided youth a better understanding of problems occurring in their community and has promoted community participation to solve these problems.

Agency: HAGAR

Name of FSF Project: Hagar ` Hope For All' Transition Home for Women Prisoners

Objective of the Project/Output:

Establishment of the Hagar Hope For All Transition Home for ex-incarcerated women and their children.

The 'Hope for All' transition home will be the first accommodation and reintegration service offered to ex-incarcerated women and their children. This project will be the first project to offer female prisoners access to holistic care and skills enhancement/education opportunities coupled with development of personal and psychosocial skills. Most importantly, this pilot initiative will work towards establishing a reintegration approach that will successfully enable female prisoners and their children to reintegrate into the community as fully contributing community members.

Summarize to extent to which project has met its objective(s):

The establishment of the Hagar Hope For All Transition Home (HFA TH) for ex-incarcerated women and their children has been completed as planned. The HFA TH is now ready to receive and accommodate a maximum of 10 women and children at one time (up to 40 women and children per year) as soon as the Hagar Women in Prison Project is fully funded and operational.

Outputs/Outcomes:

The establishment of Hope For All Transition Home (HFA TH) consisted of renovation of the Hagar HFA house with four rooms and one kitchen/dining room area (top floor). The HFA TH WAS prepared to provide ex-incarcerated women and children a comfortable place. HFA TH is equipped with 1 big and 1 small bedrooms to accommodate a maximum of 10 clients at one time, one dining room/lounge area, a small kitchen, 3 toilet/bathroom facilities, 1 multiple purpose room and 1 office room. The HFA TH has a big yard for children to play and a multipurpose ground floor area (with one 1 big room) which can be used for future activities for training and skills development.

Actual Outcomes/Outputs Completion:

- The HFA house was fully renovated, furnished and provided with ablutions for 10 Adults.
- Electricity was connected, rooms were provided with lights, fans and air-conditioned.
- Kitchen equipment and utensils were purchased, including two burner gas stove and gas bottle, pots and pans and kitchen furniture.

The facility is now used by Hagar to transition released women prisoners back into their communes through awareness-raising, training and support programs.

Agency: LAC

Name of FSF Project: Legal Access for Accused Women ("LAAW")

Impact on key CCJAP Themes:

- All accused women in target provinces were provided with legal representation.
- Reduction of excessive pre-trial detention of women cases in target provinces.
- The accused women in the target provinces had a greater chance for fair trials.
- Clear connection of legal aid supply with women who need legal aid.
- The accused women can be release on bail or acquitted.
- The convicted women can be subject to early release or parole.

Sustainability of impacts:

- Legal aid for women will continue in the target provinces because relevant stakeholders started to understand and saw the benefits of legal aid services.
- Excessive pre-trial detention will remain low in the target provinces as long as the presence of the LAAW in the provinces. Excessive pre-trial detention re-emerged in Banteay Meanchey and appropriate action was taken immediately.
- Legal aid for women will attract more attention from donor, especially from EU.
- Access to justice can be replicated for men in the same provinces and for women in the other provinces.

Follow-on project(s)/Activities:

- It is observed that women convicted in the target provinces have high chance of receiving fair trial. Looking at the statistics obtained during the project assessment, the women convicted before the presence of the LAAW had received long sentences from the court. Those who have been represented by the LAAW received remarkably lower sentence. Some clients have chance to be released on bail, acquitted, or the sentence is suspended.
- Therefore Legal aid for women needs to be continued or extended to other provinces. Having a lawyer to represent women cases can guarantee that due process is followed. Legal practitioners from different professionals can have comments and feedback from each other. With this precedence we think that there will be more donors which are interested in providing funds for legal aid for women. To continue and expand this project LAC is developing a proposal to EU so as to co-fund these activities .We also get good news from EU about our proposal application and we will sign the contract with EU on December 17, 2009.

Agency: CSCS**Name of FSF Project:** Crime Prevention and Community Safety**Outputs/Outcomes:**

- Create an enabling environment
 - Networking
 - IEC material development
 - 22 focal points will select as the counsellor
 - Capacity building training at the district, commune and community level
 - 8 Literacy classes
 - 8 Local Life Skills Programs (LLSPs)
 - 44 Social campaigns
 - Mobile Libraries
 - Youth corners
- The project technical team meeting was conducted in CSCS Phnom Penh head office and CSCS Prey Veng office. The essential points related to the project implementing were orientated including project field activities and strategy, monthly report and monthly work plan, financial and cash management, budget line and progress reporting.
 - Created the an enabling environment for all the stakeholders and worked closely with the local authorities (provincial, district, commune, village representatives) and other NGOs through formal and informal meetings
 - District orientation meeting was conducted on 12-13 February 2009 at the meeting room of the provincial

Impact on key CCJAP Themes:

The continuation to set up literacy classes, Refresher course for literacy classes, Set up mobile libraries, LLSP teachers training, Set up youth clubs and LLSP implemented contributed to the CCJAP themes. The main activity of the Crime prevention and community safety project were orientated to key participants in Kompong Leav district. The crime prevention, juvenile crime and vulnerable group especially out-of-school youths are direct beneficiary of the CPCS project.

Sustainability of impacts:

The capacity building training at all level of local authorities and community people are the main activity of the CPCS project. The capacity building is a way to sustain the project. After the project ended, all direct stakeholders and target groups have full capacity to carry out the activities and meet the project objectives in the future for their community.

Agency: PADV**Name of FSF Project:**

General Program, Education Information and Support Program and Public Awareness Program on Domestic Violence

Output/Outcomes:

- Most women, men and students in targeted locations understand issues around domestic violence,
- Basic Human Rights, Family Law and the Law on the Prevention of Domestic Violence and the Protection of the Victims.
- Victims will access to legal protection/ defences
- Abusers will change behaviour, realizing they will face justice if they don't.
- Law enforcement will increase intervention and fully implement Law effectively.
- Domestic Violence in the target area will decrease and people in community aware of DV and other form of abuses.
- After Presentation, students will share information to friends and families and understand how to make family happy
- PADV and local authorities will cooperate to provide available services to victims with legal Assistance and justice.
- Gender equity and equality between spouses and equal rights and freedom among children, men and women will be achieved

Actual outcome/output achieved:

- Stakeholder meeting and agreed cooperation between Provincial Governors and PADV.
- Presentations and cinema show to community including victims, abusers, youth and children:
 - Abuses Participants actively expressed their ideas during the presentation
 - Participants understand the impacts of alcohol.
 - Participants are aware where they can get support if they face problems especially domestic violence and trafficking.
 - Participant understood that those who commit violence and/or trafficking will be punished.
 - Participants understand that DV is not a private matter and that all individuals have the responsibility to intervene in cases of domestic violence.
 - Local authorities and police officers understand their role and responsibility to stop domestic violence in their communities as DV is against the law. They learnt that though there is not yet a DV law they can use the criminal law to deal with perpetrators and the marital law when the victim wants to divorce.
 - Participants understand that the real cause of DV is from Power and Control, the factors that contribute to DV, the effects of DV on the family.
- Separate student forums were conducted discussing issues above.
- Radio Talkback Show conducted discussing the issues listed above.

Impact on key CCJAP Themes:

The participants become more aware of women and children rights, gender equality and domestic violence issues

Agency: WMC

Name of FSF Project: Cambodian Access to Justice through TV drama “CAJTV”

Summarize to extent to which project has met its objective(s):

- Shooting drama episode 1-6
- Editing video of episode 1-6
- Sending video drama episodes to relevant department and advisory committee for approval
- Re-editing episodes after commenting from relevant department and advisory committee
- On-going Advisory Committee Meetings conducted
- Submit drama series to the Department of Cinema for approval
- Video drama for episode 1-6 were broadcasting on TVK and TV3
- TV and RD Trailer produced and broadcasted on Radio, TV, WMC’s website and You Tube.

Outputs/Outcomes:

- Research material to inform the production content.
- 6 part popular television drama series.
- Impact survey to assess effectiveness of the programs
- Project evaluation report (in case of fund available)
- Cambodian public is better informed on the workings of a correctly functioning legal system.
- Cambodian population is more willing to engage in the legal process.
- Characters that do ‘the right thing’ are admired.
- Behavioural change has been effected and a demand for a properly functioning legal system has been engendered in the Cambodian population.

Becoming a popular educational video drama series Scales of Justice was appreciated by viewer audiences in nationwide. As evidence, numbers of audiences participated in the quizzes are increasing from 4,750 audiences (8 episodes in 2008) to 6,142 audiences (only 6 episodes in 2009).

Impact on key CCJAP Themes:

The impact on key CCJAP Themes had not yet received during this report period until the end of the project. The drama series focussed on the key themes of anti-corruption, access to justice, gender equality, juvenile justice and legal awareness.

Sustainability of impacts:

As a Non-Profit seeking, Non-Governmental Organization, the Women’s Media Centre of Cambodia always put all its experience-based knowledge and capacity to develop and produce socially conscious radio, TV and video programs.

All WMC programs and projects aim at contributing to building a society where men and women have equal access to socio-economic, political opportunities, where they are portrayed with equal respect and dignity, and where their endeavours, contributions and achievements are recognized with appreciation.

WMC continue to strengthen and expand its cooperation and collaboration with diverse international organizations, local NGO associates and relevant government institutes and bodies for the maximized outcomes and impacts of its media programs and projects.

While practicing equal opportunity beyond gender, race or religion in employment, WMC will continue to secure a healthy and safe work environment for its employees.

Agency: LSCW

Name of FSF Project: Legal protection to women and child victims of domestic violence, rape and other abuse.

Outputs/Outcomes:

Over 6 months the legal protection project provided legal representation to 30 victims of rape, divorce, trafficking and other abuse cases in total. An information leaflet was disseminated to the community and relevant legal officers. The leaflet defined the various crimes and enabled victims and stakeholders / civil society organizations to understand the law, victims' rights and how to assert those rights via useful contacts.

LSCW's legal team provided two training sessions to 30 and 25 stakeholders respectively. Trainees were used to support LSCW undertake advocacy roles for victims.

Impact on key CCJAP Themes:

- Women and child victims in the targeted province are provided with legal representation at court;
- It is anticipated that 80% of cases will be successful and that the accused person will be convicted;
- The victims and vulnerable groups have the opportunity to access justice and free legal services;
- The participants will increase their legal knowledge and carry out their work well after participating in the two legal training sessions;
- Our achievement is acknowledged by our target groups and NGO partners;
- NGO partners will continue to refer relevant cases to LSCW,
- 1500 leaflets will be disseminated into the community and to legal officers to provide them to enable victims of violence to understand and exercise their rights and to enable the authorities to enforce the victim's rights in accordance with the rule of law.

Sustainability of impacts:

Yes, we anticipate that more victims will be able to assert their legal rights, for the following reasons:

- The legal protection project to women and child victims has raised community awareness in target provinces.
- The community have a greater understanding of advocacy support services, particularly in Kampong Thom province;
- LSCW confidently anticipates that the long-term outcome will be improved vulnerable groups' knowledge of and access to justice; and legal support for women and child victims will be widespread to other communities through our assisted victims;
- Women and children have improved access to justice.
- Local authorities and police increased their knowledge of law and legal procedure to better protect their communities.
- LSCW has improved and strengthened existing networking, maintained and developed a case referral system by building LSCW's staff capacity;

Agency: PRISON FELLOWSHIP CAMBODIA**Name of Project:** Blue Gate House Prisoner Reintegration Project**Objective of the Project/Output:**

1. Crime prevention through the facilitation of changes in the behaviour and lifestyle of prisoners and ex-prisoners so that they do not re-offend.
2. Successful reintegration of prisoners into family and community and into a lifestyle that positively contributes to Cambodian society, and community and family units
3. Ensure basic needs of released prisoners are met through provision of relief aid (food, clothing etc), health checks, emergency accommodation, and transportation/ fare home.
4. Improve the sustainability of a prisoner's immediate family unit and provide a sound foundation on which to base a prisoner's reintegration through comprehensive family assistance.
5. Provide employable vocational skills to those who have none.

Summarize to extent to which project has met its objective(s):

All the objectives of the project were met.

Outputs/Outcomes:

- During 2009 Prisoner Reintegration Project worked with 235 new clients. Of these 80 were women, 133 were adult men, and 22 were youth under 18. During this period the project continued to work with 181 clients from the previous year.
- Social workers developed pre-release plans with prisoners prior to attending the Blue Gate Drop-in Centre. They received basic medical care, medicine, and medical checks and program support.
- Men, women and youth entered the program that facilitated education and behaviour change.
- Families [including 80 children] and children at risk of exploitation had their situations improved.
- The family assistance programmed of Blue Gate House worked with approximately 30 families with comprehensive support.

Actual Outcomes/Outputs Completion:

As above

Impact on key CCJAP Themes:

The project worked with the following prisoners in an attempt to reduce recidivism, support rehabilitation and to reintegrate them safely and confidently back into their communities:

- 22 juveniles (pre and post release) and their families.
- 80 women (including their children in some cases).
- Vulnerable Groups – The reintegration project worked with 30 families of prisoners and released prisoners to decrease their vulnerability. The project assisted children of prisoners to safely reintegrate with family and community, provided family support (repair house, provide food and materials, seed, school uniform, school materials and facilitate children to go to school).

Sustainability of impacts:

The outcomes of this project are considered to be sustainable families and clients do not become reliant on aid for an extended period. Support is time-bound with the goal of becoming self sufficient and subject of agreed plans. The likelihood of sustainability is increased by ongoing follow up and periods of intense support at crucial times during the reintegration process and for up to three years in some cases. The reduction of recidivism is especially sustainable in the lives of those whose crimes were committed due to factors relating to poverty.

Annex B

Indicator Report

No.	Indicator	Baseline	Dec 2008	Dec 2009	Comment
Component One: To support the capacity of the RGoC to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy					
1	The 2011 LRJS Progress Report attains a score of at least 60% ('good quality') using quality-assessment tool developed by CCJAPIII	2006-2007 Progress Report 46%	See next column – combined 2008 and 2009 report	2008-2009 Progress Report 51%	<p>This indicator is designed to monitor and assess the achievement of RGoC in developing and implementing a “transparent and monitorable performance assessment framework” to assess progress against its Law and Justice Reform Strategy and justice-sector performance. This indicator (and indicator #3) will provide data to assist RGoC to report on the Paris Declaration’s “Managing for Results” Indicator⁴ and on the related ‘AAA’ principle of ‘achieving and accounting for results.</p> <p>The Progress Report Indicator looks to measure improvements in the annual report prepared by the General Secretariat of the Council for Legal and Judicial Reform. Changes in the report are reflective of changes in the:</p> <ul style="list-style-type: none"> • Report writing capacity of the General Secretariat. • Quality and functioning of the Indicator Monitoring System. • Coordination capacity of the General Secretariat and linkages to line ministries and justice sector agencies. • Understanding of the General Secretariat of the implementation and impact of the reform. • Capacity of the LRJS information system to capture and report outcomes through use of indicators and other evidence <p>The Quality –assessment form was developed with seven standards, each accompanied by 1-5 rating scale (1=very poor; 5= very good) and applied to the 2006-2007 PMU progress report. The form was revised in January 2010 by CCJAPIII and General Secretariat to put more emphasis on analysing the GS annual report to assess the quality of the LRJS information system as well as the quality of the report. The Deputy Secretary-General, GS and CCJAPIII’s National Adid Effectiveness Adviser, conducted the assessment, completed the form and provided the percentage scores reported for this indicator. The full report is available from the General Secretariat, but main weaknesses were that the report contained no recommendations for reform-program improvement, not all 97 activities of the LRJS Action Plan were covered, no outcome indicators were reported, a limited report on activities and results (that mixed activity and result data) was presented and little other information on outcomes and progress towards</p>

⁴ Development Assistance Committee of the Organisation for Economic Cooperation and Development (OECD) (2005) *Paris Declaration on Aid Effectiveness*, OECD, Paris, Indicators of Progress, No. 11: “[Results-oriented frameworks](#) — Number of countries with transparent and monitorable performance assessment frameworks to assess progress against (a) the national development strategies and (b) sector programmes”.

					LIRS objectives were presented.
2	Annual increase in the percentage of the total number of steps or tasks needed to complete all 97 activities in the Legal and Judicial Reform Action Plan between 2008 and 2010.	2007 Not available	Dec 2008 49%	Dec 2009 58%	<p>This indicator is designed to monitor the effect that GS's improved coordination and facilitation has upon the progress of the reform in terms of the pace of implementation of the LJ&RS Action Plan's activities. Assistance to the PMU should assist in improving the capacity of the PMU to encourage donors to engage in the reform and to assist in the identification and removal of obstacles to reform implementation. An analysis of the progress of the Priority Activities (triangulated by an analysis of relevant CCJAP survey data) will help identify whether PMU's coordination and facilitation roles are being implemented effectively and whether CCJAP support has helped to improve the ability of the PMU to undertake its functions.</p> <p>Each of the 97 Priority Activities (PAs) in the L&JR Action Plan is divided into a number of steps (470 steps in total). The IMS measures the number of steps completed for each of the 97 activities in the Action Plan. The indicator would measure the annual change in the number of steps completed as a % of the total number of steps (470) needed to complete all 97 activities in the reform.</p> <p>By December 2008, 231 of the 470 steps had been completed. Since, then an additional 42 steps have been implemented, an increase of 9%. The baseline figure (Dec 08) is not an annual figure, but represents the status of roll-out of Priority Activities since 2007. In this light, implementation progress made in 2009 was moderate with the potential for acceleration in 2010. The first steps of most PAs involve quickly-completed activities such as consulting, researching, setting up working groups. It is not unexpected that the pace of step-completion slows as PAs move from planning-related steps to implementation-related steps, especially as the final step is usually 'implement business plan', a much larger step than all the others combined.</p> <p>CCJAPIII Component 1 team assisted GS to develop an initial draft Excel data table to enable the recording of data on this indicator.</p>
Component Two: Sustainable collaborative crime prevention and community safety initiatives established and improving community safety in targeted Districts					

3	Increased number of CPCS-related proposals in the Security sections of the District Priority Activity Matrix (DPAM) in each partner province between baseline (2006 for older provinces, 2009 for newer provinces) and endline (2011).	2006 DPAM Proposed Priority Activity Battambang: 28 Prey Veng: 30 Kandal: 70	2009 DPAM Proposed Priority Activity Battambang: 57 Prey Veng: 19 Kandal: 198 Kampong Cham: 4 Banteay Meanchey: 34 Kampong Thom: 23	2010 DPAM Proposed Priority Activity Battambang : - Prey Veng:- Kandal: - Kampong Cham: - Banteay Meanchey: Kampong Thom: -	<p>The data are drawn from the DPAMs. Data not yet collected for 2010.</p> <p>Proposals and contracts for implementation of security initiatives classed as ‘CPCS-related’ included ones with the following focus:</p> <ul style="list-style-type: none"> • Traffic Accident Prevention • Gangs educated for local security • Drug/business use prevention • People guard activities formation strengthening • Gambling control/elimination activation • Drug and related law education • Abused/violated /illegal acts quelled • Local security strengthening • Gambling prevention law dissemination/training • Local police capacity building/strengthening
4	Increased number of CPCS-related proposals in the Gender sections of the District Priority Activity Matrix in each partner province between baseline (2006 for older provinces, 2009 for newer provinces) and endline (2011).	2006 DPAM Battambang: 50 Prey Veng: 38 Kandal: 67 -	2009 DPAM Battambang: 43 Prey Veng: 46 Kandal: 289 Kampong Cham: 6	2010 DPAM Battambang : - Prey Veng: - Kandal: - Kampong Cham: -	<p>As is the case of the previous indicator, the data in the ‘December 2008’ column are drawn from the DPAMs developed in the second half of each year. Provincial Project officers assisted PFT/DFT to identify CPCS activities and select number of projects (Security and Gender) requested by Commune Council/DDC in the District Priority Activity Matrix (DPAM). Data not yet collected for 2010.</p> <p>Proposals and contracts for implementation classed as “gender-related” CPCS included ones with the following focus:</p> <ul style="list-style-type: none"> • Vocational Skill Training of Women • Gender Capacity building • Women and Children’s Rights • Gender Legal Protection • Domestic Violence Prevention • Anti Trafficking

		-	Banteay Meanchey: 55	Banteay Meanchey: -	<ul style="list-style-type: none"> Child Protection
			Kampong Thom: 22	Kampong Thom: -	
5	Increased number of CIP contracts on CPSC-related security initiatives in partner provinces between baseline (2006 for older provinces, 2009 for newer provinces) and endline (2011).	2006 Contracts for Implementation Battambang: 18	2009 Contracts for Implementation Battambang: 41	2010 Contracts for Implementation Battambang: -	Data collection process: Number of Contracts Implemented were selected from TAs, by PFT/DFT with assistance of Provincial Project officers, in comparison with the total of requested projects (DPAM). Data for 2010 not yet available. .
		Prey Veng: N/A	Prey Veng: 19	Prey Veng: -	
		Prey Veng 2007:0			
		Kandal: 70	Kandal: 184	Kandal: Not Available	
		-	Kampong Cham: 4	Kampong Cham: -	
		-	Banteay Meanchey: 26	Banteay Meanchey: -	
		-	Kampong Thom: 10	Kampong Thom: -	

6	Increased number of CIP contracts on CPSC-related gender initiatives in partner provinces between baseline (2006 for older provinces, 2009 for newer provinces) and endline (2011).	2006 Contracts for Implemen- tation	2009 Contracts for Implemen- tation	2010 Contracts for Implemen- tation	Data not yet collected for 2010.
		Battambang: 28	Battambang: 28	Battambang : -	
		Prey Veng: N/A Prey Veng 2007:18	Prey Veng: 46	Prey Veng: -	
		Kandal: 46	Kandal: 164	Kandal: Not available yet	
			Kampong Cham: 6	Kampong Cham: 8	
			Banteay Meanchey: 18	Banteay Meanchey: -	
		Kampong Thom: 10	Kampong Thom: -		
Component Three: To strengthen the strategic, executive and technical capacity of the Cambodia National Police to enable it identify and respond to community, national and regional priorities in a considered manner					
7	Percentage of criminal case files in six partner provinces (Kandal, Battambang and Prey Veng, Banteay Meanchey and Kampong Thom,	Baseline data not yet due.	Baseline data not yet due.	Baseline data not yet due.	<p>This indicator is designed to assist CNP to improve their monitoring of quality of case files and particularly the extent of forensic evidence use. At present, CNP does not collect this information and requires CCJAPIII to facilitate the development of a new CNP data collection and reporting system on inclusion of forensic evidence in case files, hence the choice of baseline period in 2010 to allow time for CCJAPIII to assist CNP to establish the relevant database system.</p> <p>The forensic advisor worked with the CNP Science and Technical Department to implement a data</p>

	Kampong Cham) that include forensic evidence increases between baseline and endline. Baseline is 1 st quarter of calendar 2010. Endline is 1 st quarter of calendar 2011.				collection system for this information. S&T implemented the collection forms in Provinces commencing in January 2010.
8	By the end of CCJAPIII, national annual crime statistics report relating to 'serious crimes' in partner provinces is based on data collected using the new gender-sensitive Crime Data Collection Forms developed by CNP and CCJAPIII	Idea underlying this indicator not yet formulated.	Idea underlying this indicator not yet formulated.	Idea underlying this indicator formulated. See comment.	Work also continues on the development of a more reliable data collection and analysis system with the rollout of data collection forms and the operation of the first version of a software system expected in the first quarter of 2010.
9	New, first-ever CNP strategic plan - including a focus on juvenile justice, gender mainstreaming and improved CNP governance and standards - developed by 2010	0	1	1	<p>This indicator is linked to the LJRS's seventh strategic objective: "Strengthening of Legal and Judicial sector institutions to fulfil their mandates by strengthening management, planning and monitoring mechanisms and capacity in general in order to enable the full provision of public services and to ensure decision-making in accordance with principles of good governance and their efficient enforcement" (emphasis in original).⁵ Prior to CCJAPIII, CNP did not have a strategic plan.</p> <p>CCJAP III staff facilitated the development of CNP's first-ever strategic plan in 2008, the CNP Strategic Plan 2008-2013, the final version of which was approved by the Minister for Interior and the Commissioner General in November 2008. The strategic plan includes a focus on juvenile justice, gender mainstreaming and improved governance and standards.</p>
Component Four: To strengthen the capacity of the MoJ to effectively support the courts in delivering equitable and timely access to justice					

⁵ The Council for Legal and Judicial Reform (2005) *Plan of Action for Implementing the Legal and Judicial Reform Strategy*, Royal Government of Cambodia, Phnom Penh, p.4.

10	Number of male and female juveniles and adults in custody experiencing excessive pre-trial detention (EPDT) as defined in Criminal Procedure Code in partner provinces reduces between baseline and endline.	2007 Total: 198 AM: 79 AF: 25 JM:85 JF:0	2008 Total: 122 AM: 112 AF: 3 JM:9 JF:0	2009 Total: 89 AM: 74 AF: 0 JM:8 JF:0	<p>AM=Adult Male, AF=Adult Female, JM:Juvenile Male, JF: Juvenile Female</p> <p>Data reported here are drawn from GDoP records and extracted by GDoP staff and given to CCJAPIII. 2007 EPDT data are based on older UNTAC legal definition The 2008 and 2009 EPDT data are based on the current criminal procedure code (CPC) definition (see below). Only the 2008 and 2009 data are comparable as the current CPC definition introduced in 2008 increases the length of permissible (that is, 'non-excessive') pre-trial detention for adults and juveniles. For example, the maximum period of pre-trial detention for an adult was increased from 12 months to 18 months.</p> <p>In 2009, Kampong Thom prison has the highest number of EPDT cases (43) and CC1 had 33 EPDT cases. As CC1 is a remand prison, these EPDT numbers are not surprising.</p> <p>428 EPDT cases (15 female) across the 25 prisons were reported in GDoP Annual Report 2009. This compares with 89 EPDT cases in nine partner prisons and 49 cases in six provincial prisons where CCJAPIII has modest 'leverage' to influence EPTD rates. The main 'leveraging' mechanisms supported by CCJAPIII are Legal Aid Cambodia, a NGO funded through FSF to provide legal aid to women in remand in four partner prisons, and PCP (Police-Court-Prisons) meetings in six partner provinces (that is excluding CC1, CC2 and CC3, the latter not having a remand population). Both these mechanisms have contributed to the reduced number of EPDT in partner prisons. Sentencing affecting CC1 and CC2 are through PP municipal court that is not supported by CCJAPIII.</p> <p>The trend lines change when the EPDT prison data are disaggregated by national-and provincial- level prisons. The EPTD cases in the six provinces where CCJAPIII has some 'leverage' dropped from 86 in 2007 to 49 in 2009 (albeit spiking to 105 in 2008) whereas the locations where there is no CCJAPIII-supported PCP or CCJAPIII-supported legal aid showed an increase in EPDT from 33 in 2007 to 103 in 2009 (albeit with a drop to 19 in 2008). These figures are from CC1 and CC2 as CC3 has no remand.</p> <p>It is important to note that the redefinition and increase in the maximum periods of permissible, 'non-excessive' detention in 2008 has also reduced the incidence of EPDT cases in 2008 and 2009 compared to the incidence of EPDT cases 2008-2009 that would have occurred if the previous definition still applied. However, the 'relaxed' re-definition does not invalidate the findings above as 2008-2009 trends are comparable and EPDT incidence still increased in many prisons between 2007 (old definition) and 2008 and/or 2009 (new definition) despite the relaxation of the EPDT definition.</p> <p>The number of cases of EPDT in partner prisons has reduced between 2007 and 2009 especially in the case of adult females and juvenile males. No case of EPDT involving juvenile females was recorded in partner prisons over the study period.</p> <p>In the view of CCJAPIII's Justice Systems Adviser, "The reduction in EPTD is not so much about an improvement in capacity, although there might be an element of that, but recognition of the problem and the taking of action to address outstanding cases. The focus given to the issue by CCJAP in PCP and</p>
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					<p>other for a might have been a catalyst, but RGoC has also identified and dealt with the issue in its own way.”</p> <p>Different periods of pre trial detention are permitted for adults and juveniles according to Chapter 3 Section 5 of the Criminal Procedure Code. The current EPDT definition is as follows:</p> <p>For adults:</p> <ul style="list-style-type: none"> • for felonies, a period of 6 months, which can be extended for two further periods of six months⁶ • for misdemeanours, a period of 4 months, which can be extended by 2 months but the period cannot exceed half of the statutory penalty for the charged offence⁷. <p>For juveniles:</p> <ul style="list-style-type: none"> • a minor under the age of 14 cannot be held, or committed to, pre trial detention⁸. • for felonies, a period of 6 months, if the juvenile is between 16 and 18, or 4 months if the juvenile is between 14 and 16⁹. No extension is permitted. • for misdemeanours, a period of 4 months, if the juvenile is between 16 and 18, or 2 months if the juvenile is between 14 and 16¹⁰. No extension is permitted. The period cannot exceed half of the statutory penalty for the charged offence.
11	The personal-details (include sex and age) and charge sections of the register in model courts are completely filled out for 100% of cases by June 2011	Not collected	Not collected	Not collected	<p>Trials of registers have been operating in Kandal and Siem Reap courts. This indicator monitors the degree to which model court registers have improved. Data not yet collected.</p>

⁶ Art 208

⁷ Art 209

⁸ Art 212

⁹ art 213

¹⁰ Art 214

12	Number of final judgments (disaggregated by sex and age) outstanding decreases annually across the four model courts between December 31 2009 and December 31 2010	Baseline data not yet due.	Not applicable.	Not yet collected	<p>CCJAP III aims to assist RGoC to improve the timeliness of production and delivery of the order for final judgement to reduce the number of cases involving excessive PTD. In many cases, lengthy delay in the delivery of the order for final judgement is one of the key causes of excessive PTD.</p> <p>This indicator relates to CCJAP III activities that support the development of the Model Court Concept, improved data management and methods for dealing with juveniles within the courts capacity development of the General Inspectorate of MoJ. CCJAP III activities will contribute to reduction in PTD along with RGoC and other donor activities.</p> <p>Data not yet collected.</p>
13	Number of cases where males and females (juveniles and adults) are in custody and awaiting trial in the Court of Appeal in excess of 12 months reduces between baseline and endline period (same periods as above) through improved listing procedures.	2007 374	2008 354.	2009 Not yet available as at least 12 month time lag	<p>The large majority of the court case backlog in Cambodia is attributable to the Appeal Court and this indicator monitors the success of CCJAP III's assistance to RGoC in beginning to reduce the backlog through reducing excessive pre-trial detention in the Court of Appeal.</p> <p>The key driver for expected changes monitored by this indicator is CCJAP III's activities that support Court of Appeal case management systems reviewed and new systems implemented. Data collected for 2007 and 2008 in January 2010.</p> <p>Improved data collection and analysis will assist the courts to manage excessive pre-trial (or pre-appeal) detention. Cases in which appeals have been lodged but not heard within a short time constitute a significant part of the caseload of the Court of Appeal. A reduction over time in the numbers of prisoners waiting an appellate hearing for a period in excess of 12 months could be an indication of the success of assistance provided by CCJAP.</p> <p>The data for 2008 is preliminary and may change as new data are compiled. Data analysis should occur after the data set is more complete (data for and data are cleaned and this has not yet occurred).</p>
14	Each of the seven partner courts increase their score on the model-court 'quality' checklist by at least 20% between baseline and endline in areas related to CCJAP III support. Baseline is July 2008. Endline is June 2011.	July 2008 Kandal: 48% Banteay Meanchey: 17% Phnom Penh: 22% Kampong	Not Applicable as baseline conducted in July 2008	No data collection in 2009	<p>The data will be available when DIHR and the Model Court Working Group have agreed on a schedule for the conduct of follow up surveys. CCJAP III has a role in promoting the conduct of that survey, among other ways, through its representation on the Model Court Working Group</p> <p>Four of the seven model courts completed a self-administered questionnaire on court compliance with model court standards in July 2008. DIHR staff checked the completed questionnaires and followed up doubtful answers with the respondents. The questionnaire was designed by DIHR and covered 53 standards (albeit using the term 'outputs' to reflect the point that achievement of the standards would constitute a 'result' of capacity development). Currently, CCJAP III through funding and/or technical advice supports capacity-development of four model courts in relation to 24 standards. The baseline score of the four partner model courts on the standards were considerably lower in respect of the areas targeted for future CCJAP III support in comparison with the score on the 29 non-CCJAP III supported</p>

		Cham: 18%			<p>standards:</p> <ul style="list-style-type: none"> • Kandal: 68% • Banteay Meanchey: 39% • Phnom Penh: 52% • Kampong Cham: 40% <p>The four model courts that CCJAP III is partnering at this stage scored higher in areas that CCJAPIII does <i>not</i> target as these areas have been better supported in the past by other donor programs. The lower baseline scores in CCJAPIII targeted areas suggest that CCJAPIII has identified areas of greatest need for capacity development, for example, around court administration (including registers). CCJAPIII's Aid Effectiveness Adviser has also tabulated and aggregated results across the complete set of 53 model court standards and shared with PMU.</p> <p>The indicator promotes monitoring and assessment of progress towards developing model courts occurring under the Legal & Judicial Reform Action Plan Priority Action 5.3.2 ("Model Court Approach"). The indicator also promotes monitoring of progress of the Legal & Judicial Reform Action Plan's Priority Action 7.5.2 ("Business plans for sector institutions established"), as one of the model court requirements is that model courts will develop an action plan (business plan) describing what to do, how, and by whom in the court in order to ensure the standards and criteria and meet the specified model court objectives.</p>
15	MoJ strategic plan - including a focus on juvenile justice, gender mainstreaming and improved CNP governance and standards - developed by 2011,	0	0	0.75	Draft MoJ strategic plan prepared by working group established by ministerial direction in June 2009. The draft plan has not yet been finalised by the Minister of Justice and his ministry.
Component Five: To strengthen the capacity of the General Department of Prison to identify and respond to prison management priorities, the physical and mental health needs of prisoners, and to identify options for rehabilitation and reintegration					
16	No. of prisons with an accredited health post (i.e. with a health post that meets MOH standards) increases from 4 in December	4	4	25	Previously, each prison was required on an individual basis to meet the MOH health-post standards prior to accreditation and CCJAPII and CCJAPIII have provided facilities (buildings), training and equipment support to individual prisons to assist them to meet those standards. Since September 2009 negotiations have been underway between MOI and MOH to have all prisons included under the MOH health coverage plan and that will mean that all prisons will be RECOGNISED AS MOH HEALTH POSTS. A letter has now been signed by the Minister MOH to recognize the 21 provincial prisons and national correctional centre's as MOH health posts. It means that the number of 'accredited' health posts has

	2006 to at least 8 (100% of CCJAP III targeted health posts) in June 2011.				increased from 4 to 25. CCJAPIII provided administrative and technical support to the working group that has facilitated these negotiations. Under the new arrangement, MOH is responsible for drugs supply, hospitalization and technical support to staff (training) and GDoP is responsible for staff recruitment and deployment, health post facility and security/transport.
17	Annual number of prisoners accessing rehabilitation programs in partner prisons increases between baseline and endline. Baseline is 2006. Endline is 2010. Baseline is 2006 Endline is 2010	2007 1610	2008 2473	2009 3207	<p>As explained in GDoP 2007 Annual Report (GDoP, 2008, p. 8) (its first-ever Annual Report), the prison garment industry was piloted in 2007 for the purpose of:</p> <ul style="list-style-type: none"> • Increasing amount of time out of cell. • Reducing cell overcrowding in the day time. • Improving vocational skills. • Improving prisoner physical and mental health. • Generating prisoner income to improve prisoner living condition. <p>Rehabilitation covers:</p> <ol style="list-style-type: none"> 1. Prison Industry and Farming Programs 2. Education 3. Vocational training <p>In CCJAPIII's nine partner prisons the annual number of prisoners accessing rehabilitation programs almost doubled between 2007 and 2009 (from 1610 to 3207) and increased by 30% from its 2008 level. Most of this increase came in the prison industry program where the number of participants increased from 168 in 2007 to 973 in 2008 to 1354 in 2009 in partner prisons. Increases in the other rehab programs were comparatively modest. Participation in farming increased from 174 (2007) to 176 (2008) to 282 (2009). Participation in education program increased from 919 to 1004 to 1160 over the same period. Participation in vocational training dropped from 354 in 2007 to 320 in 2008 and increased to 411 in 2009. The increased number of prisoners accessing rehab programs can be attributed to CCJAPIII's support to GDoP in developing and implementing the policy framework for prison reform in which rehabilitation programs through prison industry and farming have been a major focus.</p> <p>The percentage of all non-remand prisoners attending rehabilitation programs in nine partner prisons increased from 28% in 2007 to 42% in 2008 to 49% in 2009. The percentage for partner national prisons (CC1, CC2 and CC3) over the same period were 32%, 53%, 62% and for partner provincial prisons: 22%, 25% and 32%.</p>

18	Annually reported number of TB and HIV and AIDS cases (disaggregated by sex and adult/youth) detected in course of routine health service provision to prisoners in partner prisons	2007 TB: 81 HIV: 87	2008 TB: 66 HIV: 110	2009 TB: 193 HIV: 201	<p>TB testing in partner prisons significantly increased from 341 (2007) to 330 (2008) to 1007 (2009). In the same years, the number of TB cases detected increased at a slower rate, going from 81 (2007) down to 66 (2008) up to 193 (2009). HIV testing also increased dramatically in partner prisons between 2007 and 2009 from 133 (2007) to 1203 (2008) to 2495 (2009). The number of HIV cases detected increased (87, 110, 201), but detected cases as a percentage of tested cases decreased dramatically (65.4% in 2007, 9.1% in 2008, 8.4% in 2009%) as testing expanded beyond targeting already symptomatic cases highly likely to be HIV Positive. CCJAPIII funded and provided administrative support to MOH to train health post staff across all prisons to conduct TB and HIV tests consistent with national guidelines. Through the training provided to prison health post staff, health posts in all prisons in Cambodia became an accredited TB agent of MOH and therefore eligible for continuing MOH training, technical support and provision of equipment. CCJAPIII has provided funding for GDoP to deliver universal-precautions training to prisoners and prison staff in nine prisons in conjunction with MOH. Other factors influencing the increased testing are increased financial and technical support and increased involvement in service-delivery (testing) from Prison Fellowship, FHI, MSF, CRS, Caritas. All these agencies are also members of the prison health working group (see above) that is financially and administratively supported by CCJAPIII, contributing to improved coordination of service delivery provided by these agencies.</p>
19	Number of deaths in partner prisons (disaggregated by sex and adult/youth) between baseline and endline. Baseline year is 2007 and endline year is 2010.	2008 53	2008 41	2009 59	<p>This indicator is not a performance indicator, but included merely as situation-monitoring. The increase in number of deaths in partner prisons is related to severe overcrowding and insufficient health care and HIV/AIDS cases. The new Corrections Law gives MOH responsibility for all prisoner health rather than GDoP that was responsible under the previous Prakas no. 217.</p>

Annex C

Risk Management Matrix (Revised)

The Project Risk Matrix is a dynamic document that is designed to capture information to assist the Project Manager, Project Personnel and Key Stakeholders to predict, identify and mitigate the most likely events that will impact on project performance and effectiveness. The Matrix will be updated monthly and formally reviewed on a quarterly basis.

All Project Personnel are to ensure they contribute to the progressive refinement of this document in a timely fashion to ensure that risks are prevented or mitigated to the maximum extent possible.

KEY

Risk Likelihood / Impact:

H = High;

M = Medium; and

L = Low

Degree of Project Control and Influence:

NIL = Risks that are outside of our influence and over which we have no control; and

L = Limited influence or control over risk; and

C = Risk over which we do have influence and can plan to mitigate against

Changes to Risk Matrix since APR 2008 highlighted yellow

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
ECONOMIC AND SOCIAL						
Low level of economic and human resource development; limited government revenues and widespread poverty.	Competing demands for RGoC funding will divert resources from priority CJS initiatives. Community engagement will be difficult whilst family priorities are focussed on subsistence activities.	H	M	NIL		
Increasing urbanisation and social/community pressures such as family breakdown, youth boredom and drugs.	RGoC and CJS priorities will change rapidly. Pressure for reactive responses of an ad hoc nature will increase.	H	H	NIL		
Low status of women within Cambodian society.	Limited engagement of women in project strategies and minimisation of women in meaningful CJS roles	H	M	L	<ul style="list-style-type: none"> Gender equity initiatives established and gender action plans adopted in each agency. Support selection of women for inclusion in skills enhancement, training and mentoring programs Sensitisation of CJS personnel through crime prevention programs, awareness and training re victims of crime, domestic violence, suspects and offenders, crimes against women. Inclusion of gender equity in strategic plans to reflect RGoC reform program. Direct engagement of Gender Adviser in CJS agency initiatives. Development of a Project Gender Mainstreaming Strategy Re-Profiling of CCJAP III to include more women Advisers and Project Officers 	AusAID, PD, ATL, Counterparts
Variations in the exchange rate between the Australian and US currencies. The exchange rate used is AUD\$1 = USD\$0.75.	If the exchange rate between the Australian and US currencies deteriorates after 2006/2007 budgets have been agreed, the purchasing power of the Australian dollar will be reduced.	H	M	NIL	The AUD has in fact weakened against the USD as predicted and has reduced the purchasing power of the project.	

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
GOVERNANCE						
Sectoral	<ul style="list-style-type: none"> Corrupt interference in the operations of the criminal justice sector. Denial of access to equitable justice by all; Project seen as inept and aligned with a corrupt regime; Poor public perceptions; Project objectives are weakened CCJAP Anti-Corruption strategy based on Risk Identification and Mitigation rejected 	H	M	L	<ul style="list-style-type: none"> Project activities will continue to focus on enhancing transparency and accountability of process and decisions guided by the ethics and integrity framework; All project components will be underpinned by an anti-corruption strategy; Flexible Support Fund to support anti-corruption, strategies, projects and activities; Investment in NGO engagement strategy will spread risk. Anti-Corruption Strategy modified to align more closely with emerging RGoC Anti-Corruption Legislation, Policies and Guidelines 	AusAID, RGoC; ATL; NMB members; All project team members
Low salaries of public servants.	Low salaries will continue to be an underpinning motivator for corrupt behaviour by CJS personnel to the detriment of public confidence and project activities.	H	H	NIL		
New and emerging democratic systems and governance structures in a recent post-conflict environment.	CJS ability to absorb new concepts, processes and practices may be constrained by institutional and individual capacity	H	M	L	<ul style="list-style-type: none"> Absorptive capacity monitored and project activities balanced accordingly. Changing project activities delivered through the annual planning process to take account of CJS capacity. Project maintains regular interaction with other donors to ensure consistent terminology and materials. 	AusAID, PD, ATL
A slowing in the government revenue effort due to the World economic downturn resulting in inadequate budget support for project supported initiatives	Inadequate budget allocation for new processes and systems to ensure their viability post project	H	H	L	<ul style="list-style-type: none"> Support for planning processes to ensure that budget submissions and Ministry Action Plans include budget support for project supported initiatives 	Advisers, Counterparts

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Centralised decision making/management systems	Reform process will be slower than ideal. Lower level personnel may not understand or own project supported reforms	H	M	L	<ul style="list-style-type: none"> Ongoing project support for appropriate levels of delegation. Utilise opportunities presented in Commune Council decentralisation and de-concentration program to promote initiatives particularly in CPCS. Continuous consultation process ensuring as many lower level staff as possible are included. Introduction of middle management training to incrementally develop supervisors and personnel in leadership positions. 	NMB, ATL, Advisers, Counterparts
Counterpart political appointments versus technical expertise	<ul style="list-style-type: none"> Inappropriate skills will hamper development and delay progress Inadequate input into project activities owing to competing priorities 	M	M	L	<ul style="list-style-type: none"> Ongoing dialogue on the issue between GoA and RGoC. Liaise with senior management to ensure appointments meet project needs. Support counterpart development through training and mentoring. 	AusAID, ATL, Advisers, Counterparts
Inequitable budget allocations will continue to create mistrust between ministries	Tension between agencies will inhibit capacity to mediate change and develop policies	M	M	L	<ul style="list-style-type: none"> Encourage government to establish inter-agency working group or inter-agency meetings to resolve issues of conflict. Provide support to weaker agencies to develop planning and budgeting capacity. 	ATL, Advisers, Counterparts
Community continues to mistrust the formal criminal justice system	Attempts to engage the community in project supported activities will be less successful	H	M	L	<ul style="list-style-type: none"> Continued awareness activities that specifically target this mistrust. Work with police and courts to improve transparency and responsiveness. Direct representation to senior officials for them to adopt public confidence measures. Implementation of community based crime prevention initiatives with significant community involvement. Inclusion of LJR objectives in strategic plans to develop community communications/media. Support community education and awareness programs to disseminate new laws and procedures. 	ATL, Advisers, Counterparts

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
New government officials have accelerated LJR and project implementation.	<ul style="list-style-type: none"> Government appointments have promoted project counterparts into leadership positions, which has placed increased demands on Advisers for assistance in LJR and reduced access to some counterparts. Establishment and membership of National Management Board. 	L	M	L	<ul style="list-style-type: none"> Project activities aligned to long-term RGoC reform strategy (GAP). Broad stakeholder engagement maintained throughout the life of the project. Work Plan for 2007/2008 continues to provide assistance to LJR short and medium term priorities. Consultations with NMB Chairperson to continue strong NMB engagement. LES staff retained through development and competitive employment conditions Encourage selection of effective NMB members 	AusAID, NMB ATL, Advisers, Counterparts
CIVIL SOCIETY AND DONOR COORDINATION						
Ineffective donor-coordination	<ul style="list-style-type: none"> Fragmented approach to sectoral support which becomes more resource intensive than necessary; Lost opportunity for economies of scale; Uncoordinated demands for RGoC personnel and resources adversely impacts existing service delivery; Key counterparts become inundated with donor requests for engagement. 	H	M	L	<ul style="list-style-type: none"> Provide ongoing assistance via CLJR, TWG and PMU o support coordination efforts; Schedule regular donor coordination briefings and communication initiatives; Develop and implement the Stakeholder Coordination strategy; Engage key Associates and stakeholders in annual planning; Encourage the inclusion of donor coordination as a standing NMB agenda item; Include activities to build justice sector capacity to manage donors Continue to support and attend Project Team and Agency meetings at working levels to coordinate activities and sharing of materials 	AusAID, RGoC, NMB members, ATL, capacity Building Adviser, Other advisers; Associates.

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Fragility of civil society and weak relationships between civil society and CJS agencies	Weakening of the impact and involvement of civil society in CJS activities, particularly crime prevention and community safety.	H	M	L	<ul style="list-style-type: none"> Project activities aligned to long-term RGoC reform strategy (GAP). Project activities facilitate incremental growth of civil society in CJS activities in target areas (Kandal Province and gender). Promote engagement of civil society involvement as outlined in LJR program through strategic planning for agencies. Continue with NGO and civil society partnerships in CCJAP activities. 	NMB, ATL, Advisers, Counterparts
POLITICAL						
Khmer Rouge trial process may focus attention away from other CJS processes and programs	Trial process may distract agencies from engaging in project activities	L	M	NIL		
Political interference in the operations of the CJS	Denial of access to equitable justice	M	H	NIL		
National elections, factionist political objectives and civil unrest, particularly with the Global Economic Crisis looming as a threat may disrupt Project activities from time-to-time	Disruption to Program schedules; Limiting of police agency commitment to the Project; Some benefits not achieved.	H	H	NIL	Flexible planning approach including pragmatic activity selection.	
COMMUNITY JUSTICE						
Plans take too long to execute	D&D Committee members may not engage in meetings and planning discussions. Stakeholder groups will lose interest in the program if plans and activities take too long to be financed.	M	H	C	<ul style="list-style-type: none"> Involve community participation in development of strategy to provide feedback to Committee. Ongoing support to senior officials on crime prevention and community safety philosophy. Project support to D&D Committees and NGOs to develop plans and proposals that meet the criteria for the Flexible Support Fund. Continue Project presence at Takmao 	NMB, D&D Committee, PD, ATL, Counterparts

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Fragile relationships exists between the community and criminal justice sector agencies	<ul style="list-style-type: none"> Barriers to community engagement with the formal sector continue to exist. The impact and involvement of the community in project and sector activities is weakened. Adverse perceptions about the value of aid funds supporting the criminal justice sector. 	M	M	L	<ul style="list-style-type: none"> Project activities structured to maximise genuine community involvement. Periodic community perceptions surveys included as an element of the M+E strategy with results linked to institutional planning sessions. Project activities aligned to RGoC legal and judicial reform strategy; Project activities aligned to key humanitarian and anti-corruption themes. Provide ongoing support strategic planning for community involvement in the CJR program. Assist CJ agencies to develop closer relationships with NGO and key community stakeholders to strengthen partnerships. 	AusAID, RGoC, NMB members, ATL, CPCS Adviser, M+E Adviser, Associates
Change in national focus to commune level may result in less support from provincial level	Developing CPCS at commune level may be jeopardised if not supported at provincial level	M	H	L	<ul style="list-style-type: none"> Identify roles and responsibilities for CPCS at different levels of government. Align this separation with governments D & D policy. Continue to provide support at provincial level in accordance with revised parameters. Support development of national and provincial legal and policy framework to provide communes with adequate authority and responsibility to undertake their role and function. 	NMB, National CPCS Working Group, PD, ATL, Advisers, Counterparts
Stakeholders will be too eager and attempt to proceed without adequate information to inform the planning and targeting of activities.	Activities may be under resourced or not appropriately targeted and result in poor quality outcomes or a lack of community support.	H	H	C	<ul style="list-style-type: none"> Guidelines by Ministry of Planning clearly specify the steps and principles to be applied to planning of activities. Orientation and planning support provided to groups during the preparation of pilot activity proposals. Support D&D Program to fund CPCS activities at commune level through decentralisation / deconcentration program. Extensive consultation 	D&D Committee, CPCS Adviser, other Advisers and Counterparts

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
FSF is used for a limited range of activities or by a limited range of groups	The pilot activities will not provide sufficient information to inform the development of crime prevention programs in other provinces	L	M	C	<ul style="list-style-type: none"> Guidelines for the FSF provide balance in groups receiving funding and encourage partnerships between different groups. Information about the FSF will continue to be broadly publicised. D&D Committee, Secretariat and implementing groups to be provided with opportunities for exposure and orientation to crime prevention approaches and projects 	D&D Committee, ATL, Advisers, Counterparts
Government agencies do not support consultative meetings or fail to consider feedback from community representatives	Crime prevention priorities and pilot activities identified may not be supported by communities or groups targeted	M	H	C	<ul style="list-style-type: none"> Consultation processes will be developed with CCJAP advisory assistance and activities incorporated in D&D Commune Development plans. Introduce CPCS to existing government structures at commune, district and provincial level. 	NMB, D&D Committee, ATL, Advisers, Counterparts
Project efforts to strengthen equity and appropriate treatment for juveniles within the justice system do not achieve traction	<ul style="list-style-type: none"> This approach is central to achieving project imperatives and failure to progress undermines the fabric of CCJAP III. Improvements to processing juvenile justice and empathy for victims of crime do not improve. New initiatives will be unsustainable within the lifecycle of the project. 	L	M	C	<ul style="list-style-type: none"> Develop and support a Juvenile Justice Strategy consistent with the aims and objectives of CCJAP III Integrate approaches with Associates and other key stakeholders to ensure economies of scale and multi-dimensional reinforcement. Support progress of Juvenile Justice legislative and procedural changes pursuant to the law reform program. Working with UNICEF to provide training to sector officials relevant to core themes. Work with NMB members individually and collectively to strengthen NMB commitment and ownership. ID counterparts, sponsors and 'champions' to build a broad base of commitment. Encourage use of the Flexible Support Fund for juvenile justice projects and activities 	NMB members, ATL, Associates, All project team members

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
POLICE						
Police may be reluctant to move from traditional policing role to that of engaging with the community on crime/community safety issues	Lack of participation of police may result in opportunities for enhancing police/community relations being lost	H	M	L	<ul style="list-style-type: none"> Ongoing exposure of police to international best practice of engaging with the community in crime prevention and community safety initiatives. Highlight links between community participation and improved confidence with police and the advantages of increased information network that can be utilised to combat crime and issues that affect community safety. Government priority on anti-corruption, if implemented, will increase police/community trust. Introduce formal community policing training to select communes in conjunction with support at commune, district, provincial and national police and government levels. 	Judicial Police Counterparts, Advisers, ATL
LEGAL AND JUDICIAL						
Implementation of juvenile justice and victim procedures may be hampered by court and police officials maintaining existing systems/procedures and attitudes towards juveniles and victims	<ul style="list-style-type: none"> Judges and Prosecutors reluctant to apply principles of juvenile justice due to the disciplinary action from Disciplinary Council of the SCM Improvements in processing juveniles and empathy towards victims of crime do not improve. 	M	M	L	<ul style="list-style-type: none"> Involvement of stakeholders in development of procedures to ensure ownership and commitment to implementation. Endorsement at Ministerial level of procedures to provide legal authority for implementation. Training for court officials and police to foster attitudinal change in the way juvenile and victims are treated by the courts with supportive ongoing mentoring. 	ATL, Advisers, Counterparts
The passage of the 8 fundamental laws and codes will divert attention of counterparts from project activities ¹¹	<ul style="list-style-type: none"> New laws will require development of new systems and processes to be implemented Counterpart agencies will request priority for assistance for support 	H	M	C	<ul style="list-style-type: none"> Annual plans to incorporate priority areas identified by counterparts. Maximise opportunities presented by new laws to develop improved processes in focus areas, particularly for dealing with women, children and juveniles 	PD, ATL, Advisers, Counterparts

¹¹ Penal Code and Criminal Procedures Code, Civil Code and Code of Civil Procedure, Law on the Organisation and Functioning of the Court, Statute of Judges and Prosecutors, Juvenile Justice Law, Code of Ethics for Judges

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Judges reluctant to accept reforms in judicial administration	Judges reluctance to change from current inefficient methods in which Justice is administered slow the legal and judicial reform process	H	H	L	<ul style="list-style-type: none"> Incremental reform processes to be used Initiatives to be implemented in a non threatening manner initiatives to be included in existing accepted change mechanisms, such as the Model Court 	ATL , Advisers
Low status of judges.	Community confidence in the decisions of courts will be difficult to improve.	H	M	L	<ul style="list-style-type: none"> The project will provide ongoing support to the Royal School of Magistrates, including capacity building in training capacity development, support for gender action initiatives, and subject matter expertise (i.e. criminal investigation techniques/forensics) Project participation in co-ordination with other donor activities to ensure a consistent approach to improvement of status. Community engagement in CJS initiatives. Improvements to physical infrastructure and working environment of Kandal Court including provision of public notices displaying court fees and charges to improve transparency 	NMB, AusAID, PD, ATL
INSTITUTIONAL						
Insufficient capacity of MOI, MoJ and other key Ministries to effect institutional change at the rate envisaged by the RGoC and the Strategic Framework Document.	<ul style="list-style-type: none"> Project activities will not be implemented and coordinated in timely manner, which will adversely impact sustainability. Ownership will be limited. 	M	M	C	<ul style="list-style-type: none"> Flexible and contextually relevant monitoring and evaluation. M + E framework to inform NMB on project progress and alignment with the LJR program. Maintain flexibility of implementation schedules. Link to D & D and LJR programs to align initiatives. Close coordination with donors and NGO (including via Associates). Mentoring and technical assistance in change management. 	ATL, M+E Adviser, Design Specialist; AusAID; ATL; NMB members.

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Lack of coordination / linkages between various committees/ units responsible for design, authorization and implementation of initiatives.	Delay in gaining support and implementation of initiatives	H	M	L	<ul style="list-style-type: none"> Ongoing communication / consultation between committee members and Advisers. Inclusion of counterparts in design and implementation process to sure up support for initiatives. Assist in dialog between various committees / units are undertaken. 	ATL, Advisers, counterparts
Institutional rivalry, competition, distrusts, and/or difference of opinion between units, departments and ministries involved in the investigation process.	Economies of scale and cross unit/department/ ministry process improvements not achieved.	M	M	L	<ul style="list-style-type: none"> Integrated approach fundamental to design and will be reinforced at all levels of project activities. PCP meetings at provincial level to improve coordination and trust. Continue to support MOI/MoJ Inter-Ministerial Recommendations Committee examining CJS issues in Annual Plan 2007/2008 to build trust and collaboration between agencies. Alignment of activities with the National Strategic Development Program. 	NMB, ATL, Advisers, Counterparts
Targeted staff not available for training.	Training will not be effective and project objectives will not be met.	L	H	L	<ul style="list-style-type: none"> Close liaison with MOI and MoJ to ensure staff available for training. Training Managers Group – training programs developed well in advance and program schedules to take account of staff needs and availability. 	ATL, Advisers, Counterparts
Lack of cooperation and coordination between the various departments of MoJ, PCB, PMU and SCM.	Duplication of process of approvals and reporting required under the project may delay achieving project outputs.	H	M	C	<ul style="list-style-type: none"> Ongoing consultation with senior MoJ officials, including the Minister to resolve any identified impasse. Joint working group meetings to foster harmony between agencies and clear sense of purpose in meeting challenges of LJR. Continued support to inter-ministerial MoJ/MOI working group to address CJS issues and improve cooperation. 	ATL, Advisers, Counterparts, NMB

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Capacity and commitment of agencies to support chemical, biological and agriculture exhibits, may not materialise.	Improvements in Scientific and Technical and Prosecutors Departments and to utilise specialists' agencies to examine exhibits may be limited in the short term.	M	M	L	<ul style="list-style-type: none"> Risk is acknowledged that this element will require a long-term commitment to develop protocols and the capacity of agencies to support investigations process. Engagement of senior MOI, MOH, MOA and training institutions in developing solutions to meet needs of forensic services. 	ATL, Forensic and Police Advisers
PRISONS						
Prisoner numbers will increase as a result of this project	Increased crowding in prisons will reduce the impacts of improvements to conditions in prisons.	M	M	L	<ul style="list-style-type: none"> Integrated design with appreciation of the cause and effect relationships of component activities. Project focus on crime prevention. In cooperation with MoJ, Develop transparent processes for alternatives to imprisonment through sentencing commutations, reductions and amnesty options. Assistance with development of draft law on Corrections, including options for community based corrections Close consultation between police, courts and prisons through regular meeting and implementation of complementary processes. Assistance with the preparation and submission of the General Department of Prison budget to access greater resources to improve conditions in existing prisons. Implementation of the Policy Framework for Prison Reform 	ATL, Advisers, Counterparts
Ministry of Health does not adequately support the national implementation of the Prison Health Strategy.	General Department of Prisons unable to implement a sustainable prisoner health program.	L	M	L	<ul style="list-style-type: none"> Maintenance of collaborative working relationships between MOH, all provincial health departments, General Department of Prisons and the project. Support General Department of Prison to upgrade facilities and equipment and medical staff skills to meet the standards of MOH health centres. Continue negotiations to have Prison Health Centres officially recognised by MOH. 	MOH, ATL, Advisers, Counterparts

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
In terms of gender, equity and diversity, CCJAP III has limited success in encouraging women, men and minorities equitably into managerial and operational roles.	<ul style="list-style-type: none"> The sector will remain male dominated with limited engagement of women in key decision making. Attitudes to victims, women and juveniles will remain insensitive and stereotyped. The justice sector will continue to be un-responsive. Adverse community perceptions about project capacity to be a catalyst for change. Counterparts' priorities are not focused on gender issues. 	M	M	L	<ul style="list-style-type: none"> Develop a CCJAP III Gender mainstreaming Strategy Initiate new gender sensitive responses utilising local Cambodian gender specialist to ensure cultural and contextual relevance. Develop and implement the Gender, Equity and Human Rights strategy. Execute a holistic gender, equity and human rights focus leveraging support and active participation from the NMB and key sectoral counterparts. Build on Gender Action Group activities from Phase II and expand to include local and NGO participation. Examine FSF options that provide incentives for and to commitment to, promotion of gender, equity and diversity. Support requests to assist with emerging initiatives to develop gender equity Organise senior management workshop to showcase developments within National Police to gain commitment to gender issues. Maximise opportunities for senior management participation in regional gender seminars/programs. Balance gender on the Project through active recruiting of women for Advisory and Project Officer roles. 	RGoC; NMB members; ATL, All project team members

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
The Strategic Framework Document does not place sufficient emphasis on addressing HIV/AIDS	The opportunity for CCJAP III to champion Criminal Justice Sector personnel (especially police and prisons personnel and families) continues to be an extremely vulnerable group.	L	H	C	<ul style="list-style-type: none"> Develop and implement a holistic HIV/AIDS strategy. All adviser duties to include responsibility for HIV/AIDS mainstreaming. Mainstream HIV/AIDS initiatives through project components as an additional focussing theme. Engage with local partners, providers and UNAIDS regarding initiatives of sectoral relevant. Continue partnerships with MOH, WHO, UNDP, UNODC, and other agencies on addressing HIV/Aids in prison setting. Introduce Peer Education Network with Family Health International including workshops on Gender and Behaviour module developed under Phase II. 	ATL, NMB members, All project team members
CAPITAL WORKS						
Counterpart desire for 'bricks and mortar' interventions diverts attention from, or results in, dis-engagement from institutional strengthening priorities	<ul style="list-style-type: none"> Lack of integration between CW and IS initiatives. Reduced stakeholder ownership of core focussing themes and project initiatives. Failure to align with RGoC LJR priorities. 	M	M	L	<ul style="list-style-type: none"> Capital Works Strategic Framework developed with wide consultation to inform SFD and annual implementation plans. Consider FSF guidelines and incentives that emphasise CW-IS linkages and benefits. CW team always engages counterpart through adviser 	ATL, CW Adviser, Other advisers
Pressure on locally engaged CW staff to engage local high profile companies to undertake construction/ renovation activities	<ul style="list-style-type: none"> Lack of transparency in contracting construction. Perceived corruption of project in building initiatives. 	M	M	C	<ul style="list-style-type: none"> Develop clear tendering and contracting processes. Dedicated supervision of CW initiatives and oversight of construction programs. Further build capacity of counterparts in transparent tendering/contracting arrangements 	ATL, CW Adviser, CW Project Officers
Capital Works are conducted in isolation and do not support RGoC initiatives	<ul style="list-style-type: none"> Discourage RGoC financing for capital works. Risk of works not being maintained by RGoC post construction 	L	M	C	<ul style="list-style-type: none"> Capital Works planning incorporated into wider institutional and national planning. Commitment for maintenance received from recipient institutions. Capital Works undertaken with reference to the maintenance capacity of recipient institutions. 	ATL, CW Adviser, Other advisers

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Accidents on FSF-funded sites, and victims not properly treated or compensated.	<ul style="list-style-type: none"> Negative impact on AusAID reputation. Project becomes target of activism or legal action. 	M	M	C	<ul style="list-style-type: none"> Recommend to NMB insurance of all sites by project. Fund basic safety training on all sites. Link FSF funding of prison projects to DoP standards on use of prison labour. 	ATL, CW Adviser, PD.
Very high inflation rate of construction inputs renders grants insufficient to complete outputs	<ul style="list-style-type: none"> Accountability of implementing partners undermined Contractors unwilling to tender or tender very high prices 	H	M	C	<ul style="list-style-type: none"> Include inflation adjustment on Grant Agreements and Construction Contracts, such that grant adjusted according to pre-agreed benchmarks 	CW Team
INFORMATION TECHNOLOGY						
Provision of quality information technology equipment	Lack of up to date IT equipment may delay the provision of quality advice and implementation of initiatives.	H	M	C	<ul style="list-style-type: none"> Ensure all equipment is procured to meet minimum standards set by project manager. All necessary IT is procured to meet the needs of the project and Project Personnel. 	PD, ATL
Regular backup of program and advisers computers	May result in loss of vital program and adviser information and data	H	M	C	<ul style="list-style-type: none"> Implementation of practices and procedures to ensure all project data is regularly backed up. 	ATL, Advisers, counterparts.
PROVINCIAL EXPANSION						
Newly selected project officers	Untested project officers can threaten success of provincial expansion	L	H	C	<ul style="list-style-type: none"> Recruit locally, ensuring transparent merit based selection process for new project officers Commence induction in Phnom Penh then provide close supervision and support for commencement stage until established Appoint senior CPCS project officer as provincial coordinator for additional support and supervision 	DTL, Senior Project Officers
Lack of support and engagement of provincial government officials	Provincial outcomes not achieved	M	H	C	<ul style="list-style-type: none"> Establish and support Provincial Project Co-ordination Committees (PCC) Appoint government official as Provincial Coordinator Appoint chair of Provincial PCC onto NMB Establish link with provincial PCC and PMU 	DTL/ATL, Senior Project Officers LJRS Adviser

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Remote management of provincial project officers	Provincial outputs not achieved	M	H	C	<ul style="list-style-type: none"> Conduct Regular visits to provincial offices Establishment Provincial Coordination Committee and maintain regular contact Establish internet/email/phone systems Appoint Senior CPCS project officer Support attendance at Team meetings Provide opportunities for interaction with fellow project officers through meetings/workshops Amend Project Procedures Manual re; <ul style="list-style-type: none"> Financial systems Provincial Bank accounts reporting arrangements Provincial medical providers Transport arrangements 	DTL, Senior Project Officers
PROJECT MANAGEMENT						
Ineffective engagement in or operation of the National Management Board by key stakeholders.	<ul style="list-style-type: none"> True engagement and ownership of a broad base of senior stakeholders does not eventuate. Lack of high-level engagement and sponsorship resulting in a failure to institutionalise change. The project does not evolve strategically with the long-term needs of RGoC. 	M	M	C	<ul style="list-style-type: none"> NMB meetings scheduled well in advance of required dates. Project will act as secretariat for NMB and ATL will act as Secretary for the NMB. AusAID, PD and ATL to attend all NMB meetings. Identify members at sub NMB level for informal project engagement to provide links to NMB. Prepare Flexible Support Fund Manual, proposal formats and templates, which are clear, easily understood to facilitate assessment and approval. 	ATL; AusAID; RGoC; ATL; NMB members
Monitoring and Evaluation system not effectively established	<ul style="list-style-type: none"> Project performance not adequately assessed. Logical and necessary refinements or enhancements not made to the project. 	L	M	C	<ul style="list-style-type: none"> Baseline data identified and recorded. M&E to be linked to RGoC needs including LJR indicators. M&E Adviser deployed and processes and systems established at project commencement. 	AusAID, TAG, RGoC, PD, ATL

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Incorrect balance between project focus at Provincial and Commune levels and lack of horizontal and vertical integration will adversely impact sustainability of project at the National level	<ul style="list-style-type: none"> Lack of horizontal and vertical integration will adversely impact sustainability of project objectives. Lack of national authority and/or policy will result in limited traction for Provincial and Commune level initiatives. Failure of Provincial and Commune level activities to align with and support higher level RGoC objectives. Failure of Provincial and Commune initiatives to be 'owned' and sponsored at a higher level and thus not inculcated within key institutions. 	L	M	C	<ul style="list-style-type: none"> Strategically plan the approach to obtain support from the RGoC at the National, Provincial and Commune levels for all project components and themes. Identify support mechanisms needed (such as: policy change, Decrees, Sub-Decrees, Prakas, or other undertakings) to help achieve goals. Identify key counterparts and stakeholders who are able to make these decisions and through dialogue progress (evaluated activities) activities to achieve them. Align the approach with the D + D program. Provide project support simultaneously to National, Provincial and Commune levels as required, linking with complementary programs. 	NMB members, ATL, All project team members; Associates
RGoC does not provide adequate counterpart contributions, including maintenance costs for project funded equipment (including vehicles) and capital works	<ul style="list-style-type: none"> Support not sustainable beyond project life. 	H	M	L	<ul style="list-style-type: none"> Project assistance with regard to financial planning will continue to be provided through strategic planning and budget process. MOU/MSA and hand over agreements to detail RGoC obligations with regard to ongoing maintenance obligations. 	AusAID, NMB, ATL, Advisers, Counterparts
Appointment of appropriate Counterparts to Priority Mission Groups will not occur ¹²	<ul style="list-style-type: none"> Skills of counterparts not adequate to meet needs of project. 	M	M	L	<ul style="list-style-type: none"> Engage with senior management to ensure appropriate counterpart appointments. 	NMB, ATL, Advisers, Counterparts
RGoC Sub-Decree No 206 dated 3 rd December 2009 - Ending of Priority Mission Package and Merit Based Performance Incentive	<ul style="list-style-type: none"> Failure to provide incentives and supplementary/counterpart payments will inhibit contribution to project initiative 	M	M	L	<ul style="list-style-type: none"> Develop appropriate initiatives to motivate counterparts and encourage support 	NMB, ATL, Advisers, Counterparts

¹² Phasing out of Honorariums and supplementary payments

Risks	Impact and Threat to Project	Risk likelihood	Risk impact	Degree of Control	Risk management strategy	Responsibility
Flexible Support Facility does not service priorities in an appropriate manner	<ul style="list-style-type: none"> • Failure to ensure equitable usage of the fund results in damage to relationships with RGoC. • Pressure from agencies to spend funds on areas not perceived as priorities by the project undermines the integrity of the project. • Failure to fully inform donors of progress and to ensure efficient usage of funds reduces confidence. • Pressure from agencies on project to distribute funds in the absence of proper financial systems within their organisation 	M	H	C	<ul style="list-style-type: none"> • A robust and transparent system for fund management is put in place. • Sector spread of funds and activity types are regularly monitored. • Feedback mechanisms to donors and recipient agencies on fund usages are developed and implemented. 	NMB, ATL, Advisors, Counterparts

Annex D

Flexible Support Fund – Financial Summary

