
CAMBODIA CRIMINAL JUSTICE ASSISTANCE PROJECT PHASE III

Stakeholder
Coordination and
Communication
Strategy

GLOBAL JUSTICE SOLUTIONS (ASIA) PTY LTD

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INTRODUCTION

The Cambodia Criminal Justice Assistance Project Phase III (CCJAP III) will build upon the foundations laid during Phases I and II and will increase its emphasis on coordinating, communicating and demonstrating achievements. CCJAP III will continue to evolve new approaches to communicating key messages.

CCJAP III will maximise opportunities to discuss its goals and objectives with people from all walks of life. It will use television, radio, the print media, the internet and face-to-face communications. Whilst acknowledging the value of using technology to communicate project messages, all Project Personnel will be personally responsible for delivering key messages that further the cause of law and justice in Cambodia.

Amongst the key messages will be those which underscore project commitment to increasing awareness of and development of response to key cross-cutting issues such as gender, HIV/AIDS, governance and ethics. Media will be developed and targeted specifically for key audience segments of youth, women and rural people.

Particular attention will be paid to disseminating good news stories through mainstream media that highlight the achievements of our partners and stakeholders in areas of core interest to CCJAP III.

COUNTERPART AND STAKEHOLDERS

Building support among our counterparts and stakeholders will be critical to project success. CCJAP III must target any sceptics of the value of the project and its importance to nation building in Cambodia.

The project will seek to find ways of acknowledging and rewarding outstanding work of counterparts and stakeholders through a Certificate of Appreciation Program. Annual ceremonies will be held where organisations and individuals will be officially recognised for their commitment to the projects objectives.

These ceremonies will not only provide a useful opportunity to further promote the work of CCJAP III but will be a valuable opportunity to broaden national awareness of development issues surrounding law and justice, and to demonstrate to them, the level of community support and involvement which exists across the country.

WHY ARE WE DOING THIS?

The purpose of CCJAP III is to support the Royal Government of Cambodia to provide equitable access to a high standard of justice, with a particular focus on the needs of juveniles and other vulnerable groups, thus achieving the project goal of contributing to a prosperous, safe and secure environment in Cambodia.

To achieve its objectives, the Strategic Framework Document underpinning CCJAP III comprises six core objectives:

COMPONENT 1 – LEGAL AND JUDICIAL REFORM STRATEGY SUPPORT

To support the Royal Government of Cambodia to effectively develop, coordinate and monitor the implementation of a sector-wide legal and judicial reform strategy.

COMPONENT 2 – CRIME PREVENTION AND COMMUNITY SAFETY

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

COMPONENT 3 – POLICE

To strengthen the capacity of the Cambodian National Police to effectively identify and respond to community, national, and regional priorities.

COMPONENT 4 – MINISTRY OF JUSTICE AND COURTS

To strengthen the capacity of the Ministry of Justice to effectively support the courts in delivering equitable and timely access to justice

COMPONENT 5 – PRISONS

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

COMPONENT 6 – PROGRAM MANAGEMENT

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

These objectives will only be achieved if all Project Personnel, Counterparts and Stakeholders work closely together, including with non government organisations, the business sector, civil society and community groups. This will require regular, consistent communication through a variety of media which will need to be tailored to ensure key messages reach relevant stakeholders.

AIM – WHAT DO WE AIM TO ACHIEVE?

- Announce the launch of CCJAP III, and generate interest, understanding and involvement of community, government, and non government organisations and their leaders in project objectives;
- Generate interest, understanding and involvement of vulnerable members of society, whose interests will be best served by the provision of equitable access to a high standard of affordable justice;
- Gain recognition of the Australian Government contribution through AusAID to achieving a prosperous, safe and secure environment in Cambodia;
- To develop a culture of information sharing amongst CCJAP III Project Personnel, which will be necessary to ensure the success of CCJAP III as an integrated justice project.

COMMUNICATION OBJECTIVES – WHAT DO WE WANT TO COMMUNICATE?

- To successfully communicate the commitment shown by the Australian Government in assisting the Royal Government of Cambodia reform the justice sector through the launch of CCJAP III ;
- To successfully communicate how project objectives will be (and do) assist the Royal Government of Cambodia address identified priority areas;
- To successfully communicate and share information internally and externally to ensure Stakeholder engagement and project success.

ISSUES – WHAT ARE SOME OF THE CONCERNS WE CAN EXPECT?

- Whether objectives will translate to reality;
- Difficulties associated with the translation and interpretation of ideas and concepts;
- Unrealistic expectations of where funding will be directed.

MESSAGES – WHAT ARE THE KEY POINTS WE WANT PEOPLE TO REMEMBER?

- The current and historical commitment of the Australian Government in the area legal and judicial reform;
- Project objectives for the next 5 years;
- The partnership approach and shared responsibility taken to ensuring effective co-ordination and achievement of project objectives;

- The focus on the needs of juveniles and other vulnerable groups;
- The focus on governance and ethics.

TARGET AUDIENCE – WHO WILL WE BE TALKING TO?

INTERNAL

- Royal Government of Cambodia – CCJAP III Sponsors (National Management Board, PCC, Counterparts);
- CCJAP III Project Personnel;
- AusAID;
- Associates; World Vision, Save the Children, Gender & Development, Pannasastra University, Khulisa, Domrei – and others as they emerge over time.

EXTERNAL

- Royal Government of Cambodia Ministries of Interior, Justice, Social Affairs, and Health;
- Royal Government of Cambodia officials in current and future sites, including Provincial Governments;
- Donors operating in the justice sector;
- International and National NGOs with complementary objectives;
- Vulnerable people including; Poor, Illiterate, Women, Young people, and Victims;
- The business community.

INTERNAL COMMUNICATION STRATEGIES – CURRENT and PROPOSED

- Regular team meetings - both formal and informal;
- Project Manager leading CCJAP III communications with AusAID;
- Cross component interaction and information sharing;
- Establishment of informal communication networks outside the formal National Management Board meetings;
- Establishment of a central repository of reference material for use by staff.

EXTERNAL COMMUNICATION STRATEGIES – HOW WILL WE DO THIS?

- Professional high profile launch of CCJAP III, utilising media;
- Develop Project Information Sheets for distribution to stakeholders;
- Submit articles and progress reports through established Royal Government of Cambodia communication networks such as; MOI Bulletin and National Security Program;
- Establish signage at CCJAP III offices and project sites;
- Develop regular newsletters and DVD to update stakeholders on CCJAP III progress and achievements;
- Utilise community radio networks to explain and update community members on project objectives and community justice initiatives and how to participate;
- Identification of interested stakeholders and the conduct periodic verbal briefings.

TOOLS – WHAT ARE THE BEST TOOLS WE CAN USE TO GET OUR MESSAGE ACROSS?**INTERNAL**

- Team meetings;
- Websites;
- Personal representation to key individuals;
- National Management Board meetings;
- Informal NMB support meetings.

EXTERNAL

- Government communication media;
- Project bulletins and DVD;
- Websites;
- Community radio;
- Signage at project offices and sites;
- Participation in community fora

- Utilisation of communication media utilised by Associates and other Stakeholders, such as NGOs.

IMPLEMENTATION – HOW IS THIS GOING TO BE DONE?

STRATEGY 1 – PROJECT LAUNCH

A high profile project launch will take place. The preferred launch would formally link with the Australian Embassy to highlight the importance of the project to the GoA. Ideally the Royal Government of Cambodia senior representative would be the Deputy Prime Minister.

In collaboration with the Australian embassy, a press release would be circulated to local media outlets in English and Khmer summarising past achievements and future objectives.

STRATEGY 2 – KEY PARTNER BRIEFING – PROJECT RETREAT

To assist with the development of the role of the National Management Board a retreat will be held at a location outside of Phnom Penh. This will allow the roles and responsibilities of the NMB to be developed and final revisions to the Strategic Framework Document to be agreed.

STRATEGY 3 – GENERATE INFORMATION UPDATES

Stakeholders are to be regularly kept updated on CCJAP III progress by utilising the identified internal and external tools. The initial Project Information Sheet is to contain the past achievements of CCJAP III and planned objectives. CCJAP III team meetings will provide a forum to identify staff best positioned to utilise which tools and when.

STRATEGY 4 — FOCUS ON COORDINATION AND CO-OPERATION

Leveraging the role of the Capacity Building and Aid Effectiveness Adviser, attendance at TWG meetings, and via its daily interactions across the sector CCJAP III will maintain up to date information on law and justice sector initiatives with the potential to impact on project activities and visa versa.

STRATEGY 5 –REPRESENTATION ON KEY WORKING GROUPS

The stakeholder analysis will assist identify those working groups, such as the TWG, that CCJAP III should contribute to and/or be represented on. These working groups will also provide a forum to keep representatives informed of overall project progress and objectives.

STRATEGY 6 — RECOGNITION OF OUTSTANDING ACHIEVEMENTS

The project will seek to find ways of acknowledging and rewarding outstanding work of Counterparts and Stakeholders through a Certificate of Appreciation Program. Annual ceremonies will be held where organizations and individuals will be officially recognized for their commitment to project objectives.

EVALUATION

The need for continual evaluation of these strategies is critical and, strategies should be regularly reviewed to ensure they are achieving the intended communication objectives. Feedback is to be sought from stakeholders as to the effectiveness of these strategies.

STAKEHOLDER COORDINATION STRATEGY

The Stakeholder Coordination Strategy contains a situational analysis of all directly and indirectly interested organisations and is used as a base for offering some tangible strategies for coordinating inputs and outcomes. It uses the strategies outlined above in the Communications section of this paper and includes the where, when and by whom information. It will be updated no less frequently than every quarter.

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
INTERNATIONAL COMMUNITY						
AusAID	Primary funding source of CCJAP III. Active participant in TWG as possible future co-facilitator.	<ul style="list-style-type: none"> AusAID is currently engaged in the project through the financing of CCJAP III and the Flexible Support Fund. Complementary activities have occurred in the past with the use of CATAF and are expected to occur in the future with CATAF and ARTIP. Should AusAID adopt a lead role in the Legal and Judicial Reform (LJR) TWG then it will be in a stronger position to champion project supported activities. 	<ul style="list-style-type: none"> Good relationship with other donors Strong relationship with RGOC Varied relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 CCJAP III Retreat in March 2007 Ongoing briefings from Project Manager 	CR, PM, Team	1, 2, 3

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
DANIDA	Danish Aid Agency, an initial major contributor to FSF, and involved in funding other LJR activities. Active participant in TWG.	<ul style="list-style-type: none"> DANIDA's contribution to the FSF complements its support of the LJR. DANIDA has shown interest in supporting the PMU and holds quarterly meetings with them. DANIDA's support is most likely to centre upon the FSF and its application in LJR as well as assist project supported activities through the TWG. 	<ul style="list-style-type: none"> Good relationship with other donors Strong relationship with AusAID including a contribution to the FSF Strong direct relationship with DIHR Good relationship with RGOC Strong relationship with PMU Unknown relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives In TWG Invitation to participate in Annual Planning consultations Ongoing informal 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6
DIHR	Danish Institute of Human Rights, heavily involved in the support of the PMU. Previously a main player in the TWG though currently unrepresented.	<ul style="list-style-type: none"> DIHR have been heavily involved in the business management of the PMU, the formulation of the LJR and more recently the model court approach (particularly with a view to expand the approach). At the end of 2006 the DIHR representative in PMU left and no permanent replacement has been found. 	<ul style="list-style-type: none"> Good relationship with donors, especially DANIDA Strong relationship with CCJAP Fair relationship with ministries, strong with MOJ Strong relationship with PMU & CL&JR Good relationship with Judiciary Unknown relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Ongoing informal 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
USAID/EWMI		<p>Regardless, DIHR continue to provide material support to the PMU and is linked to agreed outputs.</p> <ul style="list-style-type: none"> CCJAP has worked in conjunction with DIHR to support the PMU and this is expected to continue into the third phase of the project. 				
	East West Management Institute, implement law and justice initiatives for USAID in Cambodia.	<ul style="list-style-type: none"> EWMI has been working primarily on legal aid and alternative dispute resolution mechanisms though recently moved into the model court. They have been an active participant in the LJR and are expected to compliment project activities where they overlap. Issues surrounding the engagement of a former CCJAPII Adviser to undertake activities already 	<ul style="list-style-type: none"> Good relationship with donors Fair relationship with RGOC though at times blunted by US criticism Good relationship with CLJR Established relationship with Judiciary, notably Kandal Court Unknown relationship with civil society though assumed to be fair 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Ongoing informal 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
JICA		programmed into Phase III of the CCJAP Strategic Framework Document.				
	Japanese aid agency. Primarily involved in the development of the Civil Code. Active participant in TWG.	<ul style="list-style-type: none"> JICA's work on the Civil Code includes support for training of Judges and Prosecutors at the Royal School as well as dissemination of information on the code throughout Cambodia. JICA generally operates complementary programs and through active participation at the TWG is able to complement project supported activities. 	<ul style="list-style-type: none"> Good relationship with donors Strong relationship with RGOC, particularly MEF and MOJ Good relationship with CL&JR Good relationship with Judiciary Unknown relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Periodic scheduled meetings 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6
France	Primarily involved with the development of the Criminal Code. Active participant and co-facilitator of the TWG.	<ul style="list-style-type: none"> As one of Cambodia's main donors France has been heavily involved in the LJR and the justice sector in general. The main activity of 	<ul style="list-style-type: none"> Fair relationship with donors Good relationship with RGOC Strong relationship with Judiciary Strong relationship with CLJR 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
UNDP		<p>late has been the preparation of the Criminal Code and Criminal Procedures Code. Whilst procedures will affect the court function most training is likely to be undertaken by France.</p> <ul style="list-style-type: none"> The affect this will have on court procedures needs to be determined. The main area this will affect will be the model court though the adoption of the code and procedures may have implications for Police training and methodology. 	<ul style="list-style-type: none"> Unknown relationship with civil society 	<p>participate in Annual Planning consultations</p> <ul style="list-style-type: none"> Periodic scheduled meetings on police support in particular 		
	<p>A UN agency assigned development tasks. Primarily involved in the development of an Alternate Disputed Resolution mechanism. Active participant of the</p>	<ul style="list-style-type: none"> The UNDP has been involved in a number of facets of LJR however now wishes to concentrate on the ADR. Generally UNDP has been willing to involve other parties 	<ul style="list-style-type: none"> Good relationship with donors Fair relationship with RGOC though relationship with MOJ has varied Good relationship with CLJR and PMU 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
UNICEF	TWG and recently resigned from the co-facilitator role. Had a role in the past in the development of one of the competing juvenile justice legislation drafts.	in their activities and are likely to be open to discussing the role of the ADR in addressing community safety.		Annual Planning consultations <ul style="list-style-type: none"> Periodic scheduled meetings 		
	A UN agency focussing on child rights and welfare. Involved in juvenile justice and this aspect of the LJR. Minimal involvement in TWG.	<ul style="list-style-type: none"> UNICEF has primarily been involved with juvenile justice and juvenile issues. Generally they have not been a strong agency in the LJR however it is assumed that they would be more willing to engage on issues of policing and community safety. 	<ul style="list-style-type: none"> Good relationship with donors Fair relationship with RGOC Fair relationship with CLJR and PMU Unknown relationship with Judiciary Good relationship with elements of civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Participation in Juvenile Justice activities Regular scheduled meetings 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6
ARTIP	Asia Regional Trafficking In People Project, AusAID funded. Will include a Prosecutions Advisor	<ul style="list-style-type: none"> ARTIP are looking at issues relating to regional human trafficking. As such they are primarily involved with the 	<ul style="list-style-type: none"> Good relationship with donors, strong with AusAID Good relationship with MOI though MOJ relationship is 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
	working in MOJ.	<ul style="list-style-type: none"> Police and MOJ. The prosecutions advisor position is currently vacant however it is assumed that once this position is filled that the related activities will at times cross with those of CCJAP. Most of the time the activities will be complementary however dialogue needs to be maintained between the two projects. 	<ul style="list-style-type: none"> varied Unknown relationship with Judiciary Unknown relationship with civil society in general though expected to be good with those related to people trafficking 	<ul style="list-style-type: none"> initiatives Invitation to participate in Annual Planning consultations Participation in Juvenile Justice activities Periodic scheduled meetings 		
World Bank	Conducting studies on access to justice for the poor. Active member of the TWG.	<ul style="list-style-type: none"> The World Bank is willing to provide information on various issues regarding access to justice and justice issues in provincial areas however generally does not engage directly in the reform process or on issues of community safety in a project format. 	<ul style="list-style-type: none"> Good relationship with donors, generally stronger with the multi-laterals Varied relationship with RGOC, deteriorated in 2006 Fair relationship with CLJR Unknown relationship with Judiciary Varied relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Other	Include: ILO, ADB, CIDA, GTZ, EU, DFID, UHCHR, UNESCO, ICRC; involved in the periphery of LJR though not regular participants at the TWG	<ul style="list-style-type: none"> Through CCJAP III communication strategy ensure all third tier agencies are kept apprised of project activities through regular newsletters. 	<ul style="list-style-type: none"> Variable As status of involvement changes with stakeholders all newcomers will be assessed for possible opportunities 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Meetings as necessary. 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6
ROYAL GOVERNMENT OF CAMBODIA – EXECUTIVE						
Ministry of Interior: Police	Wide variety of responsibilities. Attend TWG.	<ul style="list-style-type: none"> The large size of the Police Department can result in bureaucratic obstacles between the immediate counterpart and decision makers. It will be important to ensure that all levels on the institution are supportive of activities. The reported desire of the Police Department to engage in strategic planning and management strengthening may 	<ul style="list-style-type: none"> Good relationship with CCJAP Fair relationship with donors Competitive relationship with MOJ Good relationship with MEF and MOP Unknown relationship with other ministries Poorly structured relationship with PMU Working relationship with Judiciary, at times in conflict Poor relationship with elements of civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Membership of NMB At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Regular scheduled and informal meetings with 	PM, CBAE, Police, GAD, CPCS Adviser, Team	1, 2, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Ministry of Interior: Prisons		<p>further improve support for project supported activities.</p> <ul style="list-style-type: none"> As a primary recipient of services from the project, activities are largely determined by the willingness and capacity of the institution to participate. 		relevant internal Stakeholders.		
	Recently formed Department responsible for the management and resourcing of prisons throughout the country.	<ul style="list-style-type: none"> With the creation of the new department there is added incentive for the Prisons Department to strengthen its position through the resourcing of its strategic plan via the budget submission in 2007. As a primary recipient of services from the project, activities are largely determined by the willingness and capacity of the institution to participate. 	<ul style="list-style-type: none"> Strong relationship with CCJAP Other donors unknown Sound relationships with MOH, UNICEF, UNODC, WHO, UNDP, Unknown relationships with other ministries Fair relationship with various civil society agencies and adversarial with others 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Membership of NMB At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Regular scheduled and informal meetings with relevant 	PM, CBAE, Prisons, GAD Adviser, Team	1, 2, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Ministry of Justice	Main executive institution responsible for the management of the Justice sector. Active participant in the LJR and TWG.	<ul style="list-style-type: none"> MOJ is under considerable pressure from the international community with regards to reforms. Institutional support for the MOJ is appreciated and improves the ability of the Ministry to access and utilise resources better as well as pursue its goals through improved planning. As a primary recipient of services from the project, activities are largely determined by the willingness and capacity of the institution to participate. 	<ul style="list-style-type: none"> Strong relationship with AusAID and CCJAP Good relationship with other donors though certain laws, such as the recent anti-corruption draft, can cause strains Competitive relationship with MOI Improving relationship with MEF Other ministries unknown Good relationship with PMU Strong relationship with Judiciary Strained relationship with elements of civil society 	<ul style="list-style-type: none"> internal Stakeholders. At CCJAP III launch in March 2007 Membership of NMB At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Regular scheduled and informal meetings with relevant internal Stakeholders. 	PM, CBAE, Courts, Anti-Corruption Advisers, Team	1, 2, 3, 4, 5, 6
Ministry of Economy and Finance	Responsible agency for the preparation of the budget and the dispersion of funds. Lead	<ul style="list-style-type: none"> MEF is currently undertaking the Public Financial Management Reform. As such areas where the 	<ul style="list-style-type: none"> Good relationship with CCJAP Good relationship with donors though may come into conflict on certain 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new 	PM, CBAE, M&E Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Ministry of Education, Youth and Sports	agency in Public Financial Management Reform.	<p>Justice Sector and the PFMR cross are of interest to the Ministry. This predominantly includes planning and budgeting process for the line ministries and judicial bodies.</p> <ul style="list-style-type: none"> Whilst MEF has been supportive of reform activities there will be a requirement for the project to inform AusAID of its intent to support such activities (when new) so that this support can be relayed to the PFMR TWG. 	<p>issues</p> <ul style="list-style-type: none"> Varied working relationship with other ministries (improving with MOJ) Unknown relationship with civil society 	<p>initiatives</p> <ul style="list-style-type: none"> Invitation to participate in Annual Planning consultations Periodic scheduled meetings 		
	Primarily responsible for the education sector. Active member of TWG due to curriculum development and youth activities.	<ul style="list-style-type: none"> Most of MEYS activities in relation to the project supported activities are related to the LJR through the need to develop a legislation drafting, to improve the human rights trainings to teachers and the inclusion of 	<ul style="list-style-type: none"> No substantial relationship with CCJAP Good relationship with donors Unknown relationship with other ministries Established relationship with PMU Unknown relationship with civil society though presumed to 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Membership of NMB At training and workshops Invitation to key workshops and launch of new initiatives Invitation to 	PM, CBAE, CPCS Adviser, Team	1, 2, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Ministry of Planning		<p>human rights in curricula.</p> <ul style="list-style-type: none"> Generally MEYS is cooperative however project activities will most likely only affect MEYS through the activities of secondary institutions. 	be fair	<p>participate in Annual Planning consultations</p> <ul style="list-style-type: none"> Meetings as necessary 		
	Agency responsible for the National Strategic Development Plan.	<ul style="list-style-type: none"> As the MOP is responsible for the National Strategic Development Plan (NSDP) it has played a role in the inclusion of the various reforms in national planning. Project activities support components of the NSDP, the current version of which runs until 2010. As such there will be a need to ensure that project supported activities form part of sub-sets of the NSDP beyond this date (the project 	<ul style="list-style-type: none"> No relationship with CCJAP Limited relationship with other ministries and donors outside of the preparation of the NSDP. Established relationship with the CL&JR 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Meetings as opportunities present 	PM, CBAE, M&E Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Ministry of Women's Affairs	Agency responsible for gender awareness raising. Formulates a part of the L&JR and is an active member of the TWG.	<ul style="list-style-type: none"> At the commencement of CCJAP III links will be forged with MoW through networks of GAD, the Gender Adviser and other Project staff. 	<ul style="list-style-type: none"> Limited contact with CCJAP Unknown relationship with other ministries and donors Working relationship with PMU Unknown relationship with civil society though presumed to be fair 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations 	PM, CBAE, M&E Adviser, Team	1, 3, 4, 5, 6
Ministry of Health	<p>A key Forensic Sponsor of the CCJAP II forensic programs (Wound Identification Manual and pathology strengthening). Key Stakeholder in CCJAP III forensic – domestic violence, sexual assault and victim support.</p> <p>Key Stakeholder and supporter of CCJAP III prison health initiatives</p>	<ul style="list-style-type: none"> Set up Forensic Centres at each of the public hospitals in each Province and set up the Forensic Committee at the MoH to support CCJAP II outcomes. Activity still ongoing. Key Sponsor of the Victim Management modeling through the MoH for all assault victims and will support the introduction of a coronial system for the management of bodies generally in 	<ul style="list-style-type: none"> Social Service of Cambodia (SSC). Director Ellen Minotti, Institute of Public Health, willing to support us in counselling the victim of crime in Kandal centre. Working Group members. Integral Stakeholder as the University may be a site for laboratory expansion to manage health and evidence issues generally. Very easy to access for CCJAP111. 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Regular meetings with Prisons, Police and Forensic Advisers 	PM, Forensic, Police and Prisons Advisers	

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Other		<ul style="list-style-type: none"> Cambodia Will also include deceased victims of crime and the collection of forensic evidence. This initiative will also assist general health issues in Cambodia (e.g. causes of illness and death generally) Vice Dean of University is a strong supporter of CCJAP intentions for evidence management and laboratory development. 				
	Includes: Ministries of Land Management and Urban Planning; Labour and Vocational Training; Information	<ul style="list-style-type: none"> Varied 	<ul style="list-style-type: none"> Unknown 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations 	PM, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Kandal Provincial Government	Responsible for administration of Province. Performs key role in administering D & D policy. Has strong influence over Police & Prisons	<ul style="list-style-type: none"> Under CCJAPII established interagency provincial and district leadership body to implement CPCS & supported capital works programs for court and prison The planned transition of CPCS into the D&D structure will require central direction from DoLA to ensure further support. Very willing to support the establishment of CPCS activities in other Provinces 	<ul style="list-style-type: none"> Takes direction from MOI Has established useful relationships with other donors where MOI support has first been obtained Genuine capacity to support roll out of CPCS concepts and awareness raising to other provinces. 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Regular scheduled meetings 	PM, CBAE, CPCS Adviser, Team	1, 3, 4, 5, 6
Kandal Provincial Police	Command and Control of Provincial Police resources. Structure is aligned to Central departments of National Police	<ul style="list-style-type: none"> Is open to receiving technical assistance and resources, though policy change requires central direction and support Many lessons learned in CCJAP II which they are willing and able to share with other Provinces 	<ul style="list-style-type: none"> Takes instructions from National Police Central Departments and to a lesser extent Provincial Government Weak relationships with the NGO sector 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations 	PM, CBAE, CPCS, Police Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Kandal Provincial Prison	Prison used as the site for the model prison under CCJAP II	<ul style="list-style-type: none"> The Kandal Prison is the site of the model prison, and as such there are established relationships and incentives for the prison to continue cooperating with project supported activities. 	<ul style="list-style-type: none"> Strong relationship with AusAID though no real relationship with other donors Weak relationship with RGOC ministries except MOI, MOH and MOEYS Sound relationships with LAC, CDP on legal aid; UNODC, UNDP, WHO, MOH on HIV/Aids; and with NGO's focusing on prisoner programs. Weak relationships with elements of civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Referral to Project Website Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations 	PM, CBAE, Prisons Adviser, Team	1, 3, 4, 5, 6
Council for Legal and Judicial Reform (PMU)	The combined body of the Council of Jurists and the Council of Ministers responsible for the reform. The PMU forms the secretariat for the Council and in turn is managed by the PCB (drawn from members of the Council).	<ul style="list-style-type: none"> The PMU has highly capable staff and as the main coordinator of reform activities has the incentive to assist with project supported activities. 	<ul style="list-style-type: none"> Strong relationship with CCJAP Strong relationship with donors, particularly DIHR Working relationship with most ministries though limited with MOI Varied relationship with civil society though generally do engage with them Strong relationship with Judiciary 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Membership of NMB At training and workshops Invitation to key workshops and launch of new initiatives Consultation in annual planning via PMU 	PM, CBAE Adviser, Team	1, 2, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
				consultations		
ROYAL GOVERNMENT OF CAMBODIA – JUDICIARY						
Council of Jurists	Formed as a an office of the COM it serves to control legal drafts submitted to the COM and disseminate information on Khmer substantive law	<ul style="list-style-type: none"> The COJ play a strong role in the revision of drafts. Their cooperation is primarily conducted through their role on the CLJR. 	<ul style="list-style-type: none"> Relationship with donors is varied Strong relationship with all reform related activities and ministries Strong relationship with the Council of Ministers Unknown relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 Invitation to key workshops and launch of new initiatives Possible consultation in Annual Planning 	PM, CBAE Adviser, Team	1, 2, 3, 4, 5, 6
Royal Academy for Judicial Professions (RAJP)	The Royal Academy for Judicial Professions (RAJP) was established in 2005, with a broader role than its predecessor the Royal School for Judges and Prosecutors (RSJP).	<ul style="list-style-type: none"> The new entity now has divisions for the selection and training of Judges, Prosecutors and Court Clerks. Unlike its predecessor, the RSJP is now also responsible for training not only Judges and Prosecutors, but also Court Clerks. Whilst there is still some lack of clarity, it seems that MOJ will no longer have a 	<ul style="list-style-type: none"> Still to be assessed 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Periodic meetings with Courts and 	PM, CBAE, Courts, GAD Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
Kandal Court		training delivery function. This will necessitate a range of structural, procedural and administrative changes within MOJ		Justice Adviser		
	Site for the model court in Kandal Province	<ul style="list-style-type: none"> The Kandal Court received a new building constructed under CCJAPII and continues to receive assistance from CCJAP III and EWMI. As such it has many incentives to cooperate in project supported activities being the model court for the country. 	<ul style="list-style-type: none"> Strong relationship with CCJAP and EWMI, established relationship with other donors involved in the model court concept (notably DIHR) Established relationship with MOJ and Kandal Provincial Government though weaker links with RGOC agencies outside of the province Good relationship with CLJR Unknown relationship with civil society 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Periodic consultations as opportunity presents 	PM, CBAE, Courts, GAD Adviser, Team	1, 3, 4, 5, 6
Other Courts	There is an incentive for other courts to adopt	<ul style="list-style-type: none"> Additional support from these courts for project supported 	<ul style="list-style-type: none"> Limited relationships with donors though this is set to change 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 	PM, CBAE, Courts,	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
	both procedures from the model court approach as well as to seek planning and resourcing assistance. The prospect of new court buildings being built in Kratie, Kampong Thom and Bantean Meanchay. Appeal Court is a specific focus of CCJAP III.	activities may come from	<p>with the expansion of the model court concept.</p> <ul style="list-style-type: none"> Varied relations with RGOC which is largely determined by the economic and political importance of the province in which the court sits. Varied relations with civil society though generally poor 	<ul style="list-style-type: none"> At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Ongoing consultation depending on the level of CCJAP III scheduled activity with each court 	GAD Adviser, Team	
Supreme Council of Magistracy	Peak body of the Judiciary, Chaired by the King Norodom Sihamoni	<ul style="list-style-type: none"> As the peak body of the Judiciary the SCM has an interest in the development of the LJR, particularly with regards to impact upon the Judiciary. Generally the SCM does not participate in project supported activities though its approval was sought for some aspects of the reform. 	<ul style="list-style-type: none"> Limited relations with donors Varied relations with the Executive 	<ul style="list-style-type: none"> Engagement on an opportunity basis 	PM, CBAE, Courts, GAD Adviser, Team	1, 2, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
COMMUNITIES AND CIVIL SOCIETY						
Other NGOs	Whilst there has been no significant change to NGO profiles, CCJAP II has been increasingly engaged with some NGOs in the design and delivery of provincially based services.	<ul style="list-style-type: none"> In Kandal Province the provincial and District Crime Prevention Committees have become conduits for NGO activities in accordance with locally identified needs and locally developed plans and priorities. Several key NGOs remain active in the justice sector (e.g. Licadho, Adhoc, Cambodian Defenders Project, Prison Fellowship, Red Cross) and as the new phase of GoA assistance increases its emphasis on juvenile justice, youth diversion and community access and rehabilitation, the opportunity to work with and through the NGO 	<ul style="list-style-type: none"> CARE and World Vision have gender based violence projects in Kandal 	<ul style="list-style-type: none"> At CCJAP III launch in March 2007 At training and workshops Invitation to key workshops and launch of new initiatives Invitation to participate in Annual Planning consultations Consultations on an opportunity basis 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6

Stakeholder	Description	Capacity/Willingness to Participate in Project Supported Activities	Relationship with Other Stakeholders	Communication Timing and Location	Responsibility	Strategy
World Vision/SCA		<p>community will be enhanced.</p> <ul style="list-style-type: none"> • Collaboration with NGOs has the potential to offer a 'multiplier' effect for CCJAP supported initiatives. It will therefore be important to establish a clearly defined NGO engagement strategy for the next phase of GoA support. 				
	World Vision, Save the Children (Australia), and International Women's Development Association have co-operative agreements with AusAID	<ul style="list-style-type: none"> • These organisations have shared lessons learnt from CCJAP to date and are keen to participate in project activities where possible • WV and SCA are nominated associates of GJS for CCJAP III 	<ul style="list-style-type: none"> • Generally sound relationship but limited opportunity to access some formal justice agencies 	<ul style="list-style-type: none"> • At CCJAP III launch in March 2007 • At training and workshops • Invitation to participate in Annual Planning consultations • Regular scheduled planning and consultation 	PM, CBAE Adviser, Team	1, 3, 4, 5, 6