

KINGDOM OF CAMBODIA

NATION – RELIGION - KING

Cambodia Criminal Justice Assistance Project Phase III

Transition Plan

February 2012 - September 2012 inclusive

DECEMBER 2011

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Abbreviations

AAA	Accra Agenda for Action
AFP	Australian Federal Police
APR	Annual Performance Review
AusAID	Australian Agency for International Development
CC4	Cambodia's new prison farm outside Phnom Penh
CCJAG	Cambodia Criminal Justice Advisory Group
CCJAP	Cambodia Criminal Justice Assistance Project
CDP	Commune Development Plan
CDPD	Commune Development Planning Database of the Ministry of Planning
CIP	Commune Investment Plan
CLJP	Council for Legal and Judicial Reform
CNP	Cambodia National Police
CPCS	Crime Prevention & Community Safety
DANIDA	Danish International Development Agency
D&D	Decentralisation and Deconcentration
DPAM	District Priority Activity Matrix
EWMI	East West Management Institute
ExComm	Provincial Executive Committee
FSF	Flexible Support Fund
GMAG	Gender Mainstreaming Action Group
GMAP	Gender Mainstreaming Action Plan
GS	General Secretariat
IMS	Indicator Monitoring System
LJRS	Legal & Judicial Reform Strategy
M&E	Monitoring & Evaluation
MCWG	Model Court Working Group
MOA	Memorandum of Agreement
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
MOWA	Ministry of Women's Affairs
MSF	Medecin Sans Frontiers (Doctors Without Borders)
NCDD	National Committee Decentralisation and Deconcentration
NSDP	National Strategic Development Plan
NGO	Non-Government Organisation
NMB	National Management Board
PAR	Performance Assessment Review
PCP	Police Courts Prisons (provincial meetings)
RAJP	Royal Academy for Judicial Professions
RGOC	Royal Government of Cambodia
SFD	Strategic Framework Document
SMPR	Six Monthly Performance Report
TOT	Training of Trainers
TWG	Technical Working Group
UNICEF	United Nations Children's Fund

SUMMARY & INTRODUCTION

This 8-month Transition (extension) Phase of CCJAP III has been developed in partnership with the Core Group of National Management Board (NMB), key counterparts and stakeholders. Lessons learnt from implementation experience and pilot projects and from observations and recommendations of the Mid-Term Independent Performance Review (IPR), Progress Review Reported by Marcus Cox and the Annual Performance Report 2011, were applied to the work plan's design. The planning process has linked national reform priorities and Sectoral strategic plans/priorities of key government partners to Transition Plan activities as is detailed in Annex A¹.

Whilst this Transition Phase Work Plan maintains alignment with the CCJAP III's strategic framework, the NMB has applied these lessons learnt to focus support on strengthening government services to respond to emerging problems and sector priorities. The key result areas in the Transition Plan show the majority of support to be at the sub-national level in alignment with government systems. Activities are thematically-focused and specifically support activities that strengthen the interface between government and community. The Plan is aligned within RGoC policy frameworks and national plans; and, seeks to improve respect for human rights conventions and provide priority support to vulnerable groups.

This Plan is intended to transition CCJAP III to the next phase of assistance. Through applying lessons learnt, the NMB has recognised that CCJAP III and its key counterparts have effectively designed, implemented and tested pilot programs at the sub-national level to build both institutional and civil society knowledge and capacity. This Transition Plan will build on Crime Prevention and Community Safety (CPCS) activities being implemented through the Commune Investment Planning process (CIP) in 6 partner provinces by expanding into an additional 3 provinces during transition.

The Plan will also: apply lessons learnt in the Chup and Chiro II Strengthening Police Administration Post for Community Safety (SPPCS) pilot programs to support implementation of the Village and Commune Safety Policy (VCSP) in all 9 partner provinces; support the design and implementation of non-custodial (community-based justice) pilot projects in 2 partner provinces; and, support key counterpart agencies to monitor and manage their own performance through effective data management².

The management approach proposed is one of a partnership model requiring CCJAP management and the NMB to respectfully manage the project together. Support will be quality assured requiring less technical assistance and more participation by government partners/counterparts to deepen ownership. It will delegate greater management responsibility to CCJAP staff, increase implementation responsibilities of counterparts and enhance local leadership at the sub-national level, particularly within target areas and localities of intervention. It is intended to promote greater decision-making by CCJAP deputy team leaders and national advisers to improve national capacity and enhance their profile and relationship with key counterparts.

¹ Annex A: CCJAP III Transition Plan Objective, Output and Activity Matrix (RGoC systems alignment references)

² For CCJAP III supported activities

NMB executive capacity development to promote balanced ownership in decision making in budget allocation will be applied through active participation in decision making, performance monitoring, FSF prioritisation and allocation and in risk mitigation³. Counterparts engaged in the implementation of activities will receive on the job training (learning by doing) the Training of Trainers (ToTs) will be used for training activities.

During the transition phase project management policies, systems, procedures will be reviewed, updated and documented through applied lessons learnt from CCJAP III's 5 years of implementation experience.

The three key result areas (KRAs) for the next 8 months of implementation support are:

1. Crime Prevention and Community Safety.
2. Community Based Corrections
3. Monitoring and Evaluation and Data Collection.

The Transition Plan Output Logical Framework⁴ considers the project's hierarchy of objectives, performance indicators, means of verification and key assumptions upon which to monitor manage and report on progress and achievements.

³ Annex E: Transition Plan Risk Management Matrix

⁴ Annex D: Transition Plan Output Logical Framework

1. CRIME PREVENTION AND COMMUNITY SAFETY

The objective of this key result area is: *“Sustainable and effective Village Commune Safety Policy established in Targeted Communities”*.

Activities in this Key Result Area are intended to: strengthen sub-national systems and practices to implement National Strategy Development Plan 2010-2015 (NSDP), Legal and Judicial Reform Strategy (LRS), Decentralisation and Deconcentration (D&D) and Village Commune Safety Policy VCSP priorities; promote stronger horizontal and vertical cooperation (problem-solving) between government agencies; facilitate deeper engagement and respect between government, police and community (particularly in partner provinces and communities); and, to improve community education and awareness of basic laws and legal rights and of domestic violence legislation and its impact to family and community.

Support is not only intended to strengthen the CIP process and implementation of the VCSP in target provinces, districts and communities; it is also intended to prioritise vulnerability and strengthen commitment to human rights through established partnerships⁵. The plan is intended to promote a counterpart culture of problem-solving and planning to implement community-based initiatives that prevent crime and improve perceptions of safety.

Crime prevention and community safety will continue to be provided through existing government policy, laws, systems, structures and processes. This is the 3rd year that financial and technical support has been provided to all six existing partner provinces to prioritise, implement and manage multiple CCJAP-supported activities through the CIP and DPAM process in accordance with the National Committee for Democratic Development through D&D (NCDD) framework. These activities will now be expanded to 9 partner provinces. The approach taken has applied lessons learnt and proposes to use national project staff and experienced counterpart champions from partner provinces/governments to support expansion and transition activities.

The completion of the CNP SPPCS pilot projects conducted in Chop and Chiro II, has not only broadened the vision of the CNP for crime prevention and community safety, it has enabled lessons learnt to be applied in this Transition Phase. In this regard the fundamental lesson to be applied is the need for deeper engagement and cooperation between the police and commune councils; police and other sub-national agencies; and, police and community, to implement the VCSP.

An unallocated “intervention fund” known as Flexible Support Fund will be provided for the design and implementation of small (crime prevention) VCSP activities that are intended to facilitate deeper engagement between police, commune councils and sub-national governments to problem-solve and respond to emerging community concerns (e.g. an activity to prevent youth from coming into conflict with the law). Lessons learnt from the SPPCS pilot projects demonstrate that small funding is needed to support commune councils and police to effectively prevent and respond to emerging crime, incidents of anti-social behaviour and community safety concerns. Whilst the CIP process also

⁵ The NMB; Counterpart Agencies; Sub-national governments

serves to support CPCS activities in this way, the CIP is an annual planning process that is not conducive to timely response to emerging crime prevention issues and concerns.

This (unallocated) funding may also be utilised to support the implementation of community-based non-custodial pilot programs that call for alternative sentencing activities in target communities (e.g. supervision of people undertaking community service orders)⁶.

Therefore the Transition Plan intends that crime prevention and community safety activities will be implemented through both the CIP process taking into account the district and commune police roles to implement the VCSP. By taking this approach there will be greater opportunity to reduce violence and increase and sustain services that reduces vulnerability and victimisation.

The effectiveness of CPCS approach is limited by the CNP's capability to collate and analyse crime data and crime trends and to collaborate with key stakeholders to prevent and respond to crime. The Plan therefore specifically targets CNP institutional strengthening in crime data collation, analysis and management to inform management and crime-prevention problem solving activities. The newly developed crime data collection form (crime report) was trialed in 2011 and will continue to be refined and implemented nationally by the Master Trainers of CNP (ToTs) to enable consistent standards and practices in crime recording.

CCJAP will support the CNP to train its crime analysts (through ToTs) to enable consistent crime data analysis, identification of crime trends and to support management and operational decision-making which is based on reliable data and information. An initial increase in crime reporting will be a positive indicator of improved crime recording practices by the CNP. It may also be an indicator of the community willing to report crime, demonstrating an increased confidence in the CNP and Justice Sector generally.

The Objective, intended outcomes and planned outputs and activities for this crime prevention and community safety key result area are detailed in KRA 1 Matrix below.

1.1 KRA 1: CPCS OUTPUTS

KRA 1: Matrix

KRA 1: CRIME PREVENTION AND COMMUNITY SAFETY	
Objective	Sustainable and effective Village Commune Safety Policy established in targeted communities.
Outcome 1	The number of potential victims of violence (vulnerable people) in target communities reduced
Output 1.1	Sub-national Systems and Practices Strengthened in Partner Provinces and Districts for VCSP
1.1.1	NMB to select and expand CCJAP-supported activities into three additional partner provinces through selection criteria agreed by the NMB core group.
1.1.2	Support provincial government champions in current partner provinces to assist government stakeholders in new provinces and communities to integrate and align the VCSP with CIP Security and Gender activities.

⁶ See Key Result Area 2: Community Based Justice

1.1.3	Support relevant counterpart agencies and committees to facilitate community meetings and forums in target communities to promote an understanding of community engagement that is important to the CIP process for Security and Gender activities.
1.1.4	9 partner provinces and targeted communities have access to CCJAP resources to implement projects aligned with the Village Commune Safety Policy (VCSP) through the Commune Investment Planning (CIP) processes and District Priority Activity Matrices (DPAMs).
1.1.5	NMB approved (non-CIP) initiatives/interventions are designed and implemented by sub-national agencies that aligns with the VCSP to prevent offending and improve services to vulnerable groups.
1.1.6	Provide financial support to relevant government agencies and committees (including MOWA, PDWA and DWA) to work with PWCCCs and DCCWC to strengthen their capacity, effectiveness and outreach in target communities, particularly to improve the safety of women and children.
Output 1.2	Sub-national government partners improve their monitoring, data collection and reporting capacity
1.2.1	Support to counterpart agencies to use agreed tools and approaches to measure, monitor and analyze specific project supported activities that target vulnerable people, ensuring that case studies, lessons learnt and successes are reported and applied.
1.2.2	Support to relevant counterparts from PDoP/MoP and NCDD/Secretariat (Mol) to upgrade relevant CDPD and NCD systems to evaluate and report on activities relating to gender and security.
1.2.3	With counterparts establish a baseline for potential victims using data and information from government records and sources to enable on-going evaluation of outcomes.
Outcome 2	Improved government operational mechanisms to engage with local communities to strengthen community safety in accordance with the VCSP
Output 2.1	CNP SPPCS pilot project lessons learnt strengthen police capacity to implement the VCSP
2.1.1	Lessons learnt from the CNP SPPCS pilot project in Chero II and Chop are presented and workshopped with CNP executive.
2.1.2	With relevant counterparts consider practical ways of applying lessons learnt from the SPPCS to be integrated to the VCSP.
2.1.3	Assist the CNP to develop guidelines to support the implementation of the VCSP.
2.1.4	Support the CNP and CNP GMAG to promote more visibility and deeper engagement of women police officers in the implementation of the VCSP.
2.1.5	Support CNP ToTs to train sub-national police officers in the implementation VCSP.
2.1.6	Support the CNP to strengthen its capacity to engage and collaborate with village, commune and provincial authorities to implement the VCSP.
Output 2.2	Commune Councils, police and agencies collaboration strengthened to implement the VCSP
2.2.1	CNP sub-national police, relevant agencies and Commune Councils agree on practices and approaches to apply lessons learnt and to implement the VCSP.
2.2.2	Support the development of funding guidelines and agree to process for Commune Councils to access small funds from the FSF for police-Commune Council agreed initiatives that are intended to prevent and respond to immediate and emerging crimes and safety issues.
2.2.3	Obtain approval from the NMB core group on the proposed FSF-small funding guidelines for Commune Councils to implement agreed police-Commune Council initiatives.
2.2.4	Support Commune Councils, local police and relevant agencies to engage with and raise community

	awareness of the VCSP.
2.2.5	Support government –community collaboration at the commune and village level to prevent crime and increase community safety within the framework of the VCSP.
Output 2.3	Sub-national police partners improve their monitoring, crime data collection and analytical capacity
2.3.1	Support the CNP to refine and implement the police crime data recording template, ensuring appropriate training is provided to police officers through CNP ToTs.
2.3.2	Support the CNP to strengthen their capacity to record and analyse crime data at the sub-national level, including the training of ToTs to improve opportunity for sustainability.
2.3.3	Support the CNP to establish and implement an auditing mechanism to ensure compliance with crime recording, crime analysis and crime management.
Output 2.4	Police post capital works implemented
2.4.1	Support NMB-approved capital works for up to 10 x police posts to strengthen implementation of the VCSP and improve village and commune safety.
2.4.2	Support other small scale capital works as approved by the NMB
Outcome 3	Increased awareness of legal rights and procedures in target communities
Output 3.1	Government agencies actively enhance public awareness of domestic violence legislation
3.1.1	Provide financial support to relevant counterpart agencies and committees (including MOWA, PDWA and DWA) to work with PWCCCs and DCCWC to facilitate public forum/workshops to raise awareness of laws to prevent crimes pertaining to gender based and domestic violence.
3.1.2	Provide financial support to relevant counterpart agencies to publish and distribute notices and leaflets on domestic violence laws/legal rights to improve law dissemination at the village and commune levels.
3.1.3	Provide financial and technical support to relevant counterpart agencies raise awareness amongst, men, women and young people of the impact of domestic violence to the community and families, including the provision of training on related laws, policy and government response.
3.1.4	Facilitate opportunity for relevant key counterpart agencies to work with volunteer organisations at the and NGOs grass roots/commune level to support legal awareness-raising and dissemination activities
Output 3.2	Community awareness of legal rights and basic laws are improved
3.2.1	Counterpart agencies have access to CCJAP resources to promote understanding of the importance of basic laws and legal rights, including women and children exploitation and labor law, through distribution of pamphlets, trainings, meetings, comedy plays and forums in target communities.
3.2.2	Facilitate opportunity for relevant key counterpart agencies to work with volunteer organisations at the and NGOs grass roots/commune level to support awareness-raising and dissemination activities

2. COMMUNITY BASED CORRECTIONS

The objective of this key result area is: *“Prison overcrowding reduction in targeted facilities through community-based corrections”*.

Activities in this Key Result Area are intended to reduce prison overcrowding through:

- Improved case management and collaboration between police, courts and prisons agencies and officials.
- The design and implementation of non-custodial pre-trial, alternative sentencing and post-sentencing pilot projects to be implemented in 2 partner provinces, yet to be determined. The pilot projects are intended to work within existing policy and legislation, to develop and test integrated operations between key counterpart agencies and to apply and test non-custodial sentencing options (as legislated), including community-based sentencing options and post-sentencing options for sentence reduction and amnesty.
- Strengthening of pilot courts registers, GDoP databases and police crime data management to improve case management between key counterpart agencies and reduce pre-trial detention (particularly between the Courts and the GDoP).

This key result area is intended to continue to improve prison conditions and prisoner status through effective prison management, including the implementation of the new Corrections Law. Activities firstly target strengthening the GDoP's capacity to collect, collate, interpret and apply data to improve prison management both in partner prisons and at the national level. Activities target the institutional strengthening of the GDoP Office of Archives to apply quality assurance practices and mechanisms that maintain compliance with correctional management systems and practices.

The design and implementation of small-scale capital works are based on the recommendations from the Cambodian Prison Scoping Review of 30th June 2011. Planned capital works intended to improve health posts and prisoner health services, improve rehabilitation and reintegration facilities and support the construction of facilities that reduce overcrowding and separate women, juveniles and males.

Support to the GDoP is intended to improve the quality of life within partner prisons by promoting prisoner participation that provides incentives for reward and good behavior, increases hours out of cell and improves the mental and physical well-being of prisoners. To strengthen sustainability of these services improved inter-ministerial co-operation is a critical factor (e.g. with the Ministry of Health and Ministry of Education) calling for their sustained contribution to prisoner vocational training, education, rehabilitation and reintegration programs. Whilst there are a number of NGO and donor organisations currently working in the prisons and their continued participation is desired, the transition phase seeks deeper engagement across government agencies to ensure greatest opportunity for these activities to be sustained.

As was outlined at the beginning of this section prison overcrowding is a key focal area that has been discussed with relevant Ministries, the NMB and other key stakeholders to raise awareness and to seek integrated solutions to reducing overcrowding. This is recognised as a whole of Government Issue and an integrated approach has been planned in the transition phase to bring government together at the national and provincial levels to design and implement non-custodial pilot projects to reduce overcrowding and prevent crime and recidivism.

The Objective, intended outcomes and planned outputs and activities for this community based corrections key result area are detailed in KRA 2 Matrix below.

2.1 KRA 2: COMMUNITY BASED CORRECTIONS OUTPUTS

KRA 2: Matrix

KRA 2: COMMUNITY-BASED CORRECTIONS	
Objective	Prison overcrowding reduction in targeted provincial facilities through community-based corrections.
Outcome 4	Non-custodial pre-sentencing model developed, approved and pilot program implemented
Output 4.1	National guidelines established for non-custodial pre-trial pilot program
4.1.1	Support established national non-custodial working group to develop guidelines and procedures to implement a pilot program to reduce the number of pre-trial detainees in custody, with a specific focus to introducing systems to apply judicial supervision and bail.
4.1.2	Support the WG to engage with key stakeholders at the national level in the development of the guidelines.
4.1.3	Support the WG to obtain NMB and RGoC approval for implementation of the pilot program guidelines in targeted communities, through provincial working groups.
Output 4.2	National guidelines applied to develop sub-national procedures and protocols for pre-trial pilot
4.2.1	Support the establishment of provincial working groups in targeted provinces to consider national-approved guidelines and procedures for reducing the number of pre-trial detainees.
4.2.2	Support the provincial WGs to logically apply national guidelines and procedures to local context and settings to develop agreed and agency-approved reciprocal reporting relationships and protocols between partner sub-national agencies to implement the pilot program.
4.2.3	Support the provincial WG to consult with and build awareness amongst key stakeholders and the community at the sub-national level about the purpose and logical approach to the implementation of the pre-trial pilot programs in target provinces.
4.2.4	Support participating counterpart agencies to operationalise their respective approved systems, practices and procedures to implement the pilot programs, with emphasis on women and juveniles first.
Output 4.3	Pre-trial pilot program work plans are developed and approved
4.3.1	Support provincial WGs to collaboratively produce pilot program work plans, monitoring systems and budgets to be introduced during the next phase that incorporates support from the GoA and RGoC - for pilot programs in approved provinces.
4.3.2	Submit pilot work plans to relevant Ministries for national approval to implement.
4.3.3	Submit the pilot work plans and budget to the NMB for resourcing and implementation approval.

Output 4.4	Pre-trial pilot program is implemented and monitored
4.4.1	Implement the NMB-approved work plan for the non-custodial pilot program.
4.4.2	Using the courts register and other means of verification monitor and report on progress of the pilot program ensuring performance indicators are CCJAP-relevant and that they inform the M&E approach to be taken by the MoJ/Courts.
Outcome 5	Non-custodial alternative sentencing model developed, approved and pilot program implemented
Output 5.1	National guidelines established for non custodial/alternative sentencing pilot program
5.1.1	Support the established national non-custodial working group develop guidelines and procedures to implement an alternative sentencing pilot-program in targeted provinces to reduce the number of people in custody, with a specific focus to bail and non-custodial penalties.
5.1.2	Support the WG to engage with key stakeholders at the national level in the development of the guidelines.
5.1.3	Support the WG to obtain NMB and relevant Ministerial approval for implementation of the pilot program guidelines in targeted provinces through provincial working groups.
Output 5.2	National guidelines applied to develop sub-national procedures and protocols for non custodial/alternative sentencing pilot program
5.2.1	Support the establishment of provincial working groups in targeted provinces to consider national-approved guidelines and procedures for alternative sentencing to reduce the number of convicted persons receiving prison sentences.
5.2.2	Support the provincial WGs to logically apply national guidelines and procedures to local context and settings to develop agreed and agency-approved reciprocal reporting relationships and protocols between partner sub-national agencies to implement the pilot program.
5.2.3	Support the provincial WG to consult with and build awareness amongst key stakeholders and the community at the sub-national level about the purpose and logical approach to the implementation of the non-custodial/alternative sentencing pilot programs in target provinces.
5.2.4	Support key counterpart agencies to operationalise their respective approved systems, practices and procedures to implement the pilot programs, with an emphasis on women and juveniles first.
Output 5.3	Alternative sentencing/non custodial pilot program work plans are developed and approved
5.3.1	Support provincial WGs to collaboratively produce pilot program work plans, monitoring systems and budgets to be introduced during the next phase that incorporates support from the GoA and RGoC - for pilot programs in approved provinces.
5.3.2	Submit pilot work plans to relevant Ministries for national approval to implement.
5.3.3	Submit the pilot work plans and budget to the NMB for resourcing and implementation approval.
Output 5.4	Alternative sentencing/non custodial pilot program is implemented and monitored
5.4.1	Implement the NMB-approved work plan for the non-custodial pilot program.
5.4.2	Using the courts register and other means of verification monitor and report on progress of the pilot program ensuring performance indicators are CCJAP-relevant and that they inform the M&E approach to be taken by the MoJ/Courts.
Outcome 6	Non-custodial post-sentencing model developed, approved and pilot program implemented
Output 6.1	National guidelines established for post-sentencing pilot program
6.1.1	Support established national non-custodial WG to develop national guidelines a post-sentencing early release pilot-program in targeted provinces to reduce the number of people in custody, with a specific focus to conditional release, sentence reduction and amnesty.

6.1.2	Support the WG to engage with key stakeholders at the national level to develop the guidelines.
6.1.3	Support the WG to obtain NMB and relevant Ministry approval for implementation of the pilot program guidelines in targeted provinces through provincial working groups.
Output 6.2	National guidelines applied to develop sub-national procedures and protocols for post-sentencing pilot program
6.2.1	Support the establishment of provincial working groups in targeted provinces to consider national-approved guidelines and procedures for post-sentencing early release options to reduce the number of sentenced prisoners remaining in custody.
6.2.2	Support provincial WGs to logically apply national guidelines and procedures to local context and settings to develop agreed and agency-approved reciprocal reporting relationships and protocols between partner sub-national agencies to implement the pilot program.
6.2.3	Support the provincial WG to consult with and build awareness amongst key stakeholders and the community at the sub-national level about the purpose and logical approach to the implementation of the post-sentencing pilot programs in target provinces.
6.2.4	Support key counterpart agencies to operationalise their respective approved systems, practices and procedures to implement the pilot programs, with an emphasis on women and juveniles first.
Output 6.3	Post-sentencing pilot program work plans are developed and approved
6.3.1	Support provincial WGs to collaboratively produce pilot program work plans, monitoring systems and budgets to be introduced during the next phase that incorporates support from the GoA and RGoC - for pilot programs in approved provinces.
6.3.2	Submit pilot work plans to the relevant Ministries for national approval to implement.
6.3.3	Submit the pilot work plans and budget to the NMB for resourcing and implementation approval.
Output 6.4	Post-sentencing pilot program is implemented and monitored
6.4.1	Implement the NMB-approved work plan for the non-custodial pilot program.
6.4.2	Using the courts register, prison data base and other means of verification established monitor and report on progress of the pilot program ensuring performance indicators are CCJAP-relevant and that they inform the M&E approach to be taken by the MoJ/Courts and GDoP.
Outcome 7	Improved prisoner status through effective prison management
Output 7.1	GDoP Data base is strengthened to support monitoring, evaluation and reporting
7.1.1	Support the GDoP to review, revise and upgrade its national data base to strengthen capacity in monitoring, evaluation and reporting (including M&E and rehabilitation) and application for management and operational decision-making for the GDoP.
7.1.2	Support the GDoP Office of Archives to training prison officers in data input, data back-capture and management of data/information for new hardware and software recently installed in partner prisons.
7.1.3	Support the GDoP Office of Archives to ensure quality and compliance with data management guidelines.
Output 7.2	GDoP capacity and collaboration is improved to enhance prison conditions
7.2.1	Provide financial assistance to the GDoP to conduct national workshops on the new Corrections Law to develop Prakas, Sub-decrees and guidelines.
7.2.2	Provide short-term technical and financial assistance to support the implementation of the Corrections Law for CCJAP related activities.
7.2.3	Support the GDoP and relevant government departments to provide and sustain rehabilitation and

	reintegration program for prisoners, ensuring linkages with the post-sentencing pilot program to be implemented.
7.2.4	Support the GDoP to work with government departments such as the Ministry of Labour and Ministry of Education to improve access to education and vocational training programs for vulnerable people.
7.2.5	Support the GDoP and the Ministry of Health to improve health services and conditions for prisoners.
7.2.6	Provide financial support to the GDoP to engage NGOs to provide legal aid services for prisoners.
Output 7.3	Capital works are implemented in partner prisons to improve conditions for prisoners
7.3.1.	Improve custodial conditions and improve human rights through prison small scale capital works & facilities, including CWs that separate women, juveniles and males.
7.3.2	Continue to upgrade prison health posts, including equipment procurement and small-scale construction/renovation to health facilities.
7.3.3	Support identified unspecified capital works to be identified and approved by the NMB.

3. MONITORING AND EVALUATION AND DATA COLLECTION

The objective of this key result area is: *“GDoP, MoJ/Courts and CNP effectively apply evidence-based performance management”*.

Key activities planned for this KRA focus on strengthening the capacity of counterpart agencies to monitor, evaluate and report on their respective implementation progress against CCJAP-related indicators. The Transition Plan firstly emphasises data collation and analysis through strengthening key counterpart databases and the use of disaggregated data and information for informed decision-making. The Plan supports:

- The CNP to upgrade and refine its national data base and monitoring capacity for crime data collation, analysis and management. It also funds CNP ToTs to provide sub-national training in use of the “hard copy” crime reporting template and to train police in inputting and analysing crime data at the sub-national level.
- The MoJ/Courts to introduce an electronic courts register (based on the hard copy rolled out to all Provincial Courts) in the 2 provincial courts that will be piloting the non-custodial/alternative sentencing projects. This will enable effective data analysis of pilot registers on sentencing trends and enable monitoring and evaluation of the pilot projects.
- The GDoP to refine and upgrade its national database capability to improve prison management practices and case management of prisoners/pre-trial detainees. It proposes to support GDoP ToTs (through the Office of Archive) to implement prison-based training for data input and analysis and to implement and maintain quality assurance systems for ensuring compliance with data management requirements.

The Plan calls for short-term inputs from a locally-engaged systems specialist to support the refinement and upgrade of national database systems and tools for monitoring and evaluation and data management (but only for CCJAP indicators). The STA will support the Deputy Team leader (M&E) in supporting implementation activities for this key result area. At the sub-national CCJAP will continue to strengthen monitoring capacity through direct technical support and the development and establishment of monitoring tools and systems as approved by the Ministry of Planning.

The project’s monitoring and reporting activities during this 8-month period will be confined to the completion of an Output delivery report (July 2012) and an outsourced qualitative survey for agreed indicators, of which both activities will contribute to the production of the Activity Completion Report (July 2012). It is intended that quantitative data and other information for the ACR may be sourced from key counterpart agencies whose capability has sufficiently increased to inform performance indicators outlined in the Output Logical Framework⁷.

The Objective, intended outcomes and planned outputs and activities for this monitoring and evaluation and data management key result area are detailed in KRA 3 Matrix below.

⁷ Annex D: Transition Phase Output Logical Framework

3.1 MONITORING AND EVALUATION AND DATA MANAGEMENT OUTPUTS

KRA 3: Matrix

KRA 3: MONITORING AND EVALUATION AND DATA MANAGEMENT	
Objective	GDoP, MoJ/Courts and CNP effectively apply evidence-based performance management.
Outcome 8	Key counterpart agencies apply (specified) database systems to improve data collation and analysis for monitoring and reporting against CCJAP-related indicators
Output 8.1	Key counterpart databases reviewed and upgraded
8.1.1	Support the CNP to upgrade and refine its national database for crime data collation, analysis and management and to enable reporting on CCJAP performance indicators, ensuring that data is disaggregated by sex and age.
8.1.2	Support the GDoP to upgrade and refine its national prison database for prison management to enable collation analysis and reporting on CCJAP performance indicators.
8.1.3	Support the MoJ/Courts to identify an electronic database solution for current courts registers to enable monitoring of the non-custodial pilot programs and reporting on CCJAP performance indicators.
8.1.4	Support the Court of Appeal to upgrade and refine its database for cases to enable reporting on CCJAP performance indicators.
Outcome 9	Key counterpart agencies apply improved M&E and reporting systems for measurable CCJAP-related performance indicators, ensuring alignment with the LJRS and NSDP
Output 9.1	Trained working groups established in key counterpart agencies to strengthen M&E capacity
9.1.1	Support the establishment of working groups in the CNP, GDoP and MoJ/Courts to improve respective organisational capacity to monitor, evaluate and report on progress against CCJAP-related performance indicators, ensuring alignment with planned upgrade to systems and mechanisms already in place.
9.1.2	Support the training of relevant counterparts to understand the principles of monitoring, evaluation, reporting and applying analysis to management decision-making specifically for CCJAP-related performance indicators.
Output 9.2	M&E capacity needs for key counterpart agencies scoped and improvement plans developed
9.2.1	Support the CNP to identify capacity needs and to develop a plan to improve monitoring evaluation and reporting against CCJAP performance indicators.
9.2.2	Support the GDoP to identify capacity needs and to develop a plan to improve monitoring evaluation and reporting against CCJAP performance indicators.
9.2.3	Support the MoJ/Courts to identify capacity needs and to develop a plan to improve monitoring evaluation and reporting against CCJAP performance indicators.
9.2.4	Support the Court of Appeal to identify capacity needs and to develop a plan to improve monitoring evaluation and reporting against CCJAP performance indicators.
Output 9.3	M&E improvement plans approved and implemented
9.3.1	Obtain approval from counterpart agencies for their respective M&E improvement plans (including systems requirements)
9.3.2	Support implementation of CNP, GDoP and MoJ/Courts M&E Plans.
9.3.3	Capacity permitting support counterpart agencies to complete annual CCJAP-related profiles sourced from respective approaches and databases, incorporating management recommendations for performance improvement, policy making, planning, M&E and operational decisions.

4. PROJECT MANAGEMENT

This work plan transitions GoA support from a traditional project based approach to a partnership model which calls for CCJAP management and the NMB to respectfully manage the project together. Support will be quality assured, it will require less technical assistance whilst calling for stronger participation by government partners/counterparts to deepen ownership and likelihood of sustainability. The mutual co-partnering decision-making arrangements underpinning the partnership itself will be fundamental to the successful transition and sustainability of identified activities.

Therefore the management approach proposed within the Plan:

- Increases participation of both locally engaged advisers and counterparts.
- Proposes to seek national budget contribution for NMB approved/recommended activities.
- Will enhance local leadership within project staff and with counterparts in target areas and localities of intervention.
- Will require greater delegation of authority for decision making to CCJAP deputy team leaders and national advisers, not only for capacity development purposes but also to improve their profile and relationship with key counterparts.

As the NMB are key decision-makers in the implementation of the Transition Plan, their increased participation in project management will build executive capacity development to promote balanced ownership in decision making in budget allocation. This will be a high priority for the transition phase and will be applied through on the job training, learning by doing techniques and utilising the Training of Trainers (ToTs) within counterpart agencies for training activities.

During the transition phase project management policies, systems, procedures will be reviewed, updated and documented. Management will apply lessons learnt from CCJAP III's 5 years of implementation experience to ensure the structures, approaches and procedures required for an effective and efficient project Co-partnership model are applied in practice. These include:

- Review and update the internal rules of Core Group of NMB.
- Review and update Project Operation Manual based on the government policies applied in National D&D Program.
- Review and update FSF Guideline and Procurement Procedure to reflect the needs of CW and FSF Proposal.
- Establish a criterion of scaling up or roll out once piloting is successful.
- Update and formulate Staff Performance Assessment System.

- Document all training documents; policies, procedures and guidelines for the future new program.
- Document and establish case stories, research documents and sharing them to key stakeholders to gain the publicity.
- Improve M&E result-based Framework.

The NMB, key agency counterparts and other stakeholders have contributed significant support to the planning process; by identifying and agreeing on implementation activities that commit to the key result areas and partner agency strategic priorities as outlined in the attached Objective, output and activity matrix.⁸

Performing the role of a facilitator and Secretariat for the NMB, CCJAP intends to take a stronger partnership approach to the implementation of this Transition Plan which is resourced by a two funding streams: 1) the Head Contract with AusAID⁹ and 2) the Transition Plan FSF Priority Matrix¹⁰.

The Transition Plan (2012) Implementation and Resource Schedule is attached at Annex B. On the cost schedule TAB it applies financial allocations by both contract funding and the FSF Priority Matrix. Financial data is disaggregated by key result area, funding source, output and monthly costs over the 8 month transition period to project completion date.

The Implementation and Resource Schedule identifies the activities to be implemented over agreed timeframes. It is supported by a draft revised logical framework which identifies output based performance indicators and underpinning assumptions upon which implementation progress will be measured for this 8-month transition period, including contribution to the CCJAPIII key performance indicators established at the beginning of this phase.

4.1 FSF

The draft FSF priority Matrix totals \$AUD1.2 million allocated across 38 planned projects. Funds are allocated to capital works (51%); Crime Prevention and Community Safety (34%); Project Management (7%); Community Based Corrections (4.5%); and, M&E Data Management (3.5%).

4.2 CAPITAL WORKS

All 2011 planned capital works are fundamentally completed.

The exact capital works to be undertaken in this Transition Plan are yet to be scoped by CCJAP staff and formerly approved by the NMB. However, as previously mentioned, the CW priorities identified in this Plan are based on the recommendations from the Cambodian Prison Scoping Review of 30th June 2011. Planned capital works are intended to improve health posts and prisoner health services, improve rehabilitation and reintegration facilities and support the construction of facilities that reduce overcrowding and separate women, juveniles and males.

⁸ Annex A: Objective, Output and Activity Matrix

⁹ Contract Amendment 6

¹⁰ Attached at Annex C: Transition Plan FSF Priority Matrix

A total allocation of \$620,000 has been set aside for capital works during this transition period, with notional allocations to:

- Small scale capital works in prisons \$300,000
- Prison Health Post: Siem Reap \$25,000
- Police Posts \$250,000
- Unallocated capital works of \$45,000 is also provided for any emerging requirements, particularly to support vulnerability and victims of crime and domestic violence.

For this purpose the Transition Plan has recognised the need for some short-term national capital works inputs to support the effective implementation of planned capital works activities. STA national inputs are to be concentrated in two key areas: 1) Supporting the establishment of quality assurance and maintenance schedules for CW already completed in CCJAP III and, 2) to support the scoping and design of capital works projects yet to be approved by the NMB for implementation during this transition phase.

The Plan also allocates a lump sum for Short-term adviser (national or international) to undertake a study about *“the positive and negative impacts that CCJAPIII-supported capital works has had on human rights, access to justice for vulnerable groups and whether it has improved traction with counterpart agencies towards achieving legal and judicial reform objectives”*. This study is intended to inform the NMB and AusAID on CWs lessons learnt to date to inform future planned capital works. Specific ToRs are yet to be drafted for this study.

A lump sum has also been allocated for a service provider to design, undertake and analyse an ACR qualitative survey. This survey is intended to inform the activity completion report to be commenced in July 2012.

Project Management outputs and activities, mainly relating to governance arrangements, resource and people management, financial management, risk management and mitigation and project monitoring, evaluation and reporting are detailed in the Matrix below.

4.3 PROJECT MANAGEMENT OUTPUTS

Project Management Matrix

KRA 4: PROJECT MANAGEMENT	
Outcome 10	CCJAP Transition Phase is effectively implemented in partnership with the RGoC
Output 10.1	Effective and relevant forward planning conducted and risks managed to ensure threats to project success are mitigated.
10.1.1	Conduct consultation meetings and workshops to review the effectiveness of the Transition Phase Work Plan.
10.1.2	Undertake ongoing risk assessments, documenting risk mitigation strategies and their effectiveness and update the Risk Management Strategy as required.
10.1.3	Revise and refine the CCJAP III communication strategy with a stronger focus to: strengthening the

	partnership arrangement with the MoI and MoJ and enhancing sub-national and community outreach.
10.1.4	Undertake regular CCJAP III Risk Reviews.
Output 10.2	Project staff and resources effectively managed.
10.2.1	Staff orientation program developed and implemented for Transition Phase.
10.2.2	Project staff performance managed and developed in accordance with the Project Procedures Manual and the new strategic, thematic focus to be taken by CCJAP in its transition phase.
10.2.3	Short-term advisers mobilized in a timely way and fully briefed of project objectives/requirements.
10.2.4	Project staff recruited in accordance with the Procedures Manual and planned activities.
10.2.5	Regular team meetings; technical advisory meetings; and, project officer meetings, conducted.
Output 10.3	Administration and financial systems operating efficiently to support sound project management and operations.
10.3.1	Project finance and administration systems procedures manual regularly reviewed and updated.
10.3.2	Ongoing management of project administrative and logistical needs, including procurement and financial management of local acquittals.
10.3.3	Final Audit of CCJAP financials systems (including the FSF line item).
Output 10.4	Effective coordination mechanisms operational, including the National Management Board.
10.4.1	Provide ongoing support to relevant Counterparts, Working Groups, Donors, NGOs and Missions.
10.4.2	Provide Secretariat support to the ongoing operations of the National Management Board.
10.4.3	Support bi-annual (or as required) preparation for and conduct of the National Management Board.
10.4.4	Review, update, <u>document</u> and establish policies, systems, procedure to support management of the program within a partnership arrangement.
Output 10.5	Flexible Support Facility operating effectively.
10.5.1	FSF operations managed transparently and effectively.
Output 10.6	Project Monitoring and Evaluation Framework effectively implemented.
10.6.1	Develop and implement awareness raising/education course for project staff on M&E, incorporating an analysis of their contribution to planned M&E inputs during the Transition Phase.
10.6.2	Review and update Monitoring and Evaluation Plan and baseline data file as required.
10.6.3	With project team and stakeholders review approaches, responsibilities and monitoring tools.
10.6.4	Prepare six-monthly output delivery report to July 31 st 2012 (for ACR).
10.6.5	Design and commission activity completion qualitative survey.
10.6.6	Prepare the CCJAP Activity Completion Report
Output 10.7	Capital Works Program/Projects Designed and Implemented
10.7.1	Capital Works Projects monitored and audited as approved.
10.7.2	Undertake Capital Works as planned and approved by the NMB.
10.7.3	Undertake Study on the Impact of Capital Works.

5 CONCLUSION

CCJAP recommends the approval of this Transition Plan (February to September 2012) and attached Annexures by AusAID, Cambodia.

Subject to AusAID approval the following documents ought to be placed before the NMB for formal approval:

- CCJAPIII Transition Plan Objective, Output and Activity Matrix¹¹.
- CCJAPIII Implementation and Resource Schedule (without contract costs)¹².
- CCJAPIII Transition Plan FSF Priority Matrix¹³.
- CCJAPIII Transition Plan Output Logical Framework¹⁴.

The draft CCJAPIII Contract Amendment 6 was signed prior to the completion of this Transition Plan. The financial terms and conditions of Contract Amendment 6 Basis of Payment is accurately reflected in the Implementation and Resource Schedule attached at Annex B.

Annual Performance Reviews have found that project ownership is high amongst NMB members and key counterparts. The key principles of the Paris Declaration and the AAA underpin and influence the project's approach to the partnership with the NMB, ensuring that planned activities are aligned with government priorities and systems and within policy frameworks.

Project activities support the capacity building of key people within partner agencies and provinces enabling them to participate with confidence and to create more effective and inclusive partnerships that improve the quality and effectiveness of government services. The project aims to transition some activities to full RGoC implementation during this 8-month period, firstly ensuring sustainable foundations have been established so that the quality of services delivered is maintained.

This Transition Work Plan has been designed and implemented with the GoA's next phase of assistance in mind. The key priorities reflected in the work plan will continue to be fundamental issues for Cambodia's law and justice sector to manage in future years and therefore may be considered as relevant to the next phase of assistance.

¹¹ Annex A

¹² Annex B (without contract costs)

¹³ Annex C

¹⁴ Annex D

ANNEX A

OBJECTIVES, OUTPUT & ACTIVITY MATRIX

ANNEX B

IMPLEMENTATION AND RESOURCE SCHEDULE

(WITH FULL COSTINGS)

ANNEX C

FSF PRIORITY MATRIX

ANNEX D

OUTPUT LOGICAL FRAMEWORK

ANNEX E

RISK MANAGEMENT MATRIX