
Cambodia Criminal Justice Assistance Project Phase III

Annual Plan 2007-2008
(including SFD review)

JUNE 2007

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Abbreviations

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

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

1. INTRODUCTION

The Cambodia Criminal Justice Assistance Project Phase III (CCJAP III) mobilised its implementation team in February 2007. A brief summary of project scope (key data) is provided at Annex A.

This document provides:

- A review of the Strategic Framework Document (SFD) which was originally produced in July 2006.¹ The SFD's continued relevance is assessed and clarification is provided on some key strategic planning and management issues; and
- The First Annual Plan, which will guide project implementation and resource allocation between July 2007 and June 2008.

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

2. REVIEW OF STRATEGIC FRAMEWORK

2.1 STRATEGIC OBJECTIVES AND APPROACH

The strategic objectives of the project are presented in Figure 1. These objectives will guide the implementation of CCJAP III over the next 5 years. The objectives will nevertheless be subject to periodic review (namely through the annual review and planning process) and revised if required.

The focus of work within each project component, and the link between the components, is summarised in Figure 2. This diagram includes some minor changes to that presented in the SFD of July 2006. These changes, and other points of clarification, are described in the following sub-sections.

Overall, the strategic approach outlined in the SFD remains appropriate. The main elements of this approach are to:

¹ 'Australia's assistance to criminal justice reform in Cambodia – Strategic Framework Document', Report of the GoA Scoping Mission, July 2006

- Work within the scope of the RGO’s Legal and Judicial Reform Strategy priorities (namely LJRS objectives 1, 3, 4 and 7) and support its implementation and ongoing development; and
- Take an integrated approach to analysing constraints and identifying solutions within the justice system (involving community, police, courts and prisons);
- Focus on improving the community’s access to justice, particularly for juveniles and other vulnerable groups such as women and children;
- Support the formal justice institutions to improve the ‘supply’ of justice services to the community, while also establishing a proactive civil-society and NGO engagement strategy;
- Promote more effective donor coordination and harmonisation in the sector; and
- Enhance collaboration with other GoA agency support to the sector, specifically in relation to the Australian Federal Police.

Figure 1 – CCJAP III Strategic Objectives

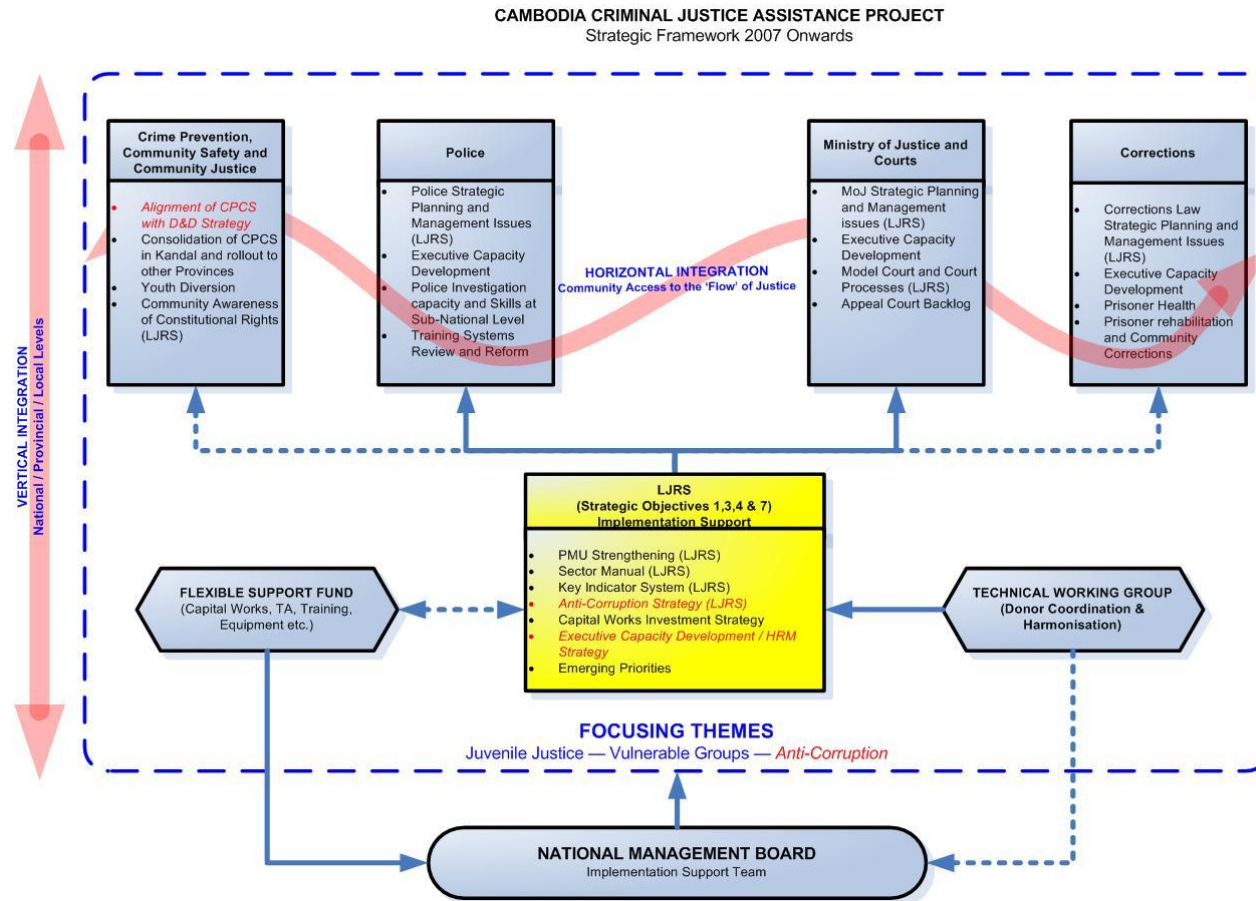


Figure 2: CCJAP III component content, linkages and focusing themes

Note: Italics (red) show changes to the original July 2006 Strategic Framework Document

2.2 FOCUSING THEMES

The Strategic Framework Document emphasises 2 main ‘focusing themes’, namely: (i) Juvenile Justice & Vulnerable Groups; and (ii) Ethics and Standards.

Juvenile justice and vulnerable groups. As a point of clarification, juvenile justice refers particularly to addressing the needs of young people who are in conflict with the law. Vulnerable groups includes young people and children who are victims of crime. Women and girls are also a particularly vulnerable group, particularly in relation to domestic violence, sexual violence and human trafficking. Promoting gender equity is thus included in this focusing theme.

Ethics and standards. The purpose of this theme was to address the issue of corruption. In order that this be clearly understood, it is proposed that the description of this theme be changed to ‘Anti-Corruption’. This is a concept more clearly understood by all concerned stakeholders, is not so open to cultural interpretation as the concept of ‘Ethics’, and is widely recognised as being the critical issue impacting on the delivery of improved justice services in Cambodia. In summary, the anti-corruption approach involves: (i) the identification of opportunities for corruption within the concerned institutions, (ii) formulation of strategies to limit those opportunities for corruption through changes in institutional arrangements, processes and systems; and (iii) implementation of those strategies and specific activities, including appropriate capacity building and training support to institutionalize the changes and to modify (as necessary) individual behaviour. This work would be carried out primarily by the RGOC institutions themselves, with technical advice and support from CCJAP III. It will therefore require high-level commitment from RGOC and agency heads. This proposed focus on ‘anti-corruption’ was endorsed at the Kompong Som workshop in April 2007.

2.3 TARGET PROVINCES AND ‘ROLL-OUT’ STRATEGY

In CCJAP Phase III the geographic coverage of the project will be expanded to other provinces, so that achievements demonstrated in Kandal, and lessons learned, can be shared more widely. However, CCJAP III will provide support to other (new) provinces in a different way to Phase II. It will include supporting, and the building of capacity for the MOJ and MOI to ‘roll-out’ successful initiatives to other provinces (e.g. new or improved approaches, management systems, work practices, building designs, etc). As well as applying Australian resources, CCJAP III will act as a catalyst for action and resource mobilisation by the RGOC and other development partners. With the resources available to the project, it is not physically possible for the CCJAP III team to directly implement a broad range of activities in multiple geographic locations around the country.

As proposed in the Strategic Framework Document, the expansion strategy will need to be approved by the National Management Board, and implemented in a timeframe consistent with the absorptive capacity of participating stakeholders.

As a starting point for discussions, it is proposed that up to 4 'new' provinces will be identified as the focus for CCJAP III support, based on criteria such as: (i) demonstrated interest by a province in legal and judicial reform and juvenile justice issues; (ii) the MOJ's priorities/plans for expanding the model court concept to other provinces; (iii) the Prison Department's priorities/plans for improving prison management regimes and infrastructure in particular provinces; (iv) the MOI's priorities/plans for expanding the Crime Prevention and Community Safety initiative to other provinces; and (v) the presence of complementary other development agency (including civil-society or NGO programs) in a province. The aim will be to select 4 provinces where there is significant overlap/common focus in the priorities of key partners. This approach was endorsed in principle at the Kompong Som workshop in April 2007.

2.4 COMPONENT STRATEGIES

Each of the component strategies outlined in the SFD remains broadly relevant and appropriate. Nevertheless, issues requiring clarification or updating are provided below.

Component 1 - Support to Legal & Judicial Reform

The strategy outlined in the SFD focuses on: (i) Project Management Unit strengthening; (ii) Development and use of a sector manual; (iii) Development of a code of ethics; (iv) Key indicator systems; (v) Capital works investment policy and strategy; and (vi) Identification of emerging issues.

Points worth clarifying or updating include:

- In the original Draft SFD CCJAP was responsible for the development and implementation of the MTEF along with RGOC. Given the many disparate agencies in the sector it will be more practical for CCJAP to assist PMU in facilitating the development and implementation of an MTEF. The project's primary focus on expenditure planning will be on supporting the development of improved budgeting capacity within MOJ and the new General Department of Prisons;
- Regarding the Sector Planning Manual: Ascertaining how '*comprehensive accounting and procurement processes*' was included into the original SFD has been difficult as it was not part of the discussions between DIHR and the PMU. Comprehensive Accounting and Procurement Procedures are operational documents whilst the Sector Planning Manual was intended to help with management planning processes. Some principles of procurement and accounting are to be included, however not the

comprehensive manuals (this may be considered in the future however is not part of the current CLJR PMU plans)

- A code of ethics has already been drafted, and is awaiting approval. It is proposed that the project instead work with targeted RGOC agencies to develop and apply an ‘anti-corruption’ diagnostic and strategy development tool;
- A capital works investment strategy for the sector (as with the development of a sector MTEF), is a huge task, and one which must build on the development of agency specific investment strategies. It is therefore proposed that in consultation with the PMU, CCJAP will initially focus on supporting the development of capital works investment strategies within targeted institutions (Prisons, Courts and Police). The identification of small-scale capital works to be funded through the Flexible Support Fund will provide the initial focus for this work;
- The focus of executive capacity development support provided through the project is expected to focus on helping senior executives within Police, MOJ and the Prisons Department understand and comply with the RGOC’s own planning, budgeting and performance reporting requirements, and using the management tools and processes contained in the Sector Planning Manual. However, the first step must be to undertake an assessment and analysis of how any executive development will fit with, be supported, and support each agency’s organisational development and HRM needs. The analysis will focus on organizational capacity to absorb and capitalise on any executive development. Such development cannot be conducted in a void and must have organisational commitment.

Component 2 – Crime Prevention and Community Safety

The SFD focuses on 4 main areas of work, namely: (i) National crime prevention and community safety, (ii) Provincial CPCS implementation; (iii) Youth diversion; and (iv) Community awareness of their rights and how to access justice services.

The following points require clarification and/or additional emphasis:

- Project support to the further development and implementation of CPCS at both national and sub-national levels will focus on how this can be integrated with the RGOC’s De-centralisation and Deconcentration (D&D) Strategy. If successful this will provide a mechanism to implement CPCS initiatives in all provinces and a stepping stone to the development of a national approach to CPCS. Therefore the development of a separate CPCS national strategy no longer necessary.

- The 'roll-out' and expansion of project support from Kandal to other provinces requires clear criteria for selecting new provinces to be established and endorsed by the NMB. The commitment of provincial leadership as well as opportunities for synergy with other donors and projects, are two of the criteria that the NMB will need to consider. CCJAP's role in the expansion phase will also become that of facilitator and supporter rather than lead player;
- The work on youth diversion initiatives must link closely to the work on operationalising procedures for juvenile justice through the model court (Component 4), and rehabilitation and community reintegration of young offenders (Component 5); and
- CCJAP III should look at opportunities to assist the Police to develop awareness raising information and materials on the obligations of authorities, and rights and obligations of citizens. In contrast with the development of such materials by non government agencies, this more directly supports the development of an official perspective on rights and obligations.

Component 3 – Police

This component involves a focus on 4 main areas of work, namely: (i) Strategic policing issues; (ii) Executive capacity development; (iii) Forensic support for victims of crime and stronger linkages between NGO, MOI and MOH; and (iv) Training Systems Review and Reform.

The following points require clarification or additional emphasis:

- Project support to strategic policing issues will give particular emphasis to addressing issues which will have a clear impact on the focal themes of access to justice for juveniles and vulnerable groups, and to implementing anti-corruption strategies. Promoting an understanding of, and commitment to, a community policing approach will also be prioritized;
- Promoting practical measures that improve inter-agency collaboration (specifically with the Ministry of Justice) will also be a high priority (in Collaboration with Component 4);
- The project's Police Adviser should play a key role in facilitating the further development and implementation of a national approach to crime prevention and community safety at the most senior levels within the MOI (in close collaboration with Component 2);
- Support to improving crime scene management (particularly the collection and use of forensic evidence from victims of sexual assault and domestic violence) will be focused at Provincial level. Victim management procedures and protocols will be improved, with

particular attention paid to better integration between courts, police, health and NGO to facilitate more appropriate institutional responses to child and female victims; and

- While it was initially envisaged in the original SFD that work on the police training system review and reform would not be carried out until 2008/09, it is now considered appropriate to initiate this work during the first year of project implementation as a foundation for further activity in later years. This is primarily in response to CNP requests to give priority to this work.

Component 4 - Courts

The strategy for this component includes 4 core areas of focus, namely: (i) Strategic judicial and court issues; (ii) Executive capacity development; (iii) Model court and court processes; and (vi) Appeal Court.

The following points require clarification and/or additional emphasis:

- Key strategic issues that the project will support the MOJ to address are: (i) improved planning and budgeting, given the chronic under-resourcing of court administration; (ii) developing diversion and alternative sentencing options aimed at assisting young offenders from entering the criminal justice system and/or reducing recidivism for offenders; and (ii) developing anti-corruption strategies for the courts;
- The main focus of CCJAP's support to the development and implementation of the model court concept will be on improving administrative systems and processes that impact on the efficiency and timeliness of case management. Emphasis will be placed on ensuring that relevant data is developed to measure court performance. Support will be provided to the General Inspectorate to further develop and implement a court monitoring system; and
- The Court of Appeal will require assistance to develop data to show the extent of the problems facing the court as well as a feasibility assessment of the options for reducing court backlog, including the possible establishment of regional courts of appeal and introduction of circuit appeal courts. A review of the current physical and human resources available to the court will need to be carried out first.

Component 5 – Corrections

The four main areas of focus outlined in the SFD include providing support to: (i) Strategic correctional issues, (ii) Executive capacity development; (iii) Prisoner health; and (iv) Rehabilitation and community corrections.

Points worth highlighting, as an update to the situation in July 2006 when the SFD was prepared, include:

- Sub-Decree # 148 of 19 December 2006 on the 'Establishment of General Department of Prisons' provides the framework within which a new Prisons Department will be formed. An organisational structure has been agreed however this will require development of new and revised office role and function statements; position descriptions; a central records system; new media and intelligence sections; revised administration processes and a rehabilitation/reintegration framework;
- The General Department of Prisons has reviewed the approved Strategic Plan for 2006-2010 and confirmed its relevance. The Strategic Plan now requires development of Annual Plans and Budgets;
- The Prisons Department Corrections Management System has been approved and provides the framework for development of prisons, particularly rehabilitation and reintegration initiatives which are linked to crime prevention, the courts in sentencing, and proactive policing of criminals released from the prisons;
- The impending Code of Criminal Procedures provides for a range of options on bail and alternative non-custodial sentencing (including juveniles) that can contribute to improved prisoner management and reduce overcrowding, which could be addressed immediately through the preparation of systems and procedures for implementation of the new law;
- The number of women, juveniles and women with babies in provincial prisons is relatively small however they are generally housed with male prisoners. Opportunities for small scale building works for women and juvenile inmates under the FSF could immediately improve conditions, relieve overcrowding, improve human rights and provide improved chances for involvement in rehabilitation programs; and
- Prisons Code of Conduct has been approved and may form the basis to progress elements of an anti-corruption strategy.

Component 6 – Project Management

The core elements of the SFD strategy for project management include: (i) co-locating advisers within RGOC agencies while also maintaining a central project management office at MOI; (ii) giving increased responsibilities to Cambodian project staff, and upgrading their status from Technical Assistants to 'Project Officers'; (iii) working with a broader, and more flexible, range of RGOC counterparts, rather than just one official counterpart from each institution; (iv) increasing the ability of the project to respond to emerging, demand-led priorities through the

use of a 'Flexible Support Fund', and (v) implementing a capital works strategy which will identify and fund a significant number of small-scale capital works (rather than a few large scale projects).

Project management strategies requiring additional emphasis include:

- Establishing an effective working relationship with AusAID Post.
- Increased emphasis on assisting the RGOC to develop and implement their own plans rather than just assisting them with the development of plans;
- Enhanced collaboration and coordination with other donors and development agencies, including NGO; and
- Implementation of a monitoring strategy which gives emphasis to monitoring results, strengthening RGOC systems and capacity to monitor their own reform program, collaboration with development partners, effective information sharing and learning.

Some specific coordination and management strategy issues are discussed further in section 2.5. Specification of how component strategies will be translated into action during the first year of CCJAP III implementation is provided in Section 3.

2.5 OVERALL COORDINATION AND MANAGEMENT STRATEGIES

NATIONAL MANAGEMENT BOARD AND TECHNICAL WORKING GROUPS

The RGOC and the GoA have formally agreed to establish the NMB for CCJAP III. Details of membership and key functions are contained in the Memorandum of Subsidiary Arrangements.

The NMB will meet not less than twice a year and its functions include:

- (i) Monitoring project implementation and performance through annual plans, progress reports and potentially the reports of the Technical Advisory Group;
- (ii) Providing strategic direction for the development of Annual Work Plans (AWP);
- (iii) Monitoring AWP, including ensuring the plans are realistically framed to reflect available funds;
- (iv) Strategic allocation of resources across the project components,
- (v) Determining FSF priorities and approving applications greater than US\$50,000.00;

- (vi) Advising the RGOC and GOA on project progress, and recommending to both Governments changes in the project components and future direction;
- (vii) Monitoring other donor activities in the sector to ensure that project inputs are not duplicated by those of other donors; and
- (viii) Encouraging other stakeholders to utilise project mechanisms to fund and deploy assistance related to the project's mandate.

All decisions of the NMB are to be taken by consensus. CCJAP III personnel will act as secretariat to the NMB, and will prepare and present summary reports of key issues for NMB member's information and consideration.

The Technical Working Groups of the Legal and Judicial Reform Strategy will provide a focal point for donor coordination, aligning donor activities with RGOC priorities, and for monitoring progress made in implementing relevant elements of the reform strategy and CCJAP's contribution to institutional capacity development.

COUNTERPART WORKING ARRANGEMENTS

The previous arrangement involving salary supplementation for 'official' RGOC agency counterparts will not be a feature of CCJAP Phase III. This change has been supported by the Secretary of State for Ministry of Interior. A nominated 'official' counterpart from police, MOJ and the prisons department will nevertheless continue to represent their agencies on the NMB in an advisory capacity.

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

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

FLEXIBLE SUPPORT FUND AND CAPITAL WORKS STRATEGY

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

- Two main categories of funding will be available under the FSF: (i) capital works grants, which will include funds for associated procurement and training, and (ii) other funds to

support activities complementary to the core CCJAP III objectives and annual work plans. Both categories may be included in the same proposal;

- Indicative budgets will be established for: (i) each of the main categories of funding, and (ii) each of the five years of the project. This is to ensure an appropriate spread of support and to provide a starting point for preparing forward plans. These resource allocations will be indicative only, and may be varied depending on quality of proposals received, changing priorities and/or lessons learned during implementation;
- Implementation of grant funded activities will be the responsibility of the grant recipient. Accountability and reporting requirements will be specified in grant agreements. Arrangements will reflect lessons learned from highly successful ADB CCDP.
- CCJAP will monitor the implementation of grant funded activities, through: analysis of grantee progress reports, direct inspection and/or the commissioning of special monitoring studies by independent agencies. CCJAP will maintain tight control over disbursement to grantees, so that disbursement closely mirrors demonstrable progress on outputs.

Further details regarding the FSF can be obtained by referring to the FSF Operating Guidelines².

MONITORING AND EVALUATION

The CCJAP III monitoring strategy will:

- Keep monitoring and reporting activities as clear and simple as possible, so that they are practical and useful;
- Focus on information use and the process of reflection and learning, rather than on just formal reporting. This will include establishing a structured process of 'collaborative review workshops' which involve relevant Technical Working Group (sub-group) members, as well as other groups of project stakeholders;
- Monitor at three main levels, namely (i) development impact (access to justice for target groups), (ii) development outcomes (RGO capacity to deliver improved justice services); and (iii) project management processes (the management of the project's own outputs, activities and inputs);

² FSF Operating Guidelines and Forms; Version 1.1, dated May 2007

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

A more detailed Monitoring Framework for the project is provided under separate cover. This includes a description of stakeholder responsibilities, key questions to be answered, information to be collected (indicators), sources of information, review and reflection mechanisms, and reporting requirements.

A summary of the key questions to be answered, the type of information required and the source of this information is provided at Annex B.

A draft 'Results Framework', which includes proposed indicators and sources of information, is also provided at Annex C. This will be reviewed and further developed during the process of baseline information collection (in the second half of 2007).

COMMUNICATION AND STAKEHOLDER ENGAGEMENT STRATEGY

Effective communication and engagement with key stakeholders will be critical to project success. The objectives of the communication and stakeholder engagement strategy are to:

- Promote effective coordination of government, other donor and project activities in the justice sector;
- Promote collaborative learning, including identification and sharing of success stories; and
- Maintain and build support for effective reform initiatives in the Cambodian justice sector, including the work of CCJAP III.

Key elements of the CCJAP III strategy include:

- Collaborative planning and review processes with key stakeholders;
- Open and collaborative communications with AusAID at Post;
- Ensuring key project information can be easily accessed by interested parties, using both web and paper based media. For example, information on project annual plans, implementation progress, and the results of studies commissioned by the project will be made available on the web;
- Ensuring key information is available in both Khmer and English;
- Identifying and spreading good news stories through mainstream media (television, radio, print media) that highlight the achievements of our partners and stakeholders in areas of core interest to CCJAP III; and
- Ensuring all project Advisers and Project Officers are able to effectively communicate with their RGO colleagues and other key stakeholders. This includes making sure that the Cambodian Project Officers are adequately supported to take a lead role in much of the direct communication.

3. FIRST ANNUAL PLAN

3.1 CURRENT PROJECT STATUS

The transition between Phases II and III was very effectively managed and momentum has been maintained throughout. With the exception of National Capital Works Project Officers (to be recruited June 2007), all Phase III long term international and national personnel have been mobilised. Short term team members have arrived and provided inputs as scheduled.

Key financial and administrative systems were established within the first week of commencement of Phase III. The office previously occupied by Phase II at the MOI has been retained for Phase III. Small renovations have taken place to provide secure offices for management and administration.

Handover of Phase II material to the RGOC has been undertaken and CCJAP II officially concluded on 16 May 2007. As Phase II equipment and materials were handed over, it was immediately replaced with new equipment for Phase III.

All CCJAP III establishment work has been completed on time and within budget.

The depth of experience within the project team and with the excellent cooperation of the Phase II Team Leader and counterparts, Phase III has been able to pick up the established relationships and networks without loss of momentum. In particular stakeholders have been engaged throughout the process and involved in the development of the SFD update and preparation of the first annual plan.

3.2 OVERVIEW OF THE FIRST ANNUAL PLAN STRATEGY

Key elements of the strategy for this first year of CCJAP III include working with the RGOC and other stakeholders to:

- Establish effective working relationships between the new project team, their RGOC colleagues and other development agency partners;
- Consolidate the work of CCJAP II in Kandal, particularly in relation to CPCS, the model court, and improved prisons management. This will include identifying and reaching agreement on which improved systems and practices developed in Kandal should be more broadly disseminated to other provinces;
- Fill information gaps through collaborative research and analysis. Collaboration will come from the key partner agencies and NGOs with a common interest in the research topic. This will particularly be the case with the design and implementation of such

initiatives as: executive capacity development, the anti-corruption strategy; expansion of work from institutional corrections into community corrections, and integration of the crime prevention and community safety initiative with the Decentralisation and Deconcentration (D&D) Strategy. It will also specifically include research topics of much broader interest such as the current Victim Management and Support activities of the Forensic Adviser;

- Develop and reach agreement on the strategy for expanding the geographic coverage of CCJAP III, taking into account the clear budget and resource limitations;
- Establish and test the operations of the FSF, including the allocation of grants for small-scale capital works;
- Establish and test new approaches for project monitoring; and
- Through CPCS, Corrections, Police and Courts activities develop an increased focus on and stronger engagement with MOSAVY, UNICEF and with other NGOs working on access to justice issues (particularly for juveniles and other vulnerable groups).

CROSS CUTTING ISSUES

GENDER

CCJAP III will contribute to AusAID's gender equity policy goal of reducing poverty by advancing gender equality and empowering woman as described in "Gender Equality in Australia's Aid Program — Why and How" of March 2007. Through efforts to foster functioning and effective states, by enhancing the capacity of justice sector agencies, CCJAP III will assist and support counterpart agencies and partners to meet, protect and promote the human rights of women and girls.

A commitment has been made in Phase III to increasing attention to gender issues through both mainstreamed and gender targeted efforts. In addition to the gender specific initiatives evident in each component which seek to scale up previous efforts, a gender mainstreaming strategy will be developed in year 1. The strategy will reflect both AusAID's gender equity strategy and also support RGOC's gender mainstreaming strategy, ensuring complementarity between the two strategies, and strengthening RGOC ownership of gender equity initiatives within the sector.

Initial priorities will be to:

- clarify RGoC's mainstreaming mechanisms and how they relate to justice sector agencies e.g. how do counterpart agencies engage with the key gender equity mechanisms and processes
- make an initial assessment of counterpart agency performance through these mechanisms
- identify ways to enhance counterpart agency performance with the objective of not only improving counterpart agency monitoring and performance but to ultimately assist agencies model and showcase successful practices in gender equity reform.

A relevant strategy that:

- supports and strengthens existing RGoC policy and established mechanisms;
- seeks to achieve continuous improvement over the life of the project (rather than short term quantitative outputs);and
- coupled with component specific initiatives,

offers the best opportunity for sustained improvement in the longer term.

Obviously, increased engagement of local partners, inside and outside government, to champion these objectives is required. With a dearth of female staff in all justice sector agencies, initial steps may be focussed not only on identifying, supporting and encouraging females within the agencies, but identifying the legal, institutional, policy and practice hurdles to female participation particularly in decision making positions, and identifying and supporting champions throughout the sector.

EXECUTIVE CAPACITY DEVELOPMENT

Phase III seeks to target Executive Development in the key institutions of Police, Prisons and Courts as a means to motivate ownership of key RGoC priorities such as planning, budgeting, anti-corruption and general organisational development. The Project realises that the effectiveness of any executive development program will be contingent on its recognition and ownership by the most senior members of the key organisations. In the absence of any functioning HRM systems it will be essential to map the status of organisational capacity to absorb such development to ensure it is not ignored, diluted or wasted. This plan will map the status quo of HRM in the three key organisations and then devise a strategy to make most effective use of any Executive Development effort. Any strategy would exploit opportunities to bring executives from across the sector for common developmental activities thereby cross-pollinating ideas and attitudes as well developing broader networks and knowledge.

There are existing opportunities though to link executive leadership into structured programs to seed organisational change through opportunities such as those that exist with Australian scholarships and their linkages with Australian institutions; in particular the Australian Leadership Awards.

The first Annual Plan thus aims to consolidate Phase II initiatives, establish a sound base of information which will guide future activities through to the year 2012, and test new management and monitoring arrangements.

3.3 COMPONENT WORK-PLANS FOR 2007-08

COMPONENT 1 – LEGAL AND JUDICIAL REFORM STRATEGY SUPPORT

Component objective statement

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

RGOC counterparts and other key stakeholders

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

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

Geographic focus

Coordination of the reform is focused in Phnom Penh, under the direction of the CLJR. A significant amount of the technical advisory support will therefore be focused in Phnom Penh. Nevertheless, this component includes outputs and activities that have national coverage. The development of corruption mitigation plans and the design and implementation of the capital works investment program will also have a focus on targeted provinces, once these have been selected by the NMB.

Planned Outputs

1.1 PMU capacity strengthened and coordination activities effectively supported:

A key focus during this first annual plan will be to work with PMU staff to develop a clear, structured, consistent and coordinated approach to facilitating TWG sub-group meetings, and supporting the development of the knowledge and skills among PMU staff to undertake this role

effectively. This will involve mentoring and training PMU staff in facilitating coordination as well as providing technical and financial support to the TWG and sub-groups so that by the end of the first year of activity the groups are better meeting the expectations of the stakeholders involved.

Activities for year one under this output, to be undertaken in collaboration with other stakeholders, will include:

- Support for TWG sub-groups meetings and TWG: support, both technical and material, will be provided to PMU to assist the development of the TWG sub-groups. Advice and limited service support will be provided to the larger TWG.
- Institutional Strengthening: identification of the institutional constraints will be undertaken and a development programme formulated to assist in addressing these constraints.
- Executive Planning: assisting the PMU in the development of activity and work plans to support budget requests from RGOC and to improve management control over PMU resources.
- MTEF Development: support for the PMU will be provided in the formulation of a strategy for developing an MTEF for the sector. This will include assistance in gaining support from other stakeholders in the process.

1.2 Sector planning manual developed and usage supported:

The key elements of the sector planning manual will need to be compiled and collated in such a way that provides both consistency and meets the expectations of the users. The centre-piece of the manual will be the planning and budgeting requirements expected of agencies by the Ministry of Economy and Finance (MEF). CCJAP will assist the PMU in collecting this material and provide technical support in compiling this into a usable format. Identification of primary training needs by users will also need to be undertaken during this period.

Activities for year one under this output, to be undertaken in collaboration with other stakeholders, will include:

- Assistance with Sector Planning Manual coordination: assistance will be provided to the PMU with coordinating the manual development and the design of an implementation plan.
- Identification of materials: assistance with the collection and confirmation of the documentation that is to provide the basis of the planning manual. This will also consist of assistance with formatting documents into a consistent, user friendly design.

- Identification of primary training needs: assistance will be provided to the PMU in the identification of the main training requirements that will be required to ensure that users of the manual understand the basic management principles and concepts it contains. This will take the form of training recommendations that will form part of an eventual implementation plan.

1.3 Key performance indicators developed and usage supported:

CCJAP will assist the PMU and implementing agencies with the monitoring of the reform and justice sector service delivery. To date this has been a disjointed process undertaken by individual agencies with limited scope. In year one CCJAP will assist with the development of a simple set of indicators and support the development of improved mechanisms for sharing existing monitoring information amongst agencies, including through the conduct of collaborative review workshops. This will include a focus upon information relating to the treatment of juveniles and the protection of vulnerable groups.

Activities for year one under this output, to be undertaken in collaboration with other stakeholders, will include:

- Performance Management Framework development assisted: coordination and technical support will be provided to both the PMU and stakeholders engaged in the process of the development of the PMF. This will include engagement with RGOC, donors and civil society.
- Mapping of existing mechanisms: material and technical support will be provided to the PMU in the mapping of existing monitoring mechanisms as part of the initial phase of the PMF. This will include ensuring that CCJAP's M&E is incorporated into the process.
- Joint Monitoring Indicators: as part of sector monitoring, support will be provided to the TWG sub-groups and PMU in the collection and dissemination of information relating to the JMI's

It should be noted that this is an evolving process and outputs may have to change in order to accommodate any changes in the planned development of the PMF.

1.4 Aid effectiveness and executive capacity development support provided to relevant agencies:

Support will be provided to other project components on issues of aid effectiveness and capacity development. This will focus particularly on promoting donor coordination mechanisms, integrating project planning and budgeting with RGOC processes, development of planning and budgeting capacity within the CNP, Prisons Department and the MOJ, and

promoting the development of a sector wide approach to monitoring progress with the implementation of the LJRS.

Executive capacity development for police, courts and prisons must be undertaken in the context of wider government planning requirements and processes, and each agency's broader organisational and HRM needs. In year one, it is proposed that there be a short term technical input to conduct a review of executive capacity development needs in police, courts and prisons, and to develop an appropriate strategy for CCJAP to pursue. The purpose is to ensure that a contextually relevant and meaningful program of capacity building for executives is developed, that is not just 'training' focussed. It is nevertheless anticipated that the strategy will give particular focus to developing executive capacity to understand and implement processes and systems required by RGOC policy, particularly in the areas of administrative reform and public expenditure planning and management.

Activities for year one under this output, to be undertaken in collaboration with other stakeholders, will include:

- Promotion of donor coordination mechanisms: there will be active promotion of various coordination mechanisms and technical support provided to these where possible. This will include support, where practical, for forums where civil society and RGOC are able to interact, particularly in areas of juvenile justice and gender awareness.
- Development of budget and planning processes: technical support will be provided to the PMU, MOJ and the Corrections Department in the development of budgeting and planning processes.
- Support to other components: the component will actively engage other components on issues of donor coordination and will facilitate meetings and access to materials to increase opportunities for collaboration on common issues.

Executive capacity development for police, courts and prisons must be undertaken in the context of wider government planning requirements and processes, and each agency's broader organisational and HRM needs. In year one, it is proposed that there be a short term technical input to conduct a review of executive capacity development needs in police, courts and prisons, and to develop an appropriate strategy for CCJAP to pursue. The purpose is to ensure that a contextually relevant and meaningful program of capacity building for executives is developed, that is not just 'training' focussed. It is nevertheless anticipated that the strategy will give particular focus to developing executive capacity to understand and implement processes and systems required by RGOC policy, particularly in the areas of administrative reform and public expenditure planning and management.

1.5 Corruption risk assessments trialled and tested:

The first step will be to secure endorsement from the NMB for CCJAP to support implementation of the proposed anti-corruption strategy. Following official endorsement, key stakeholders (particularly in the key RGO agencies) will need to be 'sensitised' to the purpose and method of the work. A diagnostic phase (Corruption Risk Assessments - CRAs) will then be undertaken during 2007–2008. Each CRA (e.g. for police, courts and prisons) will take between 2–3 months, depending on the complexities of the business processes in the institution. The CRAs can occur concurrently or sequentially depending on the Project's priorities, not necessarily on the 'flow of justice'. For example, if corrections are deemed to be an entry point then they can be undertaken first.

The timing of preparation of corruption mitigation plans will be determined by progress made in the conduct of the CRAs, and then the commitment (and availability) of the concerned officials to then work on the development of corruption mitigation plans.

The first step will be to secure endorsement from the NMB for CCJAP to support implementation of the proposed anti-corruption strategy. Following official endorsement, key stakeholders (particularly in the key RGO agencies) will need to be 'sensitised' to the purpose and method of the work. A diagnostic phase (Corruption Risk Assessments - CRAs) will then be undertaken during 2007–2008. Each CRA (e.g. for police, courts and prisons) will take between 2–3 months, depending on the complexities of the business processes in the institution. The CRAs can occur concurrently or sequentially depending on the Project's priorities, not necessarily on the 'flow of justice'. For example, if corrections are deemed to be an entry point then they can be undertaken first.

The timing of preparation of corruption mitigation plans will be determined by progress made in the conduct of the CRAs, and then the commitment (and availability) of the concerned officials to then work on the development of corruption mitigation plans.

1.6 A plan developed for preparing capital works investment strategies:

The CW priority of CCJAP in year one is to ensure that the planning, management and monitoring arrangements for the capital works element of the FSF are effectively established.

The approach to planning and managing capital works in Phase III is a fundamental shift in operating style from Phase II, and will need careful design and monitoring, whilst still heeding Phase II's lessons. The following sequence of steps is planned for the first year of its establishment and operation. Preparation of systems and resources; Preparation of initial implementation lists (including 'implementation menus'); Selection of prototype projects; Ongoing preparation; Design of prototype projects; Lessons learned review prior to

construction; Construction ; Close monitoring ; Lessons learned review ; and then revision of systems as required before expansion of the program.

As part of this work (particularly the development of ‘implementation menus’ for each agency) CCJAP will also commence work on supporting targeted RGOC agencies to develop their own broader capital works investment strategies. Linking the development of capital works investment strategies into each agency’s broader planning and budgeting processes will be important.

The anticipated scheduling of specific activities (for each output in this component) is provided at Annex D.

Resources

The component will be supported by one full time Capacity Building and Aid Effectiveness Advisor and one full time Project Officer – Legal and Judicial Reform. Coordination and facilitation activities undertaken by long term personnel from other components will also contribute towards achieving component 1 objectives. Other short-term inputs supporting this component will include an Executive Capacity Development Specialist (output 1.4), Anti-Corruption Specialist (output 1.5), and a Capital Works specialist together with National Capital Works Project Officers (output 1.6).

Equipment and services to enhance the effectiveness of the Technical Working Group and associated sub-groups will be provided as will support for other coordination activities. Short term technical inputs will be provided to agencies involved in the monitoring of activities relating to juvenile justice, the protection of vulnerable groups and corruption levels.

Further detail of resource requirements is provided at Annex D, while costs are summarised in Section 3.4 below.

COMPONENT 2 – CRIME PREVENTION AND COMMUNITY SAFETY

Component objective statement

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

RGOC counterparts and other key stakeholders

The implementation of this annual plan will primarily be done in conjunction with the Kandal Provincial Government, Kandal D&D Committee, and the Department of Local Administration

MOI). Other key RGOC stakeholders include the Cambodian National Police and selected Provincial Governments where the CPCS expansion program will take place.

Stakeholders from non government organisations include: UNICEF, Save the Children, Pannasastra University, and World Vision.

Geographic focus

Activities will be initially concentrated in Kandal Province with an expectation that once the NMB selects further provinces for expansion, these will be subject to preparatory planning activities. There are currently activities being conducted in Battambang, Siem Reap and Banteay Mancheay by other donors and associates which have the potential to be harmonised with CPCS. Therefore these provinces will initially be examined to gauge the level of provincial leadership interest.

Planned Outputs

2.1 CPCS planning for Kandal province incorporated into the National D&D structure:

This will entail supporting the Phase II CPCS structure for a transitional period until CPCS planning is incorporated into the D&D structure. This may see the dissolution of the district committee CPCS structure while supporting provincial level CPCS initiatives. Consideration will be given to restructuring the composition of the D&D hierarchy to ensure that appropriate government agencies have input into the D&D focal areas of Security, Administration and Gender.

This will entail:

- Maintain Current Structure for Transition period: to enable CPCS activities to continue by supporting the Phase II CPCS structure until CPCS planning is incorporated into the D&D structure. This output is designed to reduce the risk associated with moving from the project established CPCS structure to supporting the government D&D structure. The risks have been minimised to a certain extent as the Chair of the Provincial CPCS also chairs the Provincial Rural Development Committee (D&D) which also includes every other provincial department representation, apart from security agencies. This may see the dissolution of the district committee CPCS structure while supporting provincial level CPCS initiatives, and the planning of CPCS activities in the districts at the commune level.
- Review Provincial D&D Structure: to ensure that appropriate government agencies have input into the D&D focal areas of Security, Administration and Gender. Currently there is

no formal security agency engagement so this will be important prior to any expansion plans.

2.2 CPCS planning incorporated in the National D&D structure for selected districts in Kandal Province:

As the D&D policy targets the commune level (there are 147 communes in Kandal province), initially only three districts (approximately 45 communes) will be targeted for incorporation of CPCS planning. Awareness raising and planning support will be aligned with the D&D annual planning cycle promulgated by the Ministry of Planning (MOP). This planning cycle commences in June 2007 to allow for activity commencement in January of the following year. The successful development of CPCS planning through the D&D structure will then allow for the phased withdrawal of CPCS support provided to the independent structure established under Phase II.

- Identify and Assist Select Districts Commence CPCS Planning: As the D&D policy targets the commune level (there are 147 communes in Kandal province), initially only three districts (approximately 45 communes) will be targeted for incorporation of CPCS planning. Awareness raising and planning support will be aligned with the D&D annual planning cycle promulgated by the Ministry of Planning (MOP). This planning cycle commences in June 2007 to allow for activity commencement in January of the following year.
- Involvement in District Integration Process: to assist Districts co-ordinate planned CPCS activities as well as identify and involve additional potential partners. Support will also be provided to access FSF funds.
- Implementation & Monitoring & Evaluation of CPCS Activities: will include assisting and assessing the strengths and weaknesses of the D&D structures to effectively conduct M& E of CPCS activities.
- District Expansion: within the province can occur in consultation with the Provincial D&D Committee once the success of Commune planning has been reviewed.

2.3 Police participation in CPCS initiatives effectively promoted in selected districts:

One of the weaknesses with the D&D structure is that there is currently no provision for formal input by the police into D&D security activities. This issue will therefore be examined and recommendations made in an effort to address this at provincial and national level. Work will also commence in conjunction with component 3 to assist the Cambodia National Police (CNP) to develop guidelines for public dissemination on how the police can work effectively with the community. This will provide an important link in the 'access to the flow of justice' chain. Local

goodwill developed between police and community groups by the CPCS initiative will also be built upon to assist gender based violence victims access justice.

- Police Engagement in the D&D Process: One of the weaknesses with the D&D structure is that there is currently no provision for formal input by the police into D&D security activities. This issue will therefore be examined and recommendations made in an effort to address this at provincial level, prior to expanding CPCS to other provinces.
- How the Police can Work with the Community: Assisting the National Police develop guidelines on how the police can work with the community is an important step in making the Police more accessible and the community better informed on how to interact with the Police. The engagement of Police at National level, to complete this work will be informed by the experiences at the provincial and district level, and consistent with the MOI Directive known as the Civilian Prevention Movement.
- Support Operational Involvement of Female Police: This will include a number of elements focusing on improving the police response and investigation of gender based offences, and appropriate victim management. This will include developing protocols between police and local NGO's to effectively work together and supporting the training and operational involvement of female police officers. This will also include supporting the development of a 24 hour Kandal Police HQ Call Centre to improve police accessibility and response.

2.4 CPCS planning in line with the D&D process commenced in selected provinces:

This will entail assisting the NMB to identify suitable provinces for CPCS expansion, based on willingness and commitment of provincial leaders, crime issues and location of implementing partners (e.g. UNICEF, Save the Children, etc). In collaboration with Kandal Province CPCS leaders and the Secretariat, CPCS planning will then be introduced to those provinces, in line with the D&D annual planning cycle which commences at the commune level in May/June. Baseline surveys on community perceptions regarding access to justice, crime and safety issues will be conducted in selected provinces.

- Assisting the NMB to Identify Suitable Provinces for CPCS expansion: based on willingness and commitment of provincial leaders, crime issues and location of implementing partners. This will to some extent be influenced by field trips in company with Kandal CPCS actors to introduce CPCS to certain provinces and the resultant response.
- Introduce CPCS Planning into National D&D Structures: This will not commence until the end of the first annual plan where the experience of the implementation of CPCS into

the D&D structures can be reviewed. This experience will then form the basis to develop a guiding strategy on addressing security issues through a crime prevention approach through the D&D program

The anticipated scheduling of specific activities (for each output in this component) is provided at Annex D.

Resources

The Component will be supported by one full time Crime Prevention and Community Safety Advisor and two full time Project Officers.

Equipment and travelling expenses will also be provided to a Secretariat consisting of government officers based in Kandal Provincial Hall who will be supported to provide co-ordination and advisory services to the selected districts and communes.

Further detail of resource requirements is provided at Annex D, while costs are summarised in Section 3.4 below.

COMPONENT 3 – POLICE

Component Objective Statement

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

RGOC counterparts and other key stakeholders

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

Geographic Focus

During this first year of CCJAP III, this component will concentrate primarily at National Headquarters, however the work with victims of crime through collaboration with MOH and NGOs, will be largely provincial. Given the limited input into CNP during Phase II there are no obvious locations for a geographical breakout from Phnom Penh. This will require further

analysis before presenting options to the NMB. Once the NMB has decided on any specific provincial focus for CCJAP III, these locations will be appropriately included in future work-plans.

Planned Outputs

3.1 A draft CNP strategic plan is prepared:

The development and carriage of the strategic plan must be led by the executive of the CNP. The Police Adviser and Project Officer (supported by other CCJAP III resources) will play a facilitation role through two key modalities; direct Adviser / Project Officer support and instructive processes incorporated into the Executive Development training program (see 3.2). The first step will be to clarify the purpose of the strategic plan, how its preparation will be directed and managed, principles of process and stakeholder engagement, a 'vision' statement for the police, and the critical strategic management issues the plan should address (the key constraints to improved police performance). A plan for the preparation of the strategic plan therefore needs to be developed and agreed as a preliminary step. CCJAP will give particular focus to ensuring that the strategic plan addresses access to justice for juveniles and other vulnerable groups, including gender equity, and the development of anti-corruption strategies. It is estimated that a first draft of the Strategic Plan will take approximately 12 months to complete.

The Project will:

- Assist the CNP to conduct environmental scanning and stakeholder consultations to support development of a Five Year Strategic Plan: To ensure planning is not introspective and reflects broader societal needs it is essential research, linked to the Executive Development Program, is cognizant of contemporary community attitudes and whole of Government priorities.
- Assist with the collation of key data and stakeholder contributions and support the development of a draft Strategic Plan: This part of the research will be facilitated by and filtered through the CNP Executive and also the Executive Development participants.
- Work with key counterparts to solicit internal and external feedback and then support editing and refinement of the first draft: It is intended that there will be some peer feedback with other agencies such as courts and prisons that will also be undergoing executive development activities.
- Facilitate finalisation of the draft Strategic Plan by including relevant internal and external feedback.

- Assist the Deputy Commissioner CNP to socialise the draft amongst relevant senior officers: Assisting in the development and delivery a marketing strategy for the new strategic plan will be critical to its success. The level of buy in among senior ranks will determine the success or otherwise of the plans acceptance and implementation organisationally.
- Provide necessary technical assistance and support to facilitate submission of the draft Strategic Plan by CNP to RGoC for approval: Through thorough consultations in the early stages of the plans development key decision making bodies in the RGoC should be prepared for the plan's submission and approval. The PMU will be an essential element in this coordination.

3.2 Scope of executive capacity development program established and agreed with CNP:

In parallel with the development of the strategic plan, the Police Adviser will work with the senior executive of the CNP, as well as other CCJAP advisers, to identify executive capacity development needs within the CNP and to develop a strategy for CCJAP support and executive capacity enhancement. A short-term Executive Capacity Development Specialist will help lead the technical analysis, working not only with the police but also in relation to MOJ and Prisons Department executive capacity development needs. It is expected that particular focus will be given to supporting RGoC reform priorities in relation to public financial management and administrative reform. The requirements laid out in the LJRS Sector Planning Manual will be an important point of reference.

- Ensuring linkages to the strategic plan development, identify key HRM/HRD needs for executive management capacity development: As part of the Executive Development process substantive outcomes will be programmed into their training and development. In particular CNP participants will be required to produce a draft CNP Strategic Plan for presentation to their Commissioner General at the end of their training period.
- In consultation with MOJ and the Prisons Department, identify common executive capacity development needs and opportunities for joint initiatives: With Component 1 the CNP and Project will be looking to the findings of the Executive Capacity Development Specialist to inform and identify the opportunities for intra-sectoral initiatives.

3.3 Enhanced capacity and skills in the collection and use of forensic evidence:

There is an ongoing need to build capacity at provincial level for crime scene management. This builds on the support already provided at the national level during CCJAP II. With an increased focus on victim management, CCJAP III will concentrate on improving procedures and protocols

for crime scene management for vulnerable groups including children, and women who are victims of domestic violence and sexual assault. Improvements in the management of forensic evidence related to deceased persons who are victims of violent crime will also be addressed. In order to promote a more coordinated and effective approach to the use of forensic evidence for investigation and prosecution purposes, support will be specifically given to improving coordination between the work of the police, MOJ, MoH, and the victim management program within the Cambodia Social Services.

The medical specialist is an integral part of the development and training for the next step if the survivor decides to enter the justice system. The Specialist will take part in formatting the actual framework and approach with SSC, MoI, MoH and MoJ where legislative changes may be required. Kandal Police at Deputy Commissioner level have committed 5 police women to the program. The Kandal Prosecutor has agreed to the approach and will work with SSC, the police and CCJAP III to progress this initiative. The medical specialist will be eventually responsible for training the 48 Forensic Doctors identified and registered as such by the MoH through their Forensic Committee for the purpose of working in conjunction with SSC counsellors.

- Work with relevant Ministries, Agencies and NGOs to develop procedures for the management of victims and the collection of forensic evidence: The approach is multi-disciplinary. Phase II spent considerable time looking for and identifying the right partner that could support all the counselling needs of sexual assault survivors who are predominately women. Social Services Cambodia (SSC) has been involved in this environment for 10+ years and has a counselling pilot model running in Kandal. The Project will continue to work with agencies, NGOs and Ministries to maximise the opportunities for supporting sexual assault survivors.
- In conjunction with MoH and MoJ, and components 2 and 4, commence the development of protocols for the management and examination of deceased person who are victims of crime.
- In conjunction with MoI, MoH and MoJ, develop a statistical gathering protocol that will produce accurate data on victims of crime: Using a CCJAP research associate and Ministry's resources collaborative research will be undertaken to develop data collection methodologies that support individual Ministry protocols and sectoral needs.
- With component 2, assist counterparts to identify donors to support the enhancement of forensic laboratories through the CCJAP III FSF.

3.4 Training systems review and reform:

Once there has been some demonstrated progress in the development of the strategic plan by the CNP, and in conjunction with work on the development of an Executive Capacity Development Program, CCJAP will provide support to the CNP to undertake a review of their training systems to inform future support opportunities.

- In Collaboration with the National Police Training Department, undertake a training needs analysis for the Cambodia National Police to inform activities in 2008/2009: The TNA will be an organisational training assessment that will identify the current status of CNP training; including appropriateness of current teaching and delivery practices including learning methodology and processes and procedures for encouraging and supporting innovative teaching and appropriate use of new technologies and the processes and procedures for promoting learning and the application of knowledge

The anticipated scheduling of specific activities (for each output in this component) is provided at Annex D.

Resources

This component will be supported by a long-term Police Adviser (from the Australian Federal Police) together with a locally engaged Project Officer. Short-term specialist inputs will be provided for forensics.

Resources will be required to support strategic planning workshops to engage Provincial Police Commissioners and other key stakeholders in the SP plan preparation process. The Police Adviser and Project Officer will also require funds for provincial travel to liaise with Provincial Police Commissioners and other stakeholders in relation to identifying strategic policing issues and promoting their engagement in Strategic Plan preparation. Some materials and supplies will be provided to support training and enhanced operational capacity in relation to improved crime scene management.

There is also need for some short-term technical assistance to provide expert advice on strategic plan preparation, particularly in relation to effective facilitation of the plan development process.

Further detail of resource requirements is provided at Annex D, while costs are summarised in Section 3.4 below.

COMPONENT 4 – MOJ AND COURTS

Component objective statement

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

RGOC counterparts and other key stakeholders

CCJAP III will assist the MOJ to implement this annual plan. The President of the Court of Appeal and the President of Kandal Provincial Court will be major stakeholders in the work program. The Royal Academy for Judicial Profession will also be a major stakeholder as new practices and procedures are embedded into the curriculum of the Academy.

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

Geographic focus

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

Planned Outputs

4.1 Improved data management and methods for dealing with juveniles within the courts is developed:

To assist the courts in improving methods of dealing with juveniles, the program will initially assist the Kandal Court to identify juvenile cases as they enter the court system. Upon entering the court system practices and procedures will be developed to ensure juvenile cases are dealt with separately from adult matters. Separate statistical data relating to juvenile cases will also be developed to measure the courts performance in relation to juvenile cases. Ongoing support will be provided to improve information exchange and coordination on matters relating to juveniles coming before the courts, through facilitating the police-courts-prisons meetings at provincial level. This will be undertaken in collaboration with the Police, Prisons and Capacity Building Advisers.

- Assist MoJ in conjunction with Capacity Building and Aid Effectiveness, Police and Prisons advisers monitor and manage donor coordination of juvenile justice initiatives: This will involve regular meetings with donor agencies working within Juvenile Justice areas to ensure roles and responsibilities in activities aimed at assisting Juveniles are not duplicated or adversely affected because of other agencies activities.
- Assist Kandal Court staff to create appropriate data sets to assist in the management of juvenile cases through the court: To assist the courts in improving methods of dealing with juveniles, the program will initially assist the Kandal Court to identify juvenile cases as they enter the court system. Upon entering the court system practices and procedures will be developed to ensure juvenile cases are dealt with separately from adult matters. Resulting from this separation, statistical data relating to juvenile cases will also be developed to measure the courts performance in relation to juvenile cases.
- As an element of the 'model court', assist Kandal Court staff in conjunction with the police and prisons departments to identify and effectively manage juvenile cases through the court: Ongoing support will be provided to improve information exchange and coordination on matters relating to juveniles coming before the courts, through facilitating the police-courts-prisons meetings at provincial level. This will be undertaken in collaboration with the Police, Prisons and Capacity Building Advisers.

4.2 Practices and procedures within the Kandal Court developed and implemented:

The model court concept will be further enhanced with the development of improved administrative practices and procedures. Initially a process mapping exercise of administrative practices and procedures will be undertaken at the Kandal Court. As a result of the process mapping exercise recommendations aimed at improving upon current practices and procedures within the court will be developed. Following adoption by the MOJ, support to implementation of the new procedures and practices will be provided. Improving the 'transparency' of court processes is an important aim of this work. Under this output, specific support will also be provided to the General Inspectorate in establishing an effective court monitoring system.

- Assist Kandal Court staff to undertake a case management process mapping exercise in relation to the practices and procedures of matters coming before the court: The model court concept will be further enhanced with the development of improved administrative practices and procedures. The case mapping exercises encompasses all relevant aspects of caseflow management, case management and registry management within the court, including matters such as data collection and counting rules, courtroom procedures and the administrative separation of juvenile cases from the adult cases within the court. Initially a process mapping exercise of administrative practices and procedures will be undertaken at the Kandal Court. This initiative is

understood and accepted by PMU .When undertaking development of the initiatives other judicial institutions i.e. police, prisons, RACP and others will be consulted as part of the development / implementation processes

- Using information from the case management process mapping exercise identify and with assistance of the police and prisons departments develop improved practices and procedures within the court: As a result of the process mapping exercise recommendations aimed at improving upon current practices and procedures within the court will be developed.
- Support the implementation of the new case management practices and procedures as 'models' within the Kandal Court: Following adoption by the MOJ, support to the court in the implementation of the new procedures and practices will be provided.
- Provide technical assistance to the General Inspectorate in the establishment of a court monitoring program, focused on courts administration and case management: The General Inspectorate will work with CCJAPIII advisers in conducting the process mapping exercise at the court, through this collaborative approach, protocols and design for the role of General Inspectorate will be developed.
- Provide technical advice and assistance to MOJ and Kandal Provincial Court to implement initiatives aimed at increasing the level transparency within the court process: Improving the 'transparency' of court processes is an important aim of the process mapping and implementation of initiatives within the court work as evidenced by the importance of data for the courts. Under this output, specific support will also be provided to the General Inspectorate in establishing an effective court monitoring system.

4.3 Assist the Court of Appeal to review its existing case management practices:

The Court of Appeal has requested assistance to improve upon its current case management practices. The court has requested this assistance with the aim of reducing the backlog of cases within the court. Similar to the Kandal Court a process mapping exercise will be conducted to identify possible improvements to the current practices and procedures of the court. Also similar to Kandal Court, recommendations will be made to improve upon current practices. Upon acceptance of the recommendations by the MOJ and Court of Appeal a program to trial the new practices and procedures will be undertaken within the Court of Appeal. The court has requested as part of the process mapping exercise that particular attention be focused on the development of appropriate court data as well as a reporting mechanism to the President of the Court.

- Assist Court of Appeal staff to develop appropriate data and report mechanisms to the President of the Court: The Court of Appeal has requested as part of the process mapping exercise to be conducted in the court that particular attention be focused on the development of appropriate court data as well as a reporting mechanism for the data to the President of the Court.
- Assist the Court of Appeal to undertake a case management process mapping exercise in relation to the practices and procedures of matters coming before the court: The Court of Appeal has requested assistance to improve upon its current case management practices. The court has requested this assistance with the aim of reducing the backlog of cases similar to Kandal Court. A process mapping exercise covering most aspects of court case management, registry management and case flow management will be undertaken.
- Using information from the case management process mapping exercise and with the assistance of the police and prisons departments identify and develop improved practices and procedures within the court: As a result of the process mapping exercise recommendations aimed at improving upon current practices and procedures within the court will be developed. This will be done in conjunction with the police and prisons and other agencies as required, i.e. Legal Aid and the JACP.
- Support the implementation of new case management practices and procedures within the Court of Appeal: Upon acceptance of the recommendations by the MOJ and Court of Appeal a program to trial the new practices and procedures will be undertaken within the Court of Appeal.
- Provide technical advice and assistance to MOJ and Court of Appeal to implement initiatives aimed at increasing the level transparency within the court process: Throughout the process mapping recommendation and implementation stages the courts adviser and courts project manager will provide ongoing advice and assistance to ensure successful and sustainable initiatives are designed and implemented.

4.4 Court Procedures Handbook reviewed and updated as required.

As a result of the expected new Criminal Procedure Code and Penal Code the Court Procedures Handbook will require updating. The program will assist the MOJ to develop a strategy to review and update the handbook on a regular and sustainable basis.

- Assist the MOJ to develop a strategy to review and update legal and procedural amendments to the Court procedures Handbook: As a result of the expected new Criminal Procedure Code and Penal Code the Court Procedures Handbook will require

updating. The program will assist the MOJ to develop a strategy to review and update the handbook on a regular and sustainable basis will developed. There will be close coordination with the RAJP in relation to the training for the revised Court Handbook. The RAJP will be responsible for training of the new procedures in the handbook, that training will not be required until the 2008-9 plan. Consultation with French advisers is being continuously undertaken in relation to the process mapping and potential changes to practices and procedures relating to the criminal jurisdiction.

4.5 Improved MOJ plans and budgets produced:

Support will be provided to further develop capacity within the MOJ to prepare its annual plans and budgets. This will involve a number of activities over the life of the project. In year one the activities will include:

- Assistance with MOJ Budget Submissions: As training has been conducted in MOJ and has been well received this activity will contain a mentoring and overseeing aspect, particularly with technical input on specific issues.
- Assist biannual MOI-MOJ forums: Support provided to MOJ for the facilitation of biannual forums to discuss issues of common concern and to ensure that resolutions are built into MOJ planning processes.
- Prisons-Courts-Police meetings facilitation: to assist, in conjunction with other components, the PCP meetings held in provinces which promote inter agency dialogue.

The anticipated scheduling of specific activities (for each output in this component) is provided at Annex D.

4.6 Scope of executive capacity development program established and agreed with MoJ:

Coordinating with Components 1, 3 and 5; and in parallel with the development of the MoJ strategic and annual plans and budgets, the Courts Adviser will work with the senior executive of the MoJ, as well as other CCJAP advisers, to identify executive capacity development needs within the MoJ and to develop a strategy for CCJAP support and executive capacity enhancement. As outlined in Output 3.2 a short-term Executive Capacity Development Specialist will help lead the technical analysis, working not only with the MoJ but also in relation to Police and Prisons Department executive capacity development needs. It is expected that particular focus will be given to supporting RGOC reform priorities in relation to public financial management and administrative reform. The requirements laid out in the LIRS Sector Planning Manual will be an important point of reference. As part of the Executive Development process substantive outcomes will be programmed into their training and development. In particular MoJ participants will be required to identify a critical organisational issue upon which to adopt as a substantive project for presentation to their Secretary of State at the end of their training period.

Resources

The component will be supported full time by a MOJ and Courts Adviser and locally engaged Project Officer over life of this plan. The program will complete some minor works at the Kandal Court aimed at improving its original design and making the courts a more workable design. These works will include the reduction of external noise from court one in the court.

Computers to support the development of appropriate court based data at both Kandal and the Court of Appeal will be procured. The computers will be supported by appropriate training in the use of Microsoft word and excel. The President of the Court of Appeal had requested a room for file and exhibit storage which the program will support, this will greatly assist in file management within the courts restricted environment. Support for planning and budgeting in MOJ will be provided primarily through component one, namely the Capacity Building Adviser and Project Officer.

Further detail of resource requirements is provided at Annex D, while costs are summarised in Section 3.4 below.

COMPONENT 5 – CORRECTIONS

Component objective statement

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

RGOC counterparts and other key stakeholders

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

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

Geographic focus

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

Planned Outputs

5.1 Draft law on corrections developed:

This output will support the LJRS objective of developing corrections law. In collaboration with component one, the Prisons Department will be supported in establishing a Corrections Law Working Group to undertake the legislative and policy review process. The group will need to collect and review existing laws, decrees and policies that need to be considered in the development of the new law. Subject to satisfactory progress, work will start on the drafting the new law in this first year of CCJAP III (although it is possible that this will roll-over into year two). While there is a need for ST international expertise in legislative drafting to support this initiative, the aim will be to use this expertise primarily to help build 'in-house' capacity. Activities relating to this output include:

- Establishment of working group: Facilitate the establishment of a working group to ensure policies and guidelines for legislative drafting are complied with. The Working Group is also to support the development of appropriate policies and principles upon which the new law can be drafted.
- Support for Policy & Law Drafting: Support for ST inputs may be provided through the Project or with support of CATAF with recruitment of specialised short term assistance in legal drafting which would provide the opportunity to build the capacity of counterparts in the processes of drafting laws. Policy drafting should be undertaken in late 2007 with drafting to take place in a two year time frame.

The drafting of the policy will provide the foundations for the drafting of the law though the law drafting is contingent upon the Penal Procedures and Penal Code being adopted by the RGOC.

5.2 Prisons Department annual plan and budgets developed:

The new General Department of Prisons has limited capacity to advocate for larger budget allocations. Establishment of the new department provides the opportunity to assist in developing and training staff on processes and systems to prepare and present their plans and budgets effectively within MOI. Assistance will also be provided to the Prisons Department in liaising with the MEF regarding its budget allocation needs to run the new General Department of Prisons. Work under this output would also address the capacity of the Department to forecast budget expenditure in line with strategic plans. Activities in support of this output include:

- Budget development assistance: Technical assistance provided to the department so that budgets reflect the format requirements of the RGOC as well as work towards resourcing the department Strategic Plan.
- Establishment of Planning Database: Assistance with the review and updating of planning processes in the department and assistance with data collection for planning purposes.
- Review of Sub-decree & Prakas: Review and update of sub-decree and Prakas as a reference point for budget submissions.

Support for this Output should be provided over the first three years of the project with monitoring of increase in budget allocations.

Work under this output would also address the capacity of the Department to forecast budget expenditure in line with Strategic Plans.

5.3 Executive capacity development program developed and conducted:

The project will support capacity development of senior officials in the Department. In this first year, a review of existing human resource and training systems will be conducted (in collaboration with component one) to assess needs and formulate a clear program of support. Specific support to establishing the effective operations of the Prisons Inspection Office will be provided. CCJAP will provide resources to support the professional development of Prisons Chiefs and their Deputies, and for Section Chiefs. The focus of training will be on core issues that support more effective planning and budgeting, improved management of prisons in line with the requirements of the established Corrections Management System, and improved prisons monitoring. Gender awareness training among prison staff and their families will continue to be supported.

Activities include:

- Review of executive capacity: assistance with the review of the executive management capacity and the identification of HRM needs in the new General Department of Prisons.
- Technical Support and Assistance: Ongoing technical assistance and support, including training, to Prison Chiefs and Deputies nationally.
- Identification of specific skill requirements: Assisting the department in identifying skill shortages and the development and delivering of training programmes to address these needs.
- Provide Support for Gender Awareness training programmes: Material and technical support for the development and delivery of Gender Awareness trainings will be provided for prison staff and their families.

- Prison Inspection Office establishment: Technical assistance provided to the department in the establishment and operation of a proposed Prison Inspection Office.

5.4 Standard of prison facilities improved to support implementation of the corrections management system:

The majority of prisons do not have the capacity to fully implement the Corrections Management System without improvements in infrastructure. This output is designed to assist the Department to undertake an assessment of facilities with the view to developing a prioritised list of small construction and building renovation activities that will enhance their capacity to provide improved services (particularly that impact on juveniles/children and women).

Activities include:

- Establishment and Support of the Prison Survey Team: Support for a new survey team to build the capacity of the department to monitor its own infrastructure and to develop plans and processes to attend to its needs.
- Survey of Prison Infrastructure: assistance with the identification of priorities for small construction and renovation activities nationally.

5.5 Facilities and services to support prisoner mental and physical health are improved:

Under this output, the focus of work during this year will be on:

- Survey of prison health clinics. This will involve supporting the Department of Prisons and the MOH to design and implement a national prison health survey. The aim is to collect the necessary information to underpin the development of a longer-term strategy and plan for establishing MOH certified health posts in prisons.
- Training of prison health staff on MPA modules 6 and 13. This training is delivered by the Technical School for Medical Care.
- Supporting provision of HIV/AIDS treatment to all prisoners. This is linked to the MOH National Centre for HIV/AIDS Program and STDs which aims to provide HIV/AIDS treatment in prisons to the same standard as that which is available within the wider community. Support for this initiative is planned for the first three years with monitoring to be in line with MOH performance indicators.

5.6 Prisoner rehabilitation and reintegration programs established:

Work under this output will be undertaken in close collaboration with components 2, 3, 4 and 6. Focus will initially be on:

- Formalised prisoner rehabilitation program designed. This work is designed to operationalise the Corrections Management System based upon prison site specific capacity for rehabilitation/reintegration and is linked to crime prevention measures.
- Sentence reduction/amnesty. This will focus on reviewing the current process of sentence reduction/amnesty and consulting with MOJ to identify the respective roles and responsibilities of the two ministries in developing and then implementing new options.
- Rehabilitation/reintegration programs developed and implemented in partnership with government agencies and NGOs. This work is designed to build upon achievements in Phases I and II of CCJAP and will continue to develop effective partnerships to support prisoner rehabilitation and reintegration programs. This will involve capacity building of prison staff to assess suitable NGO program support which will increase the number of vocational training and farming programs available to prisoners.

The anticipated scheduling of specific activities (for each output in this component) is provided at Annex D.

Resources

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

A vehicle is required to support the work of this component, particularly for provincial visits and on-site inspections/monitoring, as is the basic office equipment and furniture to re-establish the project office within the Department of Prisons. Medical equipment/supplies for prison health clinics, computer and office equipment for Corrections Management System data collection and monitoring, and prison vocational training equipment will also be provided.

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

Further detail of resource requirements is provided at Annex D, while costs are summarised in Section 3.4 below.

COMPONENT 6 – PROJECT MANAGEMENT

Component objective statement

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

RGOC counterparts and other key stakeholders

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

Geographic focus

Project management will remain centralised in Phnom Penh although its activities will migrate nationally as part of the geographic expansion of CCJAP III. This will ultimately be decided by the NMB. **Planned Outputs**

6.1 Effective and relevant forward planning conducted and risks managed to ensure threats to project success are mitigated:

Annual plans and budgets will be produced for the information, review and approval of the NMB. These will be produced in close collaboration with counterpart RGOC agencies, and in consultation with other development partners. Feedback on the format and content of annual plans and budgets will be sought from the NMB to help ensure that the content and its presentation meet their needs. Project risks will be monitored and managed under this output.

6.2 An appropriate team of project staff deployed and operational resources effectively managed:

It is critical that only the best available personnel are selected for project funded positions. Personnel performance will be assessed on an ongoing basis. A clear set of management strategies and protocols are in place to manage the entire team of advisers, assistants and other staff. The Communication and Stakeholder Engagement Strategy also details relationship management strategies and protocols to provide clear guidance as to how the team should engage with other partners (NGOs, RGOC staff and other donors).

6.3 Efficient administration and financial systems that support sound project management and operations established.

A set of administrative and financial systems have been established that directly support the project activities and outcomes. The systems aim to ensure there is timely procurement, access to funds and management of key activities related to security, communications and monitoring and evaluation. These systems will be open to regular review and improvement during the life of the project. Both team members and RGOC counterparts will be regularly consulted as to their satisfaction with how the systems are working, and improvements identified and implemented as appropriate.

6.4 Effective coordination mechanisms established and operational, including the National Management Board:

The NMB was established during this Annual Planning period. A Ministerial decision was signed on May 23, 2007. The information needs and expectations with respect to Secretariat support were also established and are now contained in the Draft NMB Policy and Guidelines. NMB member satisfaction with secretariat support will be regularly assessed and appropriate action taken to address any necessary issues. Ongoing support will be provided to relevant working groups, donors, NGOs and GoA missions to ensure effective coordination and communication.

6.5 Flexible Support Facility established and operating effectively:

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

6.6 Law and justice sector performance monitoring capacity supported and assistance given to its development:

A key aspect of the Phase III approach to monitoring and evaluation is to support the progressive development of Cambodian capacity to undertake ongoing performance assessment and develop the necessary responses. Accordingly, under this output working through the PMU and in conjunction with component one, CCJAP will assist key stakeholders to prepare systems and resources to support sectoral performance monitoring.

6.7 Project Monitoring Framework effectively implemented:

While the project manager is responsible for ensuring that effective monitoring and reporting systems are in place and used, it is the entire team's responsibility to implement the M&E systems. In addition to sectoral performance reporting, the M&E strategy also focuses on

generating reliable and useful management information for key RGOc stakeholders, as well as for the GoA and other donors. As part of the methodology, joint monitoring and reporting activities will commence development in Year One using existing and evolving RGOc systems (see output 6.6). Similarly, opportunities to harmonise monitoring and reporting activities with other donors will be actively sought and implemented.

- Complete the Monitoring and Evaluation Plan including compilation of the baseline data file: Working with counterparts and their agencies the Project will facilitate and support the development of agency and sectoral monitoring strategies.
- Conduct workshops with project team and other partners to clarify approaches, responsibilities and tools for monitoring: The emphasis will be on developing tools for monitoring results and strengthening our partners capacity to monitor their own reform programs,
- Design and commission surveys on access to justice issues: Opportunities for research will present themselves throughout the life of the Project. In year one the focus will be on vulnerable groups and juvenile justice; particularly in the area of survivors of sexual crimes and domestic violence.
- Conduct collaborative review workshops: A periodical snapshot of Project progress will be undertaken by the M&E specialist on an bi-annual basis. These results will be fed into the NMB and the six monthly and annual review reports.
- Prepare six monthly and annual review reports

6.8 Gender mainstreaming strategy developed and implemented:

A commitment has been made in Phase III to increasing attention to gender issues through both mainstreamed and gender targeted efforts. In addition to the gender specific initiatives evident in each component which seek to scale up previous efforts, a gender mainstreaming strategy will be developed in year 1. The strategy will reflect both AusAID's gender equity strategy and also support RGOc's gender mainstreaming strategy. (see Gender pp.19)

Conduct workshops with Project Team and other partners to clarify approaches, responsibilities and tools for gender mainstreaming: Clarify RGOc's mainstreaming mechanisms and how they relate to justice sector agencies e.g. how do counterpart agencies engage with the key gender equity mechanisms and processes. Also make an initial assessment of counterpart agency performance through these mechanisms

Develop a gender mainstreaming strategy for the Project and incorporate in 2008/2009 Annual Work Plan: A well formed gender strategy is to be agreed with counterpart agencies and

incorporated into the next AWP. The strategy's tempo should re-enforce RGoC commitments to gender mainstreaming.

Assist and support counterpart agencies and partners to meet, protect and promote the human rights of women and girls: Identify ways to enhance counterpart agency performance with the objective of not only improving counterpart agency monitoring and performance but to ultimately assist agencies model and showcase successful practices in gender equity reform.

The anticipated scheduling of specific activities (for each output in this component) is provided at Annex D.

Resources

A long-term international Project Manager will lead this component. The financial and administrative obligations accompanying the FSF will be supported by a full time FSF Manager..

For general project office finance and administration a Finance and Administration Manager and an office assistant have already been engaged. A further office assistant will be required to manage travel, training coordination, workshops, and to assist in managing the NMB Secretariat.

The cost of travel, training and workshops has not been identified as a fixed contract cost and has been included as a global amount under Component 6. This will cater for all activity of this type across all components. Major grants, especially capital works, will require rigorous monitoring over the life of the Project. External auditing resources will be contracted in as part of the overall monitoring and evaluation (and anti-corruption) strategy.

Further detail of resource requirements is provided at Annex D, while costs are summarised in Section 3.4 below.

3.4 OVERALL RESOURCE ALLOCATION AND BUDGET SUMMARY

Excluding DANIDA contributions to the FSF, the total projected budget for CCJAP III in 2007/2008 is AU\$3,881,462. This comprises AU\$3,315,878 currently contracted and a proposed change frame of AU\$565,584 to permit essential activities which were not costed in the original scope of services. (See project change frame # 1)

Other Annual Plan resources considered a high priority will be presented to the first NMB meeting for funding from the Flexible Support Facility. Priorities for funding from the FSF total \$550,660

Full financial breakdowns are provided in the Cost Schedules at Annex E.

3.5 MONITORING AND RISK MANAGEMENT

MONITORING

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

- Progressive establishment of the project's internal web-based management information system;
- Design and delivery of 'in-house' monitoring workshops for the project team, to ensure that they have the knowledge and skills to progressively implement the proposed new Monitoring Framework;
- Review of baseline information requirements and preparation of new baseline information data file (by end of 2nd quarter);
- Design and implementation of a sample survey to fill information gaps on high priority 'access to justice' issues (particularly for juveniles and other vulnerable groups) to be implemented in targeted provinces (once identified and agreed);
- Establishment and trialling of the management and monitoring arrangements for the FSF, including for minor capital works;
- Trial of collaborative review workshop process with TWG sub-groups as well as with other groups focusing more specifically on CCJAP supported initiatives;
- Development of clear working arrangements between CCJAP and the Inspectorate Divisions of Prisons and Courts with respect to supporting them to monitor the implementation of key management systems and procedures within prisons and courts;
- Preparation of a six-monthly progress reports for the information of the NMB; and
- Preparation of an annual review report for the information of the NMB.

RISK MANAGEMENT

CCJAP III has adopted a multi-step process to support the risk management lifecycle and this builds upon the experience of Phase II risk management. Interviews, workshops, consultations and observations during the revision of the SFD and development of this first annual plan

informed the progressive refinement of the initial CCJAP III Risk Management Plan. All risks are rated in terms of both the probability and consequences of each risk. The risks that have been thus far identified will be reviewed, analysed, managed and monitored in an ongoing process in accordance with the Risk management Matrix attached as Annex F.

A n n e x A

Project Data Summary

Project title:	Cambodia Criminal Justice Assistance Project Phase III
Duration and location:	5 years duration (Feb 2007 – Feb 2012) Phnom Penh, Kandal Province and other targeted provinces to be determined
Funding sources & budget:	Government of Australia funding of A\$30m RGOC counterpart funding of some A\$4.2m DANIDA contribution of A\$ 1m
Project purpose:	To support the RGOC to provide equitable access to justice, with a particular focus on the needs of juveniles and other vulnerable groups
Management arrangements and implementing partners:	National Management Board responsible for strategic direction and approval of annual plans. Membership includes RGOC and GoA appointees. Chaired by the Secretary of State for the Ministry of Interior, with Deputy Chairs being the Secretary of State for the MOJ and Director of the Project Management Unit of the CLJR. Key implementing partners are the Cambodia National Police, the General Department of Prisons, the Ministry of Justice and the Project Management Unit of the CJLR
Key indicators of success:	<ul style="list-style-type: none"> - Improved donor coordination in the sector, alignment of donor support with RGOC priorities and improved sector planning and monitoring systems - Design and implementation of Corruption Mitigation Plans within key sector agencies (Police, Prisons and Courts) - Crime Prevention & Community Safety initiatives integrated into Provincial, District and Commune plans and budgets (under the D&D strategy) - Development and implementation of a Police Strategic Plan which addresses access to justice for juveniles and vulnerable groups and supports improved approaches to community policing - Improved court administration systems and processes which promote transparency, access to justice for juveniles and vulnerable groups, and increased use of non-custodial sentences - Improved prisons management systems and practices which promote human rights, prisoner health and prisoner rehabilitation and re-integration

A n n e x B

Overview of Monitoring Framework

M&E 'levels'	Questions to be answered	Types of indicators/examples	Sources of information
Impact Benefit to target groups	Is there improved access to justice for juveniles and other vulnerable groups?	<ul style="list-style-type: none"> •Community perceptions of access to justice •Community awareness of legal & human rights •Crime prevention & diversion programs in place •Use of alternatives to imprisonment •Representation in court/legal aid •Protection and care in custody/prison 	<ul style="list-style-type: none"> •PMU sector monitoring •Police, Court and Prison records •Independent research/surveys by CCJAP & others
Outcome Capacity building 'results'	Is there increased institutional capacity in Police, Courts and Prisons to provide justice for juveniles and other vulnerable groups?	<p>Improvements in relation to relevant:</p> <ul style="list-style-type: none"> •Laws, policies, and/or plans and budgets •Systems and procedures •Human and financial resource allocation •Knowledge and practices of officials/staff •Infrastructure <p>Including in relation to corruption mitigation plans</p>	<ul style="list-style-type: none"> •PMU sector monitoring •Police, Court and Prison records •Collaborative review workshops •Independent research by CCJAP & others •TAG reports
Project Outputs, Activities & inputs Quality of project management	Are project outputs, activities, inputs and budget being well managed, and effectively coordinated with partners?	<ul style="list-style-type: none"> •Quality of project's strategic direction •Timely output delivery & activity implementation •Quality of inputs (including advisers) •Expenditure against budget •Quality of monitoring, reporting and information sharing 	<ul style="list-style-type: none"> •Project plans & reports •TAG reports

A n n e x C

Draft Results Framework

CCJAP III Draft Results Framework & Indicators (to be reviewed and refined during preparation of baseline information)

Project Description – Results Hierarchy	Indicators	Sources of information
<p>Purpose To support the RGOC to provide equitable access to justice, with a particular focus on the needs of juveniles and other vulnerable groups</p>	<p>Community perceptions of access to justice services Community awareness of their legal and human rights</p> <p>Juveniles # of juveniles (M/F) charged with a criminal offence, by age and type of offence # of juveniles (M/F) who have legal representation in court # of juveniles (M/F) convicted of a criminal offence, nature of sentence, by age and type of offence # of juveniles diverted (alternatives to prison), pre or post sentencing # of juveniles (M/F) in detention, by age, duration of detention, and whether or not convicted or awaiting trial Separation of juveniles in detention from adults # of juveniles in detention receiving education</p> <p>Other vulnerable groups # of domestic violence, sexual assault/rape, and people trafficking cases <u>reported</u> # of domestic violence, sexual assault/rape, and people trafficking cases <u>prosecuted</u> # of domestic violence, sexual assault/rape, and people trafficking case <u>convictions</u>, and nature of sentence</p>	<p>- Sample surveys, commissioned by CCJAP in targeted provinces – baseline and end of project follow-up</p> <p><i>(Either existing or to be established)</i></p> <p>- Police & Court Records</p> <p>- Court Records</p> <p>- Court and Prison Records</p> <p>- Court and Police records / MOSALVY records</p> <p>- Prison and Court records</p> <p>- Prison records</p> <p>- Prison records / MOSALVY records</p> <p>- Police records</p> <p>- Court records</p> <p>- Court records</p>

Project Description – Results Hierarchy	Indicators	Sources of information
	<p># of women in detention, duration of detention, whether or not convicted or awaiting trial, and whether or not separated from men Prisoner health status (# with scabies, TB, HIV) # of prisoners receiving education programs</p> <p>Corruption and Human Rights Community perceptions of corruption in the justice sector</p> <p>Expert opinion of human rights situation in Cambodia, including for juveniles and women</p>	<p>- Prison records</p> <p>- Prison health post/MOH records</p> <p>- Centre for Social Development – Research Studies and ongoing Courts Watch Project reports - Corruption perception index –Transparency International</p> <p>- Reports from Cambodian Human Rights Commission, LICADHO, CDP, World Bank, UNICEF etc</p>
<p>Component 1 Objective (LIRS)</p> <p>To support the RGOC to effectively develop, coordinate and monitor the implementation of a sector wide Legal and Judicial Reform Strategy</p>	<p>Improvement in relation to relevant:</p> <ul style="list-style-type: none"> • Laws, policies, and/or plans and budgets • Systems and procedures • Human & financial resource allocation • Knowledge and practices of officials/staff <p>specifically as these impact on access to justice for juveniles and women</p>	<p>- PMU records/sector monitoring using ‘key indicators’</p> <p>- Collaborative review workshops, conducted at least annually with relevant TWG sub-groups, using structured process of facilitated analysis</p>
<p>Planned Outputs Year 1</p>		
<p>1.1 PMU strengthened and coordination activities effectively supported</p>	<p>- Number of TWG and sub-group meetings, number and types of stakeholders attending working groups facilitated by the PMU.</p>	<p>- Project 6-monthly and annual reports based on analysis of PMU records and ongoing</p>

Project Description – Results Hierarchy	Indicators	Sources of information
		consultation with stakeholders
1.2 Sector Planning Manual developed and usage supported	- Sector planning manual is produced, and key RGOC officials understand its contents and their responsibilities for implementation	- Project 6-monthly and annual reports based on analysis of PMU records and ongoing consultation with stakeholders
1.3 Key Performance Indicators developed and usage supported	- Availability and quality of data in relation to the agreed key performance indicators	- Project 6 monthly and annual reports based on analysis of PMU records and ongoing consultation with stakeholders
1.4 Aid effectiveness and executive capacity support provided to relevant agencies	<p>- Executive capacity development strategy and plan prepared for Police, Prisons and Courts which has demonstrated agency support, has clearly defined objectives, is based on demonstrated need, is practical and cost effective, and includes a clear implementation plan, management arrangements and resource requirements</p> <p>- Quality of support provided to other components, particularly with respect to planning and budgeting for Prisons and Courts</p>	- Project 6 monthly and annual reports based on analysis of exec capacity development strategy/plan quality, plans and budgets for MOJ and Prisons, and ongoing consultation with stakeholders
1.5 Corruption risk assessments trialled and tested	<p>- No. and quality of risk assessments prepared. Degree of RGOC agency engagement and interest in findings.</p> <p>- RGOC agency commitment to preparing Corruption Mitigation Plans</p>	- Project 6 monthly and annual reports based on analysis of corruption risk assessment documents and ongoing consultation with stakeholders

Project Description – Results Hierarchy	Indicators	Sources of information
1.6 A plan developed for preparing capital works investment strategies.	<ul style="list-style-type: none"> - clear CW management guidelines in place, including implementation menus, which stakeholders understand and can effectively use - #, location and type of cw activities supported, financial disbursements, rating of progress for each activity 	<ul style="list-style-type: none"> - Project 6 monthly and annual reports based on analysis of Flexible Support Fund/cw guidelines and records and field monitoring reports, and ongoing consultation with stakeholders
<p>Component 2 Objective (CPCS)</p> <p>To establish sustainable, collaborative crime prevention and community safety initiatives</p>	<p>Improvements in relation to relevant :</p> <ul style="list-style-type: none"> • Policies, and/or plans and budgets • Systems and procedures • Human & financial resource allocation • Knowledge and practices of officials/staff <p>specifically as these impact on access to justice for juveniles and women</p> <ul style="list-style-type: none"> - Community perceptions of local authorities 	<ul style="list-style-type: none"> - Analysis of relevant National, Provincial and Commune records (relevant to D&D) - Collaborative review workshops, conducted at least annually with relevant stakeholders, using structured process of facilitated analysis - Community perception surveys commissioned by CCJAP (to be linked to access to justice surveys at purpose level)
Planned Outputs Year 1		
2.1 CPCS planning for Kandal province incorporated into the National Decentralisation and Deconcentration structure.	<ul style="list-style-type: none"> - CPCS activities included in Provincial plans and budgets under D&D focal areas of Security and Gender (number, type, value) 	<ul style="list-style-type: none"> - Project 6 monthly and annual reports based on analysis of records kept by Provincial D&D local administration unit, and ongoing stakeholder consultations

Project Description – Results Hierarchy	Indicators	Sources of information
2.2 CPCS planning incorporated in the National D&D structure for selected districts in Kandal Province	- CPCS activities included in District/commune plans and budgets under D&D focal areas of Security and Gender (number, type, value)	- Project 6 monthly and annual reports based on analysis of records kept by Provincial D&D local administration unit, and ongoing stakeholder consultations
2.3 Police participation in CPCS initiatives promoted in selected districts	- Representation of Police on D&D structure - Development of Guidelines on how Police & the Community can work together	- Project 6 monthly and annual reports based on analysis of records kept by Police and Provincial D&D local administration unit, and ongoing stakeholder consultations
2.4 CPCS planning in line with the national D&D strategy commenced in other provinces	- Expansion strategy documented and approved by NMB - No. of provinces identified	- Project 6 monthly and annual reports based on analysis of NMB meeting minutes, and ongoing stakeholder consultations
<p>Component 3 Objective – Police</p> <p>To strengthen the capacity of the Cambodian National Police to identify and respond to community, national and regional priorities</p>	<p>Improvements in relation to relevant CNP:</p> <ul style="list-style-type: none"> • Laws, policies and/or plans and budgets • Systems and procedures • Human & financial resource allocation • Knowledge and practices of officials/staff <p>specifically as these impact on access to justice for juveniles and women, and to the implementation of anti-corruption mitigation plans</p>	<p>- PMU sector monitoring</p> <p>- Police Records</p> <p>- Collaborative review workshops, conducted at least annually with relevant stakeholders, using structured process of facilitated analysis</p>
Planned Outputs Year 1		

Project Description – Results Hierarchy	Indicators	Sources of information
3.1 A draft CNP Strategic Plan prepared	<p>- Quality of plan, and inclusion of specific strategies to improve:</p> <ul style="list-style-type: none"> • Police/community engagement and development of a service culture • Treatment of juveniles in conflict with the law • Treatment of victims of crime, particularly women who are the victims of sexual assault/domestic violence and people trafficking • Anti-corruption implementation 	<p>- Project 6 monthly and Annual reports based on analysis of Strategic Plan Working Group minutes, document review and ongoing consultation with stakeholders</p>
3.2 Scope of Executive Capacity Development program established and agreed with CNP	<p>- Endorsement by CNP & NMB of an executive capacity development program to be supported by CCJAP</p>	<p>- Project 6 monthly and Annual reports based on analysis of the quality of capacity development program, and ongoing consultation with stakeholders</p>
3.3 Enhanced capacity and skills in the collection and use of forensic evidence	<p>- Quality of briefs of evidence (forensic evidence) submitted to Prosecutors</p> <p>- Procedures are developed and used in the examination of victims of crime.</p> <p>- Protocols are identified, documented and the process of appropriate authorization is commenced (Praka and Guidelines).</p> <p>- A statistical gathering tool developed and</p>	<p>- Project 6 monthly and Annual reports based on analysis of police and court records, and ongoing consultation with stakeholders</p>

Project Description – Results Hierarchy	Indicators	Sources of information
	<p>introduced for use within the relevant Ministries</p> <p>- Donors are identified and engaged through the FSF to fund facility/equipment improvements</p>	
3.4 Training systems review and reform	<i>Yet to be developed in collaboration with CNP</i>	<p>Project 6 monthly and Annual reports</p> <p>based on analysis of police records, and ongoing consultation with stakeholders</p>
<p>Component 4 Objective – MOJ and Courts</p> <p>To strengthen the capacity of the MOJ to effectively support the courts in delivering timely and equitable access to justice</p>	<p>Improvements in relation to relevant MOJ:</p> <ul style="list-style-type: none"> • Laws, policies, and/or plans and budgets • Systems and procedures • Human & financial resource allocation • Knowledge and practices of officials/staff • Infrastructure <p>specifically as these impact on access to justice for juveniles and women, and to the implementation of anti-corruption mitigation plans</p>	<p>- Analysis of relevant MOJ and Courts records</p> <p>- Collaborative review workshops, conducted at least annually with relevant stakeholders, using structured process of facilitated analysis</p>
Planned Outputs Year 1		
4.1 Improved data management and methods developed for dealing with juveniles in the courts	<p>- Availability of court performance data, particularly relating to juveniles (see example indicators relating to access to justice at purpose level)</p>	<p>Project 6 monthly and annual reports</p> <p>based on analysis of court inspections data, and ongoing consultation with stakeholders</p>
4.2 Practices and procedures within the Kandal Court developed and implemented.	<p><i>- To be established – through the case management process mapping exercise and further</i></p>	Project 6 monthly and annual reports

Project Description – Results Hierarchy	Indicators	Sources of information
	<i>development of the ‘model’ court concept</i>	based on analysis of court inspections data, and ongoing consultation with stakeholders
4.3 Assist the Court of Appeal to review its existing case management practices	<i>- To be established – through the case management process mapping exercise</i>	Project 6 monthly and annual reports based on analysis of Court of Appeal records, and ongoing consultation with stakeholders
4.4 Court Procedures Handbook reviewed and updated as required	- Systems and procedures for updating court handbook clear, including responsibilities and resources	Project 6 monthly and annual reports based on analysis of MOJ records, and ongoing consultation with stakeholders (including those specifically responsible for Handbook updating)
4.5 Improved MOJ plans and budgets produced	- MOJ plans and budgets which are based on analysis of need, linked to results (improved services) and meetings the requirements of the Ministry of Economy and Finance	Project 6 monthly and annual reports based on analysis of MOJ plans and budget submissions, and ongoing consultation with stakeholders
4.6 Scope of Executive Capacity Development program established and agreed with MoJ	- Endorsement by MoJ & NMB of an executive capacity development program to be supported by CCJAP	- Project 6 monthly and Annual reports based on analysis of the quality of capacity development program, and ongoing consultation with stakeholders
<p>Component 5 Objective – Corrections</p> <p>To strengthen the capacity of the Prisons Department to identify and respond to prison management priorities, the physical and mental</p>	<p>Improvements in relation to relevant Prisons:</p> <ul style="list-style-type: none"> • Laws, policies, and/or plans and budgets • Systems and procedures 	<p>- Analysis of relevant Prisons Dept. & MOH records</p> <p>- Collaborative review workshops, conducted at</p>

Project Description – Results Hierarchy	Indicators	Sources of information
health needs of prisoners, and to identify options for community based corrections	<ul style="list-style-type: none"> • Human & financial resource allocation • Knowledge and practices of officials/staff • Infrastructure <p>specifically as these impact on access to justice for juveniles and women, and to the implementation of anti-corruption mitigation plans</p>	least annually with relevant stakeholders, using structured process of facilitated analysis
Planned Outputs Year 1		
5.1 Draft Law on Corrections developed	<p>Working group established and policies and guidelines for legislative drafting prepared and approved</p> <p>Quality of Draft Law as assessed against agreed criteria (to be developed by working group)</p>	<p>Project 6 monthly and annual reports</p> <p>Based on analysis of policies and guidelines and the draft law, and ongoing stakeholder consultation</p>
5.2 Prisons Department annual plan and budgets developed.	<p>Budget submission in line with the Strategic Plan of General Department of Prison completed.</p> <p>Prisons planning database established and reflects the needs to assist with planning.</p>	<p>Project 6 monthly and annual reports</p> <p>based on analysis of annual budget submission recorded at the Financial Office and data availability in data base, and ongoing stakeholder consultation.</p>
5.3 Executive capacity development program developed and training conducted	<p>Number of Prison Chiefs, Deputy Chiefs and Chiefs of Section trained and response to training</p> <p>Staff and families attitudes improved with respect to Gender equity</p> <p>New Prisons Inspection Office established.</p>	<p>Project 6 monthly and Annual reports</p> <p>based on analysis of training and workplace assessment reports, and ongoing consultation with stakeholders</p>

Project Description – Results Hierarchy	Indicators	Sources of information
5.4 Standard of prison facilities improved to support implementation of the corrections management system	Prison survey team appointed and prison infrastructure survey completed and all prison facilities prioritised	Project 6 monthly and Annual Reports based on analysis of baseline information (Survey checklist, number of prioritised facilities) and ongoing consultation with stakeholders
5.5 Improved facilities and services to support prisoner mental and physical health	Results of prisoner health survey completed and analyzed (assessed against MOH standards). Training in MPA modules 6 and 13 completed. Prison HIV/AIDS system established and staff trained at target prisons.	Project 6 monthly and Annual Reports based on analysis of baseline information from survey and from Prison Health Office's records, MOH and Medical School records.
5.6 Prisoner rehabilitation and reintegration programs established	No. and location of joint NGO/government agency supported initiatives in prisons Process for consultation in respect of sentence reduction/amnesty prepared and documented. Percentage of juvenile and women attending prison education/rehabilitation programs increased.	Project 6 monthly and annual reports based on analysis of prisons monthly reports, other Prison Dept. records, and ongoing consultations with stakeholders.
<p>Component 6 Objective – Project Management</p> <p>To support effective program implementation, achievement of results, accountability for resource use and the sustainability of benefits</p>	Satisfaction of NMB members and other stakeholders with key elements of project management, against each of the key output indicators listed below.	Feedback from NMB members, NMB minutes, AusAID contractor performance assessments, and CCJAG reports

Project Description – Results Hierarchy	Indicators	Sources of information
Planned Outputs		
6.1 Effective and relevant forward planning conducted and risks managed to ensure threats to project success are mitigated.	Annual plans are produced on schedule and remain relevant to the needs of the sector	Annual Plans Assessed by NMB (including AusAID) and reviewed by Technical Advisory Group.
6.2 An appropriate team of project staff deployed and operational resources effectively managed.	Quality of Project staff deployed; Staff performance being appraised; Work program and resource availability understood by all staff.	Staff performance appraisal reports on file in project office Staff quality and resource management assessed by NMB (including AusAID) supported by Technical Advisory Group analysis and reports (six-monthly).
6.3 Efficient administration and financial systems that support sound project management and operations established.	Timely availability of operational funds for component managers Budget and expenditure data available to project team and to NMB	Feedback from component managers and from NMB Project financial reports CCJAG assessment
6.4 Effective coordination mechanisms established and operational, including the National Management Board.	The National management Board is satisfied with project’s secretariat support, including quality of information presented for their consideration	Structured feedback from NMB members through end of meeting questionnaire
6.5 Flexible Support Facility established and operating effectively.	#, location and type of activities supported, financial disbursements, rating of progress for each activity	Facility records.
6.6 Law and justice sector performance monitoring capacity supported and assistance given to its	Sector performance framework and monitoring system established	PMU records

Project Description – Results Hierarchy	Indicators	Sources of information
development.		
6.7 Project Monitoring Framework effectively implemented.	Quality of project monitoring, including content of regular reports and information available more broadly to stakeholders	Project reports Assessment by NMB members Assessment by CCJAG
6.8 Gender mainstreaming strategy developed and implemented.	Gender mainstreaming strategy is produced and remains relevant to the needs of the sector	Project reports Assessment by NMB members Assessment by CCJAG

A n n e x D

Implementation and Resource Schedules

A n n e x E

Cost Schedule

A n n e x F

Risk Matrix