

UNAKRT
Summary of Recommendations of the Assessment Team
(Vincent / St. Louis)

- **send a Court Management expert as a consultant (at the P4 or P5 level) for 3 months to (i) assess capabilities of existing staff, (ii) develop a rapid training programme, (iii) produce job cards and (iv) introduce basic operating systems**

- **create a new Translation Section, with a Coordinator / Section Chief, reporting to the Deputy Director**

- **appoint a local, Cambodian Project Manager on a short-term contract, for 4 to 6 months, to coordinate the work of the relevant Cambodian and international personnel in the Office of Administration on preparing and fitting out the main courtroom and the pre-trial facilities**

- **create a new Witness-Protection Section, with a Section Chief, reporting to the Deputy Director**

- **clarify the responsibilities of the Director and the Deputy Director to ensure more effective decision-making, preferably by their agreeing to divide responsibilities for certain key areas between them and that staff working in each of those areas should report directly to the one of them responsible for that area**

- **the Director and Deputy Director, with the assistance of the court-management expert acting as a facilitator, develop, in collaboration with all major players in the ECCC, a strategic / business plan that sets goals and priorities for the ECCC**

- **Director and Deputy Director thereafter undertake regular planning exercises to guide the work of other senior managers**

- **senior managers undertake regular planning exercises to review progress and identify future challenges to be addressed**

- **appoint a Detention Liaison Officer, reporting directly to the Director of Administration, responsible for liaising with national detention authorities**

- **better UNAKRT reporting to UNHQ**
 - **improve reporting to the *Groupe des Amis*, in particular by providing a written report in advance of meetings of the *Groupe* to all States members**
 - **urgently develop a funding strategy for a range of specific projects and activities, including training and capacity building projects, to enable the Cambodian side of the ECCC to meet its mandate**
 - **remedy deficiencies in security arrangements**
 - **develop an agreed media policy, setting out the role and responsibilities of the Press and Public Affairs Section, including specifically the role and responsibility of a court spokesperson**
 - **improve communication, encourage participation and facilitate stronger working relationships with NGOs**
 - **appoint a liaison / resident judge (i) to act as focal point for communication with colleagues, (ii) to serve as a conduit for the communication of their views to the Office of Administration and (iii) to provide the Office of Administration with decisions and directions on matters concerning judicial administration**
 - **urgently undertake a comprehensive review of the ECCC Staffing Table and Budget, with the participation of all relevant elements of the ECCC, including the judges, the Co-prosecutors and the Principal Defender**
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