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Extraordinary Chambers in the Courts of Cambodia

Chambres Extraordinaires au sein des Tribunaux Cambodgiens

ANNUAL REPORT ON ACHIEVEMENTS OF THE ECCC FOR 2006

Before reporting on the achievements made during 2006 by the Cambodian side of the ECCC we would like to express our profound thanks to those whose consistent support has made this enterprise possible. We are honoured by the confidence shown in us, and we are confident of continuing support in the months and years ahead.

We are pleased to give this report on the work achieved. It has been a highly rewarding experience for us from Cambodia to work together with the United Nations over the past year in establishing the youngest member in the family of international and hybrid tribunals – the Extraordinary Chambers in the Courts of Cambodia.

The Extraordinary Chambers in the Courts of Cambodia (ECCC) was established in accordance with the Agreement between the United Nations and the Royal Government of Cambodia Concerning the Prosecution under Cambodia Law of Crimes Committed During Period of Democratic Kampuchea signed by H.E Sok An, Deputy Prime Minister, Minister in charge of the Office of the Council of Ministers and Mr. Hans Corell, Under Secretary General for Legal Affairs on 6 June 2003, and this Agreement accompanied by two supplementary agreements (1) Supplementary Agreement between the United Nations and the Royal Government of Cambodia concerning Utilities, Facilities and Services signed by H.E Sean Visoth, Director of the Office of Administration of ECCC and Ms. Michelle Lee, Deputy Director of the Office of Administration of ECCC on 14 March 2006 and (2) Supplementary Agreement between the United Nations and the Royal Government of Cambodia concerning Safety and Security Arrangements signed by H.E Em Sam An, Secretary of State of the Ministry of Interior and Chairman of the Extraordinary Chambers Security Commission and Ms. Michelle Lee, Deputy Director of the Office of Administration of ECCC on 14 March 2006.

General progress

On 15 January 2006 the ECCC premises was formally handed over by the High Command of the Royal Cambodian Armed Forces and the initial work to prepare the Office of Administration was undertaken.

On 6 February 2006 our start-up team in the Office of Administration, led by Director H.E. Sean Visoth and Deputy Director Michelle Lee moved into the ECCC and began to set up the office and proceed with procurement and building alterations to establish appropriate office and court facilities for such an enterprise.

Three months later, on 6 May 2006 the judicial officers were appointed by Royal Decree after selection by the Supreme Council of the Magistracy and then on 3 July 2006 they took their oaths of office in a formal ceremony in the Royal Palace, officiated by the



Minister for the Royal Palace and the Special Representative of the Secretary-General of the United Nations.

As projected, Year One of our operations commenced when the Co-Prosecutors took up their posts on 10 July 2006. They were followed by the Co-Investigating Judges on 1 September and the Principal Defender in early October. By the end of October all organs of the ECCC were in place to begin implementing the responsibilities placed upon us by the Royal Government of Cambodia and the United Nations.

The formal launching of the judicial work of the ECCC commenced with the swearing-in ceremony on 3 July. This was followed by an intensive four-day judicial strategic planning and development workshop to enable the national and international judicial officers to begin to forge the team to work together in the coming years. They discussed mechanisms of cooperation and working arrangements, and began the process of examining if, when and how Cambodian criminal procedure will need supplementation, as provided in the Law and the Agreement. Two committees were established, a Rules Committee and a Judicial Administration Committee, each with five members (three national judges and two international judges).

On 27 October 2006 the Rules Committee completed its draft of the Internal Rules (IRs) for the ECCC, which will consolidate applicable Cambodian procedure for the ECCC, and include additional rules where deemed necessary, pursuant to the Law and the Agreement. These IRs were distributed to all judicial officers and to the Office of Administration, before being posted on the Internet for comment. It was hoped that these IRs would be adopted at the Plenary Session of Judges held on 20-25 November 2006. However, this proved to be not possible, and the draft continued to be under active discussion, led by an expanded Rules Review Committee consisting of five national and four international judges.

Summary reports by the national side of each section of the Office of Administration as well as the Offices of the Co-Prosecutors and Co-Investigating Judges follow. Fuller reports for some sections, including financial details, are available on request from donors.

A. OFFICE OF ADMINISTRATION

1. Office of the Director

The Director of the Office of Administration has received delegations from the diplomatic corps, NGOs and other institutions interested in the work of the ECCC, as well as groups of Cambodian citizens. Since its first meeting in July 2006, he has led the ECCC delegation, reporting regularly on the work establishing the court to the Friends of the ECCC, and has been invited as distinguished guest speaker to groups visiting the ECCC and to several external institutions, including:

- On 20 February the Director travelled to Sihanoukville with the Press Officer to speak to the annual review of activities by the German Development Agency (DED).



- On 28-29 May the Director led the delegation of ten from ECCC (5 Cambodian judicial officers and 5 from the Office of Administration) to participate in the “Lessons Learned from East Timor” conference in Bangkok, organised by the East West Center and the Berkeley War Crime Studies Center.
- The Director, Deputy Director, Chief of Public Affairs and Press Officer gave presentations on various aspects of the work of the ECCC at the conference “Dealing with a Past Holocaust” at Cambodiana Hotel on 29 August, organized by the Cambodian Institute for Cooperation and Peace and the Friedrich Ebert Stiftung.
- On 18 October the Director spoke to students at the Royal School of Administration (ERA) together with National Co-Prosecutor, Ms. Chea Leang and National Co-Investigating Judge, Mr. You Bun Leng.
- 19 October a large group of students from the Judge and Prosecutor stream and the Court Clerk stream from Royal Academy for Judicial Profession visited the ECCC. They were welcomed by the Director, who then went on to give a joint presentation about the ECCC with the International Co-Investigative Judge, International Co-Prosecutor, Robert Petit (Canada), and Principal Defender, Rupert Skilbeck, (England).
- The Director spoke at the conference “Moving Forward through Justice for Victims of the Khmer Rouge Regime” at Sunway Hotel organized by the Committee for Victims of The Khmer Rouge and Association for the victims of The Khmer Rouge.
- From 7– 17 November, the Director was officially invited to visit International Criminal Tribunal for the former Yugoslavia (ICTY), and International Criminal Court (ICC) headquarter located in The Hague, the Netherlands. He was welcomed to the ICTY by Mr. John Hocking, Deputy Registrar and at the ICC by Judge Philippe Kirsch, the President. The DOA also participated in the International Association for Court Administration in Verona, Italy, and spoke on “Strengthening Court and Case Management with Special Focus on the Elements in Post Conflict States”.

2. Personnel Section

Since February our teams have been gradually expanding. Chiefs of Sections on both the national and international sides were appointed in the first three months, and at the end of December the ECCC had a combined total of 132 staff on the Cambodian side, of a total projected peak of 171.

The Personnel Section has full administrative management oversight and responsibilities for implementation and direction of personnel functions:

- Prepare ECCC personnel hand book, including manuals and policies.
- Review ECCC staffing table to prepare the recruitment process, including terms of reference, vacancy announcements, screening and short-listing, testing and hiring.
- Draft and review all position descriptions, position titles, position levels and cooperate with relevant Section Chiefs, as well as the Chief of Budget and Finance Section for determining the appropriate position, grade and compensation.
- Provide administrative management and personnel support services to ECCC staff, including appointment letters, contracts and ECCC applications.
- Manage and control overall personnel information.



- Maintain and record time and attendance sheets of ECCC staff for processing monthly payroll.
- Coordinate and facilitate with all sections for any training of ECCC staff.
- Undertake regular evaluation for all ECCC staff.

The Cambodian side has developed a formal recruitment process involving four steps:

1. Job announcement (position description and public posting)
2. Application screening and short-listing (scoring according to pre-determined criteria)
3. Testing and interview (panel of senior staff from Personnel and inside and outside the Section)
4. Appointment (service contract signed)

Minutes on the recruitment process for each position is prepared, and the application forms and screening documents are retained. These recruitment records are filed systematically, and any interested party is welcome to come to the ECCC to peruse these documents.

Through this process we believe that the staff employed on the Cambodian side of the ECCC are highly qualified and appropriate recruits, and come from a wide variety of background and experience. Up to 31 December 2006 our analysis shows the following: 4 people were appointed by Royal Decree (3%), 47 have come from the Public Sector (36%), and 81 from the non-public sector (61%).

We have been fortunate to receive assistance in the form of interns and gratis personnel – on the Cambodian side from the Government of Germany (2 persons) as well a number of individual volunteers.

3. Court Management Section

The Court Management Section is in charge of providing technical support and coordination between the Judiciary Offices, the Chambers and the Office of Administration with the aim of running efficient Court Proceedings.

Since its establishment, the CMS has accomplished the following tasks:

a. General Achievements

Coordination:

On 3-7 July 2006, the CMS coordinated the organisation of the Judicial Strategic Planning and Development Workshop for the national and international judges and co-prosecutors of the ECCC. After the workshop, two Committees were established. First, the Rules and Procedures Committee (RPC), responsible for drafting the internal procedures and regulations, currently entitled Internal Rules (IRs), for consideration by the Plenary Session. Second, the Judicial Administration Committee (JAC), responsible



for reviewing specific issues relating to the functioning of the Chambers, such as robes, court room layout, and staff training.

Throughout the year the CMS has provided assistance and coordination for some other meetings, such as:

- On 20-25 November, the CMS facilitated the Second Plenary Session of the judicial officers.
- The CMS coordinated the first Judicial Administration Committee (JAC), immediately after the Second Plenary Session

Cooperation with other concerned offices or authorities:

- The CMS has worked closely with the offices of the co-prosecutors, co-investigating judges and with the judicial police, in developing standard operating procedures for investigations.
- The CMS has also worked with Building Unit to draft the court room layout. This court room layout was discussed and reviewed by the JAC during their first meeting.

Staff Recruitment:

- Record and archives coordinator and officers were recruited. They have commenced their consultation, analysed the needs of the key stakeholders, and anticipated workflow. They selected a program for records and archives in the ECCC, and are now awaiting installation on the ECCC's network.
- Witnesses/expert support unit: Two officers and a coordinator were recruited, and they have assisted in supporting the interview process of witnesses by the investigators and co-prosecutors.
- Translators/interpreters were recruited, and are now undertaking their functions and duties. However, more staff are still in need in this particular unit for the second year of operation of the ECCC.
- An evidence custodian, language assistants, reproduction and document distribution staff were recruited.
- Two detention facility liaison officers were recruited.

b. Achievements of sub-units within the CMS

Witnesses/Expert Support Unit

The two national officers and an international coordinator officer have commenced their duties, and are working closely with office of the Co-Prosecutors. The international coordinator officer undertook a needs and performance assessment in this unit.



In the meantime, the Witnesses/Expert Support Unit has been approached by a number of NGOs proposing some assistance, including:

- TPO (Trans-cultural Psychosocial Organization) and SSC (Social Services Cambodia) relating to psychosocial support
- KID (Khmer Institute for Democracy) relating to the training of police officers on witness protection

Translation and Interpretation Pool

In late November, the CMS held training for interpreters and translators, funded by the Government of the Netherlands. The training program focused on three modules:

- Concepts of law and criminal procedure relating to the ECCC
- Legal Terminology in Khmer and English
- Simultaneous interpretation and Translation techniques

Trainers included the Head of the Interpretation Program at the Institute of Foreign Languages Mr. Roth Hok, and the Head of the Khmer Language Service of Radio Australia, Mrs. Seda Douglas, who is also Chief Khmer examiner for the NAATI (National Accreditation Authority for Translators and Interpreters in Australia).

Records and Archives Unit

Some 5500 pages of evidence held by the Office of Co-Prosecutors have been scanned and stored in a secured room.

In the meantime, the Zylab System and Application in Khmer have been finalised and will be installed on the ECCC network early in 2007. Once completed, a Zylab expert will come to setup the system and provide training to the staff.

In order to run court proceedings efficiently, special attention has to be paid to the multimedia (audio-visual, transcription, records-keeping, information security and information flows) aspect of the court. Additional staff to fulfill the function as court reporters and to handle the audiovisual services which were not anticipated in the initial staffing table are needed in the forthcoming year. The commitment to meet international standards in regards to court proceedings means that correct and accurate transcription of the entire proceeding in the ECCC's three official languages is a must. The ECCC budget had not envisioned the provision of these services to the standard that will be required for the proper operation of the Court. Consequently, additional funds are required. It is imperative that such services are in place as soon as possible, in order not to adversely impact on the efficiency of Court proceedings or even on the timing when these proceedings can take place.



4. Public Affairs Section

The Public Affairs Section of the ECCC, located within the Office of Administration, is the external face of the ECCC and works to support and coordinate representation of all Organs of the ECCC, including the judicial chambers, prosecution and defence.

The Extraordinary Chambers in the Courts of Cambodia has a policy of reaching out actively to the community, the media, the diplomatic corps, donors, researchers and other interested parties.

Our objective is to provide as much information as possible on the activity of the Court, working transparently to build public confidence in the judicial process. This objective needs to be balanced with respect for privacy, confidentiality and the rights of all parties in the proceedings including witnesses and victims, concerns for fair trial, due process and the presumption of innocence.

Public Affairs is a fully integrated section with national and international staff working as a team. The Chief of Public Affairs is a national officer, and during 2006 it had two other national staff and one international staff member.

a. Outreach

The Outreach Program aims to inform Cambodians throughout the country about the work of the Court generally, and the trial process in particular, to facilitate their understanding and involvement, and to foster their support for this work, in the context of Cambodia's limited communications infrastructure and low levels of literacy.

To achieve its mission the Outreach Program orients to the general population as well as to specific groups, including victims of crimes within the jurisdiction of the ECCC and former low-level members of the Khmer Rouge. Specific attention is given to reaching youth including students at all levels, women, the judiciary, local officials and community leaders as well as national and international NGOs.

The Outreach Program aims to reach the people by means of publications, forums around the country (which take information about the Court to the heart of the community), radio and television programmes, the ECCC web site, and by active participation in seminars and conferences.

The Outreach Program encourages visits to the provinces by representatives of all Organs of the ECCC, including the Director and Deputy Director of the Office of Administration, the Co-Prosecutors, the Co-Investigating Judges, the President of the Trial Chamber, the Pre-Trial Chamber, the Supreme Court Chamber and the Principal Defender.

In addition to mounting its own activities, the Outreach Program works in partnership with other organisations to amplify the message of the ECCC. It works with Cambodian and international NGOs as well as national, provincial and local structures of government, particularly in disseminating a wide range of materials including charts, posters, other reading material and videos, and in radio and television programs.



During the first ten months of its operations, the Outreach Program has undertaken the following activities:

- produced a new edition of the information booklet “An Introduction to the Khmer Rouge Trials” in Khmer (100,000 copies) and in English (5,000). We have begun distribution via outreach visits to the provinces and through other NGOs, with the aim of reaching every school classroom and Buddhist temple in Cambodia. This activity is funded by the Australian and Norwegian governments
- initiated a coordinated series of outreach publications under the theme *Moving forward through justice* (commencing with a series of four laminated posters (25,000 sets in Khmer and 5,000 in English) to be followed in 2007 by bumper stickers, brochures, TV and radio spots)
- welcomed and briefed over 10,000 visitors to the ECCC premises (including monthly visits of people from the provinces arranged by the Documentation Center of Cambodia; Khmer Institute of Democracy citizen advisors’ program, students; NGO workers, and other groups)
- participated in forums, workshops and conferences, both abroad (Germany and Thailand) and in Cambodia (including several with hundreds of mainly rural people from the provinces, organised by the Center for Social Development and Cambodian Defenders’ Project)
- designed and launched the ECCC web site (www.eccc.gov.kh) and the UNAKRT web site (unakrt-online.org)

b. Media relations

The Extraordinary Chambers in the Courts of Cambodia aims to provide information on its activities to representatives of print and electronic media, both within Cambodia and internationally.

Press releases and statements are circulated by email to all those who register with us, and they are also posted on our web site www.eccc.gov.kh. Arrangements can be made for media interviews with judicial officers and staff in the Office of Administration as appropriate, by request to the Public Affairs Section (see below for more details).

The ECCC web site contains a range of background documents, photographs, biographies and other background information for the media as well as the general public. See especially the Photo/video Galleries and Legal Documents pages on the web site. All this information is provided free of charge and with permission for re-use, with acknowledgement of the source. More specific information and fact sheets may be obtained on request from the Public Affairs Section. In the future, we plan to produce audio and video clips for media re-use, public service announcements, and video and audio summaries of courtroom activities about the Court for radio and television broadcast.



The ECCC milestones mentioned in the General Progress section of the report have naturally formed the focus of activity of the Public Affairs Section's press work. Public Affairs staff are regularly interviewed on radio, TV and in the print media both domestically and abroad, and we continue to receive a constant stream of press visitors at the ECCC premises, as shown below:

- three major press conferences and seven press releases on developments in the ECCC
- a regular Tuesday morning "open house" for the media
- giving interviews in person and by telephone and email to national and international media (press radio and television)
- arranging media interviews with national and international media with the Director and Deputy Director of the Office of Administration, the Co-Prosecutors and Co-Investigating Judges
- receiving hundreds of individual visits from representatives of the diplomatic corps, NGOs researchers, and other interested persons and organisations
- monitoring press coverage of activities of the ECCC, preparing a weekly summary and scanning and posting significant articles on the ECCC internal shared drive
- briefing ECCC officials on press trends, and assisting in preparation of strategies and responses on hot topics

5. Budget and Finance Section

A copy of the *Annual financial and accounting reports as of 31 December 2006* gives the complete picture of the finances for the Cambodian side. Here follows a brief status report.

a. Fund Receipts

As of December 31, 2006, the total funds received by the ECCC amounted to US\$3,222,582.38 from committed funds of US\$8,411,617 (this figure includes the Japanese fund of US\$45,000 for the initial detention facility and planned budget of US\$13,072.50 under the Netherlands grant for the training of ECCC translators and interpreters).

In US\$

Financial Commitment from Donors							
UN TF	EC	India	Thai	Govt.	Japan	Netherlands	Total
4,695,963	1,116,000	1,000,000	24,331	1,517,250	45,000	13,073	8,411,617



b. Programme Management Arrangements between the ECCC and UNDP

With a view to ensure the smooth implementation of ECCC activities in an efficient, transparent and accountable manner, the ECCC has agreed with the UNDP on the following arrangements:

(i) Programme Management

A Project Board (PB) has been established between the ECCC and UNDP. The PB is composed of ECCC, UNDP, DESA and the European Commission. The Director of the Office of Administration, who represents the ECCC, is the chairperson of the above PB.

The PB provides overall oversight, reviews progress on the implementation of activities, and proposes necessary recommendations to adjust project activities as required. The PB meets at least once a year and performs the following tasks:

- To approve the Annual Work Plan (AWP) and budget;
- To review implementation of the AWP, achievements, timely disbursements and adherence to rules and regulations; and
- To provide guidance and solutions to any major issues/problems emerging during the implementation of the project.

(ii) Financial Management

The Operations Mission conducted by the UNDP/HQ consultant from 2 to 12 May, 2006 reported that the existing ECCC implementation mechanisms in administrative, procurement and financial management are appropriate and can ensure the efficiency, transparency and accountability as required by the UNDP and other donors.

All cash transfers to the ECCC as Implementing Partner are based on the Annual Work Plans (AWPs) agreed between the ECCC and UNDP, as adjusted on a quarterly basis. A standard Fund Authorization and Certificate of Expenditures (FACE) report which is the newly introduced format of disbursement by the UNDP headquarters is used to request the release of funds from the UNDP to the ECCC account at the National Bank of Cambodia (NBC).

The release of funds is based on the quarterly basis reflecting the activity lines of the agreed Annual Work Plan and Budget with submission of the quarterly financial narrative report by the ECCC.

(iii) Monitoring, Assurance and Evaluation

Quarterly financial and progress reports are being prepared and provided by the ECCC to the UNDP. The above report includes indicators of progress towards project results and details factors contributing to or impeding achievement of outcomes.

A mid-term evaluation will be conducted after 18 months of operations and a terminal evaluation will be carried out at least two months before the end of the project.



Furthermore, the ECCC agrees to cooperate with UNDP in monitoring all activities, as follows:

- Periodic on-site reviews and spot checks of the ECCC financial records by UNDP or its representatives,
- Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring, if required.
- Arrangements to facilitate both internal and external audits of the financial statement for the Cambodian portion of the ECCC budget on a yearly basis.

(iv) Spot Checks of ECCC Financial Transactions

The first spot check was conducted by the auditing firm (Morison Kak & Associés) from 21-24 November 2006, reviewing ECCC transactions for the period of June to October 2006, and the final report was submitted to the ECCC and UNDP on 28 December, 2006. The check involved the following procedures:

Fund Receipts: The firm checked all fund receipts against supporting documentation to ensure that they were not understated; and then performed a review of correspondence from all sources to ensure that all monies received have been included in the system.

Payments to All Types of Payee: The firm tested a sample of payments to employees taken from electronic pay records, checking back to contracts to ensure that wage payments were not overstated; verified that the payments were signed for by the employees; and checked other payees and contractor payments to supporting documentation.

Payment Methods: The auditing firm inspected payments made, checking with supporting documentation to ensure that they have not been overstated.

Financial Reporting: the auditing firm performed a review of monthly/quarterly reports produced by the ECCC to assess whether they reflect accurately the financial transactions being posted in the accounting records; and conducted a review of the FACE reports (fund replenishment report), quarterly bank reconciliations, petty cash reports, cash count reports to ensure that they are being carried out correctly.

These systematic tests and checks were all carried out as planned and no issues or irregularities were noted.

The second spot check was conducted from 23-24 January, for ECCC transactions from November and December, 2006. The draft report will be submitted by mid-February 2007 to the ECCC and UNDP for comment.

As planned, the audit for the ECCC financial statements from 1 January to 31 December 2006, is expected to take place in mid-April 2007. The draft report will be submitted to the ECCC and UNDP for comment by the end of April, 2007.



b. Disbursement Summary

During its twelve-month operations in 2006, the ECCC has been operating below its budgetary projections. The cumulative expenditure for the same period amounted to **US\$ 1,687,115.77** equivalent to **41%** of the budgeted fund of **US\$ 4,120,983.27** for the period. This represents **12.70%** of the total allocated budget of **US\$ 13.32 million**. The summary ECCC Yearly Accounting and Financial Report up to December 31, 2006 is presented below:

ACTUAL EXPENDITURES BY COMPONENTS AND DONORS As of December 31, 2006

No.	Office/Function	India	Thai	Govt.	EC	UNTF	Japan	Nether-lands	TOTAL	%
1	Staffing	612,450	-	-	193,972	393,013	-	-	1,199,435	71%
2	Other Staff Costs	-	-	-	-	17,936	-	-	17,936	1%
3	Premise Alteration	62,210	-	-	-	245,136	45,000	-	352,346	21%
4	Contractual Services	-	-	26,385	-	-	-	13,073	39,458	2%
5	Other Operating Expenses	-	-	74,315	-	-	-	-	74,315	4%
6	Hospitality Costs	-	-	3,626	-	-	-	-	3,626	0%
TOTAL		674,660	-	104,326	193,972	656,085	45,000	13,073	1,687,116	100%

The Annual Work Plan and Budget for 2007 was established and agreed upon with UNDP for the implementation of the ECCC operations in this critical year.

d. Challenges and Status of Funds Commitment

The original funds committed by the four main donors (UN Trust Fund, EC fund, Indian fund and Thai fund) in 2006 amounted to US\$ 6,836,294. As reported above, the total expenditures incurred as of December 31, 2006 totalled US\$ 1,524,718, and the Annual Work Plan and Budget for 2007 estimates disbursement of US\$ 4,957,620, thus, as of 31 December 2007, the ECCC will have remaining funds of only US\$ 353,956, which would cover operations for just one month.



6. General Services Section

According to the Supplementary Agreement between the United Nations and the Royal Government of Cambodia concerning Utilities, Facilities and Services, the Cambodian Side is responsible for the provision of the necessary buildings for the courts, for office accommodation, for detention of defendants and safe housing of witnesses and victims requiring protection, all electricity and water, and for provision of services for telecommunications.

The General Services Section is headed by an international Chief. There are parallel national and international procurement Units, and the Building Unit is headed by a national officer.

a. Procurement Unit (national)

The Bids Evaluation Committee (BEC) of ECCC was established by a decision of the Office of the Council of Ministers approved by H.E Sok An, Deputy Prime Minister, Minister in charge of the Office of the Council of Ministers and Chairman of the Royal Government Task Force for the Khmer Rouge Tribunal, No. 23 SSR dated 11 April 2006. This Committee chaired by H.E. Sean Visoth, Director of the Office of Administration and consists of six members includes a minute taker. The Committee has the role of evaluating and selecting suppliers/contractors and staff under the project implementations of ECCC.

The BEC has its own Procurement Procedures approved by H.E Sean Visoth, Director of the Office of Administration and Chief of BEC on 3 May 2006, in which the bidding process and procedures as well as the different categories of procurement activity and documents to be used for these processes will all be based on the Externally Assisted Project Procurement Manual as agreed upon between the Ministry of Economy and Finance and the World Bank and the Asian Development Bank in August 2005 promulgated by Prakas of the Ministry of Economy and Finance, No. 587SHV dated 19 September 2005.

According to the Prakas of the Council of Ministers approved by H.E Sok An, Deputy Prime Minister, Minister in charge of the Office of the Council of Ministers and Chairman of the Royal Government Task Force for the Khmer Rouge Tribunal, No. 08 B/K dated 1 February 2006 and a Decision of the Council of Ministers approved by H.E Sok An, Deputy Prime Minister, Minister in charge of Council of Ministers and Chairman of the Royal Government Task Force for the Khmer Rouge Tribunal, No. 22 SSR dated 11 April 2006 Mr. Sonn Piseth was appointed as Procurement Officer in addition to the current position.

The following is a summary of work undertaken by the Procurement Section from the start up phase to the end of December 2006, excluding any payment or contract less than 500.00USD. A full report including the names of companies contracted and amounts paid is available to donors:



I. Procurement of civil works

1. Repairs and fixture of the ECCC office building
2. Renovation of four additional rooms, connection of electrical cable and network and repair of water-pumping system at the ECCC office building under the start-up phase
3. Renovation work, room 126 of building C
4. Installation of razor wire on the existing wall
5. Construction of security fence
6. Office modification work: This work is divided into three separate tasks as follows:
 - a. Renovation works on 2nd floor, room 301-330
 - b. Supply and installation of air-conditioners on 2nd floor, room 301-330 and
 - c. Supply and installation of electrical wires for air-conditioners and UPS at building C
7. Construction of main gate B
8. Supply and installation of smoke detection system
9. Installation of additional partition walls & air-conditioners on 2nd floor (room 315, 316 & 330)
10. Installation of stainless steel water tanks and pumps for Royal Cambodian Armed Forces headquarters
11. Installation of additional partition walls for 2nd floor (room 301, 302 & 329)
12. Renovation work and supply & installation of air-conditioners on the 1st floor of the office of administration of ECCC

The following is a summary of work undertaken from July 2006-December 2006 by the Procurement Unit, excluding any contract payment less than 500.00US\$ (Five Hundred US Dollars).

13. Soil investigation for detention facility
14. Supply and erection of two flagpoles
15. Composite (1) renovation of press conference and press work rooms (to be used for temporary defence section) and (2) installation of electrical poles for communication cabling
16. Supply and installation of pre-fabrication houses to be used for initial detention facility for the ECCC
17. Construction of detention facility for the ECCC

II. Procurement of goods

1. supply and installation of (1) mosquito screens, glass door panels, wall fans (2) and security flood lighting
2. purchasing 4 sets of water cooler for the ECCC
3. supply and installation of a back up generator of 150kva capacity



III. Contractual services

1. Contracts and extensions of contracts for rental of minivan services for daily transportation of ECCC staff from Phnom Penh to ECCC and return
2. New water pipe connections for ECCC and separation of water meter from military headquarters
3. Garden and flowers decoration services at court room
4. New electrical wiring for ECCC and separation of electricity meter from military headquarters
5. Installation of electrical wires for backup generator 150kva (building C)
6. Installation of fibre optic cable
7. Office supplies and toilets for ECCC (2nd floor, room 301-330)
8. Purchase of grass cutting machine
9. Rental of a back up generator 250kva and contract extension)
10. Signboard for court room and main gate B
11. Payment for the advertisement of the invitation for prequalification for the procurement of civil works, goods and consulting services
12. Supply of sanitary materials for the ECCC

b. Building Unit

During the past ten months the building of the Office of Administration has been thoroughly upgraded and outfitted as a modern office building, with new electric wiring and computer network; partitioning of some rooms; and installation of some specialised items. Fibre optic cable was brought to the site and a number of alternate internet connections established.

Plans have been made for alterations to the court, to be finalised in conjunction with the Judicial Administration Committee. The building to the rear of the court is being converted for multiple uses, including a cafeteria; the Public Affairs Section office and press working area; and possibly the Pre-Trial Chamber.

All this work is being carried out through formal procurement processes of project scoping and public bidding.

The Building Unit Under the direct supervision of the Director of the Office of Administration the Building Unit has full responsibilities for:

- Building management services for ECCC.
- Maintenance and repair of ECCC property, buildings and offices.
- Develop facilities design, drawings, technical specifications, and estimates for the execution of building projects related to construction of new facilities, renovation, maintenance, power supply, generator, air-conditioners and ground.
- Management of the operation team for maintenance of buildings, electrical equipment, plumbing works, air-conditioning and grounds of the ECCC premises.



- Ensure all electrical system, generators, water supply, and other devices are in smooth operation.
- Cooperate and coordinate with inter-section management to provide all services required
- Planning for regular building maintenance and equipment
- Planning and arrangement of the ECCC premises, relocation of offices and regulation of office space, court room, grounds and other facilities.

The Building Unit is led by a National official and consists of an assistant and two sub-sections:

1. The Building Planning Supervisor is responsible for maintenance and repair of the premises and grounds. Under supervision of this sub-section, three specialized technical teams are responsible for specific maintenance works, namely: Electrical, Plumbing and Gardening.
2. The Building Appliance Supervisor is assigned to supervise and be responsible for office furniture management, supplies and equipment for room services, cleaning services and labourers. The Building Appliance Supervisor directly supervises the Office Organiser and Janitorial team leader. The National side is responsible for management only. All furniture is supplied by UNAKRT.
3. Construction Team Leader (architect) is assistant to the Building Unit Officer on design work, assessment, site survey, and construction materials survey. He is assigned for supervision of the new construction and renovation works and report to the Building Unit Officer.

During the first year, the Building Management mainly concentrated on managing and preparing the facilities and grounds of the ECCC and ensuring all sections have good and secure office accommodation. Offices were prepared for the start-up phase in the course of February 2006, and more offices were gradually provided for the Office of Administration, Budget and Finance, Personnel, General Services, ITC, Co-Prosecutors, Co-Investigating Judges, Judges, Defense Support, Court Management, Public Affairs, and Security for both national and international staff.

A full report including the details of construction and other works is available to donors.

7. Information and Communications Technology Section

The ICT section is head by a UN official with a counterpart national officer. The services provided by the ICT section are:

- Equipment (computers, mobile phones, desk phones, fax, radios, printers, scanners, copy machines, cameras, video cameras, TVs, and other electronic devices)



- Software to be used in Office of the Administration and other organization of the ECCC such as Office of the Co-Prosecutors, Office of the Co-Investigating Judges. Such software covers accounting, human resources, procurement, recruitment, publishing, database, archive, judicial applications, etc.
- Infrastructure (Local Area Network [LAN], internal phone, server, pbx, radio communication, satellite disk, fiber optic, telephone lines, cable TV, etc.)
- Internet/ Email (internet, email, researching, publishing, etc.)
- Information Security/ Process
- ICT support

As stated in the Supplementary Agreement on Utilities, Facilities and Services, responsibilities and budget are divided between the UN and Cambodian sides. The Royal Government of Cambodia (RGC) undertakes to ensure the premises are supplied with telecommunications, including telephone, telex, telefax and electronic mail for local, national and international communication. The UN shall be responsible for ICT equipment, software, infrastructure, services, etc. for the functioning of the Extraordinary Chambers in the Courts of Cambodia.

From early February, this date of commencement of the ECCC until the end of August, the RGC has incurred expenditure for the following:

- network infrastructure for start up: LAN (24 points), Internet Access (IP Star 1Mbps/ 256Kbps), switching, router
- telephone lines: the dramas system (wireless) to communicate with the telephone exchange in town with 6 telephone lines. At the end of August, the number of lines was increased to 10 to meet the needs of the ECCC.
- fiber Optic cable was installed completely in mid June. The contract between the ECCC and Phnom Penh Cable TV (PPCTV) is not only to provide internet access but also agree to provide free of charge cable TV service.
- radio Communication: Following negotiations, the Ministry of Interior (MoI) agreed to allow the ECCC to use the MoI radio system for its communication (trunking system/ ID radio) for the close protection officials of the UN side.
- facilitation: working closely with the Ministry of Post and Telecommunications (MPTC) to apply for licensing of satellite disk (VSAT) and with other government institutions such as the Council for the Development of Cambodia (CDC) and the Customs and Excise Department for import of ICT equipments.
- the cost of Internet/ Telephone has been minimized compared to other government institutions.
- ICT recruitment: based on requirements and the nature of the work, three additional support officers have been recruited under the Cambodian staffing table.
- training: three training session were conducted for Cambodia personnel regarding the use and awareness of ICT equipment and resources in the ECCC.
- web development: one officer has been recruited to work as a webmaster for the ECCC. The website of the ECCC and Content Management System (CMS) have been developed with in-house skills (manual design, programming, graphic, database administration, update, etc.
- evaluation of software for other national sections, such as budget and finance (accounting) & personnel (HR). The accounting system has been implemented for the national budget and finance section.



- ICT support: Cambodian officials are working on the day to day operations of ICT for the entire ECCC. These daily operations include: setup, maintenance and repair of computers, telephones, mobile phones, printers, scanners, and services, etc. and following up/ monitoring on going projects as well as end user support and training.

8. Security Section

Six security force officers have been appointed, including Close Protection Officers for the national Co-Prosecutor, and Deputy Prosecutor and the Director of the Office of Administration. The Protection Team has worked within the framework of the Directives of the Cambodian and UN Chiefs of Security to:

- Patrol both inside and outside the office building in order to protect them and avoid incidents
- Allocate target protection forces and patrols
- Examine Personnel ID Cards for entry into the Office
- Facilitate and staff and guest entry and exit
- Check materials and equipment of visitors on entry and exit,
- Producing visitor ID cards for international and national visitors coming to the ECCC for discussions, meetings and office and court room visits. (A total of 1,952 of which 1,626 were national visitors, most of them are private companies, organizations and journalists. As to the international visitors, there were 326 times, most of them organizations and journalists.

So far the Protection Team members are acting as both receptionists and also guards, including times while the UN staff is working and the Cambodian staff has holidays. They have developed a good collaboration and relationship with the staff and the protection force, especially with those in the guard post at the main entrance. So far, apart from its normal tasks, the Protection Team has done numerous jobs such as furniture and office set-up and re-arrangement. While workers undertake renovation or repair in any room, they supervised, especially on the weekends.

During this time there have been several incidents that were handled with discipline and following the instructions by complying with the ethics of dignity, respecting and determination as the security officials, despite the fact that they do not yet have materials or equipment such as scanners, walkie-talkies or machine-readable ID cards.

9. Defence Support Section

Initially proposed as a Defence Support Unit within CMS, the concept was modified by the December 2003 Technical Assessment Mission into a semi-autonomous body with a loose relationship to the Office of Administration. The position of Principal Defender was created and filled by the UN. The body is now being re-configured as a Defence Support Section and the position of Principal Defender is proposed to be re-named as Head of Defence Support Section. Confirmation of its precise status and functions will be determined through the Internal Rules now under consideration by the judicial officers.



2. OFFICE OF THE CO-PROSECUTORS (OCP)

On 10 July 2006 the OCP started to operate within the ECCC. At the outset, on the national side, there were only Co-Prosecutor, and Deputy National Co-Prosecutor, and the OCP has closely cooperated with the Office of Administration to recruit more competent staff to meet essential needs and to carry out tasks effectively.

a. Administration and Management of OCP

The OCP national staff are endeavouring to ensure that all necessary tasks can be achieved in the defined timeframe and mandate. In addition, the OCP has also developed a complaint registration mechanism as well as others forms to be used during the proceeding of the ECCC. The OCP has finalized and registered the OCP's stamp at the Ministry of Interior.

The OCP has actively participated in many inter-office meetings of the ECCC on overall administrative arrangements to ensure smooth cooperation among different offices of the ECCC.

During the second week of August 2006 two Senior National Co-Prosecutor Assistants, one Assistant to National Co-Prosecutor and two support staff joined the OCP. They work as team with the international staff to achieve significant progress in the year 2006.

b. Training and Capacity Building

Capacity building of the staff is a priority of OCP. The National Co-Prosecutor and OCP staff have participated in various professional training courses. For instance, a week-long training seminar was organized for both the OCP and the Office of Co-Investigating Judges during which a number of national and international legal experts were invited to share their experiences in Cambodian criminal law and international criminal law. This event was funded by the German government and the Open Society Justice Initiative (OSJI).

Most notably, the National Co-Prosecutor has been invited to visit the International Criminal Court (ICC) and the International Criminal Tribunal for the former Yugoslavia (ICTY) headquarters in The Hague to exchange experiences and lessons learned.

c. Preliminary investigation

The OCP has started to review a number of complaints filed directly by victims. OCP has actively conducted preliminary investigations. A number of victims and witness have been interviewed on site or at the ECCC premises and potential suspects have been identified. The OCP will be ready to send first case to the Co-Investigating Judges in the very near future.



The OCP has also established a library to store and secure all gathered evidence and other relevant legal documents, which is exclusively reserved for OCP. The OCP liaises on weekly basis with Documentation Center of Cambodia (DC-Cam) to select and review relevant important documents. More than 5500 pages of evidence have been scanned. In gathering evidence, the OCP has also worked with other various sources such as libraries, research institutes, academia, NGO and government.

With support from the Office of Administration, the OCP has finalised standard operating procedures with the Extraordinary Chambers Security Commission (ECSC) regarding the cooperation and assistance to be provided by the Judicial Police in investigation tasks.

With funds from the government of Japan, the ECCC has just been equipped with a prefabricated initial temporary detention center which adjoins the ECCC compound. The OCP has taken part in evaluating the plans for this initial and complete detention facility as well as making recommendations on the court room layout design.

d. Outreach Achievements

According to experiences of other international or hybrid tribunal, outreach contributes importantly to the success of the process. Despite its busy schedule, the OCP has joined the Public Affairs Section in outreach activities in which the Co-Prosecutors had taken part in a public forum, where there were a lot of people from different provinces of the northeast of Cambodia. The Co-Prosecutors took that opportunity seriously to explain to the public about the ECCC's work and its mandate. A large number of questions concentrated on the prosecution process.

The OCP has also cooperated with educational institutions in ECCC outreach. For instance, On 18 October 2006, the National Co-Prosecutor was invited to be a distinguished speaker at the Royal Academy of Administration (ERA), where many high ranking government officials study public administration. On 19 October 2006 students from the Royal Academy of Judicial Professions visited ECCC. Many students participated in both events and the National Co-Prosecutor thoroughly explained to them about the ECCC, in particular the OCP.

e. ECCC Internal Rules (IRs)

The Co-prosecutors participated actively in the second Plenary Session of judicial officers in November 2006 which was organized to review the Internal Rules (IRs) consisting of 110 Rules and hundreds of sub-rules. The OCP also submitted a written submission to the drafting committee as well as the plenary for consideration.



3. OFFICE OF THE CO-INVESTIGATING JUDGES (OCIJ)

During the Strategic Planning Workshop of July 2006, the national co-investigating judge was nominated to be a member of the IRs Committee, whose mandate is to draft the Internal Rules of the Extraordinary Chambers (ECCC). Since then, the committee has regularly worked on the draft IRs.

The national Co-Investigating Judge, assisted by one legal assistant and two volunteers, started his official work on 1 September 2006. In the following months, a number of staff of the Office were also recruited.

From September to December 2006, the OCIJ has completed a number of tasks and has well prepared itself for the future judicial investigation and the Working Plan has been also determined for 2007.

a. Drafting the Internal Rules

As a member of the Internal Rules Committee, the national Co-Investigating Judge assisted in drafting the Internal Rules. He attended the regular meetings and conducted much research on international laws and domestic laws. Moreover, to facilitate the work of the committee, the legal assistant and the two volunteers were asked to assist the Committee in translation, interpretation and legal research. The Cambodian Co-Investigating Judge and its staff were actively involved in the plenary session. The staff of the Office assisted Cambodian judges in translating texts and interpretation.

After the plenary session, the Internal Rules Review Committee was established to resolve the points of disagreement between the national and international judicial officers. The Co-Investigating judge is also a member of this Committee.

The teams of the national Co-investigating judges conducted legal research and translated some documents of the international legal instruments for the national judicial officers.

b. Recruitment of staff and capacity building

In order to accomplish the tasks of the office staff have been recruited and have participated in various training sessions organised by the Office of Administration and the Office of the Co-Investigating Judges.

On the 23 October 2006, the Office of Administration and the Office of the national Co-Investigating Judge together proceeded to recruiting, based on public and fair procedure, one legal assistant, one interpreter, five researchers/investigators/analysts with different background and skills in the judiciary, research and history of Democratic Kampuchea, one court clerk and two support staff.

The newly recruited staff of the Office have participated in various training workshops including an intensive English course, the I.T and Case Matrix Presentation, Workshop



on International Humanitarian Law and the Workshop on Investigation Skills. In addition, under the direction of the national Co-Investigation Judge, the national teams of the office have undertaken research on international law, particularly the elements of crimes such as genocide, crimes against humanity. They have also conducted research on existing documents related to Khmer Rouge regime which are useful for them to understand more about the history and the operational structure of the Democratic Kampuchea regime.

c. Working strategy and tasks allocation

The national team held a regular meeting every week to allocate tasks and to assure the efficiency of their respective work.

Furthermore, the internal meetings between the national side and international side of the OCIJ have been organized every two weeks in order to prepare common strategies for the functioning of the Office and to harmonise its work. As a result, a proposal on the operational structure and work of the Office has been made. By adopting this proposal, the OCIJ is ready to conduct judicial investigations when an initial submission from the Office of the Co-prosecutors is made.

d. Judicial Coordination Meeting

The national Co-Investigating Judge has usually joined the judicial coordination meeting to coordinate and facilitate the work involving judges, judicial officers and the Office of Administration. Some main issues such as the role and assistance of judicial officers, the temporary detention facilities, witness accommodations and protection have been discussed and solved.

e. Other public activities and meeting with media

The OCIJ has worked in conjunction with the Public Affairs Section, participating in meetings with experts and visitors from interested NGOs and representatives from foreign embassies as well as appearing on radio, television and in press conferences.

Furthermore, the national Co-Investigating Judge provided presentations on judicial procedures to student judges and court clerks of the Royal Academy for Judicial Professions, to the regional trainers of the KID, and to the ECCC staff.

In October, the national Co-Investigating Judge was invited as a guest speaker in the Conference at the Royal School of Administration to present the judicial procedure of the ECCC.

To raise public awareness on the ECCC and the role of the Co-Investigating Judges, the national co-investigating judge participated in various programs organized by the Public Affairs Section



4. Chambers

While none of the three Chambers (Trial Chamber, Supreme Court Chamber or Pre-Trial Chamber) has yet held a session, the Judicial Strategic Planning and Development Workshop of all national and international judges held on 4-7 July 2006 elected two standing committees:

1. Rules Committee and Review Committee

The Rules Committee was established by The Rules Committee is composed of three national judges and two international judges, namely H.E Prak Kim San, You Bunleng, Mong Monichariya, Agnieszka Klonowiecka-Milart and Marcel Lemonde, with Dr Gregory Stanton as an expert member.

The Committee is entrusted with drafting the Internal Rules (IRs) aiming to consolidate applicable Cambodian procedure for proceedings before the ECCC and to adopt additional rules where the existing procedure does not deal with a particular matter or if there is uncertainty regarding its interpretation/application or if there is a question regarding its consistency with international standards.

When the Draft IRs are adopted, the Rules Committee will have a continuing role, including adopting Practice Directions relating to the functioning of the ECCC.

At the beginning, the national members started meeting twice weekly while international members participated through remote communication. As result of almost two months of intensive joint meetings, draft IRs containing over 110 rules with hundreds sub-rules were released publicly in the three official languages for a two-week period for comment from interested parties among NGOs, academia etc. More than twenty comments from various national and international institutions and organizations were received. The draft IRs were submitted to the Plenary Session of judges for consideration on 20-25 November 2006. Despite the best efforts and expectations, it was not possible for the Plenary Session to adopt the IRs. It became clear that insufficient time was allowed for consideration of the draft. Time was not the only factor. As mentioned in its press statement, judges found that they had substantive disagreement on several key issues including : how to integrate Cambodian law and international standards, the role of the Defense Support Unit, the role of Co-Prosecutors and its impact of the voting procedure and how the ECCC will operate within the Cambodian court structure.

Despite the failure, the Plenary decided to move the process forward by establishing a Review Committee, composed of the same judges as the Rules Committee but with an additional four judges i.e two judges from national side (H.E Kong Srim and Sin Rith) and the same from international side (Silvia Cartwright and Claudia Fenz)

The Review Committee members residing in Phnom Penh began its work immediately after the Plenary Session in November, setting out in some detail the areas on which no agreement had yet been reached and the legal arguments supporting the different positions. As result of in-depth discussion, resolution was found for many of the identified points of disagreement and the remaining matters were brought to the Full Review Meeting on 15-26 January 2007.



Solid progress was made during the two-week session, significantly narrowing the number of the outstanding issues even though the Review Committee was not able to fully resolve all the issues nor to immediately call the next Plenary Session. Most of the important issues were discussed and not a single one remained without some measures of resolution. The outcome of the Full Review Committee Meeting in January could be classified into three categories :

1. Some matters were completely resolved, including the wording for the final wording for the draft to be submitted to the Plenary
2. Other issues were resolved but further work on wording will be required
3. A small number of issues were resolved only as regards to certain aspects and further discussion among the Review Committee as well as consultation with other national and international judge will be required.

Between now and the forthcoming Full Review Committee Meeting held from 5-16 of March, national and international members residing in Phnom Penh will continue to work by :

- Trying to fully resolve the remaining issues through intensive discussion, with joint meetings at least three times per week;
- Seeking confirmation from other national and international judges on the points of agreement which had been reached within the committee;
- Finalizing the wording of all issues which were resolved; and
- Checking the whole draft rule-by-rule in order to make sure that there is no inconsistency or incoherence.

As soon as the draft IRs are finalised, the next Plenary Session will be called, hopefully in the last week of April.

2. Judicial Administration Committee

The Judicial Administration Committee (JAC) was also established by the Judicial Strategic Planning and Development Workshop held in July 2006. The JAC is composed of three national judges and two international judges namely H.E Kong Srim, Nil Nonn, You Ottara, Rowan Downing and Katinka Lahuis.

The JAC held its first meeting immediately following the Plenary Session in November. During the two-day meeting, some decisions were made covering the following areas :

- the need to increase involvement of judges in the ongoing work of ECCC : several measures had been envisaged including strengthening the secretariat of the Committee within the Office of Administration, either posting a resident national and international judges or appointing a Senior Legal Coordinator as focal point. The Terms of reference of such position are being prepared.
- Court room layout and robes to be worn by judges

According to the draft IRs, the JAC would be expanded to include, in a consultative capacity, the Director and Deputy Director of the Office of Administration and Co-Prosecutors. The JAC would also fulfill an important role to advise the Office of Administration concerning all activities relating to the administrative and judicial support provided to the Chambers and the Office of the Co-Investigating Judges. The JAC is expected to convene its second meeting after the next Plenary Session.



Conclusion

This report makes clear that some details of the budget and staffing table prepared in late 2003 need adjusting in the light of the “ground truthing” we have undertaken during this set-up period. It is scarcely surprising if certain estimates and assumptions made two and a half years ago do not accord with today’s reality. For example, prices for certain items have changed; a decision to adopt a certain technology or systems approach may have an effect on the projected staffing levels and numbers to support that operation; or in some areas we find that necessary items were not included in the original budget. We are now undertaking an effort to consolidate project proposals for a range of essential activities that were not included in the original budget. These include: a media centre; travel for ECCC personnel (aside from investigators, which was funded); court reporters; an audio-visual sub-unit; more interpreters and translators; and more staff to support investigations.

While the finalisation of the Internal Rules has taken longer than envisaged and, at the time of writing this report, have not yet been adopted, we are pleased to be able to report that the national and international judges are applying themselves to this complex task with due diligence. Considerable progress has been made towards resolving the 26 issues that were identified as requiring further discussion. Not a single one of these issues remains without a measure of resolution.

The delay in the adoption of the Internal Rules has by no means led to a roadblock, as many other essential preparatory tasks have been undertaken, as shown in the above reports of achievements made during 2006 by all the Sections within the Office of Administration and by the Offices of the Co-Prosecutors and the Co-Investigating Judges.

The report also outlines the high level of openness and transparency with which the ECCC has conducted its work, in activities ranging from press briefings by senior officials, visits to the provinces, distribution of public information material such as posters and booklets and our public web site through to opening our books to financial spot checks and audits as well as a human resources audit performed in early 2007.

Let me conclude this Annual Report on the achievements of the ECCC in 2006 by reiterating our thanks to all donors for your contributions to the transformation of the ECCC from a dream into a reality and, finally, pledging to relate with you on an open and forthright basis as we jointly face the challenges that lie ahead of us in carrying out this historic undertaking.

Sean Visoth
Director of the Office of Administration

6 February 2007

