



# Royal Government of Cambodia Trade Development Support Program (TDSP)

## PROPOSAL CONCEPT NOTE

### (For D/ICO Use only)

File Number (see TDSP coding)	
Date Received	
TDSP Call for Proposal Batch	
D/ICO Focal Point	
Actions to Be Taken	

### 1. Submitting Agency Information

Date Submitted	May 15, 2015
Submitting Agency	National Commercial Arbitration Centre (NCAC)
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### 2. Summary info

Proposal Title	<b>Strengthening the Operational Capacity of the National Commercial Arbitration Centre (NCAC)</b>
Main beneficiaries	The immediate primary beneficiaries are the management and staff of the NCAC; Secondary beneficiaries include primary target audiences: Business Leaders, Judicial Officials and Legal Practitioners and Government Officials.
Expected Starting Date	1 July 2015



Expected Completion Date	30 June 2016
Estimated Cost in USD (preliminary)	USD 99,640.00

### 3. Proposal development process

Date current draft version	May 23, 2015
Date first version approved	
Date first approval by IA	
Date approval by Pillar	
Date presentation to Pillar WG	

#### B. DETAILED REQUEST

##### 1. Strategic Context of the Project

- a) **What is the problem that you will address and how was it detected (assessment, feasibility study, evaluation, please justify your answer)**

**Situational and Institutional Background:** The Royal Government of Cambodia appreciates the challenges of globalization and has looked to legal and judiciary reforms as a way to build investors confidence, unleash the potential of the private sector, safeguard commercial activities, and promote foreign direct investment. The Government is determined to implement this strategy to strengthen and modernize the financial system through developing legal frameworks, strengthening institutions, training financial professions, and developing financial services to support economic growth.

Recognizing the need for alternative commercial dispute resolution systems to allow parties to settle their conflicts outside the court system, the Government enacted the Law on Commercial Arbitration in March 2006. On July 24, 2009, the Government adopted a Sub-decree on the Organization and Functioning of a National Commercial Arbitration Centre (NCAC). The NCAC was established as a self-governing non-profit institution, based in Phnom Penh, Cambodia. Its mission is to become the leading provider of commercial dispute resolution services in Cambodia with a reputation for delivering impartial and independent mediation and arbitration services expeditiously and inexpensively. In order to achieve this mission, NCAC has two primary goals: (1) To develop the institution of the NCAC and build the capacity of its staff, arbitrators and stakeholders; (2) To support the development of a favourable environment for commercial Alternative Dispute Resolution (ADR) services in Cambodia in which ADR proceedings are respected by the courts and other parties.

Up to now, 43 arbitrators have been registered as individual members along with 10 legal entities. The mandate of the NCAC is to act as a leading, though non-exclusive, role in promoting arbitration, training arbitrators and providing commercial arbitration services in Cambodia. Its main services can be classified into: (1) Arbitration service to business communities; (2) Mediation services as a way to facilitate the voluntary settlement of disputes; (3) Continuing education/training by providing training and other arbitration related services to its arbitrators and developing training services and publications targeted at potential future arbitrators, legal practitioners and others interested in commercial arbitration; (4) A Resource Centre by serving as an important resource and knowledge centre on issues related to commercial arbitration and ADR, including a library with manuals, study books and reference materials of other arbitration centres.

##### **Assessment of issues to be addressed:**

**Operational challenges:** Like other newly established centres in other countries, NCAC is facing some challenges to fully deliver its services. One of the most important issues is the operational budget constraint, which prohibits the realization of its full potential to improve business environment,



particularly in an area of alternative dispute resolution. As long as people continue to do business, it is inevitable that disputes will occur. Therefore, there is an obvious need for an effective and credible dispute resolution mechanism for those disputes that cannot be resolved through negotiation. No such (formal) mechanism currently functions in Cambodia. The business community appears to have a negative perception of Cambodia's courts. Issues including endemic corruption, executive interference, lengthy delays before hearings and difficulties with the enforcement of judgments are all cited by business as barriers to the effective resolution of commercial disputes through the court system<sup>1</sup>. According to a 2012 World Bank report, Cambodia ranks 142<sup>nd</sup> out of 183 countries with respect to the item "enforcing contracts".<sup>2</sup>

**Capacity challenges:** The general impression is that many arbitrators are new to learning on this very specialized field of commercial and financial laws, and they need time to be able to immerse themselves in the subject matter, through reading materials and ad hoc training seminars or workshops.

One of the key challenges is to ascertain the level of knowledge and understanding, theoretical and practical, substantive and procedural, of the new arbitrators in each commercial law subject matter. Notions such as debt/equity ratios, stock markets, bylaws, leveraged buyouts, and cumulative preferred stock cause many to freeze. In addition to its unfamiliar business setting, corporate law presents a jumble of topics - some civil procedure, a good dose of contracts and agency, tort concepts in the form of fiduciary rules, a bit of constitutional and property law, and even some criminal law.

In a survey among Cambodia's business community undertaken by the IFC and as reported in IFC Private Sector Discussions No. 24, non-payment for goods and services was reported as the main cause of commercial disputes. Other contractual disputes were also reported, including issues over insurance, construction, transport and distribution relationships. Since the international experience suggests that disputes involving payment defaults and debt collection are not often submitted to formal ADR, it is expected that most cases that will reach the NCAC will involve contractual disputes in the insurance, construction, transport and distribution sectors.

One could also think of disputes regarding intellectual property rights. In this context, it is notable that particular endorsement for the development of commercial ADR came from the insurance industry. Influenced by international practice, insurers are familiar with ADR clauses. ADR clauses currently in use refer cases to international arbitration. A number of the major insurers in Cambodia indicated, however, that they would be willing to try a local ADR facility if it was of an adequate standard and had appropriate cost structures.

### **Rationale for this Proposal:**

In order to strengthen its operation and be able to start accepting cases, NCAC is submitting this proposal to request from the TDSP to provide a bridge support for its operations amounted of USD 99,640.00 (ninety nine thousand and six hundred forty US dollars) over a period of one year. A large proportion of requested funding will be used to cover operations, especially in recruiting a Secretary General, Head of Case Management, Head of Finance and Administration and Administrative Assistants. It is anticipated that the sustainability of NCAC in delivering its services to improve business enabling environment will be achieved after receiving financial support for this initial one year period. A much larger and longer term project proposal will be prepared and submitted to a few Development Partners in the context of the rules based ASEAN Economic Community integration. Other funding mechanism will be explored as well to finance longer term institutional strengthening and best practices sharing from the region, in particular in the Lancang Mekong River Cooperation framework and/or the Maritime Silk Road Fund.

<sup>1</sup> IFC Private Sector Discussions No. 24, Establishing Commercial Arbitration Services in Cambodia, September 2009, p. 7.

<sup>2</sup> See Ease of Doing Business, published by the World Bank Group, [www.doingbusiness.org](http://www.doingbusiness.org). According to the World Bank's Doing Business report (2009) it takes 401 days, involves 44 procedures and costs at 102.7% of the value of a debt to enforce a hypothetical commercial contract valued at 200% of per capita GDP.



**b) How will this proposal add value to the trade/export regime? How will this proposed intervention diversify and leverage Cambodia's trade/ export?**

The proposal could add value to trade sector development at three different levels:

At the **Macro country level**, through its accession to the WTO, its imminent integration into the rules based AEC, and eventually with the completion of the Regional Comprehensive Economic Partnership (RCEP) which encompasses a massive free trade area comprising of ASEAN countries and six other large countries (Australia, New Zealand, China, India, South Korea and Japan), Cambodia's prospect as a place to do business and to invest will benefit from the Government's strong commitment to a legal reform agenda. The country's rapid improvement in the provision of a fair and efficient ADR system will no doubt boost international trade and industrial production. The perception of a functioning ADR in itself will give investors an extra level of confidence.

At the **Meso institutional level**, Cambodia's trade development will benefit from a strengthened and enhanced commercial law environment and trade related investment, in particular where businesspeople and investors can do more business with the assurance that there is a visible reform of legal framework for contracts and disputes resolutions. Trade-related investment, for its part, is hampered by the lack of predictable and transparent rules that are enforced in a speedy, fair, and efficient manner by the appropriate government institutions. A fully operational NCAC acting as a credible public institution will be considered as a key influencing factor. Increase economic and trade transactions post AEC integration will without fail entail some commercial disputes and by default significant demand for NCAC's services can only be expected if the NCAC is impartial and independent and delivers its arbitration services at high quality levels, without undue interference by the courts or others, with appropriate enforcement of its awards and at a cost-effective rate and expeditiously.

At the **Micro enterprises level**, Cambodia's external trade development in the post AEC will bring along the growth of Small and Medium Enterprises (SMEs) which form part of the forward and backward linkages of these regional production chains. More and more Cambodian SMEs, which constitute more than 90 percent of the total enterprises in the country, will benefit from a cost effective and expeditious resolution of business disputes offered by NCAC. NCAC's rules and procedures, including a simple IT system, will ensure an efficient case management system and an expeditious resolution of disputes brought before it.

**c) Does the proposal fit in one of the Trade SWAp Pillar work programme or identified priorities? Which building blocks and KPIs of Trade SWAp Roadmap does this proposal match with?**

The proposal fits in the Trade SWAp Pillar 1 (Legal Reform) and Trade SWAp Pillar 3 (capacity development for trade) work programmes. The relevant building blocks and KPIs are listed below.

Building Blocks.1.5.1 Reform of legal framework for contracts and disputes

- KPI.1.5.1.a Promote drafting law on commercial contract and law on commercial court and implement arbitration law
- KPI.1. 5.1.b An arbitration centre is established and functioning
- KPI.3.1 Reform agenda is implemented according to government strategy and international commitments (i.e. WTO, ASEAN, etc.)

**d) In what TDSP component(s) does this proposal fit in (Com. 1: Trade Policy Formulation and Implementation (1.a: TBT & SPS, 1.b: Trade Facilitation, 1.c:**



**Legal Reforms), Com. 2 Performance Monitoring, Com. 3: Institutional and Human Capacity, Com. 4: Implementation Support to TDSP)?**

The proposal fits primarily in component D on Legal Reforms. Indirectly some aspects fit under Institutional and Human Capacity.

- e) **Who are the stakeholders of this proposal? Have you had any coordination meeting with relevant Inter-ministries/agencies in designing this proposal? What specific coordination have you had with these ministries/agencies?**

The main stakeholders of this project are the Executive Board of NCAC, which comprises seven members. The secondary stakeholders are:

- 1) **business leaders** themselves, who will be reached mainly through secondary audiences such as their business associations, their advisors, accountants, and government departments and offices that deal with businesses;
- 2) **judicial officials** (judges, clerks, bailiffs and prosecutors) and legal practitioners, who need to understand the role and function of the NCAC and have the capacity to engage in the arbitration process effectively; and
- 3) **government officials** at decision and policy-making level, including from the Ministries of Commerce, Interior, Economy and Finance, and Justice. In view of their possible involvement in regulatory and policy reforms that may impact on the delivery of business friendly arbitration services in Cambodia, particularly the demarcation of the authority of the courts (including the commercial court, if established) and the NCAC and on the enforcement of arbitral awards, it is important that they understand and are supportive of what the NCAC stands for and what it does.

## **2. Project Description:**

- a) **What is the impact of your proposed project**

The main impact of the project is that NCAC can be adequately equipped with human resources and build a solid foundation to provide over time arbitration and mediation services to businesses in Cambodia as a way to facilitate the voluntary settlement of disputes in an impartial and independent manner and that it can deliver its services at high quality levels, without undue interference by the courts or others, with appropriate enforcement of its awards and at a cost-effective rate and expeditiously.

- b) **What will be the main outcomes of your proposed project**

The project will have four main outcomes:

- Outcome 1.** NCAC receives and processes commercial arbitration cases with a strengthened General Secretariat supported by adequate human resources and management tools.
- Outcome 2.** NCAC became visible among business leaders and other stakeholders and has stimulated demand for its services.



**Outcome 3.** Capacity of judicial officials and lawyers are improved to effectively support resolution of commercial disputes through arbitration process.

**Outcome 4.** Government officials and policy makers are made aware of the support services extended by NCAC.

**c) What will be the main outputs of each outcome of your proposed project**

**Output 1.** NCAC operation will be supported by qualified key professional staffs administering day-to-day operations of NCAC. The Executive Board anticipates that at least four full-time staff and a few intermittent arbitration administration and promotion experts/mentors are needed to administer and assist entire operations of NCAC in the first 3 years in order to deliver commercial services to private sector. The four full-time positions are (i) Secretary General; (ii) Head of Case Management; (iii) Head of Administration and Finance; and (iv) at least one additional Administrative Assistant and a number of interns. The detailed duties, responsibilities and job requirements of each position are initially described in the Annex 1.

**Output 2.** Modest start up and gradual build up with target sectors that are likely to generate a significant caseload (e.g., insurance, construction) and regions where there is a lot of business (e.g., Phnom Penh, Sihanoukville, Siem Reap, Kampong Cham, and Battambang) by way of the following:

- a) **Publication of a small and simple (Q&A) brochure, booklets and newsletter** (in Khmer and English) written in plain language. It communicates the key messages and gives a basic presentation of the NCAC (what it is and how it works). It indicates what types of business disputes can be settled by the NCAC, gives an example of a successfully arbitrated case and provides a model standard arbitration clause. It also provides contact details and refers to the NCAC website for profiles of the arbitrators, fee structure and model forms. The brochure is to be disseminated at workshops / presentations, business conferences and working groups, trade fairs and exhibitions, Special Economic Zones, etc. and through the secondary audiences (business associations, accountancy firms, CDC, etc.).
- b) **Provision of informational and promotional workshops/ presentations** for and/or at meetings of business associations, employer associations and Chambers of Commerce. Preferably, the presentations should be given by or jointly with trainers or representatives of the associations. The presentations are short and to the point and follow the content of the brochure, which will be disseminated during the presentations. The “satisfied customer” approach (testimonials from case winners) might be considered. Likewise, presentations should be given to relevant government departments and offices that support or deal with businesses.
- c) **Development of a NCAC Website** in Khmer and English. The website provides information on the NCAC (following the content of the brochure, but it might be more detailed), contains a list of all its members (including biographies of the arbitrators), its fee structure and a fee calculator. It



features model forms that can be downloaded, Arbitration Rules, Code of Conduct for Arbitrators and a model standard arbitration clause. NCAC awards are published on the website in anonymised form unless opposed by one of the parties.

**Output 3.** Capacity of judicial officials and lawyers are involved to effectively support resolution of commercial disputes through arbitration process:

- a) **Provision of informational and promotional workshops and training** on NCAC services, for current judges, prosecutors and clerks in collaboration with the Royal Academy for Judicial Professions (RAJP), and for current lawyers and legal practitioners in collaboration with the Lawyers Training Center of the Bar Association of the Kingdom of Cambodia;
- b) **Provision of training** on commercial arbitration under NCAC Arbitration Rules, arbitral award recognition and enforcement and enforcement procedures at both the Royal Academy for Judicial Professions and the Lawyers Training Center of the Bar Association of the Kingdom of Cambodia, including for those who are being trained to enter the legal professions. To this end, training of trainers (TOT); assistance in developing a training package; and support to the delivery of the training will be required. Handouts include the (Q&A) brochure, booklets, reading materials and relevant legislation.

**Output 4.** Government officials and policy makers are made aware of the support services extended by NCAC. Targeted relevant government officials at decision and policy-making level by way of provision of an informational workshop, which is modified from the workshop for business leaders, and capacity building training, which is modified from the training programmes for judicial officials and lawyers. Some Ministry of Justice officials may also join the training sessions for judicial officials. Handouts include the (Q&A) brochure, booklets, reading materials and relevant legislation.

**d) For reaching outputs above, what activities would you undertake?**

Annex 3 provides a work plan of proposed NCAC activities in which major activities will be undertaken during the course of the project implementation.

**e) How will the propose activities address the current problem (please describe/list it)**

For the foreseeable future, the NCAC will be the primary commercial arbitration body in Cambodia. Moreover, businesses (and their legal advisors) have expressed support for the development of modern ADR services in Cambodia like those that will be delivered by the NCAC, provided that these services are of high quality and rendered with integrity through an independent mechanism. This support is driven by dissatisfaction with the current (formal and informal) options for the resolution of disputes including the court system and, for example, the use of government intermediaries. **Therefore, the delivery of the above mentioned proposed activities will significantly address the current highlighted earlier, namely that a certain level of demand for NCAC's services can be distinguished itself from the court system and that NCAC can be perceived as a credible and trusted institution delivering dispute resolution services expeditiously, inexpensively,**



***without undue interference by the courts or others and with appropriate enforcement. NCAC can earn such credibility when it can achieve the following:***

- a) ***Impartiality and Independence:*** By successfully delivering on the above activities, NCAC can ensure impartiality and independence of its arbitrators. With a fully functional general secretariat, NCAC can enforce its clear and flexible Arbitration Rules that will provide for a transparent conduct of proceedings and a Code of Conduct for Arbitrators that will impose standards of high integrity and a strong enforcement mechanism. Both sets of rules will be publicised on the website of the NCAC.
- b) ***High Qualified Arbitrators:*** NCAC will establish clear, transparent and detailed criteria for annual registration of arbitrators including new qualified persons. It will put in place rules and procedures to ensure that qualified individuals, Khmer or foreigners, will be able to become arbitrators listed by NCAC. It will also provide or arrange for continuing education to its arbitrators to enhance their skills and competence. Furthermore, in compliance with the NCAC's Arbitration Rules, all arbitral awards will be scrutinised by the General Secretariat of the NCAC with support of experienced arbitrator or expert before they are issued.
- c) ***Reasoning and Publication of Awards:*** NCAC will ensure that all arbitral decisions are carefully reasoned and are published on its website on an anonymous basis. Publication of reasoned awards will make it more difficult for any arbitrator to attempt to decide a case on an improper basis instead of on its merit and according to the applicable law. Publication of awards will also serve as a source for study by and training of arbitrators and others.
- d) ***No Undue Interference and Enforcement of Awards:*** There is a risk of potential interference or intervention from judges and other judicial officials in the arbitration process and the possibility that they may not support enforcement of arbitral awards. This would impede a prompt resolution of the dispute and create uncertainty about its outcome. The proposed activities will provide a certain level of risk mitigation: i.e. the NCAC will provide or arrange for training programs for the judiciary through the Royal Academy for Judicial Professions to help judges better understand the jurisdictional issues. It will also promote the issuance of a joint Circular by the Ministry of Justice and the Ministry of Commerce clarifying the role of courts in relation to arbitration whenever time is appropriate. In this context, a monitoring system to collect information on the activities of the courts in relation to arbitration (intervention and enforcement) can also be established. Moreover, it must be ensured that arbitral awards are not only legally recognized by the courts but also enforced in practice. For this purpose, the persons involved in the enforcement of court judgments (bailiffs etc.) must be instructed that arbitral awards that are recognized in accordance with the law by the court must be enforced "on the ground". This will require a certain amount of outreach and training, which under this Proposal certain of these proposed activities can be undertaken.
- e) ***Cost-effective and Expeditious:*** NCAC aims at cost effective and expeditious resolution of business disputes. To achieve this, NCAC establishes affordable cost structure, implying a lean and mean organization with decent saving ratio, and rules and procedures (including a simple IT system) that ensure an efficient case management system and an expeditious resolution of disputes brought before it. The hiring of qualified staff and experts to run or assist the general secretariat can ensure such objective.



### 3. Resources requested from TDSP

a) **What resources would your organization commit/dedicate to the implementation of this proposal?**

NCAC's main assets are its human resources. Its Executive Board, Advisory Board and Committees are all working on a pro-bono basis, delivering through their sweat equity professional quality services to make the organization functional. These resources will be applied once again to implement the activities proposed under this Proposal.

b) **What "inputs" would you need to complete these activities (Consultant services, training and workshops, equipment? Office and other supplies?)**

The inputs needed are as follows:

- 1) financial resources to start hiring necessary staff for the General Secretariat and acquiring office equipment;
- 2) international and national consultants/mentors and local firms inputs to undertake the proposed activities; and
- 3) support for the publication and dissemination of arbitration materials and other capacity building activities.

c) **What are the main roles of the proposed consultants? (provide list of responsibilities)**

The roles assigned to consultants are as follows:

- 1) **International consultants/mentors:** high level expertise in delivering substantive rules and procedures or/and operational matters regarding the functioning of NCAC and serving as intermittent mentors for the General Secretariat staff and arbitrators;
- 2) **National consultants/mentors and national firms:** development of arbitration materials, development of training materials and their translation, development and delivery of capacity building events generally in Khmer language or customized program in English language, and assisting the international consultants/mentors in mentoring tasks.

### 4. Risk mitigation and sustainability

a) **What is your sustainability strategy? How will you ensure the results of project will last beyond the life of project?**

The Executive Board of NCAC recognizes that the Centre needs to generate revenue from many sources to be sustainable in delivering its commercial services to the private sector in Cambodia. NCAC can generate revenue through its operation. The main sources of revenue will come from membership fees, case registration fees, arbitrator appointment fees, arbitration administration fees, arbitration training fees and other arbitration related services. It is also important to note that all arbitration administration related revenue generated over a period of project funding from TDSP will be kept for the NCAC operations when there is no financial support from the TDSP. Table 2 below presents information on forecasted membership and services related revenue of NCAC for three years after adequately equipped and staffed.



**Table 1: Forecasted Membership and Services Related Revenue for Three Years (USD)**

Item	Unit	Cost/ Unit	TQY	Year 1	TQY	Year 2	TQY	Year 3	Total Amount for Three-Year	%
1. Membership Fees										
- Legal entities	Year	500	10	5,000	12	6,000	12	6,000	17,000	8.7%
- Arbitrators	Year	250	40	10,000	40	10,000	50	12,500	32,500	16.6%
- Supportive individual members	Year	100	10	1,000	15	1,500	18	1,800	4,300	2.2%
- Supportive legal entity members	Year	300	5	1,500	7	2,100	10	3,000	6,600	3.4%
2. Case Registration Fees	Year	250	12	3,000	18	4,500	25	6,250	13,750	7.0%
3. Arbitrator Appointment Fees	Year	300	5	1,500	10	3,000	15	4,500	9,000	4.6%
4. Arbitration Administration Fees	Year	-	-	12,000	-	20,000	-	27,000	59,000	30.1%
5. Arbitration training fees for existing arbitrators, potential arbitrators and relevant stakeholders	Year	150	80	12,000	100	15,000	120	18,000	45,000	22.9%
6. Publications and Other Services	Year	-	-	2,000	-	3,000	-	4,000	9,000	4.6%
7. Unconditional Budget Support from RGC through MoC	Year	0	12	-	12	-	12	-	-	0.0%
8. Other Revenues				-		-		-	-	0.0%
<b>Total Forecasted Revenue (USD)</b>				<b>48,000</b>		<b>65,100</b>		<b>83,050</b>	<b>196,150</b>	<b>100%</b>

**Remarks:**

- NCAC members are required to pay membership contribution from October 2014 onward.
- NCAC case registration fee of USD 250 per case. NCAC projects that it would receive in total 12 cases for the first year of its operation and this number will increase for the second and third year. Out these cases, some cases are with counter-claim where additional case registration fee payment is required.
- NCAC projects that at least 5 cases administered by NCAC, there would be need to appoint arbitrator(s) by NCAC appointment committee. These cases require NCAC appointment of one arbitrator, and 2 other cases require NCAC appointment of 3 arbitrators. This will result in generating additional revenue from arbitrator appointment fees.
- NCAC projects that it would receive in total 12 cases for the first year of its operations. NCAC also projects that the sum in dispute will fall into small sum, medium sum and large sum (Over 1 Million USD). Therefore, it is projected that NCAC will generate around USD 12,000 for the first year from Arbitration Administration Fees. Given that the number of case registration for second and third year is 18 and 25 cases respectively, it is forecasted that the arbitration administration fee is USD 20,000 for the second year and USD 27,000 for the third year.



- b) **What are the identified risks, which may influence project delivery and results? What is the mitigation strategy?**

The main risks identified are the following:

- a) Inability or delay in mobilizing funding under this Proposal;
- b) Inability to hire the staff and experts with adequate qualifications;
- c) The NCAC is perceived as not having adequate resources to deliver its mandate;
- d) Weakened support from MoC if NCAC's operations are delayed;
- e) Lack of interest among stakeholders to learn about arbitrations and resistance from the local court officials; and
- f) Delay in procuring IT case management system.

The mitigation strategy is described in item a) and the table 2 above. Strong ownership and full commitment from the Executive Board, the Advisory Board and the Committees to make the Centre a success. Full support from the NCAC's members, both individual arbitrators and institutional entities, is another complement to the above mitigation strategy.

## 5. Project Implementation Arrangement

- a) **What is the mandate of the submitting agency?**

The NCAC is established as a self-governing non-profit institution under the 2006 Law on Commercial Arbitration and the Sub-decree No. 124 on the Organization and Functioning of a National Commercial Arbitration Centre dated July 24, 2009 and Sub-Decree No. 182 on the Amendment of Article 52 of the Sub-Decree No. 124 dated 31<sup>st</sup> of December 2010.

- b) **What is the organizational structure of the submitting agency?**

The NCAC is governed by a Seven Member Executive Board, who are voted by the General Assembly.

- c) **How will you arrange and coordinate the project implementation within existing structure? What is the reporting line?**

The implementation of the project will be under the direct supervision of the Executive Board.

- d) **What will be the M&E mechanism of the project?**

For M&E purposes, NCAC will adhere to the main principles of M&E used in TDSP.

## 6. Annex:



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**Annex 1: Results framework**

**Annex 2: Budget Plan**

**Annex 3: Work Plan**

**Annex 4: Staffing requirements**



## Annex 1: Project Results Framework

	Outcome Statement	Outcome Indicators	Baseline	Target	Source (Means of Verification)
Outcome Level	<p><b>Outcome 1:</b> NCAC receives and process commercial arbitration cases with a strengthened General Secretariat supported by adequate human resources and management tools.</p>	<p><b>Outcome Indicator 1:</b> NCAC general secretariat properly staffed to provide general support for day-to-day operations.</p> <p><b>Outcome Indicator 2:</b> Operational and technical capacity of NCAC General Secretariat staff and management are adequately built through training by mentors and a study visit to a collaborative arbitration center in the region.</p> <p><b>Outcome Indicator 3:</b> At least 02 (two) arbitration cases received and processed by NCAC by the end of June 2016.</p>	Not applicable.	<ul style="list-style-type: none"> <li>General Secretariat is fully staffed and adequately equipped by September 2015.</li> <li>Operational and technical capacity of NCAC General Secretariat staff are adequately built by end of December 2015.</li> <li>At least 02 (two) arbitration cases received and processed by NCAC by the end of June 2016.</li> </ul>	<ul style="list-style-type: none"> <li>TORs approved</li> <li>Contract signed.</li> <li>Training and mentoring sessions and study visits by NCAC staff and management</li> <li>Pre-training and post-training assessments</li> <li>Case registration and arbitrators appointment.</li> </ul>
	Output	Key Performance Indicators	Baseline	Target	Source (Means of Verification)
Output level	<p><b>Output 1.1:</b> Development of TORs for recruitment of operational consultants (staff and mentors)</p> <p><b>Output 1.2:</b> NCAC supported by qualified key professional staffs administering and advising day-to-day operations.</p> <p><b>Output 1.3:</b> Office IT equipment are available in NCAC for the newly hired staff.</p> <p><b>Output 1.4:</b> Operational and HR Manuals detailing duties, responsibilities and job requirements of each position.</p>	<p><b>KPI.1.1:</b> TORs for operational consultants (staff and mentors) are approved by the Executive Board.</p> <p><b>KPI.1.2.1:</b> 4 positions are filled (i) Secretary General; (ii) Head of Case Management; (iii) Head of Administration and Finance; and (iv) Administrative Assistant; and interns and intermittent mentors are recruited.</p> <p><b>KPI.1.2.2:</b> Training and study visit organized for NCAC staff and Executive Board.</p> <p><b>KPI.1.3:</b> Office IT equipment; case management and financial software;</p> <p><b>KPI.1.4:</b> Operational and HR manuals prepared.</p>	Not applicable.	<ul style="list-style-type: none"> <li>TORs for staff are developed and approved by end of July 2015.</li> <li>4 positions are filled by end of September 2015.</li> <li>2 interns are accepted by end of September 2015.</li> <li>TOR for pro-bono mentor(s) is developed and approved by end of September 2015.</li> <li>International Pro-bono Mentor(s) recruited by early November 2015.</li> <li>Basic office equipments are procured by end of September 2015.</li> <li>Operational and HR Manuals developed NCAC General Secretariat by end of November 2015.</li> </ul>	<ul style="list-style-type: none"> <li>TORs approved</li> <li>Contracts signed.</li> <li>Invoices for the equipment &amp; software purchase.</li> <li>Operational and HR Manuals Adopted by the Executive Board</li> </ul>



	Outcome Statement	Outcome Indicators	Baseline	Target	Source (Means of Verification)
Outcome Level	Outcome 2: NCAC became visible among business leaders and other stakeholders, and has stimulated demand for its services	Outcome Indicator 2: # of business people and stakeholders contact NCAC for enquiry or and services.	Not applicable.	<ul style="list-style-type: none"> <li>• Collaboration with key business associations in major economic poles (e.g., Phnom Penh, Sihanoukville, Siem Reap, Kampong Cham and Battambang)</li> </ul>	<ul style="list-style-type: none"> <li>• Photos or/and video record of the workshops taken</li> <li>• Call or/and e-mails received by NCAC</li> <li>• List of users of NCAC services.</li> </ul>
	Output	Key Performance Indicators	Baseline	Target	Source (Means of Verification)
Output level	<p><b>Output 2.1:</b> Development of TORs for recruitment of consultants to develop and design Q&amp;A brochure, booklets and newsletter, and for developing basic training curriculum and materials for public outreach and stakeholders training</p> <p><b>Output 2.2:</b> Development of brochure, booklet, newsletter, training curriculum and materials</p> <p><b>Output 2.3:</b> Designing and Publication of a small and simple (Q&amp;A) brochure, booklet and newsletter</p> <p><b>Output 2.4:</b> Informational and promotional workshops with key business leaders in commercial associations.</p> <p><b>Output 2.5:</b> Development of a NCAC Website in Khmer and English</p>	<p><b>KPI.2.1:</b> TORs are approved;</p> <p><b>KPI.2.2:</b> Contents of Brochures, Booklets and Newsletter (in Khmer and English); and hard and soft copy of training curriculum and materials</p> <p><b>KPI.2.3:</b> # copies of professionally designed and published brochures, booklets and newsletter.</p> <p><b>KPI.2.4.1:</b> # of collaboration with key business associations.</p> <p><b>KPI.2.4.2:</b> # of workshops, presentations, business conferences and working groups, trade fairs and exhibitions, SEZs;</p> <p><b>KPI.2.4.3:</b> # of major commercial centers in Cambodia (i.e. Phnom Penh, Battambang, Siem Reap, Kampong Cham and Sihanoukville) outreached.</p> <p><b>KPI.2.4.4:</b> Key audiences feedback on arbitration informational workshops;</p> <p><b>KPI.2.5:</b> # of hits and downloads from NCAC web portal on: biographies of the arbitrators; fee structure and fee calculator; model forms; Arbitration Rules; Code of Conduct for Arbitrators; and model standard arbitration clause.</p>	Not applicable.	<p>By June 2016:</p> <ul style="list-style-type: none"> <li>• Arrangement made with International Business Club, EuroCham), employer associations (eg. CAMFEBA, etc.), Chambers of Commerce in 5 major provinces (Phnom Penh, Sihanoukville, Siem Reap, Kampong Cham and Battambang) outreach by June 2016</li> </ul>	<ul style="list-style-type: none"> <li>• MoU or exchange of letters.</li> <li>• Brochures published</li> <li>• Press release and media coverage</li> <li>• NCAC website updated on monthly basis</li> <li>• Number of hits</li> <li>• Photos or/and video record of the workshops taken</li> </ul>



	Outcome Statement	Outcome Indicators	Baseline	Target	Source (Means of Verification)
Outcome Level	<p><b>Outcome 3: Capacity of judicial officials and lawyers are improved to effectively support resolution of commercial disputes through arbitration process.</b></p>	<p><b>Outcome Indicator 1:</b> # of judicial officials trained on commercial arbitration under NCAC Arbitration Rules, arbitral award recognition and enforcement at Royal Academy for Judicial Professions;</p> <p><b>Outcome Indicator 2:</b> # of lawyers trained on commercial arbitration process under NCAC Arbitration Rules, arbitral award recognition and enforcement at Lawyers Training Center of the Bar Association of the Kingdom of Cambodia.</p>	Not applicable.	<ul style="list-style-type: none"> <li>• 100 judicial officials from 5 major economic provinces (Phnom Penh, Sihanoukville, Siem Reap, Kampong Cham and Battambang) trained by June 2016;</li> <li>• 100 lawyers from 5 major economic provinces (Phnom Penh, Sihanoukville, Siem Reap, Kampong Cham and Battambang) trained by June 2016;</li> </ul>	<ul style="list-style-type: none"> <li>• Media coverage.</li> <li>• Photos or/and video record of the workshops taken</li> </ul>
	Output	Key Performance Indicators	Baseline	Target	Source (Means of Verification)
Output level	<p><b>Output 3.1:</b> Collaboration with key judicial and legal profession audiences</p> <p><b>Output 3.2:</b> Building capacity of judicial officials and lawyers to engage in the arbitration process effectively</p> <p><b>Output 3.3:</b> Informational and promotional workshops for judicial and legal profession audiences</p>	<p><b>KPI.3.1:</b> # of collaboration with judicial and legal profession institutions</p> <p><b>KPI.3.2:</b> # of judicial officials (current judges, prosecutors and clerks) and lawyers trained;</p> <p><b>KPI.3.3:</b> Key judicial and legal profession audiences feedback on arbitration informational workshops.</p>	Not applicable.	<ul style="list-style-type: none"> <li>• Agreements signed with Royal Academy for Judicial Professions; Lawyers Training Center of the Bar Association of the Kingdom of Cambodia; and Royal Academy for Judicial Professions by June 2016;</li> <li>• 100 judicial officials and 100 lawyers trained by June 2016;</li> <li>• 5 provinces (Phnom Penh, Sihanoukville, Siem Reap, Kampong Cham and Battambang) covered by June 2016.</li> </ul>	<ul style="list-style-type: none"> <li>• MoU or exchange of letters.</li> <li>• Brochures published</li> <li>• Press release and media coverage</li> <li>• Photos or/and video record of the workshops taken</li> </ul>



	Outcome Statement	Outcome Indicators	Baseline	Target	Source (Means of Verification)
Outcome Level	Outcome 4: Government officials and policy makers are made aware of the support services extended by NCAC.	Outcome Indicator 1: # of government officials trained and made aware of the commercial disputes resolution services and other related services extended by NCAC. (Ministries of Justice, Commerce, Industry, Interior, Transport, CDC, and Economy and Finance)	Not applicable.	<ul style="list-style-type: none"> <li>Arrangement made with the Ministry of Commerce, the Council for Development of Cambodia (CDC), Ministry of Justice, etc.</li> <li>All target ministries by June 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Media coverage</li> <li>Photos or/and video record of the workshops taken.</li> </ul>
	Output	Key Performance Indicators	Baseline	Target	Source (Means of Verification)
Output level	<p><b>Output 4.1:</b> Collaboration with key ministerial audiences</p> <p><b>Output 4.2:</b> Building capacity of ministry officials to understand the arbitral process and support commercial disputes resolution by NCAC.</p> <p><b>Output 4.3:</b> Informational and promotional workshops for ministerial audiences</p>	<p><b>KPI.4.1:</b> # of collaboration with ministries and government institutions</p> <p><b>KPI.4.2:</b> # of government officials trained;</p> <p><b>KPI.4.3:</b> Key ministerial audiences feedback on arbitration informational workshops.</p>	Not applicable.	<ul style="list-style-type: none"> <li>Trainings for key ministries to be completed by June 2016.</li> </ul>	<ul style="list-style-type: none"> <li>Press release and media coverage</li> <li>Photos or/and video record of the workshops taken</li> </ul>



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## **Annex 2: Budget Plan**



### Annex 3: Work Plan

Outputs and Descriptions	Year 1			
	Q1	Q2	Q3	Q4
<b>Output 1: Staff &amp; Interns Recruitment</b>				
Secretary General	Starting Activity	On-going Activity	On-going Activity	On-going Activity
Head of Case Management	Starting Activity	On-going Activity	On-going Activity	On-going Activity
Head of Administration and Finance	Starting Activity	On-going Activity	On-going Activity	On-going Activity
1 Additional Administrative Assistant	Starting Activity	On-going Activity	On-going Activity	On-going Activity
2 Interns		Starting Activity	On-going Activity	On-going Activity
<b>Output 1: Equipments and Office Related Operations</b>				
Procurement of Basic Office Equipments (3 desktops, 2 laptops, 1 photocopier, 1 facsimile machine, 1 LDC projector with screen, 3 filing cabinets, 1 set of visitor sofa, 1 high quality tape recorder, and 1 refrigerator)	Starting Activity			
Utilities (water, electricity, waste collection, internet, phone bills)	Starting Activity	On-going Activity	On-going Activity	On-going Activity
Procurement of IT case management and financial software system, Maintenance of IT and Updating NCAC Website	Starting Activity	On-going Activity	On-going Activity	On-going Activity
Operational & HR Manuals		Starting Activity	On-going Activity	On-going Activity
<b>Outputs 2, 3 and 4: Activities to Promote NCAC</b>				
Recruitment of consultants to develop and design Marketing materials		Starting Activity	On-going Activity	On-going Activity
Public outreach, promotion and marketing for NCAC services as well as stakeholder engagement		Starting Activity	On-going Activity	On-going Activity
Publication of a small and simple (Q&A) brochure, booklets and newsletter		Starting Activity		
Informational and promotional workshops/presentations of NCAC Marketing Materials		Starting Activity	On-going Activity	On-going Activity
Updating NCAC Website	Starting Activity	On-going Activity	On-going Activity	On-going Activity
Preparation of Relevant Arbitration Materials (model standard forms and award format)		Starting Activity		
<b>Outputs 1, 3 and 4: Capacity Building Activities</b>				
Recruitment of mentors and consultants to develop manuals, curriculum and materials		Starting Activity	On-going Activity	On-going Activity
Staff training and study visits, technical and legal support, and mentoring for arbitrators, and key stakeholders training.		Starting Activity	On-going Activity	On-going Activity
	Starting Activity			
	On-going Activity			



## **Annex 4: Staffing Requirements**

### **1. Duties and Requirements for Secretary General**

The task of the Secretary General is to perform the daily functions within the NCAC. The selected secretary general will be appointed by the Executive Board and is in charge of day-to-day operation of NCAC. The Secretary General develops NCAC business strategy and planning and ensures that NCAC's goals are met. Therefore, he/she oversees the operations of the NCAC, including administration, finance and public relations and marketing; assists the Executive Board in recruiting experts, staff and interns; ensures and promotes that all aspects of the arbitration process, including appointment of arbitrators and scrutiny of awards, are handled properly; oversees or assists with the development of work rules and procedures for the General Secretariat with full respect and consistency with the NCAC Arbitration Rules, Internal Rules, and other Executive Board decisions; is responsible for the monitoring and evaluation framework; organizes and prepares the meetings of the General Assembly, the Executive Board, Advisory Board, and Committees; and assist in organizing training and professional development activities for the arbitrators and stakeholders.

#### **Duties:**

The Secretary General is also the “external face” of the NCAC. He/she is accountable to the Executive Board of the NCAC. Under the direction of the Executive Board, the Secretary General will perform, among other things, the following activities:

- Arbitration Administration: performing the acts required by the NCAC Arbitration Rules, including receiving complaints and demands that introduce cases and monitoring the case management;
- Administration and finance: overseeing the calculation and collection of arbitration (i.e., case registration, administration and arbitrator) fees to/from parties; keeping the registers of arbitrators and of other NCAC-members and ensuring that they are up-to-date; and other activities similar to those of typical administration and finance work;
- Public relations and marketing: taking a leading role in public relations, marketing and stakeholder training;
- Monitoring and Evaluation of all activities related with NCAC operations;
- ICT: propose procurement and schedule maintenance of case management database, website and other related matters
- Human Resource Management, including staff performance, induction, training, coaching, mentoring and advice to supervised staff to ensure that they understand and carry out their responsibilities effectively;
- Develop TORs for mentors, technical consultants, and other staff, and propose internship programme and job description for interns;
- Perform other tasks required to ensure smooth operations of NCAC.

#### **Requirements:**

- At least Master Degree in related field of study (business administration/management or development) from internationally recognized university;
- At least 5 years of experience at the senior level in managing or advising organization to deliver professional services;
- At least 2-3 years of experience in managing/supervising administration and financial related tasks and coaching other colleagues;



- A good knowledge of Alternative Dispute Resolution (ADR), especially commercial arbitration and some commercial laws would be an asset;
- Having a profound understanding on roles of ADR in improvement business enabling environment in Cambodia;
- High level of proficiency in English and Khmer both verbal and written;
- Proficiency in Microsoft Office (Ms. Word and Excel, PowerPoint) and basic knowledge of website maintenance;
- Strong interest and commitment to an independent organizational and personal development and highly motivated person to promote the Centre into the next level of development;
- Excellence communication skill and ability to facilitate among various groups of busy people;
- Flexibility and ability to perform multi-tasks required by NCAC;
- Be able to work under pressure to get tasks done in a timely manner.

## **2. Duties and Requirements for Head of Case Management**

### **Duties:**

The Head of Case Management is taking a leading role for all Case Management associated tasks. He/she is accountable to the Executive Board and the Secretary General of the NCAC. Under the direction of the Secretary General, he/she will have to perform, among other things, the following activities:

- Responsible for all case management related activities: assisting the Secretary General in performing the acts required by the NCAC Arbitration Rules, including receiving complaints and demands that introduce cases and monitoring the time schedules of cases and the flow of all relevant documents (including legal documents, exhibits, relevant correspondence submitted or exchanged during the arbitration proceedings);
- Monitoring and evaluation of calculation, collection and allocation of arbitration (i.e., case registration, administration and arbitrator) fees; keeping the annual registers of arbitrators and of other NCAC-members; and other activities similar to those of typical case management work;
- Assisting the Secretary General in public relations, marketing and stakeholder training;
- Monitoring the progress of all activities related with NCAC case management and taking appropriate action to make sure that all cases are properly managed and complied with the Arbitration Rules and Internal Rules of NCAC;
- Supporting the Secretary General in human resource management, including staff performance, induction, training, coaching, mentoring and advice to supervised staff to ensure that they understand and carry out their responsibilities effectively;
- Perform other tasks assigned by the Secretary General to ensure smooth operation of NCAC.

### **Requirements:**

- Bachelor Degree in law or arbitration or management;
- At least 4 years relevant experience, of which 2 years must be holding a similar position handling cases management;
- Proven experience in implementing and monitoring the progress of administrative case procedures in professional and confidential manner;
- A good knowledge of Alternative Dispute Resolution (ADR) and some commercial laws would be an asset;



- Having a profound understanding on roles of ADR in improvement business enabling environment in Cambodia;
- Proficiency in Microsoft Office (Ms. Word and Excel, PowerPoint);
- High level of proficiency in English and Khmer both verbal and written;
- Strong interest and commitment to an independent organizational and personal development and highly motivated person to promote the Centre into the next level of development;
- Excellence communication skill and ability to facilitate among various groups of busy people;
- Flexibility and ability to perform multi-tasks required by NCAC;
- Be able to work under pressure to get tasks done in a timely manner.

### **3. Duties and Requirements for Head of Administration and Finance**

#### **Duties:**

- Managing administration and finance related tasks to ensure smooth day to day operation of the Centre;
- Overseeing the management of overall aspect of logistic and administration of the organisation, HR policy and administrative procedure/process, etc.
- Supporting in public relations and marketing: assisting the Secretary General in public relations, marketing and stakeholder training;
- Accurately and timely maintenance of accounting records and ensure full compliance with NCAC Financial Manual and relevant Internal Rules;
- Accountable to the Secretary General in timely submission of all financial reports to Executive Board of Directors and relevant stakeholders;
- Coaching/training need assessment for finance/admin staff/interns and their capacity building;
- Implementation of financial, HR and administrative policies and procedures, and strengthening the internal controls;
- Playing an active and supportive role in the development of the Centre with emphasis on finance and administration aspects;
- Providing financial analysis and develop annual and long term financial plans for achieving the Centre sustainability objectives;
- Participating in development of fundraising proposals, investment plan, review of financial term/condition and contract compliance;
- Assist the Secretary General in managing staff performance aspect, provides induction, training, coaching, mentoring and advice to supervised staff to ensure that they understand and carry out their responsibilities effectively;
- Ensuring that accurate and complete accounting, reporting and internal control systems are functioning and that all relevant records are maintained for the period required by laws and as specified in the NCAC Financial Manual;
- Design, update and implement forms/templates/procedures/chart of accounts in line with financial policy and rules of the Centre and relevant laws as well as donors' requirements;
- Performing other tasks assigned by Executive Board and the Secretary General of NCAC.

#### **Requirements:**

- Master Degree in finance and accounting;
- At least 5 years relevant experience, of which three years must be in the position of senior financial management or accounting, preferably in the professional service sector;



- Proven experience in managing administrative tasks and analysing financial reports and plans, and drawing insight for use by management;
- Proven experience in developing, implementing and monitoring finance and administration policy, systems and procedures;
- Thorough understanding of international finance and accounting systems;
- Good knowledge of Alternative Dispute Resolution and commercial dispute is a plus;
- Very good knowledge of computerised accounting packages and Excel;
- Fluency in written and spoken English and Khmer language.

#### **4. Duties and Requirements for Administrative Assistant**

##### **Duties:**

- Provide day-to-day support for NCAC General Secretariat operation, particularly administrative and accounting tasks;
- Provide information on NCAC's commercial arbitration services to relevant stakeholders;
- Assist in safe keeping administrative, financial and case management records and files;
- Assist in updating NCAC website (uploading messages, photos of events, and standard forms);
- Provide secretarial, administrative and logistics support to meetings, workshops, etc.
- Maintain calendar/schedules and communicate relevant information to appropriate persons inside and outside NCAC;
- Review, record, distribute and/or process incoming emails and documents and follow-up on impending actions;
- Perform other duties assigned by the Executive Board, the Secretary General or/and the Managers of NCAC.

##### **Requirements:**

- Bachelor Degree in Business Administration or IT fields;
- Some experience in providing administrative support and handling budget related tasks would be an asset;
- High level of proficiency in English and Khmer both verbal and written;
- Proficiency in Microsoft Office (Ms. Word and Excel) and good knowledge of website maintenance and updating;
- Knowledge of commercial arbitration law and ADR is a plus;
- Good communication skill and ability to facilitate among various groups of busy people;
- Strong interest and commitment to an independent organizational and personal development and highly motivated person;
- Flexibility and ability to perform multi-tasks;
- Ability to learn quickly and be able to work under pressure to get tasks done with little supervision.

\*\*\*\*\*



<b>Outcome 2</b>	<b>NCAC became visible among business leaders and other stakeholders and has stimulated demand for its services</b>								
<b>Output 2.1</b>	<b>TOR for Consultants</b>								
Activity 2.1.1	Development and approval TORs for recruitment of consultants to develop and design Q&A brochure, booklets and newsletter, and for developing basis training curriculum and materials for public outreach and stakeholders training		Operating Cost			-	-	-	✓
<b>Output 2.2</b>	<b>Brochures, Booklets, Newsletter, Training Curriculum and Materials</b>								
Activity 2.2.1	Recruitment of Consultant to develop Q&A Brochure, Booklets and Newsletter for public outreach	Lumpsum	Consultancy	1	5,000	5,000	5,000		
Activity 2.2.2	Recruitment of Consultant to develop training curriculum and materials for stakeholders training	Lumpsum	Consultancy	1	8,000	8,000	8,000		
<b>Output 2.3</b>	<b>Design and Publication</b>								
Activity 2.3.1	Recruitment of IT Designer for Q&A brochure, booklets, and newsletter	Lumpsum	Consultancy	1	1,000	1,000	1,000		
Activity 2.3.2	Procurement of Printing service for Q&A brochure, booklets, and newsletter	Copies	Goods	1000	2,000	2,000	2,000		
<b>Output 2.4</b>	<b>Informational and promotional presentations for key business leaders in commercial associations</b>								
Activity 2.4.1	Preparation of MOU and Letters of Exchange with business leaders		Operating Cost		-	-	-		✓
Activity 2.4.2	Delivery of dissemination presentations Committee/WG on commercial arbitration process, and NCAC services and Rules	Session	Workshop	5	300	1,500	1,500		
<b>Output 2.5</b>	<b>Updating NCAC Website in Khmer and English</b>								
Activity 2.5.1	Compilation and posting materials and photos on NCAC website		Operating Cost		-	-	-		✓
<b>Outcome 3</b>	<b>Capacity of Judicial Officials and Lawyers has improved to effectively support the resolution of commercial disputes through arbitration process</b>								
<b>Output 3.1</b>	<b>Collaboration with key judicial and legal profession audiences</b>								
Activity 3.1.1	Preparation of MoU and Letters of Exchange with judicial and legal profession institutions		Operating Cost		-	-	-		✓
<b>Output 3.2</b>	<b>Building capacity of judicial officials and lawyers to engage in the arbitration process effectively</b>								
Activity 3.2.1	Delivery of training for judicial officials at RAJP (provide DSA for provincial travels, snacks and materials) - 1 day training 50 pax each, by NCAC Committee/WG	Session	Training	2	1,500	3,000	3,000		

Activity 3.2.2	Delivery of training for lawyers at BAKC (provide snacks and materials) - 1 day training 50 pax each, by NCAC Committee/WG	Session	Training	2	500	1,000	1,000		
Activity 3.2.2	Engagement of Pro-bono international speakers (provide DSA, accommodation and return airticket)	Session	Training	4	1,000	4,000	4,000		
<b>Output 3.3</b>	<b>Informational and promotional workshops for judicial and legal profession audiences in each target province</b>						-		
Activity 3.3.1	Delivery of dissemination workshops by NCAC Committee/WG (provide DSA, accommodation and travel allowances for NCAC team who travel to the province, and water for participants) - haft day session in each target province	Session	Workshop	4	300	1,200	1,200		
							-		
<b>Outcome 4</b>	<b>Government officials and policy makers are made aware of the support services extended by NCAC</b>								
<b>Output 4.1</b>	<b>Collaboration with key ministerial audiences</b>						-		
Activity 4.1.1	Preparation of MoU and Letters of Exchange with target ministries		Operating Cost		-	-	-	✓	
							-		
<b>Output 4.2</b>	<b>Building capacity of ministry officials to understand the arbitral process and support commercial disputes resolution by NCAC</b>						-		
Activity 4.2.1	Delivery of training for government officials at collaborating ministires (snacks and materials) - 1 day training with 50 pax each, by NCAC Committee/WG	Session	Training	3	400	1,200	1,200		
							-		
<b>Output 4.3</b>	<b>Informational and promotional workshops</b>						-		
Activity 4.3.1	Delivery of dissemination workshops by NCAC Committee/WG at each target ministry/institution (water for participants and transportation for NCAC team) - haft day session, by NCAC Committee/WG	Session	Workshop	6	200	1,200	1,200		
							-		
<b>Grand Total</b>							<b>99,640</b>	<b>99,640</b>	