

## Executive Summary

With steady economic growth and increasing signs of democracy, the 2013 Mid-Term Review (MTR) of the Country Programme highlighted that Cambodia faces a new set of transitions, including from dependence on the West to partnership with the East, low to middle income, isolation to Association of South-East Asian Nations (ASEAN) integration, centralization to decentralization, low capacity to increasing capacity, establishment of systems to performance of systems, service expansion to service quality, and rehabilitation to inclusive growth. Attention to key public finance, administration and decentralisation and de-concentration reforms continued, although progress is far slower than expected. The July 2013 election and rise in civil participation and in opposition party support created new variables, uncertainties and opportunities in the political climate.

Many of the MTR strategic reflections influenced iteratively the annual work planning and review process of 2013, leading to a stronger emphasis on: (i) positioning of children and equity in budgetary discussions, stressing links between reforms and sectoral ministries' budgeting capacity; (ii) refined equity-focused approaches to basic social services – better prioritization, data analysis, Monitoring Results for Equity Systems (MoRES); (iii) inter-sectoral collaboration to optimize resources and minimize bottlenecks, and; (iv) MTR/Mid-Term Management Review (MTMR).

Active participation in design of the national vision, political platform and strategic plans, elevated nutrition to a government priority area in the key policy reference for Government – Rectangular Strategy III (RSIII) – and ensured the incorporation of key equity indicators (water, sanitation and hygiene, health, and education) in the National Strategic Development Plan (NSDP), enabling increased accountabilities and resource prioritization for 'A Promise Renewed' and the Scaling up Nutrition initiative (SUN). Direct engagement with the Ministry of Economy and Finance (MEF) and key Ministries encouraged clear leadership from MEF to improve budget processes and social ministries' capacities with emphasis on equity and children. Legislation passed in 2013 to increase state schools' operating budgets in favour of small, remote schools was an example of the results achieved with UNICEF's policy efforts. A 2013 study on violence against children established a clear baseline for a national plan to combat violence against children in 2014.

The national election influenced the programming context, making advocacy politically risky and slowing Annual Workplan implementation. The Office took advantage of the opportunity to engender a more cohesive approach with UN and development partners, redirecting policy towards more equitable, inclusive, child rights-based development. The MTR recommendations are aligned with this. Main adjustments from the MTR relate to: (i) reducing fragmentation and fostering integration to enhance the country programme's impact, including better information and knowledge flowing from the ground and vice-versa to feed the national policy dialogue, design, monitoring and evaluation; (ii) sharpening the equity focus and achieving better, measurable results for the most disadvantaged; (iii) strengthening strategies to address Millennium Development Goal (MDG) challenges and emerging issues affecting children; and (iv) refining UNICEF's role within Cambodia's changing context and new Government plans and programmes.

The MTR/MTMR resulted in net decrease of 31 staff posts. The Staff Association's active involvement helped assuage staff concerns and manage the process effectively. The rotation of four section chiefs led to significant human resource shortfalls for programme

management and implementation during the second semester of 2013. A solid officer-in-charge structure helped manage the transition, yet swift recruitment is crucial to reduce risks in 2014.

### Country Situation as Affecting Children & Women

In 2013, Cambodia registered economic growth of over 7 per cent. Between 2007 and 2012, poverty halved, down to 19 per cent [1], and the Gini coefficient decreased from 0.41 to 0.31, the lowest in Asia. Regional disparities remain and in some cases worsened [2], emphasizing the need for regionally balanced development. An estimated 40 per cent live just above the poverty line and remain highly vulnerable [3]. At 50 per cent, poverty rates for children are disproportionately high.[4] Recurrent disasters and increasing migration resulting in urban slums contribute to emerging vulnerabilities. Maintaining poverty reduction requires stronger pro-poor policy and enhanced measures like social protection, which cover less than 2 per cent of the poor and needs urgent revision and expansion. Maintaining growth and poverty reduction over the next decade - given declining development assistance, stagnating lower secondary education (contributing to poor labour productivity), and opportunities / challenges from ASEAN integration – require important, urgent transitions. A focus on under-fives, lower secondary education, building resilience sub-nationally, improving social investment and the governance environment is essential.

Over the past decade, Cambodia has achieved steady improvements in net enrolment rate (NER) from 87 to 97 per cent, completion (58.9 to 87.3 per cent) and admission (80.6 to 94.3 per cent), and reductions in gender and geographical disparities. Several challenges remain: inconsistencies in population estimates; discrepancies between Education Management Information System (EMIS) enrolment figures and other databases; overage admissions; and high repetition and dropout rates, leaving about 12 per cent of children out of school. Children of poor families, ethnic minorities and those with disability are left behind in all educational outcomes, underscoring demand (poverty), supply (language of instruction, average distance of schools in ethnic minority areas, ability of teachers to deal with children with disabilities) and social constraints (children with disability). To address these bottlenecks, UNICEF supports an inclusive and bilingual education pilot and policy development.

Net enrolment in lower secondary has stagnated at around 35 per cent since 2007 owing to significant overage enrolment in primary, poor transition (79 per cent) and high dropout (21 per cent), representing a 40 per cent loss in education after primary. Poverty and poor instruction are the main bottlenecks. UNICEF, along with other development partners, is successfully working with MoEYS to expand scholarships for poor families and improve quality of teaching through curriculum revision and capacity development.

Investments and results for under-fives remain limited. Cambodia is off track in MDG targets for under-five nutrition with high rates for underweight (28 per cent), stunting (40 per cent) and wasting (11 per cent). Lack of progress is explained partially by diarrhoea prevalence, improper complementary feeding and inadequate improved water and sanitation.

Preschool NER for 3 to 5-year-old stands at 25 per cent. About 35 per cent of five year olds, just half the national target, are enrolled. Just over 62 per cent of under-fives are registered [5], with huge gaps between urban (74 per cent) and rural (60 per cent), and

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rich (78 per cent) and poor (48 per cent). UNICEF supports Government expansion of early childhood education (ECE) and a multi-sectoral nutrition effort that focusses on the first 1,000 days.

Health outcomes between 2005 and 2010 were impressive with sharply reduced mortality rates: maternal (472 to 206), infant (65 to 45) and under-fives (83 to 54) backed by strong increases in immunization coverage (67 to 79 per cent) and exclusive breastfeeding (60 to 74 per cent). However, neonatal mortality at 28 per 1,000 live births remains unchanged, a concern as a large proportion of fatalities are attributed to preventable pneumonia and diarrhoea, underlining the need for higher WASH investments. Existing inequities are also a challenge: a child in Ratanakiri or Stung Treng Province is three times more likely to die before age 5 than a child in urban Phnom Penh.

Health MDG targets for women of reproductive age are lagging with 20 per cent with low body mass index (against the Cambodian MDG target 8 per cent) and 44 per cent anaemic. HIV prevalence is an estimated 0.7 per cent, maintaining recent improvements (from about 1.1 per cent in 2006), though most-at-risk populations (those using injectable drugs, entertainment workers, men having sex with men) need continued vigilance.

Despite meeting national MDG WASH targets, Cambodia has the region's lowest rural sanitation coverage. Recurrent flooding exacerbates rural access to both water and sanitation. Building community resilience and increasing sanitation coverage requires significant investment in appropriate, affordable, acceptable sanitation solutions for all.

Since 2005, there has been a 75 per cent increase in the number of orphanages, with the number of children therein increasing from 6,254 to 11,945.[\[6\]](#) Over 75 per cent of these are not orphans but placed by parents desperate for care and education for their children.

Child labour stood at 19 per cent [\[7\]](#) in 2012, well above the set target of 8 per cent for 2015; 6 per cent of these children work in hazardous conditions. Poor birth registration levels and demand for corporate social responsibility to address child labour in the growing industries are areas for future attention.

Violence against children and women pose significant developmental challenges. The majority of those studied experienced physical violence before age 12 and 1 in 22 females and 1 in 18 males experienced sexual abuse in childhood.[\[8\]](#) In partnership with Government and through systematic communication for development (C4D) intervention, UNICEF plans to challenge underlying entrenched social attitudes in this regard.

In 2013, UNICEF strengthened efforts to address key underlying cross-sectoral bottlenecks by supporting results-based budgeting, drafting a C4D strategy to create demand for and enhance knowledge of complementary feeding and hygiene, and expanding social service mapping to boost participatory planning and budgeting. These efforts complement the Government's planned reforms in financial management, public administration, legal and judicial system, and decentralization and de-concentration reform (D&D).[\[9\]](#)

Results of the national election have fuelled discussion regarding need for comprehensive reform. Strengthening productive capacity, establishing robust national accountability systems, generating revenue to complement dwindling external resources and drawing

more on South-South cooperation are key to Cambodia's future development.

- [1] Ministry of Planning, New Poverty Line and Poverty Assessment Report.
- [2] UNICEF, Situational Analysis, 2013; poverty rates from 15 per cent (Stung Treng) to 37 per cent (Mondulkiri).
- [3] World Bank, Input paper NSDP/VISION 2030.
- [4] UNICEF, Child Poverty Analysis, 2013.
- [5] Cambodia Demographic and Health Survey 2010, lower than 2005 (65 per cent).
- [6] Ministry of Social Affairs, Veterans and Youth Rehabilitation, Alternative Care Database.
- [7] Cambodia Labour Force and Child Labour Survey, 2012; Child Labour Report, 2013, p. 26.
- [8] UNICEF- Ministry of Social Affairs, Veterans and Youth Rehabilitation, Violence Against Children Study, 2013.
- [9] UNICEF, Situational Analysis, 2013.

### Country Programme Analytical Overview

The 2013 MTR concluded that the objectives and strategies established in the country programme 2011-2015 remain very relevant in the Cambodian context and are consistent with the Government's plans and programmes. Main adjustments proposed relate to: (i) reducing fragmentation and achieving better integration and convergence; (ii) sharpening the focus on equity and achieving measurable results for the most disadvantaged children, including disabled; (iii) strengthening strategies to address pending challenges of the MDG agenda and emerging issues affecting children, and; (iv) refining UNICEF's role within the changing context of Cambodia and new Government plans and programmes. More specifically, the MTR recommended:

- Emphasizing and expanding ECD, nutrition, neonatal care and children in poor urban settings;
- Reducing the scope in child protection and emphasizing alternate care and violence against children;
- Strengthening links between public finance management, public administration reform and D&D reforms, centred on equity-based social investment;
- Increasing community resilience with support to sub-national governments and stronger emphasis on demand-side and community-based interventions;
- Enhancing partnerships with universities and private sector.

The MTR showed good progress in the overall country programme results and highlighted UNICEF's technical solvency and political leverage. Major UNICEF contributions included: (i) policy advocacy and leverage for social investment and equity-focused budgeting; (ii) technical support and advocacy in legal and institutional reforms, as well as capacity building of sectoral ministries for planning, management and coordination; (iii) delivering concrete results on the ground while maintaining an active role in national policy dialogue; (iv) generating data, analysis and evidence and systematically feeding to policy design and its implementation, and; (v) strengthening the child protection system.

Contributions in highest-level policy dialogue led to the inclusion of nutrition in one of the four priority development areas of the Government reflected in RS-III. Joint advocacy with the Swedish International Development Agency (SIDA), the European Union (EU) and other key development partners for increased budget led to a law revising school operating budgets and weighed in favour of the most disadvantaged schools. Completion of a study on violence against children constituted a critical baseline for design of a national plan. The Office continued to successfully leverage for Health Equity Fund (HEF) prioritization, jointly with Joint Partnership Interface Group (JPIG) partners, at a time when the Second Health Sector Support Programme (HSSP2 financing is at risk due to the World Bank moratorium on Cambodia. UNICEF's technical assistance and advocacy

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contributed to review of the national monitoring and evaluation (M&E) framework and NSDP to incorporate key indicators to measure progress on equity in WASH, health and nutrition, and education.

Following the 2013 election, opportunities are envisioned to decisively shift from an economic growth-based development model to a more inclusive model that stresses social development and human rights. In this context, the MTR process reaffirmed the relevance of equity and child rights. Thus UNICEF's capacity to identify a few critical and innovative entry points to break entrenched patterns or set in motion positive, self-reinforcing processes in the dynamics of poverty, service delivery and governance is crucial. Successfully implementing the MTR strategic recommendations and priorities will be the most important challenge.

### **Humanitarian Assistance**

Flooding during 2013 was more severe than expected, affecting 20 provinces and around 380,000 households. Basic needs were identified in WASH, shelter, food security, health, education and protection and around US\$1.3 million was mobilized for response from the humanitarian partners. UNICEF's initial contribution was US\$21,000 from Regular Resources (RR), US\$215,000 from UNICEF's Emergency Programme Fund, and US\$25,000 from the UN Office for the Coordination of Humanitarian Assistance. The impact on agriculture, livelihoods and infrastructure was significant. It was estimated that around US\$7.3 million is required for rehabilitation and recovery.

A comparative analysis of floods in 2011 and 2013 found that some provinces such as Prey Veng, Kampong Cham, and Kandal are prone to repeated extensive flooding. Support from UNICEF to scale up emergency preparedness and risk reduction could be prioritized to these provinces in 2014.

Reflections by the Humanitarian Response Forum (HRF) on its assistance showed that joint assessments between Government and humanitarian partners improved and enabled timely information sharing and coordination. However, the response from HRF as well as from the Government needs further improvement to address needs in a more comprehensive and timely fashion. Greater ownership, leadership and clarification of roles from the Government remain a significant challenge.

### **Effective Advocacy**

#### *Fully met benchmarks*

The country programme achieved solid progress on policy advocacy in all sectors. Notable achievements include adoption of alternative care policy and strengthened advocacy on equitable and more effective budgets, ending in a strategic partnership with MEF and followed by solid work within sectors such as education. Another cross-sectoral achievement was the successful advocacy within the ongoing national strategic development planning process to include child-sensitive indicators including birth registration, child poverty, child labour and children in alternative care. With the support of MoP and other partners, UNICEF influenced a remarkable pro-equity shift in the strategic plan's monitoring and evaluation approach with the express inclusion of results monitoring of children among the bottom quintile for education, health and WASH. This was supported by a comprehensive situation analysis based on localized, disaggregated data, child poverty analysis and studies produced in partnership with UNICEF headquarters and the MoP.

UNICEF, in coordination with the Cambodian Government, was a leading voice on addressing nutritional outcomes among children, elevating the issue to a recognised development challenge, underscoring the need for deploying an inter-sectoral approach. This was backed by well-timed research on the economic cost of under-nutrition, pegging the estimated cost at 2-4 per cent of Gross Domestic Product (US\$200-400 million). Nutrition stands within the key national policy documents as an inter-sectoral issue, with the Council for Agricultural and Rural Development (CARD) mandated with the responsibility of enhancing this integrated inter-sectoral approach.

UNICEF contributed to the strengthened fiscal space for key social sectors, notably education and health, through enhanced allocation (education) or agreement on internal inefficiencies and governance issues (procurement in health). These issues were supported by ground-breaking research including the 'Social Budgeting for Equitable Development' study, which examined budgetary efficiencies within school operating budgets, child protection and nutrition. Additional inputs came from dialogue with national and subnational authorities on issues such as constraints on commune fund utilization for social services, and protection and enhancement of public-private partnership in health to achieve better coverage for the poor and the vulnerable.

UNICEF advocacy contributed strongly to social protection, featuring prominently in national policy and planning documents and ultimately leading to a new technical working group on social protection and nutrition. The World Food Programme (WFP), International Labour Organization (ILO) and the United Nations Development Programme (UNDP) are also active in this sector and work together very well. The Government appointed UNICEF as the group's co-lead, along with the Deputy Prime Minister's Office and WFP. These policy developments were backed by sectoral commitments to enhance investments, e.g., scholarships to poor students in primary and lower secondary school.

Through increasingly influential work on social budgeting in partnership with EU and Sida, UNICEF's advocacy contributed to the upward revision of school operating budgets, with remote and poor performing schools getting a higher per student allocation. Building on evidence from research, the Office will try to align its national-level work with the sub-national level and detail a vertically integrated strategy and work plan.

Looking ahead the focus will be on cross-sectoral issues such as early childhood (and related issues including nutrition, birth registration and disability), violence against children (building upon the pioneering survey on violence against children) and equity-focused monitoring, evaluation and budgeting.

## Capacity Development

*Mostly met benchmarks*

The country programme envisioned capacity building as enabling Government institutions to achieve equity-focused MDGs within the framework of child rights. This includes creation or improvement of institutional norms, standards, procedures and practices and strengthening of human, financial, technological and other key institutional resources. Capacity development is mainstreamed and cuts across all programme components. The Capacity Development Partnership Fund (CDPF), involving the Government, SIDA, the EU and UNICEF, significantly contributed to improving technical capacity in the education sector, training of teachers and performance monitoring, among others. UNICEF's participation in the JPIG is another way of leveraging resources and enhancing

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contributions through a strategic partnership for capacity building of the health sector.

At national level, the country programme contributed significantly to developing core institutional capacities for policy, programme and budget formulation, planning, disaggregated data analysis, priority setting, expansion of coverage and quality of social services, and emergency preparedness and response. National Committee for Disaster Management guidelines were developed and a training of trainers on emergency preparedness and response plan formulation was conducted; Social Service Mapping (SSM) guidelines were prepared, a training of trainers was conducted and ongoing support was provided in the field; a national M&E structure and policies developed; and training on social budgeting and results-based budgeting conducted.

At sub-national level, the country programme strengthened and empowered duty-bearers to carry out responsibilities, including the capacity of provincial/district administration and commune councils on promoting social services for the most-deprived children. The presence of UNICEF zone offices has made possible considerable contributions to capacity development at provincial and commune levels, for example facilitating implementation of pilots and evidence collection. Case studies, human interest stories and documentation of best practices were brought to planning meetings and dialogues at sectoral technical working groups, donor meeting forums and non-government organisation (NGO)-coordination meetings.

Despite progress, however, much remains to be done to enable duty-bearers to play a greater role in promoting service delivery for the most-deprived children and for equity-focused programming. Key issues uncovered during the MTR include the need to intensify efforts for: (i) capacity building of social services, civil society and communities for increased social demand, participation and monitoring of child rights, (ii) better focus of equity in sub-national systems, (iii) more rigorous and systematic M&E and budgeting, and; (iv) measuring the impact of policies and programmes on beneficiaries, particularly children.

### **Communication for Development**

#### *Mostly met benchmarks*

The focus of C4D strategies for UNICEF in Cambodia is on individual behaviour change. C4D's social change, participation and empowerment aspects have not been systematically integrated into strategies and activities, except for some projects such as Community-Led Total Sanitation (CLTS). This is due to factors including the nature of the recommended behaviours that can be mostly changed at individual and family levels, the complexity and difficulty in putting into practice the participation and empowerment approach, and the lack of capacity and motivation among front-line workers.

The behaviour change, and particularly the Communication for Behavioural Impact (COMBI) approach has been used, yielded results, and been successful in improving health/nutrition-related practices. COMBI uses an integrated mix of communication interventions including mass media, social mobilization, advocacy, interpersonal communication and community engagement. The Ministry of Health (MoH) has adopted this approach and continued to apply it to other subjects including care-seeking for pneumonia and newborns.

The improvement of C4D integration across UNICEF programme sections, and leveraging

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it as a cross-cutting strategy, requires a move away from the silo approach and support function. An overarching Office C4D strategy was therefore drafted proposing three priority, 'flagship' areas: nutrition, sanitation and birth registration

A media index commissioned as part of the country programme in 2012 provided a comprehensive understanding of the media landscape in the country, including the power and influence of television and radio, and the potential use of digital technology such as mobile phones and Internet as communication channels to reach large-scale target audiences. As such, the C4D strategy should consider using new digital technology as one of its communication channels to reach target audiences, as well as to trigger discussion and promote dialogue around issues of interest. In Cambodia's predominantly oral culture interpersonal communication is still the most effective form of communication for the vast majority of people, ahead of TV and radio. This communication channel and community engagement should therefore be maximised.

The C4D strategy needs to be well coordinated centrally, as well as at provincial, district, commune and village levels to provide maximum impact. Government counterparts should take the lead with support and encouragement from partners. Existing technical working groups should be used as platforms for discussion and dialogue. Integration should focus on support from different sectors. C4D can also address different areas/subjects that lead to the same results.

Experience shows that communities are more likely to adopt a specific behaviour if C4D strategies are focused, intensive and repetitive. Therefore, C4D intervention should focus on fewer key priorities, rather than trying to change all behaviours at the same time.

## Strategic Partnerships

*Mostly met benchmarks*

In March 2013, the Cambodia Rehabilitation and Development Board of the Council for the Development of Cambodia convened a broad dialogue between Government and development partners to prepare the [Development Cooperation and Partnerships Strategy 2014-2018](#). The overarching objective of this strategy is to promote development effectiveness. A summary of the findings from this analytical work and evidence-gathering led to discussion on the following areas: (i) promoting development effectiveness in the Cambodian context; (ii) partnering and dialogue arrangements: performance and future direction; (iii) identifying a complementary role for all development actors, and; (iv) strengthening national capacities and systems.

The main recommendations following these discussions can be summarized as follows: (i) strengthening coordination and policy dialogue mechanisms; (ii) improving the design and application of results frameworks and relevant M&E; (iii) enhancing private sector dialogue and participation; (iv) identifying and coordinating the complementary role of development, supporting visible, tangible ownership of the Government, and; (v) increasing the strategic use of South-South and Triangular cooperation.

UNICEF has been identified as an active participant and facilitator of aid effectiveness through its participation in the technical working groups of education, where the United Nations Educational, Scientific and Cultural Organisation (UNESCO) and UNICEF have partnered to increase UN leverage; rural WASH, working side by side with the Asian Development Bank (ADB); food security and nutrition, working in a complementary way

with WFP and the Food and Agriculture Organization (FAO); and health, working closely with the World Health Organization (WHO), the World Bank and bilateral donors. UNICEF and the Government co-chair the Rural Water Supply, Sanitation and Hygiene technical working group. In addition, UNICEF chairs the Joint Partnership Arrangement Development Partners Interface Group, where it has been recognized for its leadership role in leveraging other resources, facilitating key policy dialogue, providing solid technical inputs and addressing key institutional bottlenecks.

UNICEF continued to play a major role in the UN Country Team and UN Development Assistance Framework (UNDAF) implementation through its leadership in the area of nutrition, in the preparation of proposals and mobilization of resources. One concrete result is the successful implementation of the MDG joint programme with funds from the Spanish Government. In addition, UNICEF played a leading role in the design and negotiation of the US\$15 million Joint UN programme on disability. This will be financed by the Australian Government and involves UNDP and WHO, in addition to UNICEF.

## Knowledge Management

*Mostly met benchmarks*

The knowledge management (KM) strategy is part of the policy advocacy agenda of the country Office. As part of the strategy, two electronic forms of internal information exchange were adopted: the shared drive and SharePoint. These tools offer a forum for staff members to organize, store and access documented knowledge, for the purpose of learning and using this information to promote equity and children's rights and complements the email which is used regularly to share knowledge and updates on development aspects in Cambodia from various sources. 'ICON' is used extensively to share new and cutting-edge knowledge/ research products within the country Office. KM also played a role in organization of policy advocacy and workshops. Other key achievements of UNICEF Cambodia in KM are:

- Translation of knowledge, especially which is imbedded within complex and lacklustre data into more accessible, attractive products such as infographics and policy briefs;
- Creation of an e-library offering more than 400 e-resources, linked to UNICEF Cambodia website;
- 'Knowledge Digest' as the latest innovation to strengthen advocacy and knowledge management and sharing. This is an online bulletin comprising a snapshot of UNICEF Cambodia's latest learning and research products that is shared with more than 1,000 recipients from Government, civil society, academic institutions, development agencies and private sectors. The bulletin also links to the UNICEF Cambodia website and is actively posted in the KM community.

Moving from internal to external knowledge, the country programme is shifting its approach to sharing knowledge products more systematically with external partners, especially those from MoRES, evaluations and studies, and focussing on how information is accessed and used. An example in this regard was production of a series of issue briefs mining sectoral research, data and analysis and presenting it succinctly for easy uptake by policymakers and development partners. In this way, access and use is extended to knowledge and evidence through academic institutions, civil society and the general public, which contributes to further debate and establishes UNICEF's position as a knowledge leader on equity and children's rights. A further step has been UNICEF's support to translate the vast knowledge of CamInfo into Khmer to enhance its

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accessibility and utilization and hence knowledge base of development planners and policymakers. UNICEF has entered into an agreement to produce regular knowledge and advocacy pieces in partnership with the National Institute of Statistics on the situation of children and women.

Going forward, while noting insufficient utilization of generated evidence, the limited human resources committed to the KM function and the expanded scope of social policy work, it is important to maintain realistic ambitions and enhance KM through appropriate emphasis on mainstreaming across various sections. It is essential to promote an organizational culture where staff are encouraged and empowered to learn from the research and work of others in order to improve results- and evidence-based programme management, implementation and evaluation.

### **Human Rights Based Approach to Cooperation**

*Mostly met benchmarks*

The Multilateral Organization Performance Assessment Network (MOPAN) confirmed that UNICEF Cambodia satisfactorily applies human rights-based approaches to development in its work. UNICEF continued to collaborate and partner with civil society organizations, NGOs and community-based organizations to further develop capacity for promoting the human rights-based approach to programming, addressing vulnerabilities and disparities and increasing essential social services for disadvantaged children and those who are socially excluded.

At central level, work with MoP and Ministries ensured rights concerns particularly for education, health and nutrition, water and sanitation were featured in key Government development plans. Efforts also strengthened the Cambodia Socio-Economic Survey, Cambodia Demographic and Health Survey (CDHS), The Identification of Poor Households Programme (ID Poor), CamInfo, and commune databases for improved data collection quality, processing, analysis, use and dissemination. In addition, UNICEF advocated for inclusion and disaggregation of data, especially children who are being left out. Sector-specific programming, planning and budgeting were improved toward increasing equitable access to quality health care services, nutrition, water and sanitation, addressing root causes of constraints to children's access to good quality education through teacher training and innovation and promoting social services for deprived children. UNICEF also advocated strongly on issues of child rights violations - ranging from non-incarceration of children in conflict with the law, children in institutions, the rights of disabled children - and undertook an essential study on violence and sexual exploitation of girls and boys. In support of a Human Rights Watch report, UNICEF advocated with Government for changes to the incarceration of children in drug rehabilitation centres. In health, UNICEF re-worked C4D messaging and advocacy to address discrimination concerns of ethnic minorities and encourage vaccination. A birth registration advocacy plan was crafted and will continue implementation in 2014, addressing legislative, policy, C4D, governance and Government accountabilities.

In addition to mapping of social services, undertaken by community members themselves, support was given to the Government to map and coordinate the vast array of actors and interventions including those of thousands of NGOs, with synergies identified in areas such as urban poor. In recommending a focus to resilience and demand by communities for human rights, the MTR also resulted in a stronger focus by UNICEF's zone offices to sub-national government accountabilities and capacity support to fulfil this

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role in relation to children's rights and to service delivery.

UNICEF actively participated with partners on the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) report, on gender technical working group and is supporting the Convention on the Rights of the Child (CRC) reporting and Universal Period Report due in 2014. UNICEF also provided feedback to the UN Special Rapporteur on Cambodia during visits.

In the remaining period of the country programme, emphasis will be on increasing awareness of human rights and particularly child rights at the local level - strengthening community resilience, including for disasters, governance and the demand side of services. The Government emphasis on quick gains, efficiency and economic return needs to be contrasted with a stronger ethical voice and influence of human rights institutions. UNICEF will trigger and facilitate such processes with expanded partnerships with NGOs, universities, The Hague and other UN agencies.

## Gender Equality

*Partially met benchmarks*

The country programme supports three of five key gender-related UNDAF outcomes: 3.2: Strengthened and enhanced gender mainstreaming mechanisms at national and sub-national levels; 3.4: Enhanced participation of women in the public sphere, at national and sub-national levels; and 3.5: Improved societal attitudes and preventive and holistic responses to gender-based violence.

The majority of activities supported gender mainstreaming primarily through sensitization and building the capacity of female Government officials such as teachers, senior Ministry of Women's Affairs (MoWA) officials and sub-national leaders. This was complemented by other activities such as qualitative and quantitative studies on violence against children and technical assistance to Ministry of Education, Youth and Sport (MoEYS) in collaboration with UNESCO to develop the education chapter of the Cambodia Gender Assessment.

UNICEF has two members of staff, an international and national, who are members of the UN Theme Group on Gender. In early 2013, UNICEF provided input for the UN Country Team's Confidential CEDAW report, raising issues on detention and treatment of children and other vulnerable persons in Government-run social affairs, drug rehabilitation and youth rehabilitation centres; early child marriage; and links between poverty and gender parity within the education system.

The Education programme supported MoEYS's National Education for All on sensitization of female participation in educational management and annual gender review. In this regard, 51 directors/deputy directors and relevant provincial officials and 27 lower secondary school female directors/deputy directors developed skills and knowledge on gender-based leadership and educational management. In addition, 40 selected female lower secondary school teachers from all 24 provinces obtained gender mainstreaming skills in the teaching and learning process. In addition, the Annual Gender Review in Education 2011-2012 was prepared and adopted.

The Child Protection programme supported MoWA capacity building/training of staff working on violence against children and ways to mainstream policy and programmes

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related to violence against women. UNICEF also provided technical assistance to mainstream girls and boys issues, including violence prevention, into the national action plan for violence against women. The quantitative and qualitative study analysis on violence against children provided rich information and evidence to deepen the understanding of the issues faced by children and opportunities to address them in UNICEF programming.

In efforts to combat trafficking, technical and financial assistance was provided to MoWA as a chair for the Cambodian National Training on Human Trafficking (COMITT)[\[1\]](#) This committee is tasked with mainstreaming children and women's needs and rights into the inter-country memorandum of understanding on human trafficking and victim protection between the Governments of Cambodia, Vietnam, Thailand and Malaysia.

The Local Governance for Child Rights (LGCR) programme supported the General Directorate of Gender Development to establish provincial and district capacity development forums for female governors/councils. This activity had a national coverage in order to build female leadership in local government. Female parliamentarians make-up 12 per cent of Government [\[2\]](#).

[\[1\]](#) The Cambodian National Training on Human Trafficking was organised and funded through an inter-agency approach including the Cambodian Government and law enforcement agencies, UNIAP, IOM, and the Somaly Mam Foundation.

[\[2\]](#) <http://www.cambodiadaily.com/elections/fewer-female-lawmakers-elected-to-parliament-37895/>

## Environmental Sustainability

### *Partially met benchmarks*

Cambodia is one of the top 10 countries most vulnerable to climate change, with nearly half of the country's communes categorized as either vulnerable or extremely vulnerable to climate variability. Most vulnerable are those living below the poverty line, as well as women-headed households, children, the elderly, the disabled, and indigenous communities. Cambodia faces significant challenges in addressing environmental sustainability. Lack of regulations and poor enforcement, lack of awareness and adverse social norms regarding the management of natural resources have resulted in a misappropriation of many of Cambodia's natural resources, including land grabbing, illegal logging, and overexploitation of the national fish stocks.

A crucial area of concern for nutrition and food security is the construction of hydropower dams in the Mekong River region. A 2013 study by the Inland Fisheries Research and Development Institute with the support of EU analysed that the construction of mainstream and tributary dams in the Mekong region would reduce the annual water amplitude by 40 per cent, putting in danger the 20 per cent of the world's freshwater capture (2.1. million tons). In addition, it has significant impact in natural soil fertilisation and dry season cropping for rice production and sustainability of biodiversity that is unique in the region.

Specifically in Cambodia, the construction of 3 hydropower dams, which will provide only 10 per cent of the electricity needed, would reduce a range of 6-31 per cent of yields of fish and other aquatic animals, putting at risk the food security and nutrition of the poorest population in Cambodia. Cambodia fish and aquatic resource provide 76 per cent of animal protein intake, 37 per cent of iron intake and 28 per cent of the fats intake of the Cambodia population.

UNICEF will join USAID, EU and UN in particular, to actively increase awareness about this issue and advocate with relevant authorities about its linkages with the food security and nutrition of children living along the Mekong River.

UNICEF's work in environment is closely linked to WASH and Emergency. UNICEF pilots technologies to treat waste on-site and minimize the direct disposal or leaking of harmful effluents from septic tanks into the environment. The programme also works on affordable household ceramic filters that provide an effective means of water treatment. UNICEF, in collaboration with NGO partners, continued to advocate for arsenic-mitigation activities, e.g., supporting households to use alternative safe water sources as opposed to arsenic-removal technologies.

Acknowledging the critical link between emergency preparedness, disaster risk reduction and environmental sustainability, the Office worked to create coping strategies that do not adversely affect the environment. For example, in building disaster-resilient facilities from the start, the programme ensures that facilities are operable during floods, less prone to damage and do not require excessive amounts of chemicals and fuel for pumps to clean wells.

In November 2013, the Government launched the Cambodia Climate Change Strategic Plan 2014-2023, which builds on existing Government policies linked to adaptation, greenhouse gas mitigation, and low-carbon development, constitutes an entry point for advocacy and a strategic approach towards progressively building more systematic, comprehensive and sustainable policies in environmental sustainability.

### **South-South and Triangular Cooperation**

UNICEF Cambodia used South-South Cooperation to enhance Government ownership and political will on issues such as early childhood care and development (ECCD), violence against children and social protection.

The Second High Level Meeting on South-South Cooperation for Child Rights in Asia and the Pacific in India in October 2013 allowed regional lessons learned and best practices to be shared and a progress review of implementation of the Beijing Declaration. The meeting was highly relevant for Cambodia, as the Government, with UNICEF support and other development partners, is exploring ECE expansion within the integrated framework of a national ECCD action plan. Particular emphasis was placed on the recognition of ECD as the crucial foundation for social development and commitment to inter-sectoral coordination among ministries to enable integrated service delivery for young children.

A multi-ministerial delegation from Myanmar visited Cambodia in February 2013 to learn from the process and organizational structure from which the inter-sectoral ECCD policy was developed and is expected to be implemented in Cambodia. The study tour involved Myanmar officials from ministries of education, health, social welfare, home affairs, finance and revenue accompanied by UNICEF Myanmar. Officials from Cambodian Government included MoEYS, MoH, Ministry of Interior (MoI), MoWA, and Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) with UNICEF Cambodia support.

UNICEF supported the Cambodian Government to conduct the first prevalence and baseline survey on violence against children in the South and East Asia regions. The

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process generated lessons learned and best practices that were documented and shared regionally to assist countries including Indonesia, Malaysia, Laos, Philippines and China to implement similar studies, with the United States Government's Centres for Disease Control. The Cambodian Government hosted two high-level study visits from Bangladesh and Laos to enhance institutions' capacity to understand the survey's data collection, analysis and reporting, address the cross-sectoral nature of related issues and gain commitment to move research into actions for children.

Cambodia hosted the 8th ASEAN Ministerial Meeting on Social Welfare and Development, emphasizing child welfare, disability and the elderly. Countries shared good practices in strengthening social welfare and legal frameworks, prompting family and community protective roles, and bolstering sub-national structures. Countries provided final inputs to two ASEAN declarations which were adopted at the meeting's conclusion: 1) Declaration on Strengthening Social Protection, and; 2) Declaration on Elimination of Violence against Women and Children in ASEAN.

CARD led a cross-sectoral Cambodian delegation to study food security and nutrition monitoring in Nepal. The delegation led an international phase classification exercise upon its return, providing estimates of food insecurity and malnutrition severity by province. The results can be integrated into food security and nutrition bulletins.

Supporting an ASEAN framework on social protection requires regional knowledge-sharing. Through consultations within ASEAN in 2012 and during the 21st ASEAN Summit in November 2012 (which Cambodia chaired), an agreement to develop the framework was reached. The ASEAN secretariat moved this advocacy forward by organizing an ASEAN inter-ministerial consultation in Dhakar in June 2013. The framework was presented to Heads of State at the 22nd ASEAN Summit in Brunei.

## Narrative Analysis by Programme Component Results and Intermediate Results

### Cambodia - 0660

#### PC 1 - Maternal, newborn and child health and nutrition



**PCR 0660/A0/04/001** Increased national and sub-national equitable coverage of quality reproductive, maternal, newborn, child health, HIV/AIDS and nutrition services.

##### Progress:

Despite the progress towards the MDGs, an estimated 790 maternal deaths still occur annually and neonatal mortality remains unchanged, accounting for half of under-five deaths in Cambodia. Consequently, the MTR highlighted continued focus on neonatal care. Moreover, progress is not equitable among geographic areas and wealth status. To address this, UNICEF applies a two-pronged approach: (1) participation in the second Health Sector Support Programme (HSSP2), harmonizing Government-led sector strategies and leveraging resources for the benefit of women and children, and (2) direct support of essential service provision to and uptake by target populations.

UNICEF supported essential maternal, newborn and child health (MNCH) interventions, including maternal and neonatal tetanus (MNTE), Integrated Postpartum Care-Community Care of Mothers and Newborns (IPPC-CCMN), COMBI, pneumonia and Integrated Management of Childhood Illness (IMCI) in 14 low-performing operational districts (ODs) serving the most deprived populations, benefiting 88,648 mothers and newborns with convergent media and community-based programmes. Improved coverage of specific essential MNCH interventions in the majority of UNICEF-focus areas shows continuous usage and improvement of continuum-of-care services. Revised outreach guidelines and technical input from UNICEF provided a greater focus on reaching hard-to-reach and urban poor populations. A model involving sub-national authorities in managing and administrating the HEF demonstrated high cost-effectiveness (three times less expensive than NGO contract approach) while enabling poor people in the pilot area to access care and be protected from health catastrophes. The model was successfully transitioned to HSSP2 financing.

Other results included 1,220 children treated for severe acute malnutrition (SAM) in 29 hospitals along with the decrease in the drop-out and mortality rates, while the rate of SAM children returning for at least one follow-up visit post-discharge stagnated. By facilitating and coordinating with other partners, micronutrient powders (MNP) were distributed in 23 out of 78 ODs covering approximately 20 per cent of target children. With UNICEF advocacy, HSSP2 agreed to procure Ready-to-use Therapeutic Foods (RUTF) and MNP. There is sufficient supply for 2013 and 2014. As per MTR recommendations, SUN will continue to be a priority.

Between 2012 and 2013, the number of pregnant women tested for HIV and who returned for results dramatically increased. UNICEF supported the MoH in: 1) Demonstrating new, rigorous M&E approaches to assess cost effectiveness before roll out; and 2) Monitoring timely virological tests and care for HIV-exposed infants. UNICEF boosted quality antiretroviral therapy ART in 22 sites by supporting transportation, monthly peer support and a clinical mentoring programme. As a result, the proportion of children-in-need increased to 84.7 per cent. In the future, following MTR recommendations, UNICEF will explore integration of HIV in urban-focused initiatives, while maintaining technical assistance at national level



**IR 0660/A0/04/001/001** Improved national and sub-national capacity to increase availability, accessibility and utilization of quality maternal, newborn and child health (MNCH) services.

##### Progress:

Fourteen lowest-performing ODs were selected in 2013 using service-deficit index of key indicators along the continuum of care for better equity-focused programming.

With UNICEF support, health centre midwives were trained in Integrated Postpartum Care-Community Care (IPPC). An IPPC baseline assessment was used to develop improvement plans for specific ODs. Improved coverage of Antenatal Care (ANC) 4+ and Post-Natal Care (PNC) 2 in eight of 14 UNICEF focus ODs shows continuous usage and improvement of continuum-of-care services. However, the proportion of under-fives with pneumonia who sought care from public facilities during the last three years despite improvements in IMCI implementation indicates a need to better understand this trend. Strong UNICEF advocacy led to Government allocation of an additional US\$700,000 for vaccine supply shortfall in 2013. Despite vaccine stock-out, MNTE improvement plan implementation progressed in three highest-risk ODs as seen in a mid-year follow-up demonstrating increased Tetanus Toxoid coverage among women of child-bearing age, skilled birth attendance,

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and post-natal care. However, harmful cord care practices were still observed in these areas suggesting intensive community-based communication to change community practices is needed.

Outreach guidelines were revised with technical input from UNICEF and provide a greater equity-focus on improving equitable access to basic health services in hard-to-reach and urban-poor communities. Support to full implementation of this guideline is a priority for the rest of the country programme. In Svay Rieng Province, UNICEF's model demonstrated cost-effectiveness in managing HEF by sub-national authorities and community that is three times less expensive than the NGO contract approach employed elsewhere, while enabling 2,000 poor people (40 per cent of women; 23 per cent of under-fives) to access care and be protected from health catastrophes. This model was successfully transitioned to HSSP2 financing.



**IR 0660/A0/04/001/002** Improved capacity to increase coverage of evidence-based nutrition interventions to prevent and treat malnutrition in women of reproductive age and children under five.

**Progress:**

With UNICEF advocacy, HSSP2 agreed to procure RUTF and MNP. The supply is sufficient for 2013 and 2014. Rates of SAM children returning for at least one follow-up visit stagnated at ~60 per cent. Transport costs remain a barrier for follow-up. "Per distance" transport support with HEF expansion help overcome this barrier. Routine SAM screening at health facilities has started, but more accurate data is needed to show impact of screening on increasing caseloads. With UNICEF coordination and partnership, MNP distribution coverage increased to 30/79 ODs, reaching an estimated 20 per cent children aged 6-23 months. This was interrupted in July when MNP distributed was considered improper for consumption.

Preliminary results of the MDG Joint Programme Final Evaluation showed a 20 per cent point decrease in moderate anaemia but acknowledged limitation to detect SAM cases using middle upper arm circumference, which was addressed by assessing better cut-offs to increase sensitivity.

As the annual operation plans 2013 approval was delayed, UNICEF supported broadcasting on complementary feeding in quarter one. A midline assessment showed that messages were well recalled, but practice is hampered by difficulty in finding recommended ingredients, lack of time, poor taste due to lack of condiments, and lack of money. A causality analysis is ongoing while UNICEF is reinforcing food group messages, selecting ingredients from food groups and food fortification.

UNICEF, CARD and WFP studied the economic consequences of malnutrition in Cambodia, with findings estimating the economic impact at US\$250-400 million annually (1.5-2.5 per cent of GDP).

UNICEF-supported universal salt iodisation case study was published in the 2013 The International Council for the Control of Iodine Deficiency Disorders (ICCIDD) Newsletter. In collaboration with WFP, International Relief and Development (IRD) and US-Centres for Disease Control, UNICEF continued analysing micronutrient level in blood samples of women of reproductive age. Findings are expected in the first quarter of 2014. UNICEF successfully mobilized partners' technical and financial support population-based micronutrient survey incorporated with the CDHS 2014.



**IR 0660/A0/04/001/003** Strengthened multi-disciplinary health sector response in HIV prevention, treatment, and care and support services to women and children.

**Progress:**

UNICEF supported the National Centre for HIV/AIDS, Dermatology and STDs (NCHADS) Conceptual Framework for Elimination of New HIV infections by 2020 (Cambodia Strategy 3.0). Within this platform, UNICEF supported the development of 2 standard operating procedures and the launch of the Boosted Linked Response in 2 HIV high-burden ODs in Phnom Penh to improve rapid HIV testing, earlier treatment initiation, proactive case finding and follow-up strategies, in addition to finger prick testing training of care providers. Implementation is slow as patient monitoring and reporting tools are not in place. Baseline assessment of 7 demonstration ODs is ongoing.

Data from September 2013 indicate that more than 90 per cent of eligible children aged 0-14 received antiretroviral therapy, an increase from 88 per cent in 2011. A challenge is how to transfer children to adult service as they grow up, since most refused to be transferred. UNICEF supported 22 of 35 PAC sites, enabling poor caregivers to access treatment, improved adherence, capacity development, field supervision and coordination for better performance. Viral load testing among children under treatment has not been rolled-out as recommended. UNICEF will assist NCHADS lab to organize orientation and develop a transition model for

adolescents in 2014.

Early Infant Diagnosis (EID) improved from 797 to 920 samples between 2011 and 2012. EID was transferred from National Institute of Public Health to NCHADS in August 2013 to improve service and monitoring. However, early DNA/PCR testing by age 2 months remains a challenge as only 33 per cent of HIV-exposed infants of this age were tested in 2012. The proportion of HIV-exposed infants receiving Cotrimoxazole remained low in 2012 (35 per cent). A comprehensive EID assessment is scheduled for 2014 to help better understanding current bottlenecks and compare to 2009 EID findings. HIV screening among SAM children admitted to hospital stagnated at 40.9 per cent, thus required close monitoring.

## PC 2 - Water, sanitation and hygiene



**PCR 0660/A0/04/002** More women, men, children, and young people enjoy safe water, sanitation and hygiene conditions.

### Progress:

The MTR highlighted the stagnation of WASH indicators in the country and the challenges related to affordable technologies, adverse social norms leading, for instance, to a wide practice of open defecation and limited institutional capacity, coordination and resources invested in this sector.

The UNICEF water, sanitation and hygiene programme supports implementation of the national rural water supply, sanitation and hygiene strategy, in line with the Cambodian MDGs. It has a national focus for capacity building, coordination and monitoring, with interventions in 11 provinces for sanitation and hygiene, and five provinces for water quality and supply in schools, with priority in arsenic-affected areas. Estimated intervention size is 840,000 population in 91 communes, with 100,000 under-fives/224,000 aged 0-18). This programme works closely with within the UNICEF Office with the LGCR and Education programmes to ensure an integrated approach to tackling the determinants affecting nutrition and health outcomes.

At the current trend and investment, World Bank estimates universal access in Cambodia will be reached by 2074; hence acceleration of efforts is paramount. Current strategies such as CLTS, hygiene promotion and school and community WASH (SC-WASH) are human-resource intensive and are dependent on good facilitation and cascade training. These approaches must be coupled with affordable sanitation options that withstand annual flooding, meet consumers' aspirations or operate with limited water supply. UNICEF supported the finalization and implementation of CLTS and household water treatment and safe storage (HWTS) technical guidelines in targeted areas, which contributed to improve the capacity of human resources, systematic monitoring and continuity of these strategies to accelerate results. To address adverse social norms, mass media (radio and TV spots) were scaled-up for national campaigns such as sanitation and global hand wash and CLTS/hygiene promotion activities were coupled with sanitation marketing activities.

There has been little progress in water access since 2008. To address this, UNICEF is modelling private/public partnerships to accelerate investment in arsenic-affected areas. The growing interest in Cambodia offers opportunities, but this is constrained by a limited private sector and few investors prone to monopolies operating within a weak, inadequate regulatory framework.

Rural and peri-urban school-based programmes have provided much learning for national-level policy and standards (e.g. minimum number of latrines per 100 male and female students), which will be included in the revised School Health Policy. Models tested in selected areas with decentralized/on-site treatment of waste; decreased overall costs; and improved functionality/sustainability of facilities have provided key knowledge for scaling up good models in schools.

Programme management faced constraints due to rotation of national officer staff linked to the MTR. In addition, much of the programme efforts were redirected to emergency response due to flooding during the last quarter of the year. Limited knowledge and compliance to workflow processes and guidelines of the implementing partners led to delays in the achievement of outputs with the Government. Implementation of MoRES framework is delayed.

For the remainder of the country programme, the WASH programme will strengthen its efforts in three key areas: (i) community-led approaches, but work much more closely with sanitation marketing and supply side initiatives to ensure that sustainable and affordable technology options; (ii) evidence based advocacy for clearer policy direction towards mitigation of arsenic and better regulation of arsenic removal technologies and drilling in affected areas, and; (ii) development of a sectoral monitoring and information management system.



**IR 0660/A0/04/002/001** Communities practice key hygiene behaviours (hand washing with soap at critical times, using toilet and drinking safe water).

**Progress:**

The programme continued to implement a two-fold strategy is: 1) capacity building with development/dissemination of guidelines for arsenic mitigation, HWTS, CLTS, hygiene promotion and SC-WASH; 2) advocacy for prioritization of these approaches in sector plans.

National CLTS guidelines were revised for better facilitation and monitoring of changes in open defecation. Support was provided to initiate CLTS in 180 villages, however only 50 per cent were actually targeted and none achieved open defecation free status. Concerns on the pace and effectiveness of CLTS required further analysis. In addition, it was learned that coupling the approach with sanitation marketing (supply side) and mass media accelerates behavioural change. To this end, the latter part of the year focused on nationwide media outreach under Global Hand-Washing Day campaigns with extended TV/radio spots, which reached an estimated 820,955 children and 1,118,340 adults. In addition, specific school-based events targeted approximately 15,000 primary school children to raise awareness on sanitation and hygiene. Following joint advocacy by the UNICEF Education and WASH programmes, the Minister of Education launched school hygiene guidelines and revisions of the school health policy with focus on scale, sustainability and simplicity, which can be best achieved through promoting hand-washing with soap at key times.

The Ministry of Rural Development's (MRD) central arsenic and provincial teams adopted the arsenic-mitigation guidelines, supported by UNICEF. The support included water quality testing, community education on arsenic and data collection and management with specific focus in three highest-risk provinces. As a result, 5,613 tube wells were tested for arsenic and showed that 41 per cent of those wells contained arsenic levels above the national standard. Subsequently, community education forums were held in 90 per cent of communities with arsenic contamination, which are critical to encouraging households to move away from arsenic contaminated water sources.

A UNICEF-supported study with a national university found that without affordable and alternative water sources, many households continue to use arsenic-laden water. This emphasizes the need to support households to continue seeking solutions to treat and store drinking water safely. Under the water safety planning framework, WHO jointly with UNICEF developed HWTS guidelines to promote point-of-use water treatment as low-cost, high-impact solutions. As part of a national roll-out and to test guidelines, over 400 facilitators were trained in 59 villages.



**IR 0660/A0/04/002/002** Communities, schools and health centres have access to sustainable technologies for safe water, sanitation and hygiene.

**Progress:**

The strategy for community water supply is to leverage resources through private-public partnerships and seek sustainable economically viable models for long-term operation and maintenance. Provision of alternative arsenic-free treated piped water is in cooperation with NGO GRET, targeting 4,000 households in two communes in Kandal Province. Implementation was delayed owing to difficulties identifying a new private sector investor. However, a feasibility study was conducted and poor households identified for subsidies in connections. Bottled water treatment plants serving 1,500 families were completed with the NGO 1001 Fountaines, offering a unique community-managed supply and delivery to customers in 12 communes in two provinces. Collaboration with Cambodian Red Cross is providing 500 families in Svay Rieng Province with water supply in low water table areas, using local contractors and tried drilling methods.

The SC-WASH objective is to model scalable, affordable and sustainable facilities that can be easily maintained. Rainwater harvesting offers a solution for schools requiring the provision of alternative arsenic-safe water. Ten schools (4,078 students) in Kandal benefitted from these facilities, completed with the NGO RainWater Cambodia.

Six thousand students in peri-urban areas in Phnom Penh and Siem Reap benefitted from new toilets linked to onsite waste treatment, hand-washing facilities, urinals and rainwater harvesting with the NGO BORDA. Design modifications were made for small children and children with disabilities to increase their use, complemented with hygiene education and management training for school administration.

Programme delays were related to poor national designs and inadequate monitoring of private contractors for school facilities. Moreover, private sector partnerships need to be carefully managed given the limited regulatory

environment, to avoid monopolies and ensure best interest of the poor households. 2014 adjustments will be to revise designs, increase monitoring, and in cooperation with NGO partners and further advocacy, build private sector interest and enhance corporate social responsibility for WASH.



Constrained

**IR 0660/A0/04/002/003** MRD and concerned sub-national Government agencies lead, coordinate, facilitate, monitor and evaluate the RWSSH and arsenic national strategy.

**Progress:** Upstream sector planning and coordination aims to build implementation capacity for the national strategy and arsenic mitigation. With annual severe flooding, this component concentrated on coordination, information management and response with support of purification chemicals, soap, water filters and drinking water storage containers to approximately 90,000 households. Direct support was provided through Government to 12,700 households in five provinces: Banteay Meanchey (BMC), Battambang (BAT), Siem Reap (SRP), Otdar Meanchey (OMC) and Kampong Thom (KPT). NGO cooperation was critical with CARE in Rattanakiri Province, IFRC in BMC/BAT (3,200 beneficiaries), Action Aid in OMC (1,100 beneficiaries), Malteser in OMC/BMC (1,500 beneficiaries), and Samaritan's Purse in BMC (1,550 beneficiaries). It was learned that well cleaning was not being done as per WHO guidelines; hence a training was conducted with 22 provincial water specialists from five provinces.

Considering the challenges in the coordination of the many WASH stakeholders, UNICEF supported sectoral coordination meetings in 24 provinces. This resulted in information sharing between NGO and Government, but did not achieve the long term intent of contributing to the development of operational nor joint plans. Only six out of 24 provinces have WASH-specific Emergency Preparedness and Response Plan (EPRP) plans. This has led to ad hoc planning and non-comprehensive response during annual floods.

In collaboration with World Bank and the Global Sanitation Fund, support is being provided to a national M&E system design, which will contribute to its better alignment to the global Joint Monitoring Program to monitor MDG achievements. It will combine rural water supply and sanitation indicators for planning and reporting, a marked improvement over existing fragmented and project-led monitoring systems.

Based on the lessons learned, disaster risk reduction efforts in 2014 will emphasize improving designs, such as better-sealed platforms, raised facilities and sited on higher ground to avoid contamination, particularly in schools. This will ensure their functionality and availability during and after floods. It was also learned that in order to mitigate contamination of water drinking sources, sanitation facilities need to be better sited away from them. This requires a more systematic enforcement from the Government. Adjustments for 2014 include an increased focus on monitoring and dissemination of water quality guidelines under water safety planning framework, attention to emergency preparedness and risk reduction and building on established partnerships with NGO partners and subnational departments.

### PC 3 - Basic Education



On-track

**PCR 0660/A0/04/003** Increase in reach and sustainability of children learning in relevant, in inclusive and quality early childhood and basic education through increased institutional capacities.

**Progress:**

In general, the MTR showed good progress in Education. Among the strategic adjustments recommended are: stronger focus on lower secondary education, scale up ECE with better integration to ECD, while continuing support to quality improvement, inclusive education, policy advocacy and budget monitoring.

UNICEF continued to provide comprehensive and strategic support on ECE, inclusive basic education and on the planning and management of education with a focus on influencing policy.

Primary and ECE indicators have improved since the 2010/11 school year. ECE enrolment for 5-year-olds increased from 53 per cent (2011/12) to 56 per cent (2012/13) which is approaching the ESP target of 60 per cent in 2013/14. Net enrolment in primary schools has increased steadily, reaching 97 per cent in 2012/13. Furthermore, numerical gender disparities in primary education were eliminated nationally.

Nevertheless, the primary completion rate dropped from 90 per cent in 2011/12 to 87 per cent in 2012/13, with only 119 districts of 194 achieving a completion rate of 80 per cent or more which is one of MoEYS's Core Breakthrough Indicators. Data also showed a negative difference of 20 percentage points or more between enrolment (from EMIS) and attendance (from commune databases) in certain provinces such as Kratie, Pursat, Rattanakiri and Mondulkiri. This implies that children enrol and drop out in large numbers (it must be noted there are also concerns regarding the quality of EMIS data). UNICEF provided technical assistance and financial support to strengthen the accuracy of EMIS data throughout the country.

In addition to providing strategic national support to strengthen management of child-friendly schools, UNICEF continued to support the most marginalized through bilingual education programmes, which was expanded to 7 additional districts in 2012/13 (reaching 18). Four additional bilingual community schools were recognized as state schools receiving Government financing (13 in total) and an additional 1,300 children attended bilingual schools (totalling 4,800).

Following extensive policy dialogue with the Government in 2012 regarding the education budget, legislation was passed in 2013 increasing the formula for the operating budget for all state schools and weighted in favour of small schools in remote areas. This was a major win for children in disadvantaged areas and for the 'equity dialogue' with the Government and other development partners such as SIDA, EU and the World Bank.

In September 2013, a new Minister was appointed. MoEYS is well positioned to take forward key reforms in the sector and will continue to support, including public finance management, public administration reform, and curriculum reform.



**IR 0660/A0/04/003/001** ECE professionals at national and sub-national levels are able to plan, coordinate and guide the provision of high quality ECE programme.

**Progress:**

With close inter-sectoral collaboration, UNICEF has continued support to 1,115 community preschools, of a total of 2,309. Main support focused on technical inputs to improving quality of early learning through teaching and learning materials and technical support to teachers through district offices of education. Community preschools account for 20 per cent of all ECE enrolments and are recognized as a priority programme of MoEYS.

The Royal Decree for the ECCD National Committee was approved in April, paving the way for systematic policy coordination among the 11 line ministries to realise holistic ECD service delivery. However, formulation of the national committee was delayed partly due to the change in key personnel following the national elections. Multi-sectoral technical support from UNICEF's Education, Health, Child Protection, WASH, LGCR and Communications programmes was provided on the ECCD National Action Plan and the national committee will finalize it soon.

Supervision and support for schools was identified as a bottleneck to improve ECE programmes, therefore, an in-service preschool teacher training package was developed. National-level trainers implemented training of trainers for 277 participants at provincial and district levels to increase sub-national capacity to effectively roll out training and supervision for teachers in all ECE programmes.

In order to expand quality and relevant ECE programmes to the most disadvantaged groups, technical support was provided to bilingual preschools and inclusive preschool programmes in partnership with NGOs. The focus is placed on facilitating the future transition of the bilingual and inclusive programmes from a pilot to a national-level programme.



**IR 0660/A0/04/003/002** Strengthened capacities at national and sub-national level to deliver inclusive basic education services.

**Progress:**

With UNICEF support, all state primary schools were assessed against the national child-friendly school standards. The percentage of schools performing at basic level decreased from 28 per cent in 2011/12 to 27 per cent in 2012/13, while schools performing at medium level increased from 42 per cent to 43 per cent and those performing at advanced level remained at 30 per cent. Increasing the percentage of schools achieving advanced status remains a challenge that is likely to be linked to broader sectoral bottlenecks such as the inadequate remuneration for teachers.

The MoEYS endorsed legislation on bilingual education for indigenous minorities in 2013, marking an important

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milestone. UNICEF supported MoEYS to further expand the bilingual education programme within five highland provinces [1]. Moreover, as a result of UNICEF advocacy, 13 of 20 UNICEF-supported bilingual community schools (65 per cent) were recognized by MoEYS as state primary schools. These schools receive the Government school operating budget, a major achievement for the sustainability of support. Nevertheless, MoEYS policy of only admitting students to provincial teacher training colleges who are under 25 represents a bottleneck for the efficient deployment of bilingual education teachers since many indigenous students who have benefited from 'academic upgrading' would already be over 25. UNICEF supported roll out of the basic inclusive education training through pre-and in-service teacher training. As a result, a greater number of children with disabilities enrolled in schools, increasing from 70,648 in 2012 to 71,225 in 2013. However, challenges remain with screening processes for children with disabilities.

[1] Rattanakiri, Mondulkiri, Stung Treng, Kratie and P. Vihear.



**IR 0660/A0/04/003/003** Strengthened capacities at national and sub-national levels to plan and manage the implementation of the ESP.

**Progress:**

UNICEF supported the Department of Planning to play a key role in coordinating development partners and the collection, production and distribution of EMIS statistics and indicators for the education sector.

Continuing support to the NGO Education Partnership (NEP) has been a key strategic area since the NGO was established through a UNICEF initiative and is the officially recognized coordination body for all NGOs working in education in Cambodia. As a result of UNICEF's support to NEP, three provinces, including Battambang, Preah Sihanouk and Kampong Cham, conducted 10 provincial education sector working group meetings and two joint technical working group meetings. With UNICEF financial support, NEP conducted research on teacher qualifications and deployment. The research showed a lack of qualified teachers in Cambodia, particularly at the primary level. It also indicated that there is public support to increase teacher wages; the majority of respondents stated that a fair basic wage would at least US\$90 per month. Evidence from the literature review revealed that increases in teacher pay can reduce teacher absenteeism and result in a 5 to 10 percentage point increase in student performance. The Government has since increased the basic salary of primary school teachers (steps 1 to 9 of 14 steps).

UNICEF supported MoEYS to conduct a targeted enrolment campaign prior to the opening of the school year in October; messages included the importance of right age enrolment and inclusive access for disabled or minority children. The local enrolment campaign took place in 15 districts across six provinces with low indicators. The campaign was also conducted in the previous school year and EMIS data showed that the average proportion of 6-year-olds enrolling in grade 1 in the four worst-performing districts increased from 66 per cent (2011/12) to 89 per cent (2012/13).



**IR 0660/A0/04/003/005** Capacity Development Partnership Fund.

**Progress:**

Capacity Development Partnership Fund (CDPF) implementation moved forward quickly in 2013 due to 2012 planning and experience. Following UNICEF support on public financial management and in collaboration with UNICEF colleagues supporting social policy, the Government passed legislation in 2013 increasing national financing for state preschools, primary schools and secondary schools weighted in favour of small and disadvantaged/remote schools. This will be implemented in 2014 and is a major win for poor schoolchildren in remote areas. The CDPF also provided strategic support for a staff performance appraisal system contributing to a culture of accountability and good management within MoEYS. Guidance was developed for managers linking work planning with human resource management. MoEYS is one of the first line ministries implementing performance management systems, which is one component of the macro-public administrative reform. Ongoing support was also provided on D&D reform. With UNICEF support, increased school autonomy was raised within the policy dialogue on D&D and senior levels of MoEYS are receptive to the idea.

The CDPF retains a strong focus on planning capacity and has supported the move towards sub-sector planning, paving the way for results-based planning and budgeting by sub-sector with greater accountability for financial and human resources linked to the delivery of educational results. One of the challenges identified through CDPF support was the accuracy of EMIS data. To help address this issue, CDPF has supported far-reaching reform to EMIS as it moves to an integrated web-based system. A master plan on EMIS 2014-2018 was developed focusing on data quality and use.

The CDPF also supported the Royal University of Phnom Penh to conduct research on the relevance of the upper secondary school curriculum in relation to the labour market and higher education, showing a mismatch between textbooks and curriculum. This timely research will feed into broader policy discussions regarding curriculum reform.

#### PC 4 - Child Protection



**PCR** 0660/A0/04/004 Improved prevention of and responding to violence, abuse, exploitation and unnecessary separation of children.

**Progress:**

Despite significant progress in strengthening the legal and policy framework, the absence of an integrated and decentralized child protection system remains as the main bottleneck for the protection of child rights in Cambodia. This is accompanied by a limited access to timely and quality data, weak application of laws and declining number of trained social workers. To address this, the MTR recommended that the programme focus on alternate care and violence against children, while maintaining upstream policy work to strengthen child protection system at national and subnational levels. The MTR also recommended greater emphasis on community level interventions to address adverse social norms. Programme Component Results/Outcomes and Intermediate Results Outputs) will be modified accordingly.

A significant step towards building a stronger child protection system was the completion of the study on violence against children in 2013. This provided an opportunity to strengthen coordination among more than 14 ministries and institutions, UN agencies and NGOs. It is fully owned by the Government and it will lead to the establishment of a multi-sectoral action plan in 2014. Additionally, for the first time, MoSVY and MEF, under Cambodian National Council for Children (CNCC) leadership, reviewed MoSVY's budget. Findings and recommendations will pave the way for more institutional reforms and resources.

Continuing support to the Government to develop a long-term legal reform framework, UNICEF provided technical assistance to CNCC to facilitate final consultations on the National Integrated and Rights-based 2014-2018 Legislative Reform Plan for Child Protection, which is awaiting final Government endorsement. It is expected that this will contribute towards a comprehensive review and application of child-related laws. With the purpose of ensuring more integration of child protection issues to national development policies, UNICEF provided technical support to MoWA and MoE to integrate prevention and response to violence against children into the National Action Plan on Violence Against Women for 2013–2017 and the National ECCD Action Plan. Child protection as part of ECCD was reinforced by the Government during its participation in 2nd High Level Meeting on South-South Cooperation for Child Rights in Asia and the Pacific held in New Delhi. Additional south-south cooperation efforts include three inter-country Memorandums of Understanding and action plans related to human trafficking signed by Thailand, Vietnam and Malaysia.

Through continued joint advocacy with the Hague Permanent Bureau, MoSVY and the Ministry of Justice agreed on guidelines to regulate domestic adoption. However, there is lingering resistance to address sensitive issues including cases of institutional abuse.



**IR** 0660/A0/04/004/001 A strengthened comprehensive regulatory and policy framework supported by adequate budget allocations and effective monitoring and enforcement mechanisms to prevent and respond unnecessary family separation and protect children from all forms of violence.

**Progress:**

UNICEF supported MoSVY to develop the Strategic Work Platform (2014-2018) and has prioritized strengthening the alternative care system and preventing institutionalization. In 2013, with UNICEF support, MoSVY formally adopted the alternative care guidelines and finalized two important inter-country adoption regulations related to relative adoption and adoption of children with special needs. Two-year costed work plans on the prevention of institutionalization and the reintegration of children in residential care institutions from five priority provinces were developed, adopted and disseminated to NGOs and donors to mobilize support.

As part of the D&D process, with UNICEF support, the National Committee for Sub-National Democratic Development (NCDD) finalized and adopted MoSVY's functional mapping report, leading to important consideration and decisions on social welfare functions to be decentralized. Efforts are ongoing to harmonize the Cambodia Poverty Management Information System to include monitoring of other national plans that

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incorporate child protection. Eight indicators related to child protection were integrated into the National Strategic Development Plan, which will be monitored periodically by the Government.

With emphasis on sub-national level, UNICEF, the NGO-Government partnership (3PC) and other NGO partners extended coverage and availability of community-based preventative and responsive services (outreach, socio-economic support, referrals, vocational skills training and provision of specialized services, legal aid, medical and preventive services for HIV) to more than 9,200 children, including children with disabilities and children effected by HIV, and 5,006 families. To proactively address challenges related to the low social welfare taskforce and limited allocation for the social welfare sector, UNICEF supported the MoSVY to conduct two important reviews. The social work review indicated the need for a strategic vision to strengthen social work and allocate more resources, while the MoSVY expenditure review exposed the fact that only 0.2 per cent of MoSVY budget is allocated to child protection.



**IR 0660/A0/04/004/002 Improved access to preventive and responsive social welfare and justice services by children and families who are most at risk in at least 5 provinces.**

**Progress:**

UNICEF and Government partners have mobilized sector-wide convergence around key priority areas, including promoting alternatives to detention and improving children's access to judicial services. Consequently, the number of children in detention declined by 45 per cent, from 772 in 2010 to 348 in 2013.

In collaboration with the UN Office of the High Commissioner for Human Rights, UNICEF supported the MoJ and the Bar Association to hold the first national conference on legal aid. As a result, a national legal aid strategic vision was developed to ensure that legal aid is systematically provided for all who need it, especially women and children.

UNICEF initiated a new partnership with the Court of Appeal to establish the court as a model for child cases. The Appeal Court has incorporated justice for children indicators into its existing database in order to effectively monitor child cases.

To expedite children cases within the justice system and enhance monitoring results for children in contact with the law, UNICEF supported the MoJ and the General Prosecutor Office to activate police-courts-prisons coordination mechanisms at national and sub-national levels in all provinces. The MoJ approved national guidelines on police-courts-prisons operation and integrated key justice for children indicators that will be monitored periodically.

However, against the backdrop of weak governance beset by limited transparency and accountability, justice remains out of reach for many children and due processes and child-friendly procedures still strengthening. In collaboration with the MoJ and with the support of UNICEF, the NGO Hagar conducted qualitative research to collect children's views on experiences within justice system. Findings and recommendations will inform policy and programmatic directions in the future.



**IR 0660/A0/04/004/003 Enhanced support and increased capacities of children, families and communities to protect themselves and reduce their vulnerability and stigma.**

**Progress:**

Acknowledging the importance of high-quality data to develop an effective communication strategy on preventing and ending violence against children, a national baseline survey on violence against children was conducted. Quantitative and qualitative findings generated a wealth of baseline information on the relatively high prevalence of sexual, emotional and physical violence. It also revealed where and who perpetrates violence and the consequences. Children provided valuable insight on experiences and expressed willingness to be part of the change.

Based on survey findings and realizing the importance of religious leaders in preventing violence against children, UNICEF and the Ministry of Cults and Religion (MoCR) cooperated to integrate key messages to end violence against children into Buddhist leader training. More than 120 Buddhist leaders developed understanding of the harmful consequences of corporal punishment and other forms of violence against children.

In preparation for Cambodia's Day of Prayer and Action for Children 2013, close to 100 Buddhist, Christian and

Muslim leaders from 23 provinces including the capital, Phnom Penh, learned effective ways to promote positive parenting and non-violent child discipline by embracing and interpreting the principles of their faiths and developing initial plans to implement initiatives in communities.

UNICEF successfully integrated two messages on preventing violence against children into the declaration of the 22nd National Monks Congress. The declaration represents the annual plan of the Buddhist leaders to be implemented in their provinces.

With UNICEF support, monks assisted 1,719 vulnerable children and 2,144 adults, including those affected by HIV, in 239 communes in 10 provinces with spiritual support, medical referrals, home visits and small cash transfers during the first quarter of 2013.

The inter-sectoral nature of preventing and responding to violence against children requires more coordination among stakeholders. As a result, finalizing the violence against children survey, developing a communication strategy and developing a national action plan witnessed some delays.

## PC 5 - Local governance for child rights



**PCR 0660/A0/04/005** Sub-national governments have the capacity to take over increased functions.

### Progress:

In 2013, the LGCR programme focused on applying the commune social service envelopes in 101 communes, 11 districts, and nine provinces. Budget support was provided to 248 communes in additional 3 provinces, to support the functioning of existing community preschools. These allowed the communes to prioritise and support critical needs of the most disadvantaged children.

The programme also delivered a number of results through its 2013 work plan, including: (1) annual analysis of the situation of women and children based on the commune database, commune planning and budgeting and the social service mapping tool; (2) commune council-contracted village-level ECCD community workers in 3 communes in 2 provinces; (3) EPRP guidelines for sub-national government, approved by Government as a result of coordination and collaboration with NCDD-Secretariat, the National Committee for Disaster Management and international NGOs; (4) collaboration with the Cambodian Red Cross to build volunteer capacity to strengthen community resilience, with a focus on ECCD.

Lessons learned from 2013 were that the LGCR programme should focus on community-based approaches, which is important to strengthening UNICEF programme convergence through participation and coordination of all programme staff in supporting community-level interventions. In addition, the programme needs to generate stronger evidence and models for Government to take over and achieve results for children, with a narrower geographical focus so that sectoral supports have better convergence.

A major shift identified in the MTR is the transfer of management of the Intermediate Result (IR) 3 to Policy Advocacy programme to create a better linkage between national and subnational D&D process. In addition, the programme will maximize community-level C4D interventions to strengthen community participation and social demand. Through enhanced cross-sectoral coordination and collaboration, the programme will strengthen and lead integrated approaches to ECCD. LGCR will have a continued focus on capacity development, especially for local-level planning and budgeting through improving tools and knowledge transfer for increased social investment in vulnerable children and women. A new IR focused on support to children and families with disability was developed and will see the LGCR programme promote linkages between persons with disability, non-government service providers and local decision-makers for a more disability-inclusive local development.



**IR 0660/A0/04/005/001** Women and Children's Consultative Committees (WCCCs) (at provincial and district levels) and Commune Committees for Women and Children (CCWCs) are able to influence development plans and budgets to be evidence-based, child- and gender- sensitive and linked to national-level sector policies and CMDGs.

### Progress:

The LGCR programme supports MoP and the D&D team to develop a number of useful resources for sub-national duty-bearers to analyse data, set priorities, plan, budget and organize low-cost, high-impact interventions to

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improve the lives of the most vulnerable children.

All 1,633 CCWCs are familiar with the content of the resource package, 'Promoting Social Services with Equity', including the menu of options and National Committee for Sub-National Democratic Development-Secretariat (NCDD-S) Guideline #220. A results framework for collecting key sub-national data on social services for children was developed and mainstreamed into the NCDD-S monitoring system.

LGCR has introduced the social service mapping (SSM) tool to 101 communes (1,013 villages) to assist in the identification of the most vulnerable children and women. Focus villages in 976 communes (of 101) have implemented the SSM exercise and identified priority social issues and the most vulnerable households with poor or no access to social services in accordance with the SSM's 17 indicators.

10 communes used SSM findings to set priorities in commune investment planning or commune budgets for social services. One remote ethnic minority commune, Dak Dam, used the SSM findings for beneficiary identification for humanitarian support from a local NGO and the Cambodian Red Cross.

With UNICEF support for implementation of the social service envelope, a number of communes and sangkats allocated a certain portion of budgets (4 per cent of commune fund) to social service interventions, though analysis of this allocation has yet to be undertaken.



**IR 0660/A0/04/005/002** Sub-national authorities and communities have the means and capacity to monitor and partner with service providers to minimize risk, vulnerability and poverty.

**Progress:**

The programme focused on increasing community demand and improving the role of subnational Governments to enhance the quality/accessibility of the most disadvantaged children to basic social services, through integrated approaches linked to ECE and social services envelope.

Through this programme, communes provided support to around 28,000 children in 1115 community preschools, 7,256 pregnant women received antenatal/postnatal services and 3,068 vulnerable pregnant women delivered at health facility; 224 schools and 22 health centres have improved sanitation (through hand-washing stations and soap); 7,431 families have improved safe drinking water and 4,558 families have improved latrines.

On birth registration, UNICEF focused on increasing community demand and supported the Ministry of Interior to develop and pilot awareness-raising materials in three districts. This resulted in 7,082 children gaining a birth certificate, of whom around 30 per cent were registered within 30 days after birth. The programme will expand the pilot in 2014.

Building on the 2012 Phnom Penh Urban Poor assessment, the Phnom Penh Government organized a stakeholder consultation and rapid assessment. A strategy concept note was developed to update priority issues. The 2014 work plan with the city's Planning and Investment Division was developed to address identified urban poor issues.

In 2013, 26 communes provided support to caregivers and families on ECCD, focusing on under 6 years of age, including home visits to vulnerable families and pregnant women in 26 villages in three communes.

UNICEF supported the launch of sub-national guidelines on EPRP and capacity development to all provinces in collaboration with UN agencies/NGOs/international organisations. Of 23 provinces, 11 approved EPRPs. Each province mobilized resources from various sectors (local/international organizations) to respond to the 2013 floods. Collaboration with the Cambodian Red Cross strengthened volunteers' community resilience, highlighting the needs of pregnant women and under-fives.



**IR 0660/A0/04/005/003** NCDD-S and line ministries utilize the experience and lessons learned from sub-national government on modelling social sector-related functions to inform decision-making on assignment of functions.

**Progress:**

The LGCR programme works closely with UNICEF programme areas to model functions related to improving access, performance and oversight of primary health care, ECCD, child protection, and water and sanitation services.

While the process is slow, sector ministries have completed the functional mapping/review. The mapping reports were undertaken by the four ministries, but the identified functions to be piloted at district/commune level of the line ministries (MoH, MoEYS, MoSVY and MRD) have not yet been achieved due to a number of constraints. The newly-established sub-national administrations face numerous challenges, including a need for enhanced and consistent reforms in political, fiscal and administrative decentralization processes, such as: (a) clearly defined fiscal transfer systems from central to local governments, along with possibilities for revenue generation; (b) clear roles and functions at different tiers to avoid duplication/redundancy and inconsistency; (c) clear accountability and levels of authority; and; (d) reinforced institutional capacity to carry the reform process forward. These challenges are gradually being addressed through implementation of the National Programme for Sub-National Democratic Development 2010–2019 and sequenced along three platforms. The first platform, IP3, was extended until the end of 2014 in order to address the need for enhanced capacity building, realize planned functional assignments and to implement fiscal decentralization.

UNICEF Midterm Review recommended the management of this Intermediate Result be assumed by the Policy, Advocacy and Community (PAC) unit, to strengthen the linkages between the national and subnational D&D processes. LGCR will maintain a strong focus on community development.

In 2014, this IR will focused on activities related to disability, with specific financial support from the Australian Government. The new IR focus forges links between persons with disability, non-government service providers, local decision-makers and capacity development for more inclusive community and local development.

## PC 6 - Policy, advocacy and communication



**PCR 0660/A0/04/006** Enhanced capacities for collection, access and utilization of disaggregated information at national and sub-national levels to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages.

### Progress:

During 2013, UNICEF strongly contributed to evidence- and results-based national policy and programme development with a demonstrable emphasis on the poor/vulnerable. A key achievement central to the spirit of this PCR is the successful advocacy and technical assistance provided to MoP to include disaggregated and equity-focused indicators within the draft NSDP M&E compendium. Such focus on the bottom of the socio-economic pyramid is indeed rare for a non-OECD country. This will ensure that the poorest and the marginalized, who have usually been left behind, are no longer masked by progress within the national averages and their situation receives regular national policy and programme attention. These indicators were submitted and/or agreed with sector line agencies, ensuring that this equity focus is integrated within respective policy, programming and reporting mechanisms. This achievement marks strong overall progress on this outcome.

Enhancing results-based budgeting has proven challenging, though important strides were made, including a strategic formal partnership with MEF and Supreme National Economic Council (SNEC) in rolling out results-based programme budgeting in key social sectors. Trainings, dialogue and research products like 'Social Budgeting for Equitable Development' contributed to national advocacy and an increase of the overall education budget and establishment of a more equity-focused formula for determining school operating budgets.

UNICEF contributed effectively to strengthening the policy and programme focus on social protection. One of the key achievements was adoption of an ASEAN social protection framework. UNICEF worked with SNEC and MoP to ensure stronger focus on social protection within national policy and planning documents like 'Rectangular Strategy Three' and NSDP. UNICEF advocacy backed by research such as 'Rates of Return on Social Protection Instruments in Cambodia' contributed significantly to a new technical working group on social protection and food security and nutrition. UNICEF was appointed co-lead of this group.

In the future, as per the MTR recommendations, this Programme will focus on strengthening the newly-created partnership with MEF and SNEC to make a difference in investment for children, further promote equity focused and linkage of policies and budgets of ministries, building capacity of the recent created National M&E working group and take on D&D reform work to ensure linkage with other key reforms, such as public financial and administrative reforms.



**IR 0660/A0/04/006/001** National and sub-national government and partners engage in quality research and analysis, together with rights-holders, leading to evidence-based policymaking and reforms.

**Progress:**

Good progress was achieved with MoP to move national M&E guidelines forward through the mechanism of the National Working Group on M&E, which will harmonize approaches among line ministries and contribute to more effective M&E of the new NSDP 2014-2018 and other sector plans. Involvement of right-holders has however been rather limited.

Another encouraging discussion was shaped in the context of the NSDP. UNICEF supported this exercise with technical inputs and analysis and influenced a focus on the bottom quintile to ensure that the equity narrative is better reflected in targets and indicators. The new/draft NSDP M&E framework includes targets and indicators tracking progress of the bottom quintile on key outcomes (health, education, nutrition and WASH). Importantly, child poverty is part of the national M&E framework in Cambodia for the first time ever.

UNICEF continued to building capacity in basic statistics, monitoring and reporting. A new aspect of this process is the evaluation of the first round of capacity-building workshops to inform design of the subsequent workshops.

Through a partnership established by UNICEF, MEF was actively involved in discussions on strengthening the M&E component of programme budget guidelines, making policy priorities clearer and easier to measure and budget. This was possible through support provided to MoP, MEF and the Cambodia Evaluation Society to attend an M&E network forum in the Philippines that explored developing a national evaluation policy and experiences of countries in the region on results-based management.

The CamInfo database was updated and is available in Khmer language, which will contribute to better utilization of data. Advocacy fact sheets using CamInfo data are underway. This tool is designed to improve evidence-based policy and planning.



**IR 0660/A0/04/006/002** National policy dialogue and formulation in areas relevant to child rights are based on policy impact and budget analysis and backed by adequate resources.

**Progress:**

Good and significant progress was achieved in 2013. The programme established a strategic partnership with MEF and SNEC. With MEF, UNICEF supported the roll out of capacity development in results-based budgeting in key social sectors in March/April. This strengthened dialogue between MEF and key social sectors. Through better budgeting, CNCC was able to procure US\$50,000 to support activity implementation for the first time since its formation in 1995.

An inter-sectoral approach from PAC and UNICEF Education section and a range of other development partners kept advocacy strong on allocation to education, resulting in increase in the 2014 sector budget. This includes a per-student provision in operating budgets for remote schools with poor school attainments. With SNEC, key research on estimation of fiscal space for social protection was completed and is ready for consultation and dissemination. UNICEF participated in key national dialogue on the current policy and planning tools and made a strong plea for equity- and child-focused investments. UNICEF is also working with MRD and ADB to provide targeted assistance to MRD during its current budgetary planning phase. The annual work plan with MEF captures the essence of this partnership and has allowed UNICEF to establish a much closer partnership with the ministry, providing space and opportunity for the first time.

The pace of implementation of activities with CNCC remained slow. UNICEF worked with CNCC to provide critical inputs to NSDP on the CRC.



**IR 0660/A0/04/006/003** Strengthened national institutional capacity including resources and technical knowledge to develop, roll out and coordinate cross-sectoral social protection strategy, inclusive of social welfare services.

**Progress:**

UNICEF worked directly with MoP and SNEC through formal and informal channels to integrate social protection within the Rectangular Strategy and NSDP as part of the human capital development strategy (as opposed to private sector development strategy of the last rectangular strategy). Findings of the 'Report on Rate of Return on Social Protection Instruments in Cambodia' influenced key policymakers on the importance of investing in social protection, while the draft joint monitoring indicators of the newly established technical working group on social protection commit to an annual 10 per cent increase of government resources. UNICEF successfully advocated for drafting of a national investment plan for social protection, which stands as the main policy plank

for SPCU's further work on social protection. The Social Protection Research Fund has produced some interesting research reports that influenced policy design (cash transfers) and policy reform (formal fees at commune level introduced by MoI) to benefit poor and vulnerable people.

A Social Protection ASEAN Framework proposed by Cambodia in 2012 during its chairmanship was endorsed by ASEAN 2013 Summit in Brunei.

UNICEF worked with SNEC to support social protection advocacy through research on fiscal space for social protection in partnership with Overseas Development Institute. Overall, the pace of implementation with CARD and SNEC was slow on account of the 2013 July elections. With CARD, capacity remains a significant constraint.

## PC 7 - Cross-sectoral costs



**PCR** 0660/A0/04/007 Effective and efficient programme planning, coordination, monitoring and support for sub-national programme delivery.

### Progress:

In 2013, the Country Programme Action Plan (CPAP) 2011–2015 implementation reached its midpoint. The MTR process was carried out and concluded at the High Level Meeting on 4 November 2013 presided over by the Deputy Prime Minister and Ministers and Secretaries of State from sector ministries. Partners endorsed findings and proposed adjustments for the country programme's remaining period. As part of the MTR process, revisions were made to programme results and indicators with inclusion identified determinants for each output (IR). The revision also resulted in alignment of results and indicators with the Office's new strategic plan.

Throughout the MTR process, inter-sectoral issues and challenges such as integrated planning, ECD, geographical convergence and integration, sub-national budgeting, strengthened demand, community resilience/disaster risk reduction and equity-focused monitoring were extensively discussed and prioritized for the remainder of the country programme. These topics, along with implementation plans, will be discussed at the annual planning workshop in January 2014. Outcomes of inter-sectoral strategies will be incorporated into rolling 2014 and 2015 work plans. Field presence is also reduced from five to three offices. Zone offices will be further strengthened in advocacy and will ensure that evidence is generated and influences local and national planning and policy process.

Senior Management Team visits to zone offices during 2013 provided a platform for zone-based staff and management to review progress and main challenges, understand strategic vision and clarify expectations. In addition, joint inter-collaboration field visits (section heads and programme staff) to zone offices enabled better communication, dialogue and understanding of cross-sectoral issues and programme convergence.

Zone offices monitored and updated the situation analysis of children and provided inputs/feedback on 2013 annual work plan implementation through section retreats/meetings, producing case studies, human interest stories and equity-focused analyses to inform policy and advocacy work at sub-national and national levels.

A key pending priority in 2014 will be linking qualitative studies in the Integrated Monitoring and Evaluation Plan (IMEP), analysing cross-sectoral barriers and bottlenecks, and translating analysis into action. Furthermore, the Office will conduct a Programme Policy and Procedures course in early 2014 to strengthen results-based management, promote knowledge on MoRES and prepare staff for the development of a new country programme.

In its effort to promote UNICEF visibility and programming, the Facebook page was developed and promotional signboards placed on local 'tuk-tuk' transportation. UNICEF Cambodia boasts over 4,700 Facebook fans and increased interaction with young people during 2013.



**IR** 0660/A0/04/007/001 Effective and efficient programme coordination, monitoring and field support.

### Progress:

In 2013, the MTR of the CPAP 2011-2015 was a key task. The process produced a comprehensive situation analysis using the determinant framework to analyse bottlenecks/barriers that prevent children and women from receiving social service, consultations with concerned sectoral partners and agreements on strategic shifts for future cooperation.

Quarterly review meetings between sections and the Deputy Representative were conducted to check progress,

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challenges and agree on ways forward. The combined midyear review and second internal MTR meeting in August and the one-day extended programme management group meeting in December provided platforms to review progress, challenges and collaboration issues and agree on medium- and long-term priorities. A planning in January 2014 will review pending MTR issues, such as geographical convergence, resilience/disaster risk reduction, ECD and urban poor and ways to plan and implement appropriate measures through 2014 Annual Workplans (AWP).

In advancing MoRES introduction, the MoRES task force was established to coordinate planning and implementation. Among six programmes, Health finalized its Level 3 plan, monitored and reported progress during mid-year and end-year reporting. Other programmes are finalizing Level 3 plans by revising the results framework as part of the MTR process. As a result of UNICEF advocacy, the MoP revised commune database questionnaires to add indicators that will enable yearly monitoring of bottlenecks and barriers in education, WASH, health and child protection. In 2014, UNICEF will support MoP to conduct a comprehensive evaluation of the commune database. The findings will help the Government improve the database's usefulness and reliability for planning and monitoring development progress. A key priority for 2014 will be developing a MoRES communications strategy to roll out implementation.

With modification of the AWP database in 2013, the Office is able to monitor fund utilization against cash disbursement plans.



#### **IR 0660/A0/04/007/002 Five Zone Offices are operational and managed effectively.**

##### **Progress:**

During the reporting period, zone offices supported implementing partners in AWP implementation, conducted field monitoring, held monthly and quarterly meetings to review progress, discussed cross-sectoral collaboration and took corrective actions. In 2013, zone office staff conducted 56 equity-focused analysis papers consisting of 29 case studies and 27 human interest stories, some of which are brought to sectoral technical working groups, donor meeting forums and NGO-coordination meetings to inform planning and policy dialogues.

Meetings between zone office chiefs and Programme Coordination Monitoring Field Support were carried out on a monthly basis and participants expanded to include sectoral focal points/section chiefs. The meetings provided a platform for zone chiefs to raise urgent issues and discuss practical solutions. Zone chiefs also received coaching during these meetings from supervisors and planning specialist.

As part of the MTR process, the Senior Management Team (Representative, Deputy Representative, Chief of Operations, staff association representative, Chief of Planning) visited and held consultations with each zone office to collect views and proposals from staff concerning strategic shifts, efficiency gains and adjustments concerning programme priorities, results, office structure and staffing for the second half of the CPAP cycle. All findings informed the Country Management Team (CMT) meeting in February regarding Office structure adjustment. One crucial change from the MTR was the reduction of zone offices from 5 to 3; each has a focus area (Phnom Penh zone, urban poor; Siem Reap zone, migration (child protection); Kampong Cham zone, integrated community development (ethnic minorities).

Zone offices also conducted situation analysis and brought key evidence, reality check and priorities to section retreat/meetings to inform the 2014 annual work plan development.



#### **IR 0660/A0/04/007/003 Ensured national availability and local delivery of essential supplies in support of UNICEF assisted programmes and partners.**

##### **Progress:**

While the overall supply strategy targets counterpart capacity development, direct procurement and delivery is done at Government request in specific areas, notably in support of health-, nutrition- and education-related MDGs. In 2013, overall procurement volume for goods, services and procurement services amounted to US\$12.3 million, representing a 9 per cent increase over 2012.

The percentage of total procurement that represents essential supplies for children increased slightly to 84 per cent. While vaccines remain a core commodity, anti-retroviral drugs, HIV test kits and medical supplies are contributing to other key programme areas. In response to the floods, emergency relief supplies (water purification chemicals, jerrycans, soap) were distributed in 15 provinces to meet critical WASH needs of some

30,000 affected households. The Nutrition programme was seriously compromised when it emerged that MNP from manufacturer Piramal was spoiled. Discolouration and clumping was found more than a year before the expiry date, necessitating distribution to stop and the product to be disposed.

Reaching US\$8.7 million in 2013, the value of procurement services continued to exceed UNICEF's direct supply assistance in Cambodia and acts as a bridge mechanism until the Government has the required procurement capacities.

Following investigations by the Office of the Inspector General, the Global Fund to Fight AIDS, Tuberculosis and Malaria took several risk-mitigating measures to address fraud with public procurement. As a consequence, and given the poor performance of the Voluntary Pooled Procurement mechanism, the Global Fund asked UNICEF to handle international procurement of health products for three of their Cambodia grants (HIV, TB, Health System Strengthening).

An internal customer satisfaction survey for 2013 showed similar positive results compared to a year earlier, with an overall satisfaction rate of 94 per cent, a marginal improvement of 1 percentage point.



**IR 0660/A0/04/007/004** Key children's and women's issues are brought to the attention of target audiences for advocacy and resource mobilization.

**Progress:**

External Communication supported resource mobilization in coordinating inputs to the online Fundraising Toolkit for IR1 and IR4, including human interest stories and photographs. Working closely with sectoral and zone teams, missions from the German Committee for UNICEF (January, March, October), the U.S. Fund for UNICEF (February) and IKEA/Australian Committee for UNICEF (November) were supported; additional national committee visits are planned for January and April 2014.

Recruitment from the UNICEF database of two interns enabled regular social media posts. Combined with use of six tuk-tuk signboards in Phnom Penh to promote the Facebook page, UNICEF Cambodia doubled the fan base target by December. With UNICEF Regional Office support, a searchable blogspot was established on UNICEF Cambodia's website. Facebook posts in Khmer and English increased interaction with young people and analytics show high levels of reach and engagement on issues including the Cambodia visit of UNICEF Germany Ambassador, Eva Padberg; disability; violence against children; and birth registration. The 'Growing Up in Cambodia' series developed to give a voice to children proved very popular with the social media audience.

Interviews were conducted with international media outlets Channel NewsAsia and UN Radio to highlight UNICEF's work on child protection and water and sanitation. An op-ed on children with disabilities coincided with *The State of the World's Children* launch and was carried by both the *Phnom Penh Post* and the Khmer newspaper, *Rasmei Kampuchea*. However, challenges remain in building meaningful interaction with Khmer media on child rights. UNICEF continued to respond to media and public queries on issues including adoption, orphanages and gender parity in schools. The MTR process determined that a higher skill level was required for the national communication officer and that greater programme synergy would be achieved through the integration of C4D with external communication in creating awareness and demand for social services and child rights.



**PCR 0660/A0/04/800** Effective and efficient programme management and operations support to programme delivery.

**Progress:**

In 2013, the CMT met five times in addition to a three-day annual retreat held earlier in the year and to the team's participation in the MTR and management reviews. The CMT examined and addressed key management issues, reviewed progress against the Annual Management Plan (AMP) and analysed progress and constraints encountered against key management indicators/results and regional benchmarks. The Programme Management Group (PMG) and Operations Management Group continued to provide inputs to the CMT agenda. Regular all staff meetings with teleconference hook ups with zone offices were held on the next working day following the CMT meetings and served as a platform for open and transparent feedback on CMT decisions.

At the midpoint in the country programme, the Office undertook a thorough analysis of the situation of women and children, assessing the degree to which planned interventions strategically address relevant barriers and

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specific inequalities experienced by children in Cambodia; conducted a risk assessment and evaluability assessment to identify internal and external factors influencing the achievement of results; carried out in-depth discussions with Government counterparts and development partners to clarify end goals, challenge assumptions, better map necessary changes, and identify strategies for enhancing interventions; and reviewed lessons learned, annual programme and management review and evaluation recommendations.

The MTR demanded that strategic shifts and tightening of focus be achieved in light of diminishing resources. From planned levels, Regular Resources to the country programme were reduced initially by 3 per cent, then by 10 per cent, and given that the levels remain over those predicted by the Board-approved formula, the MTR factored in ongoing reductions on an annual basis. Other Resources, while appearing on track, are heavily weighted in favour of the education sector, with health, nutrition and child protection sections facing significant challenges to afford staff structures as well as to continue planned interventions.

In agreeing that operating and programme costs needed to be reviewed and considerably curtailed, the Office undertook an intensive, all-inclusive consultation with input from staff in all sections, in all zones and at all levels.

These consultations were conducted between December 2012 and February 2013, with agreements reached at the CMT retreat as to how to stay ahead of the zero growth to Institutional Budget in the face of increasing operations costs; the innovation to create a Vision Hub to manage all transactions and build expertise; and the decision to reduce the number of zone offices and to reduce programme staff numbers to ensure more efficient staff ratio to programmable budget levels (net decrease of 31 posts and closure of two of five zone offices). Staff members affected by the changes were notified as early as March and were provided significant career planning and other HR support.

The 2013 Learning and Development Impact Report concluded that an implementation rate of 80.6 per cent against planned learning activities was achieved.



#### **IR 0660/A0/04/800/001 Effective and efficient Governance and Systems.**

##### **Progress:**

As part of the annual AMP and MTR process, the Office's risk profile was reviewed and updated by the CMT and used to inform planning and decision-making related to programme interventions, key partnerships, committee assignments, delegations of authority/release levels, Contract Review Committee limits, Programme Cooperation Agreement Review Committee terms of reference and limits, Harmonised Approach to Cash Transfer (HACT) assurance plans and other programme monitoring activities.

Membership in the key Office statutory committees is reviewed on a regular basis and changes are made to insure an adequate mix of levels (General Service/GS, National Officer/NO, International Professional/IP), is gendered balanced, with programme and operations representation.



#### **IR 0660/A0/04/800/002 Effective and efficient management and stewardship of Financial Resources.**

##### **Progress:**

In 2013, the Office frequently met or exceeded the Regular Resources, Other Resources and Institutional Budget commitments and utilization benchmarks established by the CMT and the UNICEF Regional Management Team. The Office continued to monitor the use of direct cash transfers through joint financial spot checks and field monitoring activities undertaken by Phnom Penh-based staff and staff members in the five zone offices. Through the timely submission and ongoing monitoring of direct cash transfer liquidation documentation, outstanding transfers greater than six months were well within agreed-upon benchmarks.

The percentage of donor reports submitted on time was 100 per cent.

The Office has fully embraced SAP/VISION in an International Public Sector Accounting Standards (IPSAS)-compliant environment. Financial accounts were accurately recorded and posted using the new financial guidelines and UNICEF's chart of accounts. Payments to vendors were made on time, including the processing and disbursement of the monthly payroll. The reconciliation of accounting records were accurately done and completed in a timely manner.

The Office continued to make effective use of its bank optimization and cash forecasting tools and performed well

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in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. The Office prepared and successfully uploaded monthly bank reconciliation statements for its two local bank accounts (US dollars and Cambodian riel) within the required timelines.

While significant progress was made in the successful completion of planned micro-assessments of implementing partners, gaps remain in the full implementation of the joint HACT Assurance Plan, particularly in the area of joint financial spot checks, documentation of programme field monitoring visits, scheduled and special audits, and capacity development of implementing partners. Specifically, more needs to be done to improve the quality and frequency of assurance activities.



#### **IR 0660/A0/04/800/003 Effective and efficient management of Human Capacity.**

##### **Progress:**

The main risk area in the Office management environment is talent management. To mitigate the risks of downsizing and changing roles and functions, the Office continued to acknowledge the roles and contributions of departing and remaining staff; created a common and consistent message from the CMT providing clarity, showing direction and building confidence; continued to strive for fairness, respect, and dignity-individually and collectively; informed staff of changes and took definitive action, allowing time for reflection; applied UN and UNICEF processes, rules and regulations in a consistent and fair manner; and provided support, coaching/mentoring and training to staff members affected by the changes.

Staff members affected by the changes were notified as early as March and were provided significant career planning and other HR support.

The 2013 Learning and Development Impact Report concluded that an implementation rate of 80.6 per cent against planned learning activities was achieved, including change management, career development and planning, leadership and supervisory skills through participation in SDLP and DLC as well as corporate initiatives; e.g., VISION – with a focus on Supply Chain and Travel Management. At the end of February, the percentage of Performance Evaluation Reports (PERs) signed and closed was only 10 per cent. Steady progress was made over the course of the year and by the end of October 100 per cent of the 2012 PERs for all GS, NO and IP (e-PAS) were signed and closed.

At the end of 2013, the percentage of females to total staff was 37 per cent (59 per cent for IP staff), compared to 36 per cent (73 per cent for IP staff) a year earlier.

## Effective Governance Structure

In 2013, the third year of the 2011–2015 country programme, the CMT met five times in addition to the three-day annual retreat held earlier in the year and to the team's participation in the MTR and management reviews. The CMT examined and addressed key management issues, reviewed progress against the AMP and analysed progress and constraints encountered against key management indicators and UNICEF regional benchmarks. The PMG and Operations Management Group continued to provide inputs to the CMT agenda, including CMT decision memos that greatly enhanced management discussions and decision-making. Regular all staff meetings with teleconference hook ups with zone offices were held on the next working day following the CMT meetings and served as a platform for open and transparent feedback on CMT discussions and decisions.

At the midpoint in the country programme, the Office undertook a thorough analysis of the situation of women and children, assessing the degree to which planned interventions strategically address relevant barriers and specific inequalities experienced by children in Cambodia; conducted a risk assessment and evaluability assessment to identify internal and external factors influencing the achievement of results; carried out in-depth discussions with Government counterparts and development partners to clarify end goals, challenge assumptions, better map necessary changes, and identify strategies for enhancing interventions; and reviewed lessons learned, annual review and evaluation recommendations.

The MTR also demanded that strategic shifts and tightening of focus be achieved in light of diminishing resources. From planned levels, Regular Resources to the country programme were reduced initially by 3 per cent, then by 10 per cent, and given that the levels remain over those predicted by the Board-approved formula, the MTR factored in ongoing reductions on an annual basis. Other Resources, while appearing on track, are heavily weighted in favour of the education sector, with health, nutrition and child protection sections facing significant challenges to afford staff structures as well as to continue planned interventions.

In agreeing that operating and programme costs needed to be reviewed and considerably curtailed, the Office undertook an intensive, all-inclusive consultation with input from staff in all sections, in all zones and at all levels. Creative solution groups were also formed to identify other possible shifts and areas for efficiency and effectiveness gains to be made. The Staff Association was engaged in all consultations, including in the CMT, which considered and approved all final decisions. These consultations were conducted between December 2012 and February 2013, with agreements reached at the CMT retreat as to how to stay ahead of the zero growth to Institutional Budget in the face of increasing operations costs; the innovation to create a Vision Hub to manage all transactions and build expertise; and the decision to reduce the number of zone offices and to reduce programme staff numbers to ensure more efficient staff ratio to programmable budget levels. Staff members affected by the changes were notified as early as March and were provided significant career planning and other HR support.

## Strategic Risk Management

The Office's risk profile was reviewed and updated by the CMT and used to inform planning and decision-making related to programme interventions, key partnerships,

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committee assignments, delegation of authority/release levels, Contract Review Committee limits, Programme Cooperation Agreement Review Committee terms of reference and limits, HACT assurance plans and other programme monitoring activities.

In 2013, major risks to achieving country programme results related primarily to the country environment were identified as:

*Political, economic and institutional:* Cambodia remains a highly complex political environment. Any long-term changes that may result from the 2013 election in Cambodia remain difficult to predict. The overall scenario creates the need to analyse and carefully select UNICEF's role and strategies over the coming period.

*Aid environment:* Despite aspirations to graduate from least-developed country status, Cambodia is still dependent on aid and struggles to coordinate and harmonize donor-funded projects. Donor fragmentation has a negative impact on many national development processes. Effective HACT monitoring is crucial and continued direct procurement and expanded use of procurement services combined with capacity-building efforts to strengthen implementing partner supply chain management.

*Emergency risks:* Cambodia is an emergency risk country, with frequent cycles of drought and flood affecting the country, along with a more limited risk of disease outbreak. During the year, the Office committed to a standing level of readiness to respond to the emergency needs of 10,000 people and pre-positioned a limited quantity of WASH relief supplies used in response to the flood emergency. The emergency risk assessment, including threats and possible humanitarian consequences, was updated during the MTR. UNICEF's field-based presence continued to be instrumental in monitoring the situation and developments on the ground.

The main risk area in the Office management environment is talent management. To mitigate the risks of downsizing and changing roles and functions, the Office continued to acknowledge the roles and contributions of departing and remaining staff; created a common and consistent message from the CMT providing clarity, showing direction and building confidence; continued to strive for fairness, respect, and dignity - individually and collectively; informed staff of changes and took definitive action, allowing time for reflection; applied UN and UNICEF processes, rules and regulations in a consistent and fair manner; and provided support, coaching/mentoring and training to staff members affected by the changes.

The Office has a business continuity plan in place that was implemented in response to instances of civil unrest, testing the Office's ability to work from home and from other remote locations.

## Evaluation

In 2013, the Office invested considerably in strengthening the evaluation function. This included continued focus on implementing and sustaining work processes that were developed by the Office with strong support from the UNICEF Regional Evaluation Advisor.

A local Evaluation Function Dashboard was developed that presents critical information and updates on the status of evaluations and progress of management responses. The dashboard and work process has contributed to more systematic planning, implementation, dissemination of IMEP enquiries, better quality evaluations, and timely implementation and follow up of management responses. Dashboard progress was reviewed by PMG and CMT regularly. Moreover, the Buddhist Leadership Initiative

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Evaluation conducted in 2012 was rated highly satisfactory and included among the top 36 evaluations by UNICEF's Global Evaluation Reports Oversight System.

IMEP 2013 (a sensitive election year) included 25 activities (2 evaluations, 23 studies). Implementation and completion rates were 72 and 40 percent accordingly. Eight activities will be completed by the first half of 2014, while seven were postponed or cancelled. Findings, recommendations and actions from IMEP activities contributed to strategic shifts at Mid-Term Review as well as used to advocacy for more equitable programming and budget allocations.

While quality of evaluations has improved, the Office acknowledged that strategic evaluations were not planned and conducted sufficiently. The proposed draft IMEP for 2014–2015 includes major evaluations for education and child protection programmes and evaluability assessment of the new country programme among others, providing more strategic evidence and lessons to contribute to programmatic decisions and shaping of the new country programme.

The Regional Evaluation Advisor offered significant support in strengthening the evaluation function and quality assurance of evaluations and management responses, providing substantial support to the Joint Evaluation conducted in 2013. Moreover, the Regional Office and UNICEF Cambodia combined on an internal evaluability assessment that contributed to the revision of the results matrix of programmes, MTR process in general and identification of major evaluations for the next two years. UNICEF supported the Cambodian Evaluation Society to register at the International Organization for Cooperation in Evaluation, resulting in a grant for institutional capacity strengthening. The Cambodia delegation joined in declaring the EvalYear 2015 during the 3rd M&E Network Forum Philippines and committed to organize a national M&E forum in Cambodia in April 2014 and develop a road map to contribute to EvalYear 2015.

Despite the progress, there are challenges related to evaluation function that the Office will focus and address in 2014. These include the need to:

- Strengthen the capacity, knowledge and skills of staff members in designing, developing and managing evaluations;
- Further strengthen and maintain quality assurance processes and mechanisms, including utilization of evaluations in programme planning and decision-making;
- Develop a roster of local and international consultants for better access;
- Further strengthen Government's institutional capacity in M&E and collaborate with the Government, Cambodian Evaluation Society, academic institutions and development agencies to enable an evaluation environment in Cambodia towards EvalYear 2015.

### **Effective Use of Information and Communication Technology**

In order to ensure the efficient use of ICT in UNICEF Cambodia, a number of significant projects were successfully undertaken, including migration of Symantec Endpoint (anti-virus system) and the installation of the Dynamic Host Configuration Protocol Server and a security patch for servers and clients. Help desk support, hands-on training and guidance was provided to staff members in the country Office and five zone offices on the major ICT services and applications such as IBM Notes messaging, Internet and Intranet access, VISION, and direct and remote access to network resources such as printer and file sharing, SharePoint and other telecommunications services (e.g., Skype, WebEx, video and teleconference calls).

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Orientation, training and ICT equipment were provided to new staff members, consultants and interns, ensuring that all were equipped with the right tools and knowledge in order to ultimately deliver better results for children.

Efficient use of ICT continued to play an important role in reducing costs and supporting Office efforts to be more environmentally friendly by reducing the number of face-to-face events through virtual meetings and other events with the use of telephone/Skype/WebEx, and through a more rational and fuel-efficient use of office generators, the principal power source during business hours.

The ICT team effectively maintained the network infrastructure, updating key aspects of the Business Continuity Plan and managing any threat to network security. The Windows Server 2008 R2 (active directory and file/printer server), WSUS server, DHCP server, Mission Control Firewall and Riverbed appliance were well maintained during the year. The country Office is connected to the Internet by two internet service providers with three Internet links – two main and one backup fibre optic at 15Mbps. This service is provided by local ISPs from a different network point of presence. The fail-safe backup resource is set at a speed of 2Mbps, which is connected through a second Internet service provider. If one link fails, it automatically reverts to the backup links. Consequently, the network systems are robust and reliable, with little or no interruption to business transactions, i.e., online and real-time web-based applications like VISION and Skype/WebEx conference systems.

In addition, Cisco AnyConnect Secure Mobility Client and Citrix web portal were put in place to allow zone Office staff and other critical programme staff to work from home or any remote location that has Internet connectivity. Moreover, the IBM Notes Traveller service was enhanced to enable more users to access email remotely from personal handheld devices.

With no contracted support in the wider UN, UNICEF provides emergency tele-communications support (VHF, repeaters) to all Agencies, responding to 38 calls in 2013.

The ICT team also served as a useful resource to the Administration unit and the Property Survey Board by identifying obsolete or damaged equipment that can be disposed of through transfer or sold for parts in a timely manner. This has improved the quality and integrity of asset records.

### **Fund-raising and Donor Relations**

In 2013, 100 per cent of donor reports were sent on time. The report quality was satisfactory and emphasis was given to improving the articulation of results for children and illustrating UNICEF's upstream technical expertise. Donor reports were written to meet different donors' expectations and further improvements can be made in 2014 to strengthening results language and highlighting UNICEF's unique comparative advantage.

The country Office effectively mobilized 73 per cent of resources of OR ceiling in the Country Programme Document, a total of US\$16.7 million, and overall, funds available were utilized optimally with a rate of 85 per cent. Fund-monitoring mechanisms are in place, including a Senior Budget Control Assistant and in-house tracking tools. Fund utilization is reviewed monthly by the PMG and quarterly by Fundraising Taskforce and

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CMT. The Manager Dashboard is also used to monitor grants expiration to avoid unnecessary extension.

With a narrowing donor base and less RR, the Office used its resource mobilization strategy and a task force to effectively monitor and manage engagement with public and private donors. The strategy has clear targets and identifies funding gaps, roles and responsibilities and tools with which to pursue and monitor resource mobilization activities. The task force supported the Office in streamlining donor engagement and monitored fundraising.

Managing donor relationships in an evolving context requires attracting and quite time-consuming negotiation with new non-traditional donors, such as South Korea [\[AL1\]](#) or the Australian Government on disability. The landscape of traditional donors is changing: in Australia funding trends may change with the change of development assistance government structures, USAID focuses support through NGOs and private sector contractors, the EU is developing a new country strategy and some bilateral partners such as Spain and the United Kingdom have phased out of Cambodia. Australia has emerged as a lead in disability funding.

Key donor relations are nurtured through regular data and analysis sharing, meetings, in-country thematic coordination, policy dialogue and quality reporting. A number of visits from national committees, as part of fundraising activities, were hosted and the return on the investment of time and effort and partner relations needs to be evaluated better. Donor relations are maintained by the Representative and Deputy Representative, with working level and day-to-day servicing from section chiefs.

The Office was successful in obtaining UNICEF thematic funds, support from a global WASH project supported by the UK Department for International Development, UN joint programme funding from the Australian Government for a disability rights programme, and emergency funds for the 2013 floods. The Office closely monitors emerging funding opportunities through which to mobilize resources.

The 2013 funding priorities were child protection, MNCH, and nutrition. Proposals, other fundraising tools and relationships with donors were developed accordingly. Other programme areas have mobilized resources through proposals, such as education, which secured ongoing funds from Sweden. A repository of human interest stories, short concept notes and fact sheets exists to share with national committees and potential private donors.

### **Management of Financial and Other Assets**

In 2013, the Office frequently met or exceeded the Regular Resources, Other Resources and Institutional Budget commitments and utilization benchmarks established by the CMT and the UNICEF Regional Management Team. The Office continued to monitor the use of direct cash transfers through joint financial spot checks and field monitoring activities undertaken by Phnom Penh-based staff and staff members in the five zone offices. Through the timely submission and ongoing monitoring of direct cash transfer liquidation documentation, outstanding transfers greater than six months were well within agreed-upon benchmarks.

While significant progress was made in the successful completion of planned micro-assessments of implementing partners, gaps remain in the full implementation of the joint HACT Assurance Plan, particularly in the area of joint financial spot checks, documentation

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of programme field monitoring visits, scheduled and special audits, and capacity development of implementing partners. Specifically, more needs to be done to improve the quality and frequency of assurance activities. The Office wants to build upon the best practices of linking financial spot checks with monitoring of programme results; e.g., Ratanakiri and Mondulkiri provincial office of education joint visits.

In 2014, the Office will request support from Headquarters and the Regional Office to provide simplified and standardized spot check tools, as well as provide support for refresher training, and/or training of trainers for country Office HACT focal points to provide training to responsible staff and implementing partners. The Office will also seek more information about best practices from country offices that have outsourced some assurance activities. In 2014, the UNICEF Cambodia Office will serve as the HACT Focal Point for the UN Country Team and will be responsible for tracking, monitoring and updating the joint UN HACT database using Microsoft Access. The challenge for the Office will be to ensure harmonized approaches and joint assurance activities whenever possible, but also to address the potential duplicity of work for data entry in VISION and the local central database that other UN agencies have come to rely on.

The Office has fully embraced SAP/VISION in an IPSAS-compliant environment. Financial accounts were accurately recorded and posted using the new financial guidelines and UNICEF's chart of accounts. Payments to vendors were made on time, including the processing and disbursement of the monthly payroll. The reconciliation of accounting records were accurately done and completed in a timely manner.

The Office continued to make effective use of its bank optimization and cash forecasting tools and performed well in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. The Office prepared and successfully uploaded monthly bank reconciliation statements for its two local bank accounts (US dollars and Cambodian riel) within the required timelines. The Office also successfully re-established and managed six petty cash funds, insuring the effective and timely processing and replenishment of accounts to meet zone office and country office financial needs.

In preparation for the 2013 closure of accounts, the Office took full advantage of the monthly and year-end financial closure activities. The exercise was helpful in ensuring that all financial, asset management and inventory data in SAP was complete and accurate, particularly for UNDP prepayments, value-added-tax receivables, staff Personal Advance and Recovery accounts, and approved Property Survey Board recommendations. The reconciliation of UNICEF contributions for UN Volunteer costs managed by UNDP since 2004 uncovered over US\$100,000 in unexpended contributions that can be used for future UNV costs.

The monthly and year-end closure activities were successfully used by the CMT to review and assess the Office's performance and to inform planning for year-end financial closure and reporting requirements.

Recognizing that the criteria to assess NGO partner suitability differs from the criteria to assess regular goods and/or services providers, a separate Programme Cooperation Agreement Review Committee, chaired by the Deputy Representative, was established in 2010. In 2013, the committee met five times and reviewed five cases valued at approximately US\$950,000.

As part of the Office's ongoing risk assessment and mitigation measures, the Contract

Review Committee ceiling was maintained at US\$40,000. The committee met 11 times in 2013 and reviewed 19 cases valued at approximately US\$2.5 million.

## Supply Management

In 2013, the overall procurement volume of goods, services and procurement services amounted to US\$12.3 million, representing a 9 per cent increase over 2012 levels. The procurement volume, excluding services, totalled US\$3.6 million, equivalent to 17 per cent of the Cambodia country Office's annual fund utilization. The trend of reduced expenditures on goods and an increase in the volume of service expenditures continued given the programme shift toward upstream policy work.

Direct supply inputs to the country programme amounted to US\$1.6 million. The most commonly procured supplies were ICT, office equipment, medical equipment and printed materials. Local procurement remains challenging as the market is poorly developed and largely dominated by retailers with a limited manufacturing base. In response to the floods in 2013, emergency relief supplies (water purification chemicals, jerrycans, and soap) were distributed in 15 provinces to meet the critical WASH needs of some 30,000 affected households.

Collaboration with GIZ (German Society for International Cooperation) for the procurement and delivery of medical equipment and hospital furniture was fostered.

Table 1. Programme Supplies by commodity, 2013

<b>Category</b>	<b>Value (US\$'000)</b>
IT and office equipment	494
Medical equipment	296
Printing	209
Water and sanitation supplies	176
Education supplies	113
Other	320
<b>TOTAL</b>	<b>1,608</b>

The nutrition programme was seriously compromised when it emerged that multiple micronutrient powder from the manufacturer Piramal was spoiled. Discoloration and clumping was found more than a year before the expiry date, necessitating a halt in distribution and disposal of the product.

The value of service inputs reached US\$2 million, mainly covering technical assistance, consultancies, research and advisory services. New approaches in the provision of technical assistance for MoEYS through the CDPF were introduced, resulting in the establishment of two Long-Term Arrangements (LTAs) with two different firms for the recruitment and management of consultants. Other service inputs include translation, interpretation and editing, as well as construction. Direct contracting of construction decreased considerably when compared to 2012, as a result of a shift to increase delegated procurement to NGO partners, mainly for WASH infrastructure projects.

Table 2. Services by category, 2013

<b>Category</b>	<b>Value (in US\$'000)</b>
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Technical assistance (CDPF)	1,075
Consultancy services	550
Research and advisory services	124
Broadcasting	123
Operations (internet service, security)	105
Other services	42
<b>TOTAL</b>	<b>2,019</b>

At US\$8.7 million, the value of procurement services continued to exceed UNICEF's direct supply assistance and remains an important mechanism to leverage resources for children. While vaccines are largely funded by GAVI, the Government increased its budget allocation for vaccine procurement by US\$0.7 to US\$2.2 million in 2013. This further improves sustainability of the Governments' immunization programmes.

Table 3. Procurement services by commodity, 2013

<b>Category</b>	<b>Value (US\$'000)</b>
Vaccines	5,118
Pharmaceuticals	2,993
Medical renewables	378
Diagnostic test kits	184
Nutrition	30
Other	17
<b>TOTAL</b>	<b>8,720</b>

The long-awaited investigation report by the Office of the Inspector General of the Global Fund to Fight AIDS, Tuberculosis and Malaria revealed some irregularities. The Fund took several risk mitigating actions, with UNOPS assigned as the principal recipient for the malaria grant and UNICEF becoming the default procurement agent for three other grants (HIV, TB and health system strengthening). Consequently, requests for anti-retroviral drugs, HIV test kits and medical supplies increased in 2013.

Common procurement initiatives are coordinated by the Operations Management Team. UNICEF continued to lead inter-agency procurement through joint Long-Term TAs and UN intranet-based information sharing. At year-end, there were 31 LTAs in place, supporting the Office and other UN agencies in securing favourable prices and reducing transaction times for commonly procured goods and services.

UNICEFs response to the Syrian refugee crisis was supported by the deployment of the UNICEF Cambodia Supply Officer to Ankara, Turkey, for a three-month emergency assignment.

## Human Resources

The 2013 Human Resources agenda was approved by February CMT to respond to MTR recommendations and to declining resource levels. The changes included:

- closure of two / five zone offices;
- abolishment of 57 posts;
- creation of 25 posts.

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The Staff Association participated and were consulted throughout and all efforts weighed gender balance concerns, with women over-represented in international positions and under applying for NO and GS positions. The second quarter of 2013 focused on supporting staff on abolished posts; and the third quarter was dedicated to the preparation and finalization of the strategic shifts and subsequent staff plan presented at the October UNICEF Regional Programme Budget Review and thereafter its implementation.

Staffing shifts emanating from the MTR were:

- 43 staff separated from service
- 3 staff transferred to new duty stations
- 26 recruitment actions
- 8 pending recruitments early 2014

Generic vacancy announcements were used to simultaneously recruit for positions with similar job descriptions. The approach was highly effective and is recommended for replication. Existing talent groups were used to source two out of three international recruitments. Particular attention was paid to the situation of disabled staff and this was applauded by staff association.

Facilitating change and supporting staff on abolished posts was an important area of emphasis. Focus was given to ensuring staff, especially those on abolished posts, support to prepare for next career steps, within or outside the organization, including:

- An external career advisor provided training and career advice, in person and remotely;
- Preparation of a career toolkit, including tips and advice on job-seeking;
- Training on competency-based interviewing;
- Mock interviews to prepare for UN selection processes;
- Advice on entitlements and benefits related to separations and early retirements;
- Posting of job vacancies from within and outside the UN.

#### *Learning and development*

The Office learning plan, developed by the HR Development Team, Office management, section supervisors and staff, focused on effective management of the country programme in a rapidly changing environment. Due to the decreasing funding levels, a key Office priority has been the development of national staff management and leadership as well as a move toward integrated programming. Equity remains a key issue to be addressed. Finally, the plan called for a narrower focus on the growing number of urban poor, coupled with the staff's capacity to respond. The learning plan focused on five areas:

- Team effectiveness;
- Communication and advocacy;
- Planning and management for urban poor;
- Corporate initiatives;
- Individual learning.

With an emphasis on PER-linked learning plans, staff and supervisors are expected to support the Office learning plan and commit to regular discussions in 2014.

Through the UN Learning Programme, staff participated in various training sessions and events organized by Office, regional and HQ colleagues as well as other UN agencies.

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Other innovative learning approaches included internal (3) and external (3) office stretch assignments. Staff also supported emergency responses in Syria and the Philippines.

*HR business processes*

The HR business processes were tested and closely monitored through the many changes in 2013, including retirements, separations, transfers and reappointments. In 2014, further steps toward operational efficiency are planned with the establishment of the VISION Hub.

### **Efficiency Gains and Cost Savings**

In response to continued cuts in Regular Resources, combined with no growth in the Institutional Budget and uneven success in Other Resources fundraising efforts, the Office was obliged to intensify efforts to implement efficiency gains and other cost-savings measures.

In 2013, the CMT reaffirmed the established monitoring systems and actively enforced a number of earlier decisions related to official travel, including a greater use of blanket or multi-trip travel authorizations. The Office was successful in expanding the use of quarterly blanket Travel Authorizations (TAs) for drivers to also include monthly blanket TAs for frequent local travellers. The use of blanket TAs has significantly reduced the actual number of trips raised in VISION and has contributed to reduced transaction times for travel authorizations and travel claims. In 2014, a Vision Hub will be created with limited staff, leaving Programme Assistants to focus on HACT etc.

Another initiative undertaken locally, and as an example of greater effectiveness, was in the contracting of services for both institutions and individual consultants. This role falls under the responsibility of the Office's Supply section, supported by a Contracts Specialist. The complexity of evaluation, negotiation and contracting for services is much greater than that for other transactions. Negotiations of terms of reference, statements of work and terms and conditions are complex and can cause critical delays in programme delivery and possibly a loss of funds. This initiative supports compliance with Supply and Human Resources contracting rules and regulations and provides a more objective and transparent evaluation process with the introduction of predetermined evaluation criteria, focusing on value for money and a reduction of transaction costs. Additionally, terms of reference were consistently monitored to ensure deliverables, requirements, payment terms and timelines are realistic. Contracts are issued centrally, ensuring consistency and the inclusion of relevant terms and conditions. These measures lead to a reduction in single sourcing.

Common procurement initiatives are coordinated by the Operations Management Team. UNICEF continued to lead inter-agency procurement through joint LTAs and UN Intranet-based information sharing. At year-end, there were 31 LTAs in place, supporting the Office and other UN agencies in securing favourable prices and reducing transaction times for commonly procured goods and services.

The Office used generic vacancy announcements to simultaneously recruit for multiple positions with similar job descriptions. The Office also used existing talent groups to source two out of the three international recruitments undertaken during the year proved efficient: e.g., the recruitment time for the P-3 Nutrition Specialist took only one month from initiation to appointment.

Taking advantage of newer technologies and a more strategic approach to ICT support services, the Office upgraded and reduced the number of servers from seven to three, resulting in approximately US\$24,000 in savings. The Office saved over 600 per cent in ISP costs by moving Internet backup lines from VSAT to a local ISP. The annual cost of the VSAT Internet backup line was US\$18,000. The annual cost of the higher-performing backup line using the local ISP was only US\$2,904.

### **Changes in AMP & CPMP**

Building on the success of and lessons learnt from past change management initiatives, the 2013 MTR was a consultative and highly participative process. The Office updated its Country Programme Management Plan and Integrated Budget for the remainder of the country programme 2011–2015. In response to funding realities, particularly lowered Regular Resource levels and zero-growth Institutional Budget, the Office made significant mid-course changes. The main changes impacting the 2014 AMP include abolishment of 57 posts, establishment of 26 posts (net decrease of 31 posts) and closure of two zone offices. While no changes were made to the programme structure, there were changes in the management structure:

- Zone office chiefs report to the Representative;
- Social Policy and C4D elements in the Policy, Advocacy and Communication section are delinked;
- Social Policy reports to the Deputy Representative and C4D to the Chief of Communications;
- Creation of a P-3 planning and monitoring specialist reporting to the Deputy Representative;
- Supervision of the evaluation function changes from social policy chief to the Representative.

Given the need to reduce operating costs but maintain coverage and programme support, UNICEF's sub-national presence will be reduced from five zone offices to three. Key changes in sub-national presence are:

- Close Battambang and Preah Sihanouk offices;
- Maintain current zone office locations in Phnom Penh (co-located with country Office) Kampong Cham and Siem Reap (co-located with WFP), w/changes in areas of responsibility;
- Continue cost-savings efforts to co-locate in Kampong Cham with other interested UN agencies or other partners.

The Office's considerable past and ongoing efforts will also influence the 2014 AMP, as described in the efficiency gains and cost savings section. Building upon past consolidation efforts to minimize the number of users and improve transactional efficiency, the Office established a Phnom Penh-based VISION Hub that will:

- Improve service quality, accuracy and timeliness as team members become experts in transactions and roles;
- Improve IPSAS compliance and reduce financial and procurement integrity risks - fewer and more highly skilled staff processing transactions in a more stable environment;
- Decrease operational costs;
- Enable programme section and zone-based programme assistants to increase focus on monitoring programme activities and cash assistance.

To create greater regional synergies, the Office proposed to share a P-3 evaluation specialist in Cambodia, Myanmar and other interested country offices. Advantages of this proposal include:

- Better evaluation and access to quality assurance;
- Institutional capacity strengthening;
- Innovative solution and model to ensure availability a key function;
- Timely and quality management response and use of evaluation findings for equitable decision-making;
- Cost-sharing between participating offices.

This was reviewed during the October 2013 UNICEF Regional Programme and Budget Review and will be considered further in 2014.

Finally, the 2014 AMP will include plans to sustain actions taken in response to earlier audit recommendations, particularly in the full implementation of the joint UN HACT Assurance Plan, and continue to adopt innovative approaches to recruitment for newly established posts and for staff members, many of whom hold senior International Professional positions, who have reached their tour-of-duty limits.

## **Summary Notes and Acronyms**

### Acronyms

- 3PC – Civil Society Partnership Programme to Strengthen Child Protection Systems  
ADB – Asian Development Bank  
AHTJP – Anti-Human Trafficking /Juvenile Protection Task Force  
ANC – Antenatal care  
AOP – Annual Operational Plan  
ASEAN – Association of Southeast Asian Nations  
AWP – Annual Workplan  
BAT - Battambang  
BMC - Banteay Meanchey  
C4D – Communication for Development  
CARD – Council for Agricultural and Rural Development  
CCWC – Commune Committee for Women and Children  
CDHS – Cambodia Demographic and Health Survey  
CDPF – Capacity Development Partnership Fund  
CEDAW Convention on the Elimination of All Forms of Discrimination Against Women  
CFS – Child-Friendly Schools  
CLTS – Community-Led Total Sanitation  
CMT – Country Management Team  
CNCC – Cambodian National Council for Children  
COMBI – Communication for Behavioural Impact  
CPAP – Country Programme Action Plan  
CRC – Convention on the Rights of the Child  
D&D – Decentralization and De-concentration reform  
ECCD – Early Childhood Care and Development  
ECE – Early Childhood Education  
EID – Early Infant Diagnosis  
EMIS – Education Management Information System  
EPRP – Emergency Preparedness and Response Plan

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ESP – Education Strategic Plan  
ESWG – Education Sector Working Group  
EU – European Union  
HEF – Health Equity Fund  
HRF – Humanitarian Response Team  
HSSP2 – Second Health Sector Support Programme  
HWTS – Household Water Treatment and Safe Storage  
ILO – International Labour Organization  
IMCI – Integrated Management of Childhood Illness  
IMEP – Integrated Monitoring, Evaluation and Research Plan  
IPPC-CCMN – Integrated Postpartum Care-Community Care of Mothers and Newborns  
IPSAS – International Public Sector Accounting Standards  
IYCF – Infant and Young Child Feeding  
JMP – Joint Monitoring Programme  
JPIG - Joint Partnership Interface Group  
JTWG – Joint Technical Working Group  
KPT- Kampong Thom  
LGCR – Local Governance for Child Rights (programme component)  
M&E – Monitoring and Evaluation  
MEF – Ministry of Economy and Finance  
MNCH – Maternal, Newborn and Child Health  
MNP – Multiple Micronutrient Powder  
MNTE – Maternal and Neonatal Tetanus Elimination  
MoCR – Ministry of Cults and Religion  
MoEYS – Ministry of Education, Youth and Sport  
MoH – Ministry of Health  
MoI – Ministry of Interior  
MoJ – Ministry of Justice  
MoP – Ministry of Planning  
MoRES – Monitoring Results for Equity System  
MoSVY – Ministry of Social Affairs, Veterans and Youth Rehabilitation  
MoWA – Ministry of Women’s Affairs  
MRD – Ministry of Rural Development  
MTMR – Mid-Term Management Review  
MTR – Mid-Term Review  
NCDD – National Committee for Sub-National Democratic Development  
NCDD-S – National Committee for Sub-National Democratic Development-Secretariat  
NCHADS – National Centre for HIV/AIDS, Dermatology and STDs  
NEP – National Education Partnership  
NER – Net Enrolment Rate  
NIPH – National Institute of Public Health  
NSDP – National Strategic Development Plan  
NSPS – National Social Protection Strategy for the Poor and Vulnerable  
OD – Operational District  
OMC - Otdar Meanchey  
PAC – Policy, Advocacy and Communication (programme component)  
PCP – Police-Courts-Prisons  
PMG – Programme Management Group  
PNC – Postnatal Care  
PW – Pregnant Women  
RSIII – Rectangular Strategy-III  
RUTF – Ready-to-use Therapeutic Foods

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SAM – Severe Acute Malnutrition  
SBA – Skilled Birth Attendants  
SC-WASH – School and Community Water, Sanitation and Hygiene  
SIDA – Swedish International Development Agency  
SNEC – Supreme National Economic Council  
SPCU – Social Protection Coordination Unit  
SRP - Siem Reap  
SSM – Social Service Mapping  
SUN – Scaling Up Nutrition initiative  
TA – Travel Authorization  
UNDAF – United Nations Development Assistance Framework  
UNDP –United Nations Development Programme  
WASH – Water, Sanitation and Hygiene  
WFP – World Food Programme

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**Evaluation**

	<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
1	Cambodia CO IMEP 2013	2013/000	IMEP
2	Cambodia CO IMEP 2011-2015 - May 2013 update	2013/100	IMEP
3	Final Evaluation of the Joint Programme for Children, Food Security and Nutrition in Cambodia	2013/005	Evaluation
4	Assessment of the Complementary Feeding Communication Campaign for Children in Cambodia 2013	2013/002	Study
5	Economic Consequences of Malnutrition in Cambodia	2013/092	Study
6	Situation Analysis of Children and Women in Cambodia 2013	2013/001	SitAn

## Other Publications

	<b>Title</b>
1	Poster on Birth Registration
2	Leaflet on Pregnant women and New born Care during disaster situation
3	Leaflet on young children care during disaster situation
4	Radio spots on Birth Registration, Marriage certificate and Death certificate
5	TV Spot on Prevention of Drowning
6	TV Spot on Prevention of Diarrhoea focused on water treatment.
7	Booklet "What families should do before, during and after flood"
8	EPRP Guideline
9	T-shirt for ECCA
10	ECCA Bag
11	Year Planner 2014
12	TV Spot on mine risk education during and after flood
13	Buddhist Leadership Initiative Evaluation report in Khmer and English
14	Assessment of the policies, procedures and practices: Khmer and English
15	Legal aid directory in Khmer
16	Compendium of Child Protection
17	Measles and Rubella TV and radio spots production and airing
18	Measles and Rubella Radio spots in Khmer and other three local ethnic minority languages (Jaray, Kreung and Tumpuon)
19	Pre-recorder audio CD for Measles and Rubella immunization campaign
20	Flip Chart for the VHSG to provide counselling to pregnant women and post-partum women and Antenatal Care and Post-Partum Care services
21	Poster on Complementary Feeding
22	Leaflet on Complementary Feeding
23	Issue Briefs: 7 sets
24	SitAn Report
25	Social Budgeting For equitable Development
26	Child Tracker Two
27	Increasing Investment in Social Protection for Poverty Reduction & Inclusive Growth
28	Rates of Return
29	USB for MTR
30	MoRES

31	Info graphic 3
32	Childhood Malnutrition Status
33	Programme Evaluation Report: Food Security and Nutrition
34	Worrying Nutrition Results: CDHS 2012 in the context of high food prices
35	Poster on school enrolment
36	TV and Radio spots on school enrolment
37	Education Statistics and Indicators, EMIS pamphlet and wall chart
38	Manual on Inclusive Education
39	Manual on Specialised Education courses (low vision, hearing problem, disabilities)
40	Policy on Child-Friendly School
41	Capacity Development Partnership Funds T-shirt
42	Operational Manual on School Improvement Grant
43	Financial Manual on School Improvement Grant
44	National Education Staff Statistic Book
45	Children's story books
46	Factsheet on Global Hand washing Day
47	Leaflet on chlorination
48	Leaflet on diarrhoea prevention
49	Leaflet Clean Hand, Good Health
50	Leaflet, Use of the PUR Sachet
51	T-shirt – three key messages: Drinking safe water, using toilet and wash hand with soap.
52	Arsenic Leaflet
53	Arsenic Booklet
54	HWTS guideline
55	Fast fact of programmes: 7 sets
56	Tuk-Tuk boards
57	Examining life experiences and HIV risks of Young entertainment workers in four Cambodian Cities

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**Lessons Learned**

	<b>Title</b>	<b>Document Type/Category</b>
1	Lessons learned from the Buddhist Leader Initiative (BLI) in Cambodia	Lesson Learned
2	Decentralization and De-concentration (D&D) in the Education Sector	Lesson Learned