

Cambodia

Executive Summary

The UNICEF Cambodia five-year country programme of cooperation ended in 2015. UNICEF worked closely with the Government of Cambodia and other partners, to formulate the next country programme (2016 to 2018), which was approved by the Executive Board in September 2015.

UNICEF continued to successfully advocate for new reforms and policies. Through a UNICEF-supported mapping exercise, the Ministry of Social Affairs, Veterans and Youth (MOSVY) produced new statistics on the concentration of unregulated institutions in five provinces. This enabled the Ministry to establish a target of 30 per cent reduction of the number of such institutions by end 2016. In December, UNICEF and MOSVY launched an important sub-decree that will benefit children by better regulating the management of residential care institutions and preventing unnecessary family separation and placement of children in residential care.

Further key policies and plans supported by UNICEF in 2015 included the Teacher Policy Action Plan; 10-year strategic plan for civic registration and vital statistics (CRVS); and the Multilingual Education National Action Plan. Collaborative support with the World Bank enabled the Ministry of Rural Development to develop its Rural Water, Sanitation and Hygiene (WASH) National Action Plan (2016-18).

Several landmark studies produced in 2015 led to further policymaking. The Economic Burden of Violence Study, based on findings from the 2013 Violence Against Children Survey (VAC), was launched in December to better understand the impact of violence against children and estimate the economic burden of related health aspects. The study revealed that US\$168 million in 2013 was lost, accounting for 1.1 per cent of the country's GDP. An important study on the impacts of migration on children was also completed.

Enrolment of children aged three to five in early childhood education steadily increased from 25.4 per cent in 2011 to 35.3 per cent in 2015, due to expansion of the number of pre-schools from 37 in three provinces to 75 in five provinces. Notably, the number of multilingual pre-schools grew from 22 to 34 in five provinces. WASH interventions ensured improved water supply for people living in arsenic-risk areas, while underserved communities benefited from additional sanitation facilities and roll out of group hand-washing facilities.

Successes in health and nutrition included introduction of injectable inactivated polio virus vaccine into the national routine immunization programme as well as significant progress in antenatal care coverage (four or more visits) with an increase from 23 per cent in 2010 to 43.4 per cent in 2015.

Progress in birth registration resulted in 94 per cent of all newborns registered within the first 30 days of life in 11 UNICEF target districts.

A comprehensive communication plan around the One Minutes Jr. initiative amplified

messaging on the power of Cambodian youth, and resulted in a Cambodian-made video going viral, reaching seven million people and receiving 650,000 views.

Notable shortfalls in 2015 included lower secondary dropout, which remained a concern with a stagnant rate of 14.3 per cent in urban areas and a slight decrease in rural areas from 23.2 per cent to 22.9 per cent since last 2014. A Ministry of Education, Youth and Sport (MOEYS) and UNICEF out-of-school-children initiative will identify strategies to address this in 2016 and beyond. Slow progress was also made on a cash transfer pilot targeting children under five and pregnant women living in poverty, due to limited human resources of the responsible coordinating body (the Council of Agricultural and Rural Development). Although showing some signs of progress in Ministries of Education and Health, no ministry has yet formally transferred functions to sub-national authorities under the decentralisation reform process.

For the five-year country programme period, UNICEF effectively mobilized US\$114,315,308.01, which was 108.98 per cent of the Mid-Term Review revised programme budget. Of the US\$26 million raised in 2015, a 76 per cent utilization rate was achieved by end-November. UNICEF Cambodia sent 60 of 63 (95 per cent) of donor reports on time in 2015: three only slightly missed the deadline due to a technical error in time zone differences.

An internal audit by the UNICEF Office of Internal Audit and Investigations was successfully conducted from 11 May to 5 June, resulting in six recommendations (two high priority, four medium priority) for action to further improve internal controls and financial and programme management.

By December, UNICEF Cambodia had completed all outstanding recruitment processes and was ready to move into the new country programme with a full staffing capacity in 2016.

Humanitarian Assistance

According to the UN's World Risk Report 2014, Cambodia is the ninth most-at-risk country in the world to disasters. This ranking is due to a significant exposure to natural hazards and the limited adaptive and coping capacities of its population and of national and local structures to prevent and mitigate the effects of disasters. Cambodia is highly vulnerable to climate change and confronts a range of natural hazards— floods, droughts and storms typically occur annually. In 2015, flooding was localized and with limited impact, though drought affected some parts of the country. El Niño, already among the strongest on record, was a contributing factor. Impact on livelihoods has so far been limited in Cambodia, but as El Niño will last into the first quarter of 2016, UNICEF Cambodia will continue to monitor the situation and prepare for a potential cross-sectoral response, notably in WASH and nutrition.

On 30 June, the Thai Government's deadline for removal of undocumented Cambodian workers expired. There was a risk of a repeated mass migration similar to the previous year at the border town of Poipet when approximately 189,000 people crossed the border over a two-week period. UNICEF Cambodia closely monitored the situation and prepared for response. Fortunately, at the beginning of July, the Thai Government extended the deadline until 31 March 2016.

Monitoring and emergency preparedness was conducted in close cooperation with the UN/Non-Government Organisation-led Humanitarian Response Forum. UNICEF was represented in all 2015 meetings and continued to co-lead the WASH, Education and Protection sectors. Consistent participation helped coordinate the various sectors developing emergency

preparedness and response plans, planning and executing rapid assessments, and revising assessment tools. As part of UNICEF emergency preparations and active contribution to national emergency preparedness, several UNICEF staff participated in a joint two-day Emergency Preparedness and Response (EPR) exercise organized by the Humanitarian Response Forum and National Committee for Disaster Management.

In an effort to reduce disaster risks and improve EPR in Cambodia, UNICEF Cambodia's capacity was strengthened through recruitment of a risk reduction and preparedness officer (seconded from the Swedish Civil Contingencies Agency) and a WASH specialist with focus on EPR/disaster risk reduction (DRR). This contributed to an increased understanding of risks and their driving factors, as well as an enhanced ability to identify, assess and reduce them. The office focused on meaningfully mainstreaming DRR and EPR interventions in the next country programme (2016-2018). Support was also provided to improve EPR and DRR coordination between relevant forums, partners and Government counterparts.

In 2015, UNICEF was approved as an observer in the Joint Action Group, a non-formal group of international NGOs working in Cambodia on DRR and disaster management. As an observer, UNICEF will be able to better coordinate DRR and EPR efforts with key organizations in Cambodia.

In cooperation with the UNICEF East Asia and the Pacific Regional Office (EAPRO), an internal training was conducted targeting critical UNICEF Cambodia EPR and DRR staff including section chiefs, zone chiefs, officers-in-charge and emergency focal points. Twenty staff participated in all sessions and received certificates of attendance: they are now more knowledgeable about DRR and resilience concepts and better equipped to respond to emergencies.

Mid-term Review of the Strategic Plan

A mid-term review of the UNICEF Cambodia country programme was conducted in 2013, coinciding with the finalization of the global UNICEF Strategic Plan (2014-2018). UNICEF Cambodia envisioned an adjustment that would see reduced fragmentation towards better integration and convergence between programmes. As a result, the office designed and piloted an integrated early childhood development programme to overcome the challenge of a "silo approach" to programming. A task force was established to bring different programme staff together to improve collaboration and deliver meaningful results for children. This not only boosted planning and programme implementation integration, but also helped increase knowledge and awareness of broader multi-sectoral issues affecting children requiring holistic solutions. Effectiveness of the integrated approach has not yet been evaluated.

The global strategic plan's emphasis on equity strengthened the Cambodia approach. UNICEF Cambodia and national partners became more conscious about barriers and bottlenecks impeding access to services by children, especially the most disadvantaged. The determinant analysis and subsequent identification of indicators and systematic monitoring of reduction of bottlenecks during programme monitoring, mid-year and annual reviews, including situation analysis updates, greatly changed the way of doing business. Reduction of significant bottlenecks (e.g., remoteness; lack of teachers and learning materials suited to ethnic minorities) improved access to quality services by the most disadvantaged girls and boys and thereby helped to define UNICEF-specific contributions.

Substantial evidence shows that the re-focus on equity is working in Cambodia. A 2014

upstream evaluation showed that UNICEF-supported multilingual education in target communities influenced national education policy: multilingual education is now included in Cambodia's national Child-Friendly Schools Policy and Master Plan. Positive outcomes from UNICEF outreach initiatives to women and newborns in 10 low-performing districts, including remote areas, led the Ministry of Health to expand its health equity fund programme to assist vulnerable families and develop and implement new outreach guidelines on essential maternal, newborn and child health interventions. These guidelines cover maternal and neonatal tetanus elimination, integrated post-partum care, community care of mother and newborns, behaviour change communication and integrated management of childhood illnesses. The joint Government, UN, civil society organization and donor programme and partnership on disability demonstrated increased national convergence to address needs of the most disadvantaged groups.

Introducing and documenting innovations – another key strategy in the UNICEF Strategic Plan - in various sectors proved very effective and largely contributed to achievement of results for children in Cambodia. Examples included: improved community planning through social service mapping; real-time assessment of water quality and well functionality using mobile device mapping; development and introduction of locally sourced ready-to-use therapeutic food; and temperature monitoring in immunization cold chain with sensor technology and mobile phones.

The Strategic Plan's focus on a strengthened evaluation function led UNICEF Cambodia to seriously consider its capacity, prioritization and resource allocation for evaluative activities. An evaluation specialist (shared with other two countries) was recruited to support this function. In 2015, the office allocated 0.5 per cent of the overall budget for evaluation activities. Three evaluations were successfully implemented between 2014 and 2015, and the findings and recommendations were instrumental in the development of the next country programme. For example, the upstream evaluation of multilingual education confirmed how addressing education bottlenecks for Cambodia's ethnic minorities can influence national educational policies and plans. Evaluation of the national education Capacity Development Partnership Fund (CDPF) will shape the programme's second phase, supported by evidence of how the fund contributed to school participation, reduction of school dropouts and improved quality of education. Investing in evaluation not only promoted systematic measurement of results and improved accountability, but demonstrated how findings and recommendations can be used to expand or shape future programmes.

The introduction of the theory of change concept under the Strategic Plan improved critical analysis and logical organization of results as well as the measurement of results and strategies used to achieve those results. UNICEF Cambodia fully applied the concept in the design of the 2016-2018 country programme, which greatly helped to logically link impacts, outcomes and outputs. Use of theory of change from the onset contributed to defining the programme's overall evaluability even before implementation starts.

Summary Notes and Acronyms

3PC - Partnership Programme for the Protection of Children
ANC – antenatal care
ART – anti retroviral therapy
ARV – anti retroviral
CARD - Council of Agricultural and Rural Development
CDHS – Cambodia Demographic and Household Survey
CDPF – Capacity Development Partnership Fund

CFS – child-friendly school
CLTS – community-led total sanitation
CMT – Country Management Team
COMBI - communication for behavioural impact
CPAP – Country Programme Action Plan
CPS – community pre-school
CRVS – civil registration and vital statistics
DRR – disaster risk reduction
EAPRO – East Asia and Pacific Regional Office (UNICEF)
ECCD – early childhood care and development
ECE – early childhood education
EMIS – Education Management Information System
EPR – emergency preparedness and response
EU - European Union
GDP - Gross Domestic Product
GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit
GPE – Global Partnership for Education
HACT - Harmonized Approach to Cash Transfer
ICT – information and communication technology
IECD – integrated early childhood development
IMCI – integrated management of childhood illness
IPPC-CCMM - integrated post-partum care - community care for mothers and newborns
KOICA - Korean International Cooperation Agency
LTA – long-term arrangement
M&E – monitoring and evaluation
MCH – maternal and child health
MENAP - Multilingual Education National Action Plan
MENI - M&E Plan for NSDP Implementation
MNH – maternal and neonatal health
MNTE – maternal and neonatal tetanus elimination
MOEYS – Ministry of Education, Youth and Sport
MOH – Ministry of Health
MOI – Ministry of Interior
MOP – Ministry of Planning
MOSVY – Ministry of Social Affairs, Veterans and Youth
MTCT – mother-to-child transmission (of HIV)
NCDDS - National Committee for Sub-national Democratic Development Secretariat
NDSP – National Development Strategic Plan
NGO - non-governmental organization
OD – operational district
ODF – open defecation free
OMJ - One Minutes Jr
O&M – operation and maintenance
PB – programme budget
PDRD - Provincial Department of Rural Development
PMG – Programme Management Group
QEMIS – Quality Information Management Information System
SAM – severe malnutrition
SIDA - Swedish International Development Cooperation Agency
SNA – sub-national authority
SSM – social sector mapping

UNDAF – United National Development Assistance Framework
UNDP - United Nations Development Programme
UNDSS – United Nations Department of Safety and Security
UNICEF –United Nations Children’s Fund
USAID - United States Agency for International Development
VAC - violence against children
WASH - water, sanitation and hygiene
WHO - World Health Organization

Capacity Development

In 2015, UNICEF supported the CDPF Phase II to help MOEYS improve system efficiency, education service delivery and accountability systems, with funding support from the European Union (EU) and the Swedish International Development Cooperation Agency (SIDA). An evaluation of the first phase of the CDPF (2011-2014) was completed in mid-2015, and found that the Fund was highly relevant in terms of planning and monitoring the national Education Strategic Plan, in improving student participation and quality of education, and in reducing school dropout.

Through the SIDA funding, to strengthen school inspection, UNICEF also supported the MOEYS to introduce the Quality Information Management Information System (QEMIS), which is being rolled out to all primary and secondary schools to collect student test results by semester. QEMIS was integrated in the new web-based Education Management Information System (EMIS) database, followed by a ministry-led roll out of relevant training to all 25 provincial offices of education and school directors and district education officers. Data will inform curriculum review, teacher training and deployment of teaching and learning materials.

UNICEF supported the national decentralization of governance processes to bring social services closer to citizens. Commune councils became better equipped to identify and specifically target social service delivery to vulnerable women and children, including those living with disability.

UNICEF worked with the Ministry of Economy and Finance to enable ministries to better execute programme budgets, with particular emphasis on social sectors. However, ministries encountered challenges in this regard, so further training was supported in the last quarter. MOSVY also decided to implement programme budgeting in 2016 fiscal year, and UNICEF provided technical support for its formulation.

Evidence Generation, Policy Dialogue and Advocacy

UNICEF conducted a study on impact of migration on children. Key findings included challenges in attending school due to lack of proper documents and high ‘unofficial costs’ for enrolment or attendance; older children often taking full-time jobs, including in hazardous environments (e.g., construction sites); cases of abuse against children left behind; and the burden on grandparents to provide care, sometimes without financial support. The findings were discussed with the Government, and a policy brief will be developed with key ministries for action in 2016.

UNICEF continued to generate knowledge on child protection to inform policy dialogue. In December, UNICEF and the Government released a study highlighting economic losses as a result of violence against children of at least US\$168 million in 2013, or 1.1 per cent of Cambodia’s GDP. The study provided good evidence to advocate for increased investment in this area.

UNICEF helped launch an initiative to strengthen CRVS systems through implementation of the Village Record Book tool, which was piloted in 101 communes in nine targeted districts. Village chiefs use the books to record the number of children born in a given month. In 2015, birth registration in focus areas reached 94 per cent, an increase from 88 per cent in 2014. With this evidence, the Ministry of Interior printed 10,370 additional books for nationwide distribution in 2016.

With UNICEF support, the Ministry of Cult and Religion mobilized over 4,400 people, including representatives from the Buddhist, Christian and Muslim faiths, the Government, NGOs, children and youth, in a large-scale public gathering presided over by the Prime Minister to celebrate the World Day of Prayer and Action for Children in December. Religious leaders emphasized messages of child protection, positive parenting, and the role of faith-based members in guiding families to protect children from violence and abuse.

Partnerships

Within the UN's Scaling Up Nutrition (SUN) movement in Cambodia, UNICEF supported the Council of Agricultural and Rural Development to develop its first annual report. It captured progress from the first multi-sectoral partnership involving various Government ministries, UN agencies, NGOs and the private sector on improving maternal and infant nutrition and serves as a baseline for assessing this integrated approach. UNICEF also supported the Council to join the SUN meeting in October, in Milan, Italy.

With the United Nations Development Programme (UNDP) and the World Health Organisation (WHO), UNICEF implemented the Joint Programme on Disability Rights Initiative-Cambodia, funded by the Australian Government. To promote disability inclusion in local governance, in collaboration with the Ministry of Interior, UNICEF partnered with 15 civil society organizations. To date, 17,000 children and families with disabilities have received support services, and 300 local authorities were sensitized to disability concepts and inclusion practices.

With the lead ministry for child protection and support from USAID, UNICEF expanded the Partnership Programme for the Protection of Children, which provides essential prevention and response services to children and their families, from nine to 12 NGOs and 41 local civil society organizations in April 2015.

UNICEF worked with the World Bank Water and Sanitation Programme to support the Ministry of Rural Development in drafting the Rural WASH National Action Plan (2016-2018). Once endorsed by the ministry, the plan will form the basis for the sector's work planning, budgeting and resource mobilization.

In 2015, UNICEF supported Phase II of the Education CDPF with EU and SIDA funding. The evaluation of CDPF's first phase (2011-2014) found that the fund was highly relevant to Cambodia's education system. At the October 2015 EU-UNICEF Partnership Dialogue, CDPF was referenced by Pierre Amilhat, who oversees the Asia/Pacific region at the European Commission's Directorate for Development Coordination, as an example of good partnership in the field of capacity development.

External Communication and Public Advocacy

UNICEF Cambodia's social media involvement accelerated in 2015, with enhanced use of digital media to increase voice reach and engagement around priorities including equity,

disabilities, nutrition, WASH, education, child protection and child rights. Facebook followers grew by 65 per cent from January (11,968) to November (19,600). Khmer messaging increased, with 77 per cent of Facebook posts shared in Khmer between September and November compared to 26 per cent between June and August. Content featuring Cambodian 'education heroes' was widely accessed, reaching 348,000 people and generating 18,500 likes, resulting in local TV coverage. It was also picked up by major Cambodian multi-platform content provider Sabay. A comprehensive communication plan around the One Minutes Jr. participatory arts initiative amplified messaging on the power of Cambodian youth and resulted in a Cambodian-made video going viral. It reached seven million people, and was watched 650,000 times, making it One Minutes Jr.'s most watched video.

Media engagement also increased. Between June and November, UNICEF Cambodia was mentioned or quoted at least 75 times in national/ international media. The office also worked with international outlets (British Broadcasting Corporation/BBC, Associated Press/AP, Australian Broadcasting Corporation/ABC, Reuters, Swedish Radio, Radio France International/RFI and Voice of America/VOA). Media was further engaged through Twitter. National launches, including a juvenile justice system study, CDPF-Phase II, and behaviour change campaign for newborn illnesses and pneumonia, bolstered media visibility and garnered Government commitment and wider partnerships.

Eight UNICEF National Committee visits were organized (Australia -twice, Hong Kong, Korea (twice), Norway, UK and US) and resulted in pledges of over US\$1.2 million. David Beckham's visit in June as part of a global campaign for ending violence resulted in powerful content from Cambodia being shared during the UN General Assembly and increased visibility of UNICEF in Cambodia.

In partnership with Facebook, 'Facts for Life' was launched on 'Facebook.org' (local name: Free Basics), aiming to reach people who do not have Internet access with vital messages.

South-South Cooperation and Triangular Cooperation

As a long-term Government partner to improve birth registration, UNICEF advocated for and supported the Ministry of Interior to engage with the Economic and Social Commission for Asia and the Pacific-led CRVS initiative. In 2014, the ministry established a dedicated department for CRVS and identification, which was then supported by UNICEF to participate in and learn more about CRVS from other Asia-Pacific nations in a technical meeting held in Pattaya, Thailand. By mid-2014, the department had enlisted the support of Asian Development Bank to present possible models for improving CRVS to a wide range of key stakeholders in Cambodia. In December 2014, the Cambodian Government committed to the Asia Pacific inter-ministerial declaration on CRVS. Building on this, UNICEF in 2015 provided technical assistance to develop a 10-year strategic plan, completed in September, following extensive consultations with national stakeholders. The Cambodian Council of Ministers is expected to approve the plan in the first quarter of 2016.

In November 2015, a 21-member delegation from five MOEYS technical departments and six representatives from development partners, including UNICEF, participated in a school health and WASH (including nutrition, school meal, health education and school health services) learning mission to South Korea. The delegation learned from many Korean successes in this area as a consequence of Government commitment and investment, strong school-based management, community participation and information systems. Short-term recommendations from the visit included developing a road map for school health and WASH; establishing an

inter-ministerial working group on school health promotion led by MOEYS Minister/Secretary of State for School Health; finalizing the revision of MOEYS' school health policy and upgrading to a national school health policy; rolling out minimum WASH requirements; strengthening data collection on school health promotion and WASH, and; submitting a funding proposal to the Korean International Cooperation Agency (KOICA) in Cambodia.

Identification and Promotion of Innovation

To support the Government's ongoing decentralization process, UNICEF promoted local governance and the participation of children, youth and people with disabilities in social service mapping. A survey conducted by mobile devices found that in 41 communes, data generated through social service mapping supported equitable planning and budgeting in 86 per cent of locations, and that 93 per cent of communes used data to monitor access to services by households. Another highlight was that approximately 23 per cent of children, 86 per cent of adolescents and 91 per cent of people with a disability actively participated in the mapping.

Implementing the Minimum Standards for Residential Care requires a complete list of all residential care institutions, but traditional inspections and self-reporting have failed to produce this information. To address this gap, GPS devices and survey forms were utilized to list and map existing institutions in five target provinces. The data collected showed a concentration of 267 institutions in Siem Reap, Battambang, Kandal, Preah Sihanouk and Phnom Penh provinces. These findings allowed UNICEF to better advocate with the Ministry of Social Affairs, Veterans and Youth Rehabilitation to agree on an ambitious target to reduce the total number of residential care institutions in Cambodia by 30 per cent.

Vaccines require storage temperatures of between 2°C and 8°C to remain effective, demanding real time monitoring of cold rooms. In 2015, cold chain temperature monitoring improved through the use of sensor technology and mobile phones: an innovation supported by UNICEF. The system monitors temperature in four vaccine storage cold rooms. In cases where temperature drops below 2°C or increases above 8°C, SMS alerts are sent to assigned health staff, triggering immediate corrective measures. With this technology, the Ministry of Health is able to monitor the temperature of the cold rooms 24 hours a day, and has already identified the need to replace one malfunctioning vaccine storage cold room.

Support to Integration and cross-sectoral linkages

Important progress was made in the Early Childhood Care and Development (ECCD) National Action Plan, launched in 2014. An ECCD National Result Framework was established with key indicators and annual targets determined in consultation with relevant ministries: UNICEF ensured relevant child components were included.

To generate evidence for addressing early childhood deprivations, an integrated approach to early childhood development was piloted in one district in late 2014, in collaboration with the ECCD National Committee. Provincial sector core trainers were put in place, village health support groups delivered integrated messages on parenting practices, and women and children consultative committees and boards of governors coordinated and monitored results. Using preliminary evidence from the pilot, UNICEF supported the Government to establish a mechanism and Terms of Reference for activity implementation, monitoring, and reporting for the ECCD National Action Plan. The first annual report is expected early 2016.

Integrated activities within the Education programme's annual work plan were developed with Child Protection and WASH sections and resources transferred accordingly. Following

successful piloting of training on positive discipline in 12 primary schools in three provinces, the Government plans to extend the course to selected provincial teacher training colleges. The Minister of Education underscored the training's importance in light of poor child protection practices in certain schools, an issue also recently highlighted in the national press. The Minister also said that the training should be integrated into the pre-service teacher training, a major win for the approach's sustainability and institutionalization. In addition, draft guidelines on the Minimum Requirements for WASH in schools were piloted in 16 schools and will expand to four provinces. This will be an important tool to advocate for investment in basic WASH facilities in schools and for increased spending on facility operation and maintenance, including provision of water and soap.

Service Delivery

In 2015, UNICEF supported direct services, products and processes that benefited the most vulnerable children.

In health and nutrition, UNICEF efforts improved knowledge and access to services for children and pregnant women through training on quality delivery and post-partum care services and Integrated Management of Childhood Illness services. Around 440 health workers and midwives were trained in 14 health operational districts covering 182 health centres and benefiting approximately 320,269 children under five and 83,716 mothers.

Some 24 million sachets of micronutrient powders and food supplements were distributed to children aged six to 24 months. UNICEF also supported treatment of acute malnutrition in 4,776 children, mass screening and a web-based monitoring system for severe acute malnutrition.

UNICEF Cambodia also contributed to an improved water supply for an estimated 60,400 people (primarily in arsenic-risk areas) and sanitation facilities for 26,142, with a focus on 65 under-served communes in 2015. WASH services were also improved in 189 schools, including through the provision of group hand-washing facilities in 147 schools.

UNICEF expanded the reach and scope of child protection interventions to 5,618 children (44 per cent girls) with essential prevention and response services, bringing the total number of children reached since 2013 to 22,475. This was achieved by expanding the Partnership Programme for the Protection of Children in collaboration with the lead ministry for child protection and USAID support.

Through the Local Governance for Child Rights programme, UNICEF supported sub-national administrations to enhance investment and delivery of social services for vulnerable women and children in 101 communes, benefiting 12,691 children under the age of one with birth registration; 10,315 pregnant women with access to antenatal care, delivery at a health facility and post-partum care, and 30,550 children aged three to five to attend community pre-schools.

Human Rights-Based Approach to Cooperation

In 2015, Human Rights-Based Approaches to Cooperation were used to better understand the specific risks facing highly vulnerable Cambodian girls and boys and to address rights violations.

To make visible the impact of violence on children and the broader economy, and the urgency of reducing this violence, UNICEF published a study in collaboration with MOSVY on the economic burden of violence against girls and boys, which revealed that US\$168 million was

lost in 2013, accounting for 1.1 per cent of GDP.

UNICEF recognizes the equity gap of children with disabilities to accessing their rights in Cambodia in accordance with the Convention on the Rights of the Child. UNICEF promoted the rights of children with disabilities to access birth registration, education, health and rehabilitation, protection, and participation in daily community life. This was done in partnership with the Government as well as 15 civil society organization partners. In 2015, 17,000 families affected by disabilities were reached through this initiative.

In nutrition, UNICEF implemented a mass screening campaign in August 2015 in three provinces where the prevalence of children considered severely acute malnourished was above five per cent. As a result, an additional 480 highly vulnerable children received treatment through outpatient or inpatient care.

In education, UNICEF's vulnerability analysis revealed that children from ethnic minority groups were among the most vulnerable and excluded as a consequence of insufficient learning materials, lack of qualified teachers for multilingual education and insufficient Government investment in inclusive education. Through UNICEF efforts in collaboration with the NGO CARE, multilingual education was implemented in 55 primary schools in the north-eastern provinces.

In 2015, over 800 persons, including 152 children (homeless, without a means of financial support, and/or with a disability) were forcibly removed from the streets and placed in Government rehabilitation centres. In response to these rights violations, UNICEF worked with other UN agencies, local government authorities and civil society organizations to secure these children's release and provide case management and family reunification.

Gender Mainstreaming and Equality

In 2015, UNICEF Cambodia ensured that women, men, boys and girls were equally considered through initiatives like the national School Health Department-led development of draft guidelines on gender-sensitive minimum requirements for WASH in schools. The guidelines, which promote separate latrines for boys and girls, menstrual hygiene management and accessibility, and disability-friendly facilities, were piloted in 16 schools. Plans are underway to scale up and roll them out in four target provinces in 2016. Following costing, the minimum requirements will be an important tool to advocate for increased investment in basic WASH facilities in schools. However, implementation will largely depend on school authorities' capacity to mobilize their own resources, given limited Government funding in this area.

UNICEF signed a small-scale funding agreement with NGO WaterAid in 2015 to review the cost, sustainability and utility of different WASH-in-schools facility designs in rural and peri-urban schools. The exercise will recommend appropriate facilities that are disability and gender friendly, with a special focus on menstrual hygiene management and accessibility, in consultation with the Ministries of Education and Rural Development and WASH NGO partners.

UNICEF supported the anti-violence "16 Days" campaign in 2015, reaching 10,000 young people aged 15 to 25 through discussions on preventing and responding to violence against children. The theme of the Cambodian campaign was 'Ending Violence with Me'. In addition, 5,618 children (2,378 girls) were reached by child protection services, including access to education through interventions implemented by ten partner NGOs (under the Partnership Programme for the Protection of Children).

In 2015, the gender focal position within UNICEF Cambodia was affected by staff turnover as two appointees left during the year. The office is now identifying a new focal point to spearhead actions to target or mainstream gender interventions in line with the UNICEF Gender Action Plan.

To address the gender ratio among UNICEF Cambodia staff, the office continued giving particular attention to qualified female applicants in recruitment processes and encouraged professional career paths of Cambodian women.

Environmental Sustainability

UNICEF Cambodia will join UNICEF's Climate Neutral Strategy in 2016, which aims to reduce the organizational carbon footprint and improve accessibility to UNICEF premises. The overall objective is for UNICEF to become climate neutral globally by 2020.

As part of this strategy, a three per cent carbon footprint tax will be charged to all flights used by staff. Other energy efficiency measures will be implemented after the office moves to a new location in 2016.

UNICEF Cambodia developed better understanding of the impact of extreme weather and climate change. The experience from floods in 2011 and 2013 was reviewed and important lessons were extracted. 2015 was characterized by a strong El Niño phenomenon, which delayed the rainy season, led to less rainfall than average and took a still unknown impact on the livelihoods of vulnerable groups. UNICEF was very active in the analysis of that meteorological phenomenon, as well as the longer-term impacts.

A drought in 2015 revealed Cambodia's limited capacities to assess and respond to extreme weather events. The country lacks any monitoring system of groundwater resources, making it difficult to guarantee a sustainable exploitation of the aquifers. According to a UNICEF assessment, 8.5 per cent of wells were completely dry in 2015, which is 6.5 times higher than on an average year. The assessment brought attention to this important issue, and is expected to bring an adapted solution in 2016.

The WASH sector was also active in debates on sanitation in challenging environments and ways to ensure that people have access to affordable toilets that meet environmental standards (i.e., no exposure of faeces in the open) in areas affected by floods or in floating villages. A pilot portable sanitation technology was tested and evaluated but results were not fully satisfactory.

Effective Leadership

UNICEF Cambodia has active statutory committees in place and membership was reviewed regularly. The Contract Review Committee met 17 times to review 17 submissions for a total value exceeding US\$1.2 million. All submissions were approved during the first submission, due to the excellent preparation undertaken prior to submission. The Property Survey Board met three times, and eight cases were reviewed.

The Country Management Team (CMT) and Programme Management Group (PMG) each met monthly to review management and programme performance indicators, focusing on programme implementation through financial performance, assurance exercises to ensure adherence to the revised Harmonized Approach to Cash Transfer (HACT) guidelines, donor reporting and outstanding liquidations on funds disbursed to partners. The Human Resources

unit reviewed the office structure as part of the new country programme (2016-2018), ensuring full participation of all staff in the process. Affected staff were provided with appropriate career guidance counselling and job matching exercises.

The CMT led the preparation for the internal audit review that was successfully conducted by the Office of Internal Audit and Investigations. Six recommendations emanated from the audit, ensued (two high priority, four medium priority) for action by UNICEF Cambodia to further improve internal controls and financial and programme management.

Emergency Risk Management procedures were reviewed and updated in February 2015. In an effort to reduce disaster risks and improve EPR in Cambodia, UNICEF staffing capacity was strengthened with one risk reduction and preparedness officer (seconded from the Swedish Civil Contingency Agency) and one WASH specialist with focus on EPR/DRR. This increased understanding of risks and their driving factors, as well as enhanced ability to identify, assess and reduce them. The office also improved mainstreaming of DRR and EPR interventions in the next country programme (2016-2018).

Financial Resources Management

Through monthly CMT, PMG, and operations management meetings, UNICEF Cambodia effectively monitored contribution management, budget allocations, control and utilization, HACT implementation, donor reporting and outstanding direct cash transfers. Bottlenecks were identified and corrective measures were immediately taken. As a result, UNICEF Cambodia maintained outstanding direct cash transfers far below one per cent.

In 2015, the office achieved budget utilization benchmarks established by the CMT and EAPRO through 94 per cent and 68 per cent utilization of Regular Resources and Other Resources, respectively.

UNICEF Cambodia improved HACT implementation, completing 18 planned micro-assessments and accommodating six additional assessments for implementing partners that exceeded the US\$100,000 threshold during the year. The office did not pursue its plan to outsource spot checks, due to high charges demanded by financial firms. Instead, a core team of experienced and qualified staff was established to carry them out, thereby enabling the office to achieve cost effectiveness, and achieve more than 80 per cent implementation rate against planned targets.

Bank reconciliations were prepared, reviewed and submitted electronically in the system within deadlines. All account schedules and activities were efficiently managed. There were no outstanding reconciling items throughout the year. The office continued to effectively use its bank optimization and cash forecast tools, meeting closing bank balance targets throughout the year.

The office was audited in 2015 and received satisfactory ratings. Some audit recommendations have already been implemented and the first progress report will be shared with the Office of Internal Audit and Investigations.

Fund-raising and Donor Relations

UNICEF Cambodia effectively mobilized 108.98 per cent (US\$114,315,308.01) of the approved resource ceiling for the programme cycle. In 2015, the office raised US\$26,051,620.72, (less rephrasing amount). Overall, funds available were utilized optimally with a rate of 76 per cent as of 25 November. UNICEF Cambodia has mechanisms to monitor funds in place, including a

senior budget control assistant and in-house tracking tools. Fund utilization was reviewed monthly by the PMG and quarterly by the CMT. The UNICEF Manager Dashboard was also used to monitor grant expiration, to avoid unnecessary extension.

The Resource Mobilization Strategy and Task Force monitored and managed engagement with public and private donors. The office strategy had clear targets and identified funding gaps, roles and responsibilities, and tools with which to pursue and monitor resource mobilization activities. The Task Force supported the office to streamline donor engagement and monitor fundraising activities.

Key donor relations were nurtured through regular data and analysis sharing, meetings, in-country thematic coordination, policy dialogue and quality reporting. Where relevant, visits to National Committees were conducted by the Representative and a number of visits from National Committees, as part of fundraising activities, were hosted. Donor relations were maintained at Representative and Deputy Representative levels, with working level and day-to-day servicing from section chiefs.

UNICEF Cambodia sent 60 of 63 donor reports on time in 2015. Three donor reports slightly missed the deadline due to a technical error in time zone differences. Donor report deadlines are managed using an internal reporting schedule based on alerts from Manager's Dashboard. The quality of reports was satisfactory, focussing on the delivery of results for children and effectively illustrating UNICEF's upstream technical expertise. Donor reports were written to meet the needs of different types of donors and went through a rigorous quality assurance steps before submission.

Evaluation

UNICEF Cambodia made significant progress towards enhancing its evaluation function and capacities in 2015, the International Year of Evaluation.

This was evidenced in the recruitment of an evaluation specialist shared with two other UNICEF country offices, and the completion of two evaluations: (i) the Evaluation of the CDPF Phase I, and (ii) the Evaluation of the Community Pre-schools Modality. A reference group comprised of relevant Government staff to encourage greater awareness, ownership and buy-in was established for each evaluation.

Key CDPF evaluation recommendations included the need to match UNICEF and donor funding with Government capacity development financial support to drive CDPF Phase II from 2016 and the need to increase the length of the annual funding window, with earlier release of funds allow more time before funds are spent. The community pre-school evaluation recommended supporting the Government in early childhood education as well as creating a strategy to include disabled children in pre-school education.

All management responses from past evaluations were closed in the tracking system and coding was applied to facilitate expenditure tracking in VISION. The Country Management Team monitored the Evaluation Dashboard, which visualizes key indicators for the evaluation function, quarterly.

Internal standard operating procedures for research, evaluations and studies were developed to clarify roles and responsibilities and ensure that evidence-generating activities produce credible, relevant and useful reports. The procedures reflect UNICEF's new Ethics Procedure.

The Government endorsed new orientation guidelines for Monitoring and Evaluation (M&E) National Strategic Development Plan Implementation System, and opportunities to engage Parliamentarians and civil society organizations around national evaluation systems and capacity building were taken good advantage of in 2015. About 30 UN and Government M&E personnel were trained on results-based monitoring and evaluation, led by the UN M&E group that UNICEF currently chairs under the overall coordination of the UN Resident Coordinator's Office.

Efficiency Gains and Cost Savings

UNICEF Cambodia engaged in several efforts to improve efficiency and cost savings internally and within the UN community. The UN Operations Management Team in Cambodia continued to coordinate common procurement initiatives. UNICEF led inter-agency procurement through joint long-term arrangements (LTAs) and Internet-based information sharing. In 2015, UNICEF issued 28 LTAs to secure favourable prices and reduced transaction time for commonly procured goods and services for the UN system, including UNICEF.

The continued use of blanket travel authorization for frequent travellers significantly reduced the need to issue such authorizations for each trip. The use of public transport such as busses and personal vehicles for duty travel near the Phnom Penh capital city increased office efficiency, being able to use the office vehicles for trips to remote and hard-to-reach areas.

The CMT reaffirmed the practice of economy class for all official travel, irrespective of the flight duration, which has proved to be an effective cost-saver for the office and the organization.

The office's aging fleet of vehicles was reviewed and older vehicles disposed through proper mechanisms. The office benefited from permission from UNICEF headquarters to sell surplus or unserviceable equipment and request allotments for proceeds received from sold equipment to procure a new vehicle.

Supply Management

In support of UNICEF Cambodia's programming strategy, the procurement volume for goods and services amounted to US\$18 million in 2015. The total cost of institutional contracts (services) was US\$1.4 million, and the cost for programme and operations supplies was US\$363,000.

UNICEF Cambodia 2015	Value in US\$
Programme Supplies	260,000
Operational Supplies	113,000
Services (Institutional Contracts)	1,400,000
Sub-Total	1,773,000
UNICEF Cambodia Procurement Services	Value in US\$
via Regular Procurement Services	8,060,000
via GAVI	8,170,000
Sub-Total	16,230,000
Total	18,003,000

UNICEF reduced expenditure on procurement of supplies in 2015, and focused more on integrated programme and evidence-based advocacy services. The value of service

procurement increased slightly, covering technical assistance, consultancies, research and advisory services. Other service inputs included broadcasting services in TV and radio, translation, interpretation and editing.

At US\$16.2 million, the value of procurement services exceeded UNICEF's direct supply assistance and remained an important mechanism to leverage resources for children in Cambodia. Regular procurement services amounted to US\$8 million, while procurement of vaccines for the National Immunization Programme (Ministry of Health) amounted to US\$8.2 million. Vaccines were largely funded by GAVI, but also by the national budget thereby improving programme sustainability.

New approaches were introduced to reduce transaction times and fuel a programme-integrated approach and evidence-based advocacy, resulting in the implementation of eight LTAs with key Cambodia-based service providers to support the new country programme (2016-2018) with communication for development strategic services. Furthermore, six LTAs for photography and videography services were also established.

At year-end, UNICEF Cambodia had established 38 LTAs in support of UNICEF and other UN agency programmes and operations, securing favourable prices and reducing transaction times for commonly procured goods and services. A total of 28 of these LTAs were signed as part of the common procurement initiatives coordinated by the UN Operations Management Team.

Security for Staff and Premises

UNICEF Cambodia participated actively in the Security Management Team and all training provided by the UN Department for Safety and Security (UNDSS). UNICEF Cambodia issued weekly security briefings to all staff in order to maintain a high level of alertness emergency risks in the country.

UNDSS updated the country-level Security Risk Assessment and Minimum Operating Security Standard in consultation with all UN agencies, to manage identified risks and strengthen smooth delivery of programmes.

The office's Business Continuity Plan was updated and a situation exercise is planned.

UNDSS conducted training and refresher training on staff safety and security several times in 2015. UNICEF security focal points and staff warden attended all required training, keeping them up to date on all issues related to security.

Cambodia's poor road conditions and lack of adherence to traffic rules, along with the isolation and lack of medical transportation or trauma facilities outside of the city boundaries, continued to pose risks to staff travelling by road.

Human Resources

Building on changes implemented in 2013-2014, the staffing structure was further streamlined given the changing funding reality and the requirements of the new country programme. This included revision of programme section management structures, relocation of one zone office to the city of Kratie, reassignment of ten staff, and abolishment of six posts. In 2014, seven of nine section heads moved to other UNICEF offices, and were replaced, and the remaining two section heads moved in 2015. In addition, a new Representative and Deputy Representative were appointed to UNICEF Cambodia during 2015.

Twelve recruitments were completed in an average time of 70 days from close of advertisement to release of offer: 59 days for local posts (meeting the global 60-day target) and 78 days for international posts. UNICEF Cambodia also recruited four UN Volunteers, 18 individual consultants and 11 interns. At the end of the year, the office was fully staffed with 108 staff. With only 34 per cent female staff, the gender balance is significantly off-track.

A total of 410 individual learning activities took place during the year, and of the planned office internal training events, 92 per cent were organized. In addition, monthly knowledge-sharing sessions were instituted to benefit all staff.

The only major human resources concern found by the internal audit was on lagging recruitment times: which was already addressed with 2015. The Global Staff Survey indicated room for improvement in the areas of transparent management, personal empowerment and efficiency and effectiveness. A task group was put together to make recommendations. A plan was agreed upon and actions were undertaken to ensure an even better workplace for all, in the midst of the changes UNICEF Cambodia is undergoing.

Effective Use of Information and Communication Technology

The Information and Communication Technology (ICT) unit continued its effective work, ensuring consistent availability of resources and efficient user support, meeting all UNICEF global objectives and standards.

UNICEF Cambodia focused on upgrading the emergency telecommunication equipment by securing new equipment that provided staff flexibility to work remotely while on official travel in the country. This enhanced office emergency preparedness and strengthened the business continuity plan. In addition, the office adopted the use of laptops for all staff. The office also invested in capacity building by sending one national ICT officer to the UNICEF Global Emergency Telecom Training held in September in Copenhagen, Denmark.

The connectivity of zonal offices with the Phnom Penh head office further improved in 2015 through the acquisition of the latest video conferencing technology. The new Polycom CX5500 audio/video conference facility with 360-degree camera was installed at three locations, allowing zonal office staff to join virtual meetings and training through high-quality Lync Audio/Video conference facilities.

UNICEF Cambodia network infrastructure was well maintained and upgraded in 2015. The primary link between the programme building and operations building was re-established to ensure all office users at the programme building had access to corporate systems. In addition, four obsolete network core switches and one third of office laptops were replaced to ensure 100 per cent compliance with UNICEF global hardware standard and policy. Moreover, a universal Wi-Fi network was initiated and implemented at the country office in Phnom Penh to enhance user's access to corporate resources.

The country office and the zone offices are securely connected to Internet at a speed of 15Mbps/15Mbps and 8/8Mbps and 3/3Mbps respectively, to allow all users to undertake business transactions using Office 365, VISION, the Management Dashboard, Intranet and Internet.

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Increased national and sub-national equitable coverage of quality reproductive, maternal, newborn, child health, HIV/AIDS and nutrition services.

Analytical Statement of Progress:

Cambodia has made notable progresses towards achieving Millennium Development Goals (MDGs) 4, 5 and 6. However, maternal and neonatal mortality remain high at 170 per 100,000 live births and 18 per 1,000 live births, respectively. With neonatal mortality still to account for half of all deaths in children under five, progress remains inequitable across geographic areas and wealth status.

In 2015, UNICEF continued to strengthen the equity-focused approach.

UNICEF support to tackle bottlenecks in essential quality maternal, newborn and child health (MNCH) included assistance to the Ministry of Health to implement regular and expanded outreach maternal and new-born services in 10 low-outcome operational districts (OD), including hard to reach areas, mostly in the north eastern provinces of the country.

In UNICEF-supported ODs, adherence to maternal and child health (MCH) improved considerably with ANC4 coverage increasing from 23 per cent in 2010 to 43.4 per cent, by September 2015. The national target of ANC4 for the end of cycle is set at 65 per cent. The current coverage stands at 55 per cent, representing a nine per cent increase from 2010. It may be assumed that UNICEF contributed considerably to enhancing equity in these improvements. Outreach services to hard to reach areas benefited close to 90,000 mothers and new-borns with adequate high-quality ANC services.

Support for outreach services was complemented with assistance to enhance strengthening of effective service delivery monitoring systems. A focus was made on rapid identification and addressing of bottlenecks towards ensuring steady quality essential MNCH interventions. More specifically, UNICEF supported: a) implementation of national guidelines on integrated outreach MNCH services towards maternal neonatal tetanus elimination (MNTE); b) integrated post-partum care - community care for mothers and newborns (IPPC-CCMN); c) communication for behavioural impact (CoMBI); d) integrated management of childhood illnesses (IMCI); e) introduction of inactivated polio vaccine; and f) effective vaccine management improvement plan implementation.

However, challenges in implementing outreach guidelines remain. Reviews and discussions of plans on outreach activities have been initiated to leverage support according to needs.

In 2015, the number of children treated for severe acute malnutrition (SAM) reached 3,000: an increase of 30 per cent from 2014. From June 2014 to November 2015, 24 million sachets were distributed to children aged 6-24 months but a social marketing strategy to establish some level of cost recovery via user-pays should be considered. The campaigns on breastfeeding and animal source foods through radio was scaled up, but according to the latest 2014 Cambodia Demographic and Household Survey (CDHS) the quality of young children's (6-24 months) diet remains a concern even if several indicators are increasing such as the number of children receiving three infant and young child feeding practices which gained six percentage points. Unfortunately, still more than 60 per cent of children aged 12 to 23 months and up to 80 per

cent of children aged six to eight months do not receive the minimum acceptable diet daily. Other challenges identified in 2015 included inappropriate salt iodization, decline of breastfeeding among urban and/or rich population, zinc deficiencies, and overweight women. UNICEF will continue providing expertise and support to the Government under the SUN umbrella to ensure that the interventions are scaled up and co-financed by the national authorities.

Elimination of mother to child transmission of HIV (MTCT) services improved slightly as did HIV testing and return for test results among pregnant women in ANC and at delivery (75.7 per cent in 2014, 80 per cent in 2015). Partner's testing slightly improved from 16.8 per cent in 2014 to 18 per cent in 2015. This data is probably subject to under-reporting bias as HIV testing at the voluntary counselling and testing centres in the general population was not included. Bottlenecks in HIV testing coverage included shortage of test reagents, pregnant women who live in remote areas, and over-workload of health care providers. During the next country programme, UNICEF will focus on five north eastern provinces of Stung Treng, Preah Vihear, Ratanak Kiri, Mondul Kiri and Kratie where coverage of HIV testing among pregnant women is less than 50 per cent and partner testing is less than 10 per cent. Coverage of anti-retroviral therapy (ART) among children in need is estimated at 80.5 per cent. Early Infant Diagnosis remains a key challenge, especially the coverage of DNA/PCR testing in two month olds. The updated PAC guideline to provide "birth DNA/PCR" testing is expected to address this challenge.

OUTPUT 1 Improved national and sub-national capacity to increase availability, accessibility and utilization of quality maternal, newborn and child health (MNCH) services.

Analytical Statement of Progress:

UNICEF equity support focused on 10 operational districts where delivery of health services to remote villages and hard to reach populations remained challenging. UNICEF supported the participation of midwives in outreach activities to hard-to-reach areas, thereby, facilitating the delivery of key maternal and new-born interventions (ANC and PNC) sessions.

Through the National Immunization Programme and with UNICEF support, maternal-neonatal tetanus elimination status in three high risk OD (Kratie, Banlong, Sen Monorum) was assessed and validated by a joint WHO/UNICEF/US Centres for Disease Control team in June. Consequently, Cambodia was validated with the elimination of maternal and neonatal tetanus. The injectable inactivated polio virus vaccine was introduced into the national routine immunization programme.

The proportion of deliveries attended by a skilled birth attendant in ten UNICEF focus ODs considerably increased from 32 per cent in 2014 to 46 per cent in 2015. This positively correlated with improvement made in ANC4 as a result of UNICEF advocacy and support to integrated outreach to hard-to-reach communities and inclusion of midwives into outreach teams.

In addition, UNICEF-supported equity focused monitoring of essential NMCH services delivery to remote populations through outreach spot-checks. In the ODs identified at risk of MNT, behaviour change interventions were conducted on: neonatal tetanus and harmful umbilical cord-care practices; ANC and delivery by trained staff; and post-natal care. In ODs receiving UNICEF support for integration of midwifery in outreach services to remote villages, post-natal care increased to 73.80 per cent, nearly tripling the 2014 figure of 25 per cent, and surpassing of the national average of 70.90 per cent. This result may be attributed to the expanded

integrated outreach and CCMN both, initiated and supported by UNICEF in close collaboration with Ministry of Health.

The proportion of under five years of age children with cough and fast breathing brought to public health facilities was 9.1 per cent higher in UNICEF-supported ODs than the national average (7.7 per cent). This is lower than expected because of a change in case definition, but the result is significant and related to improved services availability in health facilities and an effective CoMBI campaign, both initiated and supported by UNICEF in close collaboration with MOH.

Challenges in the implementation of outreach guidelines remain. Plans on outreach activities have been reviewed and discussions have been initiated to adjust and leverage support according to needs.

OUTPUT 2 Strengthened national and sub-national government policies and strategies, based on quality, child sensitive evidence and budget analysis, to respond to the needs of vulnerable population groups, especially women and children.

Analytical Statement of Progress:

UNICEF, as the focal UN agency for the SUN movement in Cambodia, has supported the Council of Agricultural and Rural Development (CARD) to develop their first SUN annual report and has developed other key advocacy documents: i) Conceptual Budget for Cambodia's Fast Track Road Map for Improving Nutrition, ii) 2014 MOH National Nutrition Report and; iii) chapter 17 of the CDHS on micronutrients.

In 2014, one-third of children under five in Cambodia were stunted, and one-quarter were seriously underweight. One in 10 children suffers from acute malnutrition. Since 2011, 5,995 children with severe acute malnutrition were treated as in-patients (1,318 new cases vs 1,182 cases). The proportion of children with two follow up visits increased from 39 per cent in 2012 to 66 per cent in 2015. In addition, by 2015 the number of health facilities which offer treatment had expanded significantly from five to 197. Mass screening was an improvement to the facility-based method of identifying acute malnutrition in 2015. UNICEF supported the screening of more than 22,000 children, and the number of children treated as out-patients increased from 682 in 2014 to at least 1,100 children in 2015. UNICEF will continue supporting mass screening and health facility-based screening.

To prevent stunting, UNICEF partnered with the Institute of Research for Development in Cambodia, Ministry of Health and the Fisheries Administration, to develop a nutritious, locally made food supplement to offer Cambodian caregivers the chance to add important vitamins/minerals and animal proteins to their children's daily food intake. Once proved effective, a business model will be developed to ensure the sustainability of this food supplement and make it available through social marketing models. For the poorest families, UNICEF will work with social protection initiatives to seek the possibilities to add those supplements within their food baskets for voucher or cash transfers.

In addition, the rate of mothers exclusively breastfeeding their young children decreased from 73.5 per cent in 2000 to 65 per cent in 2014. In urban areas the rate is even lower at 38 per cent. From January to September 2015, UNICEF and the National Nutrition Programme increased the number of mass media campaigns to promote appropriate feeding practices through radio spots, reaching 500,000 pregnant or lactating women every month. UNICEF will be supporting MOH to ensure that funding is allocated by the Government for such outreach, as

well as focusing on the community approach.

Iron deficiency is not very prevalent in Cambodian children, hence not an important contributor to the overall anaemia prevalence. An exception is for children under two years of age where iron deficiency anaemia is prevalent with ~15 per cent of the children affected. For children, risk factors for anaemia included causes such as hemoglobinopathy, marginal iron status and hookworm infection. According to CDHS, 5.7 per cent of the children 6-23.9 months received iron supplements the last seven days (vs 1.5 per cent in 2010). From June 2014 until November 2015, 24 million sachets, supported by UNICEF, were distributed to children aged 6-24 months. A 2014 assessment from Helen Keller Institute and World Vision estimated that approximately 70,000 children were reached annually.

OUTPUT 3 Strengthened health sector response in HIV prevention, treatment, and care and support services to women, adolescents and children.

Analytical Statement of Progress:

UNICEF provided technical assistance to address to the ongoing HIV and AIDS National Response on Cambodia 3.0 and for the development of the HIV/AIDS National Health Sector Strategy Planning (2015- 2020) , now endorsed by MOH.

Anti-retro viral (ARV) and Pre-ARV Clinical Management Guidelines for adults, adolescents and children were updated based on the WHO 2013 Recommendations. Cambodia is advancing on taking action to meet the goal of treatment for all.

Elimination of MTCT services in the reporting period January to September 2015 improved slightly. HIV testing and return for test results among pregnant women in ANC and at delivery increased from 75.7 per cent in 2014 to 80 per cent in 2015. Bottlenecks in HIV testing coverage included: shortage of test reagents, pregnant women who live in remote areas and over-workload of health care providers. Partner's testing also improved from 16.8 per cent in 2014 to 18 per cent in 2015. This data is probably subject to under-reporting bias as HIV testing at the counselling and testing in the general population was not included.

Based on the MTCT data 2015, the five northern provinces that UNICEF will focus on in 2016-2018 should be monitored closely as the coverage of HIV testing among pregnant women is less than 50 per cent and partner testing is less than 10 per cent. A new strategy to increase coverage in these areas should be considered.

As of September 2015, 3841 infected children are on ART and another 565 children are on pre-ART. Coverage of ART among children in need is estimated at 80.5 per cent. UNICEF has supported 27 out of 37 sites. Guidelines for the transition of adolescents from paediatric AIDS care to adults ARV care are under development.

Early Infant Diagnosis remains a key challenge, especially the coverage of DNA/PCR testing in two month olds. The updated PAC guideline to provide "birth DNA/PCR" testing will maximize the coverage of early infant diagnosis before the age of two months.

OUTCOME 2 Improved and equitable use of safe drinking water adequate sanitation, and improved hygiene practices.

Analytical Statement of Progress:

Since 2011 Cambodia has made progress in increasing access to rural sanitation and water. Coverage has increased in both rural water supply and sanitation, and in both the overall country and in UNICEF target areas. The progress in coverage has been greater for sanitation than water in both the country and in UNICEF target areas.

The percentage of the rural households across Cambodia with access to an improved sanitation facility has increased from 32 per cent in 2011 to 46.2 per cent in 2014 (Cambodia Socio-Economic Survey) and is on-track to meet UNICEF's target of 50 per cent of rural households with access to an improved sanitation facility in 2015.

In UNICEF's target areas, progress has been above that of all rural areas in Cambodia, increasing from 28 per cent in 2011 to 47 per cent in 2014 (CDB). It is on-track to meet UNICEF's target of 50 per cent of rural households with access to an improved sanitation facility in target areas by end 2015.

Until October, an additional 26,142 people gained access to sanitation (MRD reporting) as a direct result of UNICEF's support to MRD in 11 provinces with low sanitation coverage. Consolidated results of people that gained access to sanitation during 2015 will be available in January 2016.

For access to improved water sources in rural areas, the percentage of rural households across Cambodia with access to improved water sources has increased from 43 per cent in 2011 to 47.4 per cent in 2014 (CSES), a slower rate of increase than that of rural sanitation, and off-track to meet UNICEF's target of 75 per cent of rural households with access to improved water sources in 2015.

The original target was too ambitious and did not had a proper consideration of the bottlenecks, such as low sector investment, limited capacities installed, and also the strict definition of "improved water sources" (i.e. rainwater harvesting systems need to have a storage tank of more than 3000 litres and a tap).

Progress for access to improved water sources in UNICEF's target areas has been above that of all rural areas in Cambodia, increasing from 51 per cent in 2011 to 60 per cent in 2014 (CDB). Progress for this indicator is however, off-track to meet UNICEF's target of 75 per cent of rural households with access to improved water sources in target areas by 2015. It is important to mention that the main focus of UNICEF's water supply component has been on arsenic-affected areas, where the main emphasis is not to increase coverage but to ensure access to safe water (arsenic free). As such, the general indicator of coverage is not the most appropriate to evaluate the impact of UNICEF interventions.

In 2015, an additional 60,400 people gained access to improved water source as a direct result of UNICEF's support. Work was undertaken primarily through CSO implementing partners (Lien Aid, Teuk Saat 1001, Cambodia Water Association, and GRET), and included the installation of piped water systems using surface water sources in areas where the risk of arsenic in groundwater is high. With ongoing programmes, another 11,385 people are projected to gain access by the end of December 2015.

Overall access to water and sanitation in rural remains low (under 50 per cent). Cambodia has the second lowest level of access for both water supply and sanitation in rural areas when compared to nine countries (Indonesia, Lao People's Democratic Republic, Malaysia, Myanmar,

Philippines, Thailand, Timor-Leste, Viet Nam) in the UNICEF/WHO JMP South-East Asian region. The lowest country in the region is Timor-Leste (JMP 2015). Cambodia also has the highest percentage (59.9 per cent) of the rural population practicing open defecation of the nine countries in the South-East Asian region. Data for these indicators highlight the need for continued efforts to improve access to sanitation and water in rural areas in Cambodia, where the majority (78 per cent - Inter-Census 2013) of Cambodians live, while working to address additional programmatic areas related to WASH in pre-schools, schools, health care facilities, and an improved focus on the WASH needs of children under five, pregnant mothers, and caregivers.

UNICEF is currently undertaking an analysis of WASH related CDHS data, which will provide further insights in to equity dimensions and trends.

During 2016, the new country programme for 2016-2018 was formulated, which builds on the accumulated experience, and further integrates WASH and nutrition in a geographically-focused area in the north east of Cambodia.

OUTPUT 1 Enhanced support for children and families leading to sustained used of safe drinking water, adoption of adequate sanitation (use of toilets) and good hygiene practices (hand-washing with soap at critical times).

Analytical Statement of Progress:

Since 2011, the MRD - with support from UNICEF - has carried out CLTS (Community-Led Total Sanitation) activities in 426 villages, contributing to 112,051 people gaining access to improved sanitation (26,142 people in 2015). By November 2015, 147 of those villages claimed to be ODF (Open Defecation Free) and some of them have gone through the verification process. Out of the 147 villages that claimed reaching ODF status, 76 villages (with a population of 72,873 people) claimed that status during 2015.

Progress on ODF certification appears as constrained with six per cent of villages in selected areas certified ODF (CDB 2014) compared to UNICEF's target for 2015 of 50 per cent. However, the whole process from the triggering of CLTS to reaching ODF status takes several months. In addition, the verification process is a resource-intensive activity and is not aimed at verifying 100 per cent of claimed villages. According to the "claimed" ODF figures the success rate can be estimated as 34.5 per cent, which is consistent with the average success rate in the country, but still has potential to increase.

UNICEF's support on sanitation also contributed to a strengthened enabling environment. Governors in Battambang, Kompong Chhange and Prey Veng issued letters to put sanitation and hygiene as one of their priorities and encouraged local government officials to promote these good practices and/or to have toilets at home. Commune chiefs/councils in all 65 target communes teamed up with Provincial Departments of Rural Development (PDRD) and encouraged communities to end open defecation. Radio stations broadcasted sanitation and hygiene messages in nine provinces. Further collaboration between local government and local sanitation enterprises was piloted in Preah Vihear resulting in 43 per cent (28 out of 65) of targeted communes having a latrine shop in their communes (CDB 2014).

Data from PDRD (2015) in 65 target communes indicates that the UNICEF target of 50 per cent for 2015 has been exceeded, with 56 per cent of households in selected areas reported to have a designated place for hand-washing where water and soap are present. However, this data is lower than CDHS (2014) data (82 per cent rural) which raised questions about data quality.

More solid data will be available on the first quarter of 2016, through a UNICEF-funded National Knowledge, Attitudes and Practices survey.

Progress towards the target of 80 per cent of households in selected areas that treat drinking water by 2015 is on-track, with 76 per cent of households in selected areas reported to be treating drinking water in 2014 (CDB, 2014). This data is broadly consistent with 2014 CDHS data (67 per cent rural), although there is a need to consider potential over-reporting on the practise of boiling water. Point of use water quality testing in 2016 will allow household water treatment and safe storage data effectiveness to be assessed.

As with handwashing data, in the absence of data, PDRD (2015) data has been used to assess the percentage of households in selected areas that keep drinking water stored in a narrow-mouth container: 60 per cent against the target of 50 per cent, indicating that this target has been met.

OUTPUT 2 Increased national and sub-national capacity to provide access to sustainable safe drinking water and adequate sanitation.

Analytical Statement of Progress:

UNICEF has supported WASH in school activities in 88 (21 per cent) out of the 424 primary schools in the target 91 communes, and UNICEF's assessment is that WASH facilities in these schools are functioning well. However, data from CDB (2014) and EMIS (2014-2015) does not yet capture these improvements.

The target of 95 per cent of primary schools in selected areas with access to improved sanitation facilities for boys and girls was not met: data indicates current access at 81.6 per cent (CDB, 2014). The proportion of improved toilets designated for girls in selected primary schools (39.4 per cent reported by CDB in 2014) is also off-track to meet the target of 50 per cent by 2015, as is the percentage of primary schools in selected areas with access to improved drinking water: target 70 per cent by 2015; 61.1 per cent reported in CDB 2014. CDB figures for target communes, are reasonably well aligned with EMIS data for similar indicators for the target provinces.

The data indicates that access to WASH facilities in rural primary schools remains constrained, especially for designated toilets for girls, although the ratios of students to WASH facilities are not captured in data (rather the data captures the presence or absence of facilities in a school).

Schools tend not have formal operation and maintenance (O&M) plans in place, but whenever facilities are broken, school directors allocate funds or mobilize community resources to make repairs. This repair is depending on the school director/teacher/school support committee awareness and knowledge on WASH. UNICEF, together with its partners, has contributed to improve O&M capacities, but challenges still remain to ensure sustainability of the infrastructures built.

Efforts need to continue to strengthen WASH in Schools (WinS) aspects of the MoEYS EMIS to capture functionality, gender, and hygiene aspects of WASH. Going forward, UNICEF needs to continue to support WinS systems strengthening from national to school level, including by providing technical support to successful use of funds for WinS in 216 schools leveraged by MoEYS from the Ministry of Finance for 2016.

The 'Incremental Improvements to Water, Sanitation and Hygiene in Primary Schools: A

Guideline to Meeting the Minimum Requirements for WASH in School' was tested in 2015. The finalization of the minimum requirements, along with endorsement by the Ministry of Education, Youth and Sport, are planned for 2016.

In addition, low-cost group hand washing facilities were promoted among school directors and teachers, and installed in 147 schools in five provinces in the last quarter of 2015. The activity was done in collaboration with School Health Department of MOEYS and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), serving an estimated 58,000 school children.

OUTPUT 3 Strengthened political commitment, accountability and national/sub national capacity to legislate, plan and budget scaling-up of WASH interventions in humanitarian and non-humanitarian situations.

Analytical Statement of Progress:

The first-ever Rural Water Supply Sanitation and Hygiene - National Action Plan (2015-2018) is currently being translated in to Khmer and is expected to be finalised and endorsed in January 2016. The timeframe will allow UNICEF WASH planning to be aligned with the national plan. It is hoped that the national plan will provide a good future reference point for sector planning and review.

In terms of domestic budget for WASH, the 2015 Ministry of Rural Development approved budget had a separate line for promotion of rural sanitation. The value of the sanitation budget line was approximately US\$583,250, equivalent to 0.015 per cent of the value of the total national 2015 budget (which is estimated at US\$3.8 billion). This indicates that while progress has been made in including dedicated budget lines for sanitation, more advocacy efforts are required to increase the allocations in future years.

Amongst other elements the draft National Action Plan includes a level two result "4.1 Create and sustain social norm for stopping open defecation at scale" with eleven supporting outputs. When National Action Plan is finalised, this will help to strengthen the articulation of ODF in other national planning documents.

ODF certification and national data systems remain an area for future improvement. Efforts have been made to support detailed PDRD sanitation reporting in UNICEF target areas in 2015, however delays in and costs of ODF verification and certification remain a challenge, as do efforts to improve broader, institutionalised sector information management.

About 40 per cent of target communes in five provinces proposed WASH-related interventions in their community investment plan and district priority plans. Most PDRDs did not have available information on funded WASH-related actions in the commune investment plans.

Progress has been made in UNICEF supported emergency preparedness activities: since 2011 nine flood-prone provinces have updated preparedness plans for WASH in emergencies. The institutionalisation of preparedness at the national level requires further support from 2016. Although referred to, it is not strongly included in the National Action Plan, and the MRD is yet to appoint a WASH emergency focal point to represent the ministry at the National Committee for Disaster Management.

OUTCOME 3 Improve teaching and learning in relevant, sustainable and inclusive early childhood and basic education services.

Analytical Statement of Progress:

In 2015, there was strong overlap between UNICEF's focus on consolidating the implementation of the country programme Mid-Term Review strategic shifts, and the Ministry of Education, Youth and Sport's emphasis on implementing their priority reforms.

In March, the UNICEF Executive Director visited Cambodia and met the Minister of Education, Youth and Sport. They discussed the challenges of implementing reforms while securing organisational buy-in and the extent to which MoEYS could innovate in response to learning from failures. The importance of multilingual education was raised as a key equity issue and the need to scale up the provision of primary education to the full six years including to a greater number of minority children.

The Ministry's Annual Operational Plan showed that in 2015, development partner funding made up 47 per cent of the education budget excluding salaries, down from 62 per cent in 2014. This drop was in line with the overall reduction of Official Development Assistance in Cambodia. MoEYS has strengthened its financial management of the sector through the implementation of the Financial Management Information System, enabling greater accountability. The non-programme-based budget was fully integrated with the programme-based budget making it easier to plan and manage personnel in relation to sector results. Moreover, the capital budget was also integrated into MoEYS' 2015 budget, enabling all resources to be used to support policy priorities. In 2016, the recurrent budget is set to increase to 18.3 per cent which is a positive sign. An important breakthrough was the allocation by MEF within the 2016 budget of US\$745,000 to providing 216 schools with latrines and handwashing stations.

The Teacher Policy Action Plan was endorsed in January and resources were mobilised to enable speedy implementation of the ambitious reform. For the first time, the joint sector review - harmonised with the Global Partnership for Education (GPE) reporting - was led by MoEYS and developed by the sub-sector, thereby aligning with the structure of the Education Strategic Plan. UNICEF played a lead role in ECCD as well as the secondary education sub-sectors. In line with UNICEF's focus on integrated ECD, the inter-sectoral results framework within the Government's ECCD National Action Plan was endorsed following UNICEF technical support, enabling strong M&E at sub-national levels. The Ministry has commended the Mid-Term Review of the Education Strategic Plan and UNICEF is supporting this process to strengthen the coherence of policy priorities and budgeting while ensuring an equity focus.

UNICEF Innocenti awarded the East Asia Pacific ECD Scale research (of which Cambodia was part) 'Special recognition for potential policy impact'. The research used a common child development assessment metrics and tools to promote knowledge management and regional comparisons in ECD. The research showed: i) the high impact of Early Childhood Education (ECE) on children's performance; ii) significant urban-rural divides in development outcomes, and; iii) significant developmental disparities between majority and ethnic minority groups. The UNICEF Global Evaluation Report Oversight System rated the evaluation of UNICEF's Upstream Work in Basic Education and Gender Equality 2003-2012 as highly satisfactory providing a high degree of confidence in the report findings and recommendations. The management response to the recommendations are being taken forward. An evaluation of the first phase of the Education Capacity Development Partnership Fund was completed with positive findings regarding the impact of the Fund on the system. With UNICEF support, a module on ECD was included for the first time in the CDHS 2014 data. The data sets are being analysed and will be presented to the Government in 2016.

In relation to the outcome indicators, access to ECE increased to 35 per cent with gender parity in 2014/15, although this is 6.7 percentage points below the country programme target. This increase cannot be attributed to UNICEF alone, but rather the Ministry's own resources as well as a number of development partners. State preschools remains the largest provider of ECE (52 per cent), however some remote provinces are heavily dependent on community preschools and home-based programmes, which rely on donor funds and vary in quality. The majority of enrolments is among 5-year-olds. UNICEF is discussing with MoEYS the need to establish an additional pre-school teacher training college since the lack of teachers is a bottleneck for quality expansion of ECE.

The national primary promotion rate increased slightly from 84.7 per cent (2013/2014) to 86.5 per cent (2014/2015), however the target was not met. High repetition rates in Grades 1 and 2 remain an ongoing challenge, while dropout rates in all grades decreased slightly.

Strengthening the efficiency of the education system is one of the core recommendations of the forthcoming Out of School Children Initiative Report. Participation in lower secondary education has remained persistently low, although slightly in favour of girls. The main constraints relate to high opportunity costs and migration.

In the new country programme, the education programme will be structured by four outputs with a dedicated output on quality and learning and another on social accountability and strengthening demand for education. EAPRO has provided very valuable support in this regard. Key partners remain MoEYS, MEF, EU, SIDA, World Bank, UNESCO, Global Partnership on Education, the NGO Education Partnership, Voluntary Services Abroad and CARE. UNICEF expects to engage more with the private sector in the new country programme.

A challenge has been the fast pace of change within MoEYS. Insufficient time for planning some reforms has meant they have not always been implemented as planned. The Mid-Term Review of the Education Strategic Plan will help to address this issue, with the support of CDPF.

OUTPUT 1: Increased capacity to provide quality and inclusive early childhood education services with a focus on disability and ethnicity.

Analytical Statement of Progress:

UNICEF continued to play a leading role in policy-level engagement within the ECE sub-sector as well as with the ECCD National Committee. This was clearly seen in the joint leadership with MoEYS of the ECE joint sector review in February where UNICEF leveraged support for priority equity issues including the need for an increased supply of pre-school teachers as well as the provision of recurrent funds for community pre-schools (CPS). This was building on good practice in the allocation of funds for teacher salaries by commune councils in a number of provinces including Pursat, Pailin, Otdar Meanchey, Bantey Meanchey and Battambang. Key achievements in 2015 included the creation of dedicated ECE offices within 20 Provincial Offices of Education (increased from six the previous year), thereby increasing quality technical support for pre-schools at provincial level. The ECCD National Action Plan Results Framework and M&E framework were developed with strong technical support from UNICEF, to facilitate operationalization at national and subnational levels. The Government has disseminated the Plan to sub-national levels using its own budget. UNICEF's office-wide integrated approach to ECD under the new country programme 2016-18 will further strengthen UNICEF's niche role in promoting a holistic lifecycle approach to early childhood aligning with the ECCD National Action Plan.

Equity-focused ECE programmes have also improved both in coverage and quality. Both inclusive ECE programmes for children with disabilities and multilingual ECE programmes for ethnic minority children have expanded in 2014-15 to 75 and 34 pre-schools respectively with a stronger lead from PoEs and DoEs. MoEYS chose to expand the support to new districts/provinces thereby increasing the denominator which partly accounts for the low coverage rate of 11 per cent.

Important strides have been taken at the national level with the endorsement of the Multilingual Education National Action Plan (MENAP) as well as drafting of the Inclusive ECE Master Action Plan. Adoption of these plans in early 2016 will facilitate the transition of this support towards Government-led programmes. Programme Implementation Monitoring has revealed improved inter-sectoral collaboration between preschools and health centres fostering holistic service provision for children with disabilities in Siem Reap. Moreover, UNICEF's technical support has resulted in the initiation of a peer support network between government pre-school and community pre-school teachers through a Thursday Technical Meeting in Pursat and Siem Reap.

New programming for inclusive ECE was also designed in urban poor settings, which is a new geographic target for the education programme.

An evaluation of the effectiveness and efficiency of CPS is underway and it is hoped that the findings will inform UNICEF's strategic support to CPS and policy advocacy with the Government in the new country programme.

OUTPUT 2 Increased capacity to deliver inclusive basic education services.

Analytical Statement of Progress:

Several key developments took place in 2015 including the endorsement of the MENAP which provides provincial-level plans for expansion of multilingual education as well as the transfer of teachers to the Government payroll. This followed UNICEF advocacy, including a joint field trip to the north east of Cambodia with the Minister of Education to better understand UNICEF's support and opportunities for institutionalisation.

UNICEF's support for the South East Asian Primary Learning Metrics commenced in 2015, marked by a national launch in October. A Steering Committee was also formed in October; it is hoped that the Committee will provide strategic direction for all assessment initiatives in Cambodia to help inform education system reform.

The Child-Friendly Schools (CFS) Steering Committee chaired by the Minister met in October. Through UNICEF advocacy, a number of breakthroughs were achieved including the endorsement in principle of the MENAP, the need for a life skills guideline (for lower secondary schools) with in-depth training for teachers, as well as incorporation of the life skills approach within the newly developed national curriculum framework. In addition, UNICEF advocacy led to the revision of national school construction guidelines to include WASH, the Safe Schools Initiative / emergency preparedness and inclusive access.

UNICEF was nominated to jointly lead with the Ministry the sub-sector review on secondary education. This resulted in a number of key priorities being integrated within the recommendations, including increased coverage of scholarships as well as the expansion of District Training and Monitoring Team Members to secondary schools.

UNICEF's new support to lower secondary schools continued to expand; the revised CFS assessment tool was tested in 271 lower secondary schools in six provinces (50 per cent of schools). Meanwhile, there has been an increase in the proportion of primary schools achieving Medium and Advanced levels of CFS of almost one percentage point, which is very close to the target.

The Minimum Requirements on WASH were piloted in 16 schools in four target provinces. The Minimum Requirements include the 'three star approach' to school WASH. The three stars include the expected standards under each star for drinking water, water for cleaning, latrines, hand-washing facilities, operation and maintenance, hygiene education / behaviour change, shops and food handling, solid waste management and wastewater disposal.

The Positive Discipline manuals have been developed and piloted in 12 primary schools in three target provinces. Through UNICEF's strong advocacy (in the CFS Steering Committee), Positive Discipline training will be integrated within all pre-service teacher training. A Knowledge, Attitudes, Practices survey on Disciplinary Methods was conducted in 2015. The findings revealed that out of the total 1,081 students in 24 primary schools, 73.3 per cent (78.5 per cent boys and 68.2 per cent girls) reported having experienced or witnessed moderate physical discipline by a teacher while three per cent (2.4 per cent of girls and 3.5 per cent of boys) reported having experienced or witnessed severe physical violence. Moreover, 2.2 per cent (2.8 per cent boys and 1.7 per cent girls) reported experiencing or witnessing sexual touching by a teacher.

OUTPUT 3 Increased capacity at national and sub-national levels for planning, management and budgeting (Capacity Development Partnership Fund).

Analytical Statement of Progress:

2015 marked the start of the second phase of the Education Capacity Development Partnership Fund, worth US\$16 million over three years. This is a continuation of a very productive partnership with the EU and SIDA to strengthen the capacity of MoEYS. CDPF has been well placed to support a number of the Ministry's priority reforms linked to quality improvements and strengthened institutional management. For example, CDPF has supported the ambitious reform of teacher qualifications and the teacher education system.

While some of the targets have been reduced in the sector, and not all the targets of the UNICEF country programme have been met, it is recognised that this is due to improvements in the data collection and accuracy of EMIS as well as a change in management approaches within MoEYS where accurate data and evidence are valued in order to inform appropriate policy responses and corrective actions.

Key developments related to decentralization and deconcentration took place (supported by CDPF) including the proposal to transfer the management of CPS and Community Learning Centres to the sub-national administrations. Following strong Government leadership, infrastructure and personnel management within primary education were added to the list of functions to be transferred. Going forward, it will be important to ensure that capacity and systems at sub-national level are developed speedily to ensure effective management of the new functions.

Breakthroughs were achieved in 2015 linked to public financial management with the creation of budget entities amongst technical departments, provincial offices of education, and at the

school-level, making decentralised decision-making and local accountability more feasible. Schools received the last two tranches of the school operating budget in 2015 through bank transfer, increasing the efficiency and effectiveness of recurrent financing for schools. This reform – which inevitably entailed new systems – partly accounts for the low execution rate which was only 78 per cent in November 2015. In addition, US\$3.5 million was allocated within the budget for primary and secondary scholarships, which, while still a low percentage of the budget, was the first time such an amount had been budgeted.

The CDPF has provided ongoing capacity development to the existing 91 Primary School Support Committees in Rattanakiri related to school management and participation. The support was scaled up to an additional 199 School Support Committees in Rattanakiri, as well as Mondulakiri. These provinces are home to many ethnic minorities, ensuring an equity-oriented approach. This area was positively assessed in the CDPF Evaluation.

A consultant was engaged to support the analysis of the data for the Out of School Children Initiative. Further work is needed on the qualitative analysis and a launch is planned in early 2016.

OUTCOME 4 Improved prevention of and responding to violence, abuse, exploitation and unnecessary separation of children.

Analytical Statement of Progress:

The overall situation for girls, boys and adolescents vulnerable to violence, abuse, exploitation and unnecessary family separation remains grave, despite significant progress having been made during this country programme including in 2015.

In 2015, a total of 5,618 children (including 2,488 girls), 2,225 youth and 3,379 families benefited from access to basic and specialized child protection services. Since 2011, more than 35,000 children have been reached with services to prevent and respond to violence, abuse, exploitation and unnecessary separation. This was achieved by expanding the Partnership Programme for the Protection of Children (3PC) in collaboration with the lead ministry for child protection, and with the support of USAID. 3PC brings together 12 NGOs and 41 community-based organizations to provide child-protection services to the most vulnerable children each year. In addition, 360 children were reunified with their biological parents or placed with their extended family or in foster care. A further 194 children (including 152 girls) were placed in temporary care while waiting for family tracing and reunification. 3PC is central to the Government's recently announced target that, by 2018, it aims to return 30 per cent of the 11,788 children known to be living in institutions in five provinces back home to their families and communities.

The current number of children in detention is 504, which represents eight children per 100,000 child population. At the end of 2014, the target of five children per 100,000 had been achieved but the incarceration rate increased in 2015, partly as a result of the absence of the new juvenile justice law, which has not been approved by the Government. However, there is still significant progress from the start of the country programme, which has been achieved by working with the courts to use alternatives to detention, such as giving children probation rather than a custodial sentence.

Significant advances were made in strengthening the national child protection system. Following the October 2014 launch of the Cambodia Violence against Children Survey, during 2015, 13

Government ministries formed a national steering committee to design a five year costed, multi-sectoral plan to prevent and respond to violence against children, which is now in its final draft form. It will be costed in early 2016 and launched soon after. The plan was written with technical guidance provided by UNICEF, and with resources provided through a new partnership with the Government of Canada and the Together for Girls Partnership.

Engaging with senior levels of Government yielded good results for vulnerable children. The Prime Minister signalled his commitment to child protection by attending the Day and Prayer and Action for Children in December, which had the theme of protecting children from violence. In September, the Prime Minister signed off on an important reform to the alternative care sector, to ensure better Government coordination and oversight of the sector. In October, as a response to UNICEF advocacy, the lead ministry agreed to review the structure of the Department of Child Welfare, with the aim of establishing a Child Protection Unit to provide the anchor for the emerging child protection system, with a strong focus on violence prevention and response.

After substantial public advocacy and high level dialogue, supported by knowledge generation and the provision of technical support to Government, Cambodia appears to have reached a tipping point in how it will respond to the proliferation of residential care institutions. The lack of high level commitment to limit the growth of care institutions and to regulate the alternative care sector, appears to have been overcome with the commitment of the Minister and the line ministry to reduce the number of children in care. In December, the lead ministry released a Ministry Statement which prohibits the establishment of new institutions, prohibits the placement of a child under three in an institution and notes its intention to review gatekeeping processes to keep children out of institutional care. USAID is an important UNICEF partner in this work.

In response to increased advocacy from UNICEF and other development partners, the Government took forward the draft law on juvenile justice. Drafting of the law commenced in 2000, but reform efforts collapsed in 2010. As a result of high level advocacy with the responsible Minister and two advocacy events in the form of national and sub national workshops on justice for children, the responsible Minister submitted the law to the Council of Jurists for approval.

Cambodia continued to generate new knowledge on the child protection situation to inform policy dialogue. In December, the Government and UNICEF released a new study that showed that the country lost at least US\$168 million in 2013, or 1.1 per cent of its GDP, as a result of the negative impact of some of the health consequences caused by violence against children. The study is providing a platform for discussion with the Ministry of Economy and Finance on the need for a greater investment in the national child protection system and violence prevention and response.

OUTPUT 1 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.

Analytical Statement of Progress:

Significant progress was made in strengthening the regulatory and policy framework to protect vulnerable children and families. The Government's increased commitments for child protection was expressed in policy development, legislative reform and the introduction of new regulations,

but only marginally in terms of increased financial investment in the national child protection system.

The annual budget for the Child Welfare Department increased by one per cent in 2015. The increase was for inspections of residential care institution and the revised sub-decree on the food rations for children living in state orphanages. UNICEF has funded and deployed 25 social workers to clear a critical bottleneck in service delivery, with the understanding that the Government will absorb 15 of these workers into its workforce from 2017. The salaries for the remaining 14 social workers will be taken over by NGOs in the same year.

UNICEF successfully advocated with the Minister of Social Affairs to fast track the finalization of the draft juvenile justice law for submission to the Council of Ministers. Two UNICEF-supported high-level workshops on new approaches to children in the justice system brought together more than 130 judges, prosecutors and other professionals to enhance their awareness and expertise on child-friendly principles and processes in the justice system. UNICEF is supporting the Ministry of Justice in collaboration with Office of the High Commissioner for Human Rights to establish the court database in five provinces. The delay in putting in place a comprehensive juvenile justice law is having a real and negative impact on children. For example, the number of children in detention was reduced from 12 to five per 100,000 child population by the end of 2014, but in 2015, the number had edged upwards to eight per 100,000.

Thirteen Government Ministries collaborated to complete the final draft of the Action Plan on prevention and response to violence against children. A key policy achievement in 2015 was the endorsement and launch of the Sub-Decree on the Management of Residential Care Institutions. This is a significant breakthrough and was achieved through intense advocacy efforts by UNICEF and the provision of strong technical support. With technical support from UNICEF, the Explanatory Note on Adoption was developed and this will strengthen the alternative care framework. In collaboration with partners, UNICEF provided financial and technical support to the development of a Positive Parenting Strategy 2016-2018 to reduce violence against children and unnecessary separation.

Substantial progress was made in strengthening and implementing Cambodia's alternative care framework and mapping of residential care institutions in all provinces. The mapping of institutions was completed in five provinces, revealing a 92 per cent increase in the number of known residential care institutions (from 139 to 267) and 64 percent more children in residential care institutions than what was known previously, from 7,545 to 11,788 (52 per cent boys), with 77 percent of institutions in just two provinces. The mapping is currently underway in the remaining 20 provinces.

OUTPUT 2 Improved access to preventive and responsive social welfare and justice services by children and families who are most at risk in at least five provinces.

Analytical Statement of Progress:

In April, UNICEF launched Phase Two of the Partnership for the Protection of Children, which, with the support of USAID, brings together Friends International and 12 NGOs and more than 40 community-based organizations to provide child-protection services to the most vulnerable children. In 2015, a total of 5,618 children (including 2,488 girls), 2,225 young people and 3,379 families benefited from access to basic and specialized child protection services. Since 2011, more than 35,000 children were reached with social and justice services to prevent and respond

to violence, abuse, exploitation and unnecessary separation of children in seven selected provinces.

A total of 764 children (including 289 girls) outside of family care have been supported with case management services to be integrated into family-based care. Out of them, 361 children were reunified with their biological parents or placed with their extended family or in foster care. In addition, 194 children (including 152 girls) were placed in temporary care while waiting for family tracing and reunification.

UNICEF supported social service providers to have strengthened capacity to provide quality services that protect girls and boys vulnerable to and exposed to violence, those separated from their family and those being deinstitutionalised and reintegrated. National Guidelines for the Management of Violence Against Women and Children were launched and disseminated at national and sub-national levels and a clinical handbook on the health care for children subjected to violence or sexual abuse was also finalized. An in-service teacher training package on positive discipline and classroom management was finalized and tested in twelve schools in three provinces and a knowledge, attitudes and practices survey on the use of discipline in schools, including violence, was conducted and findings, describing high levels of violence in schools, presented to the Ministry of Education.

OUTPUT 3 Enhanced support and increased capacities of children, families and communities to protect themselves and reduce their vulnerability and stigma.

Analytical Statement of Progress:

Approximately 505,700 people were reached with the campaign "Keep Families Together", which is a UNICEF-supported campaign designed to prevent family separation and the institutionalisation of children, through radio broadcast, stickers, hotline cards, calendars community billboards, official launches with local authorities and trainings.

UNICEF supported inter-faith dialogue to promote core child protection messages involving 116 religious leaders from three religious faiths – Buddhist, Christian and Muslim. Approximately 529,436 religious leaders and their congregations and 136,614 children (48 per cent female) in 4,428 religious settings (59 per cent of the total number of religious settings) were reached with key messages on violence prevention and unnecessary family separation as part of the Day of Prayer and Action for Children celebration in February 2015. As part of a broader effort to institutionalise child protection in Buddhist education, UNICEF is supporting the lead ministry for religious affairs to develop child protection curriculum for all levels of the Buddhist Education Programme, for finalization in early 2016.

The UNICEF-supported Adolescent and Youth Advisory Committee supported 70 peer educators to reach more than 10,000 students in primary and lower-secondary schools with awareness-raising sessions on violence against children and what children and young people can do to end it, as part of the 16 Days Campaign 2015. More than 500 Government officials were reached with key messages on violence prevention and response through two sub-national launches of the Violence Against Children Survey.

Approximately, 21,200 out-of-school children were reached with mine risk education awareness on how to prevent accidents and facilitate the reporting on landmine and explosive remnants of war identified in communities. The awareness was conducted by the child-to-child mine risk education teams with support from UNICEF.

OUTCOME 5 Increased proportion of children especially the most vulnerable ones including those with disability in selected target areas, benefiting from social services interventions.

Analytical Statement of Progress:

In 101 communes and four *sangkats* (municipal administrative units) supported by UNICEF, long-term capacity strengthening of commune councils to better plan and manage social service delivery has led to a significant increase in commune funds spent on social services, from 0 per cent in 2011 to 11 per cent in 2015. This corresponds to approximately US\$5,000 per year per commune and has been achieved partly by a UNICEF funding envelope of US\$3,000 per commune earmarked for social services, and partly by communes own funding allocations. All targeted communes now plan and implement social services and support on an annual basis to reach around 25 per cent of women and children identified as most vulnerable. In 2015 alone this has provided access by 152,503 vulnerable women and children to especially community pre-schools, water, sanitation and hygiene services, and maternal and new-born health services. This includes 2,107 children (871 girls) and 1,695 adults with disabilities. Some 93 percent of the supported communes use evidence and data generated through a social service mapping (SSM) process conducted at village level to inform the planning of targeted delivery of these social services. In most communes, youth, children (73 per cent) and people with disabilities (85 per cent) participated in the SSM process, enhancing their voices and opportunities to influence commune planning.

An external UNICEF-commissioned study in 2015 has found that UNICEF-supported communes in general are better at aligning their support to meet the needs of its citizens compared to non-targeted communes. These results and findings are clear indicators of enhanced capacity of targeted commune councils and administrators to engage with citizens and prioritize equity in social service delivery and support. In the context of Cambodia's decentralisation reform to bring social services and support closer to the people, this is a significant achievement and demonstration of the tangible potential of sub-national authorities to help address the multiple dimensions of child poverty and rights deprivations still faced by far too many children in Cambodia.

In practice however, the funds spent by communes to improve equity in service delivery and support are still very small, averaging less than a dollar per beneficiary per year. Another key barrier to the roll out of the decentralisation reform is a general lack of implementation of planned functional transfer of human resources to sub-national level. Cambodia will need to invest more and faster in implementing the national decentralisation and de-concentration reform to further address child poverty in an equitable manner. This must include increased investment in specialized social services for children with disabilities, targeted initiatives for ethnic minorities, and in effectively communicating the vision and scope for decentralisation to both sub-national administrators and citizens.

In the 11 target districts supported by UNICEF, 95 per cent of all new-borns were registered within the first 30 days. However, there is wide variation from as little as 22 per cent in O-Chum district in Ratanakiri province to as high as 100 per cent in most target districts. With support from village chiefs actively promoting birth registration using a newly introduced village record book for civil registration, demand led to 10,373 out of 11,024 babies born in 2014 and 2015 being registered within 30 days of delivery. Birth registration in the remote underserved target districts of O-chum in Ratanakiri with large groups of ethnic minorities remained low at 22 per cent in 2015, reflecting a combination of both limited demand, limited resources and capacity of the sub-national administration.

OUTPUT 1 Increased access by children and families affected by disability in target areas to support services that enable them to participate in and contribute to community life.

Analytical Statement of Progress:

Since 2014, and under the Disability Rights Initiative Cambodia in partnership with UNDP and WHO, UNICEF has established fifteen strategic partnerships with non-governmental organisations and disbursed a total of US\$641,798 to support children and families with disabilities to be socially included in community life and access support services. Through these grants 17,000 beneficiaries have been directly reached, primarily with physical and aural rehabilitation services, home-based care, access to inclusive education services, arts classes, or indirectly through community-based awareness raising and social mobilisation initiatives. It is projected that these partnerships will reach and benefit an additional 100,000 children and families with disabilities in UNICEF target areas over the coming year.

UNICEF developed training tools to increase the understanding of sub-national administrators on how to promote inclusion of people with disability how to facilitate disability inclusive planning and delivery of social services. These have been integrated into awareness-raising and capacity building initiatives, reaching 443 sub-national administrators from provinces, districts and communes in targeted areas. Efforts to roll out these capacity building initiatives to reach all targeted sub-national administrators have been constrained by limited budget availability and the actual time required to both develop and implement the activities. It will therefore be necessary to revise these targets. There are positive indications that these initiatives, in combination with additional guidance to 1633 members of commune councils for women and children to track disability inclusiveness in promotion of social services with equity, are contributing to greater social inclusion of children and families with disabilities. Eight out of ten UNICEF-supported communes reported in 2015 that people with disabilities participated in village level processes to identify social needs, and were represented at commune investment planning meetings.

UNICEF facilitated the production of 20 videos produced by young people from one of the partner organisations working with arts and disabled youth. These were promoted using social media with great success, resulting in them getting more than 700,000 views, mainly by a young Cambodia audience, and contributing to increasing public visibility of the young producer's abilities.

Despite these positive results, there is a great need for improving national systems collection and analysis of data to include a refined emphasis on children with disabilities. With Cambodia investing less than 0.1 percent of the Government budget in services and support for people with disability there is also a need substantially increasing national investment in mainstreaming social services to become universally accessible, and to expand the coverage of disability related specialised services.

OUTPUT 2 Increased community demand for early childhood development services and actions to minimize vulnerability and reduce barriers to access.

Analytical Statement of Progress:

Field observations and a 2015 study of commune capacity found that UNICEF-supported communes are better at aligning their implementation of actions with community articulated needs. They also feel greater accountability to respond to community demand and there are strong indications that community demand is increasing for early childhood development services.

In UNICEF-supported communes 10,315 pregnant women identified as vulnerable were supported in 2015 to access antenatal services, deliver at a health facility, or benefit from postnatal services. Community demand for early learning increased in targeted areas and in 2015 was met through an expansion in state and community managed pre-schools to ensure access of 33 per cent of all children aged 3-5 years (85,449 out of 257,628), compared to only 15 percent in 2011. This was achieved with full gender parity. Demand for improved drinking water sources and sanitation was clearly and consistently articulated by more than 170,000 households as the greatest priority in the SSM process. In targeted communes this demand was met by commune support for improved water and sanitation reaching 4,332 families and improving WASH facilities in 128 schools and 26 health centres. Some of the UNICEF-supported communes took on the role also of providing financial support and/or food and school uniforms and utensils to 634 households and 1,829 children identified as poor or vulnerable to domestic violence or natural disasters.

These results all point to an increasing community demand for early childhood development in targeted areas. The commune capacity study conducted in 2015 suggests that the increase in demand is mainly nurtured by the increased capacity of communes to engage with citizens, and that there is a need for supporting both sub-national administration and caregivers and other community members to clearly understand and appreciate early childhood development and exactly how to support it.

OUTPUT 3 Improved capacity of sub-national administrations and relevant sectors in selected target areas to plan, budget and monitor to improve the situation of the most vulnerable children and women

Analytical Statement of Progress:

Of the 101 communes supported by UNICEF, 93 per cent used the Social Service Mapping process to inform planning and targeted delivery of social services and support to most vulnerable women and children. SSM enables the village and commune to identify vulnerabilities against 17 socio-economic indicators. In 2015 the combined number of households engaged by communes through SSM was 174,315, with seven out of every ten communes reporting that children, youth and people with disabilities participated in the process.

Capacity strengthening of sub-national administrations, including all of Cambodia's 1,633 Commune Council for Women and Children members has been guided by the newly developed training resource 'Promotion of Social Services with Equity', generating tangible results. Commune expenditure on social services has grown from 0 per cent at the beginning of the five year programme to 11 per cent in 2015. All targeted communes are now including social service delivery and support in commune investment plans, with the total number of planned interventions reaching 2,076 in 2015. Of these 64 percent have been implemented in 2015 and an external study on commune capacity has documented that there is greater alignment between needs of vulnerable households and commune supported social services in UNICEF-supported areas than in non-UNICEF-supported communes. All members of Commune Committees for Women and Children (including Commune Council members) in 101 communes and four sangkats, have been trained to plan, budget, execute and monitor service interventions for children. As a result, UNICEF-supported communes have also significantly increased the ability to reach most vulnerable women and children with 25 per cent (158,909 out of 619,885) supported to access mainly birth registration, community pre-schools, WASH facilities and maternal and new-born health services. Improved capacity of village and commune administrations have led to an increase in birth registration rates from 62 to 95 per cent by 2015.

However significant these results are, the actual financial resources spent by communes on social services and support remain very limited with only US\$3,000 to US\$10,000 spent per commune per year. This roughly amounts to less than one dollar spent annually per vulnerable woman and child, compromising communes' ability to reach the most remote and marginalised, including children with disabilities and households in ethnic minority communities.

OUTCOME 6 Strengthened national and sub-national government policies and strategies, based on quality, child sensitive evidence and budget analysis, to respond to the needs of vulnerable population groups, especially women and children.

Analytical Statement of Progress:

The public budget allocation for social sectors continued slight increase in 2015. Most notably, the Ministry of Education, Sports and Youth received the largest share for recurrent budget, increase from 17 per cent in the fiscal year of 2015 to 18.2 per cent for the fiscal year of 2016.

UNICEF advocated for increased coverage and amount of school scholarship targeting children from poor family, and a sub-decree was issued to expand its coverage from Grade 4-6 to Grade 1-6, and the Government increased financial contribution for school scholarship with approximately US\$9 million. Despite this increased budget allocation, the coverage of school scholarship is yet limited with only 22 per cent for upper primary school, and UNICEF plans to continue evidence-based advocacy for increased budget allocation for school scholarship programme. To respond to the gaps identified in the MoESY budget structure formulated under the programme budget (PB) to respond sectoral priorities defined in its sectoral strategy and annual operational plan, UNICEF supported a study to identify the gaps and recommend how the PB should be reformulated to respond the Ministry's priorities. The findings were discussed at senior level and are expected to influence PB formulation in 2016.

With UNICEF advocacy, the Ministry of Social Affairs, Veterans and Youth Rehabilitation decided to implement programme budget from 2016 budget. UNICEF found this an important opportunity to advocate for an increased budget allocation for this under-funded ministry to deliver social welfare and child protection services. The quality of PB was somewhat limited due to knowledge gap on experiences in delivering services effectively, and the ministry was not able to achieve an increased budget allocation for critical social welfare services due to fiscal constraints and Government increase of civil servant's salaries. In 2016, UNICEF plans to support the development of child protection-related programme budget, in order to solicit budget allocation in support of the most vulnerable children.

In 2015, Ministry of Economy and Finance (MEF) has become a critical player in social protection. In July, a new technical working group was formed under the chairmanship of MEF to formulate a new social protection policy, focusing on contributory social security. UNICEF successfully advocated for inclusion of non-contributory social protection targeting the poor and vulnerable as part of the new strategy to bring contributory and non-contributory social protection interventions under one umbrella, and to ensure an engagement of MEF in social protection targeting the most vulnerable with public funding.

A social protection policy framework is currently under development, and UNICEF provided technical support to develop a chapter on non-contributory social protection/social assistance in collaboration with the Council of Agriculture and Rural Development, social ministries, and development partners. The draft policy document highlights cash transfer for pregnant women and young children and school scholarship programmes as one of key interventions to ensure

human development outcomes. In early 2016, UNICEF will support costing and impact simulation in coordination with the International Labour Organisation for development of a more detailed national strategy for social protection, in line with the policy framework.

In 2015, UNICEF provided technical support for participatory diagnosis of M&E system for implementation of the National Strategic Development Plan (NSDP). A new guideline for M&E for NSDP Implementation (MENI) was drafted and approved by the Ministry of Planning, which defined new institutional framework for M&E such as new inter-ministerial steering committee and secretariat for M&E implementation under the Ministry of Planning (MoP). As a capacity gap in M&E identified as one of the key bottlenecks, together with weak institutional set-up for M&E, UNICEF agreed with the Government to implement a master-certificate training in M&E to generate a critical mass across sectors, with an emphasis on ministries that take leading role in M&E (MoP, MEF, Ministry of Civil Service). The course is expected to commence in January 2016.

A study on commune planning and budgeting conducted in 2015 concluded that the low level of expenditure for social services by communes is partially due to limited knowledge of commune staff in budget planning and execution for social services, and absence of updated guidelines provided by MEF on how to plan and report on social services expenditure based on new budget classification which was rolled out in 2015. The National Treasury requested UNICEF to provide technical inputs for revision of the guidelines for communes budget planning and execution for social services. The new guidelines are expected to be released in early 2016 to support commune budget preparation for 2017 budget. The study also concluded that citizen's participation in planning and communes' engagement with citizens influenced the level of social spending. The findings were discussed with key Government stakeholders including MEF, the National Committee for Sub-national Democratic Development Secretariat (NCDDS), Ministry of Interior, and it was agreed that a joint policy paper on the report key findings relating to citizens' participation and social accountability will be developed with recommendation in the beginning of 2016. This will be one of priorities in the next country programme.

OUTPUT 1 Strengthened national and sub-national M&E systems, mechanisms and capacity of line ministries for evidence-based and equity focused policymaking and reforms.

Analytical Statement of Progress:

In 2015, UNICEF Cambodia supported the Government to incorporate risk and vulnerability analysis into situation analysis of children and women. As a result, birth registration and child poverty indicators were included in NSDP. The Ministry of Planning agreed to include child poverty measurement into national poverty (monetary) measurement. An ECD module was included in Cambodia Demographic and Health Survey of 2014, and further analysis is underway to uncover the determinants of early learning. UNICEF also continued to provide technical support towards situation analyses in selected provinces, in order to inform investment programmes.

In 2015, UNICEF supported the Government for M&E system strengthening. The participatory diagnosis of M&E system for the National Strategic Development Plan implementation was conducted with MoP, MEF and key social ministries, and it identified weak institutional framework and limited technical capacity as the critical bottleneck for M&E. Based on this assessment, the MENI was developed, with definition of roles and responsibilities of critical stakeholders as well as a mechanism for inter-ministerial coordination. An action plan for MENI implementation was prepared and approved. The MOP is drafting the terms of reference for an inter-ministerial M&E steering committee as well as for the NSDP M&E secretariat to strengthen

institutional framework. UNICEF sees the MEF as a strategic partner in strengthening national M&E system through improving programme-based budget M&E across ministries. UNICEF as a trusted partner for both MoP and MEF has been playing a role to bring them together for a joint effort to strengthen M&E of line ministries with ultimate goal to strengthen results for children and women. A master certificate course on M&E with an equity focus is planned to be implemented for the first quarter of 2016 as a response to the identified bottleneck of limited technical capacity. The course is expected not only to build a critical mass within the key ministries (MoP, MEF, Ministry of Civil Service and social sectors) to lead M&E but also strengthen inter-ministerial coordination.

Training on use of CamInfo for equity-focused monitoring of child rights was conducted by MoP to Cambodia National Council for Children members. With support of UNICEF, the CamInfo database has been updated on a regular basis. Currently, a CamInfo user assessment is being implemented with an aim to understand its relevance, access, utilization, challenges and areas for improvement.

In the last quarter the final reports of the Cambodia Demographic and Health Survey 2014 and the Cambodia Socio Economic Survey 2014 were published by the Government. UNICEF planned to work with Government for a multi-dimensional child poverty analysis using the newly published data. However, this has been rescheduled for early 2016, due to alternative priorities in the MOP, including the Millennium Development Goal end line report and Sustainable Development Goal localisation discussions, amongst others. UNICEF plans to strengthen strategic engagement with other key, such as the Supreme National Economic Council, for child poverty analysis and mainstreaming it into national poverty analysis process.

OUTPUT 2 Increased capacity of key line ministries to analyse budgets and develop and implement policies related to child rights.

Analytical Statement of Progress:

In 2015, 10 line ministries including social ministries including health, education, and women's affairs started implementing programme budget for the entire ministerial budget after its partial implementation for several years. UNICEF supported the Ministry of Economy and Finance to conduct capacity building activities on PB execution, with particular emphasis on social sectors.

However, in this initial year for full PB implementation, the ministries encountered challenges with execution of budget, especially during the first half of the year, with significant delays in releasing funds for service delivery due to revisions in programme budget execution guidelines. UNICEF supported additional budget execution training in order to resolve bottlenecks. The Ministry of Social Affairs, Veterans and Youth also decided to implement PB starting from 2016 fiscal year, and UNICEF provided technical support for its PB formulation. Also, UNICEF supported PB execution training by MEF from the beginning of the year. In October, UNICEF supported MEF to organize a workshop with the PB pilot ministries, including MoH and MoESY, to reflect on progress made and challenges encountered with PB implementation. One of the major challenges identified across the ministries was limited human resource capacity for PB formulation and complexity in the PB execution procedures. These identified challenges and proposed solutions are currently under discussion within MEF, in order to identify strategic actions for improved implementation of PB.

Expanding the partnership with MEF provided an opportunity for UNICEF to provide technical inputs in budget formulation of MoEYS and MoH. Similarly, UNICEF contributed to revision of Budget Strategic Plan Guidelines for national and provincial administrations, with a focus on

social sectors.

In 2015, UNICEF engagement with NGOs for budget advocacy was enhanced. UNICEF supported training targeting national and international NGOs for budget analysis and advocacy. A database with data on the approved budget for the past seven years was created, which will later be disseminated to the partner NGOs to facilitate their analysis. UNICEF supported a public launch of the results of Open Budget Survey 2015. Based on its results, MEF made a commitment to improve budget transparency in the Phase Three of the public financial management reform programme.

Three studies were completed for evidence-based budget advocacy. A study on a simulation of the impact of school scholarships on reduction of school drop-out was conducted, and used to advocate for increased coverage and benefit level. It resulted in an approval of a Sub-Decree which declared an expansion of the programme to lower primary school students. However, the budget allocation for 2015 has not been provided to implement such expansion. Two qualitative studies were completed in the last quarter of the year to assess level of alignment of policy and budget – one covering all social sectors directly relate to children, and another specifically on alignment of MoEYS education strategic plan with programme budget and annual operational plan. The results will be used in 2016 to advocate for improvement of budget alignment with policies.

OUTPUT 3 Increased national institutional capacity, to develop, roll out and coordinate a cross-sectoral Social Protection strategy, inclusive of social welfare services.

Analytical Statement of Progress:

As the 2011-2015 National Social Protection Strategy for the Poor and Vulnerable was ending, in 2015 UNICEF focused its support to the Government for formulation of a new strategy, identifying gaps from the current social protection programme coverages and prioritization of programmes for strengthening child-sensitive social protection system. Progress for formulation of new social protection strategy experienced was slow due to limited capacity of the Council of Agricultural and Rural Development - the coordination agency for social protection. However, in July, a new technical working group for development of the social security policy was formed under leadership of MEF, with an aim of drafting a strategic development plan and promote a harmonized, efficient and financially sustainable social security system. UNICEF found this an important opportunity for strengthening engagement of MEF in social protection, particularly in relation to social assistance targeting the most vulnerable. As a result of joint advocacy with CARD, MEF agreed to expand the scope of the policy document to cover the whole social protection system, adding social assistance into its scope of policy document, and nominated CARD to lead prioritization of social assistance programmes to be part of the policy document. Cash transfers targeting pregnant women and children under five are expected to be prioritized in the policy document explicitly, together with expansion of the school scholarship programmes.

In 2015, UNICEF supported CARD in leveraging EU technical support for social protection. As a result, Cambodia was selected by the EU as a country to receive technical support in research and capacity building functions for social protection system strengthening.

Slow progress was made with implementation of cash transfer pilot targeting children under five and pregnant women living in poverty. The limited human resource of CARD has been the main bottleneck. A baseline study was completed, and a management information system was designed. A micro-finance institution was contracted for delivering cash, and an ATM card was

issued for each beneficiary. Cash delivery is expected to be initiated in the first months of 2016, after registration of beneficiaries into the management information system is completed.

UNICEF advocacy with MoEYS led to the education scholarship coverage expansion to include Grade 1-3 in the Sub-decree on scholarship for poor students, issued by the Government in March 2015.

OUTPUT 4 Increased capacities of NCDDDS and key social ministries for development of child right and equity focused policy and guidelines within Decentralization and De-concentration reform.

Analytical Statement of Progress:

In 2015, three out of four social ministries started implementing pilots of functional transfer to Sub-National Administrations (SNA). SNA planning guidelines revision are ongoing to make them consistent with new planning policy adopted in 2014, including strengthening the use of disaggregated data and making them more child centred, inclusive and equity focused.

In 2015, the decentralization and de-concentration reform process in Cambodia entered into a new stage. Although no ministries have formally transferred functions to SNA yet, some positive developments have been noted. In education, an agreement was reached for MoEYS to transfer major functions (ECE, Primary and non-formal education) to SNA. In health, MoH is in intensive consultations to transfer ODs and functions to SNA. Over 10 ministries are now participating in functional mapping, review and piloting the transfer.

To accelerate progress with functional transfers to SNAs, a political decision was made to implement transfer of major functions from the Ministry of Education, Youth and Sports (MoEYS) such as primary education, in addition to planned functional transfer of early childhood and non-formal education. UNICEF closely worked with other development partners to support MoEYS to define details on functional transfer of primary education. In 2016, the transfer will be implemented in Battambang province employing a phased approach, with a plan for expansion to cover the remaining provinces by 2019. For the Ministry of Health, discussions are ongoing to determine details of functional transfer.

UNICEF worked with MoP and NCDDDS/MoI to revise the SNA planning guidelines to add tools and mechanisms to enhance engagement with youth and vulnerable groups and for effective use of disaggregated data for equity-focused planning. Stakeholder consultation at national and subnational level is ongoing and revision is expected to be finalised in 2016. With introduction of the Budget Strategic Plan by MEF, revision of timeframe for preparation of public investment plans at subnational level has become important to ensure coherence between plans and budget. UNICEF promoted a dialogue among key stakeholders – MoP, MEF, NCDDDS/MoI - to jointly review process, timeframe and guidelines.

UNICEF also supported pilot functional transfer of Ministry of Social Affairs, Veterans and Youth Rehabilitation in relation to management of residential care institutions. An orientation workshop on functional transfer targeting provincial and district administrations was conducted in Battambang, in close coordination with MoSVY, NCDDDS, and Ministry of Economy and Finance.

Under the Implementation Plan (Phase II - 2015-2017) of the National Programme for Sub-national Democratic Development approved in the end of 2014, strengthening social accountability has been included as one of the pillars. Development partners such as World Bank, EU and USAID have funded NGOs to strengthen citizen's monitoring of social services

and budget. UNICEF has worked with the NCDDS to strengthen SNAs' capacity to provide information to citizens in relation to social services and budget allocation.

OUTCOME 7 Effective and efficient programme planning, coordination, monitoring and support for sub-national programme delivery.

Analytical Statement of Progress:

In 2015, UNICEF Cambodia maintained close monitoring and immediate corrective measures to ensure timely work planning, disbursement and liquidation of funds through monthly programme management group meetings using the VISION dashboard. This resulted in 100 per cent utilization of Regular Resources and 71 per cent per cent utilization of Other Resources as at 18 December.

The next Country Programme Document (2016-2018) was approved by the Executive Board on the 9th of September 2015. Facilitated by an external consultant, the document was developed following a series of internal and external consultative processes, including reviews by EAPRO Advisors. A high-level CPD validation workshop, involving 76 high-ranking officials from Government and development partners, presided by the Senior Minister of Planning, was held in February culminating in the formal endorsement by the Government of the design and strategic direction of the next country programme.

The elaboration of next Country Programme Action Plan (CPAP) is being finalized. A consultant was engaged to facilitate discussions and consolidate inputs for the draft CPAP narrative. The CPAP narrative and results framework was reviewed by UNICEF EAPRO, and formally submitted to the Ministry of Planning to begin discussions for its signature by the Government.

A total of 13 surveys, studies and evaluations were prioritised for implementation in 2015, which comprised a completion rate of 54 per cent. The education Capacity Development Partnership Fund evaluation was completed in 2015. The community pre-schools evaluation was implemented and the report is being finalized. One evaluation was postponed to the first quarter of 2016, due to funding constraints.

At the UN Country Team level, UNICEF continued to actively participate in the Advisory Group and M&E meetings to discuss implementation and monitoring of the current United Nations Development Assistance Framework (UNDAF) as well as the operationalization of the next UNDAF (2016-2018).

The Joint Annual Review of the UNDAF was conducted in March, and UNICEF effectively led and coordinated reporting for the second outcome area (Health and Education). During the last quarter of 2015, under the leadership of the Resident Coordinator's Office, UNICEF contributed to the UNDAF Advisor mission for operationalization of the next UNDAF. As leader of the UN M&E group, UNICEF, together with the Office of the UN Resident Coordinator, effectively organized a UN Regional Office facilitated course aimed at building the capacity of 12 Government personnel and 18 UN staff on results based monitoring and evaluation.

OUTPUT 1 Effective and efficient programme coordination, monitoring and field support.

Analytical Statement of Progress:

Jointly with Government counterparts, three sections developed work plans in 2015. All the six work plans were reviewed by the internal quality assurance committee to ensure relevance,

results-based management compliance, gender responsiveness, as well as attention to cross-cutting issues of equity, disaster risk reduction and adolescents. All sectoral work plans were signed in time to facilitate timely disbursement of funds and implementation. The zone offices developed consolidated work plans and annual management plans in a timely manner.

Led by the Deputy Representative, two joint programme management monitoring visits were conducted covering the north eastern and north western provinces. The two visits provided an opportunity for managers to look at UNICEF work in a much broader perspective than their traditional sectoral perspectives. After visiting various project sites, the team reflected on how maximum benefits for children and women could be derived through effective collaboration among different sections, especially among education, WASH and child protection, as well as between nutrition and WASH. Concrete observations, recommendations and agreed action points were documented and further discussed in subsequent management meetings.

A mid-year review meeting, involving 72 professional staff from the main and zone offices, was held in August. The review was used to assess progress against rolling work plan targets, to review how constraints and bottlenecks were addressed, agree on further actions to accelerate programme implementation as well as to document lessons learnt during the first half of the year. The mid-year review also provided an opportunity to make adjustments to the remainder of 2015, and to discuss outstanding priorities for consideration in the next country programme.

An annual review meeting, involving 66 professional staff from the main and zone offices, was held early December. The review was used to assess progress against rolling work plan targets, to review how constraints and bottlenecks were addressed, as well as to document lessons learnt during the year. The annual review provided an opportunity to review unfinished business for consideration in the next country programme.

A learning session was organized to improve knowledge and skills targeting programme staff from national and zone offices (25 in total) on programme monitoring using the revised guidance and tools on programme monitoring visits. Four UNICEF staff, together with Government and other UN staff, participated in the UN organized learning session on results-based monitoring and evaluation facilitated by experts from the Regional Office. Six UNICEF programme specialists benefited from the Regional Office organized country programme planning processes workshop.

OUTPUT 2 Five Zone Offices are operational and managed effectively.

Analytical Statement of Progress:

The three zone offices continued to coordinate activities in the three priority areas of urban poverty, migration and integrated early childhood development. Under the urban poor priority area, working groups were established and meetings supported, the validation of urban poor communities was completed, and a needs assessment on nutrition and WASH was completed, while that on education and child protection was delayed.

The concept note on IECD was endorsed by the Programme Management Group, stakeholder analysis, feasibility for WASH at community pre-schools, parenting knowledge and practices as well as baseline indicator setting were completed. Other key achievements included orientation of sub-national officials on ECCD, capacity building of core cross-sectoral trainers on parenting education as well as strengthened coordination at provincial and district levels convened by governor's office and CCWC. In 2015, 74 Village Health Support Groups, 10 community pre-

school teachers, five core mothers and seven Commune Council for Women and Children focal points were trained on parenting education covering 13 chapters. Village Health Support Groups were oriented on using children record book (0-5 years) and parenting education sessions were conducted, reaching 2,960 parents in 37 villages.

A study on the impacts of migration on children was conducted (reported under the Policy and Advocacy section).

During the reporting period, five provincial workshops on children and women were organized involving on average of 00 participants of leaders of provincial, districts, communes administrations, councils, provincial departments, CSOs, and provincial or district councils for women and children. These were timely organized to influence three-year investment programmes and Budget Strategic Plan (2016-2018). This contributed to increased budget and child-focused activities in three-year investment programme and SNAs five-year development plan, due to increased awareness on issues affecting children and women in respective communes, districts and provinces.

The zone office also supported two target provinces of Kampong Cham and Ratanakiri to update their Emergency Preparedness and Response Plan. Together with Ministry of Health and other partners, the zone office also contributed to the investigation of suspected measles outbreak cases in Kratie province.

In 2015, zone offices were involved in technical support to the updating of four provincial emergency preparedness and response plans, since there was no major events of humanitarian consequences. However, the zones continued to closely monitor any negative effects of drought caused by the El Nino phenomenon in selected provinces. Nutrition and WASH supplies were pre-positioned in 2014 in anticipation of emergencies in 2015. Nutrition biscuits were damaged due to poor storage (high temperatures) and discussions are underway to distribute some of the WASH supplies depending on their shelf life.

The zone offices also contributed to production of five case studies and 23 human interest stories for use in donor reporting, UNICEF blogs and external missions. Eleven external missions, mostly donor and National Committee visits were hosted by the zone offices, as well as two programme management team visits conducted to the north east and west zone offices. The zone offices also supported 17 financial spot checks.

OUTPUT 3 Ensured national availability and local delivery of essential supplies in support of UNICEF assisted programmes and partners.

Analytical Statement of Progress:

In support to UNICEF Cambodia's programming strategy, the volume for goods, services and Procurement Services amounted to US\$18 million in 2015, compared to US\$23.6 million in 2014.

Procurement of programme and operational supplies amounted to US\$ 373 thousand. The most common supplies were ICT, office items, and printed materials. Reduced expenditure on supplies continued, with more focus on service procurement to support the programme's integrated approach, technical assistance, and evidence-based advocacy.

At US\$16.2 million, the value of Procurement Services continues to exceed UNICEF's direct supply assistance and remains an important mechanism to leverage resources for children in Cambodia. Regular Procurement Services amounted to US\$8 million, while procurement of vaccines for the National Immunization Programme was US\$ 8.2 million. Vaccines are largely funded by GAVI, but also include national budget for vaccine procurement. This further improves sustainability of its immunization programmes.

UNICEF has continued to be the default procurement agent for three Global Fund grants since 2013 (HIV, tuberculosis and health system strengthening), and a new agreement was signed to extend the cooperation until 31 December 2017.

Over 95 per cent of total procurement of supplies in 2015 in support of national availability and local delivery of essential supplies for UNICEF programmes as well as through Procurement Services provided to Government and other implementing partners. Main commodities included vaccines, pharmaceuticals, diagnostic test kits, and nutrition supplies.

The value of service inputs was US\$1.4 million, involving technical assistance, consultancies, research and advisory services. Other service inputs included TV and radio broadcasting services, translation, interpretation and editing.

New approaches were introduced aiming at reducing transaction times, resulting in the implementation of eight LTAs with key service providers based in Cambodia for the provision of Communication for Development strategic services in support of the new country programme starting in 2016. Six LTAs for photography and videography services were also established.

At year-end, UNICEF Cambodia had established 38 Long Term Arrangements in support of UNICEF and other UN agencies programmes and operations, securing favourable prices and reducing transaction times for commonly procured goods and services. Twenty eight of the LTAs were signed as part of the common procurement initiatives coordinated by the UN Operations Management Team with other UN agencies present in Cambodia.

OUTPUT 4 Key children's and women's issues are brought to the attention of target audiences for advocacy and resource mobilization.

Analytical Statement of Progress:

During 2015, UNICEF Cambodia's audience engagement through digital platforms increased significantly, with 65 per cent growth rate of Facebook followers from January to November. This exceeds the initial target of 15,000 followers by year-end, with almost 20,000 followers gained as of November. This was due to a few factors, including strategic planning for content production with key advocacy moments in mind and geared towards engaging audience, more focus on communicating in Khmer, as well as the strategic use of Facebook's boosting function. Other digital platforms are being utilized consistently, to engage different audience, including Instagram, Twitter and Medium. Content featuring Cambodian 'education heroes' was very well-received (reaching 348,00 people, generating 18,500 likes), resulting in local TV coverage as well as being used by the major Cambodian online platform 'Sabay' which published its own feature interview with the teacher.

A comprehensive communication plan ensured maximum reach and impact of the inclusive One Minutes Jr. (OMJ) videos created by Cambodian youth with disabilities. One of the videos became the most watched OMJ video ever of all the 4,000 videos created since the start of this

initiative globally. The video reached close to seven million people and was watched about 650,000 times, making it the most popular content that UNICEF Cambodia has produced.

UNICEF remains the first source of information for the media in Cambodia on issues related to child rights. Between June and November 2015, there was at least 75 mentions or quotes from UNICEF Cambodia in the local media.

In line with the UNICEF global advocacy approach, the equity narrative was reinforced through intensified communication. A powerful opinion piece by the UNICEF Representative on equity was published in both English and Khmer in Cambodian newspapers, and through UNICEF's social media reached close to 77,000 people, with 3,500 likes. A package of photos, infographics, and stories strengthened the reach.

At least 58 human interest stories were produced for donor reports and publishing in UNICEF's platforms. Some of these stories also generated media coverage through social media outreach. Eight visits were organized for the UNICEF National Committees of United Kingdom, the United States, Australia (twice), Hong Kong, Korea (twice), and Norway. A visit by David Beckham to Cambodia in June, as part of a global campaign for ending violence, resulted in powerful video and photo content from Cambodia featuring during the UN General Assembly, and gave important visibility for UNICEF's brand in Cambodia. It also resulted in the celebrity's direct support to Cambodia's #ENDviolence initiative.

UNICEF Cambodia, in partnership with Facebook, launched the 'Facts for Life' services on 'Facebook.org' (local name: Free Basics), aiming to reach people without access to the internet, who own simple mobile phones. This is a new and innovative avenue to disseminate essential messages with populations who do not own smartphones or computers.

OUTCOME 8 Effective and efficient programme management and operations support to programme delivery.

Analytical Statement of Progress:

UNICEF senior management conducted regular meetings to review, discuss, decide and take action on key financial, human resources, supply, administration, and security issues to facilitate and provide support for programme implementation. The office achieved 100 percent implementation of Regular Resources and 71 percent of Other Resources.

UNICEF Cambodia made significant achievements in many areas, including recruitment of all vacant positions. Twelve recruitments were completed in an average time of 70 days from close of advertisement to release of offer: 59 days for local posts thus meeting the global 60-day target, and 78 days for international posts. UNICEF also recruited four UN Volunteers, eighteen individual consultants and eleven interns. At the end of the year the office was fully staffed with 108 staff. The procurement volume for goods, services and procurement services was US\$18 million. The office managed to maintain full and continued availability of resources and efficient user support during the year through effective technical maintenance of ICT infrastructure and in accordance with UNICEF's global objectives and standards.

UNICEF Cambodia was internally audited during the year. The audit report concluded that the control processes over the country programme were generally established and functioning, and made six recommendations (four medium and two high) to enhance areas identified for improvement.

In 2015, the Country Management Team met monthly including a two-day retreat to plan for the year and prepare the rolling annual management plan. This is a critical internal office management tool to ensure that human, material and financial resources are effectively deployed to ensure meaningful and sustainable achievement of strategic results for children and women.

The CMT examined and addressed key management issues, reviewed progress against the rolling annual management plan, and analysed progress and constraints encountered against key management indicators/results and EAPRO benchmarks. The programme management group and operations management group continued to provide inputs to the CMT agenda. It has also lead and review of the office structure as part of the new country programme 2016-2018 ensuring full participation of all staff in the process. It has also focused on supporting those staff who are affected by the changes of office structure providing the require guidance and taking effort to implement the matching job exercise.

Regular all-staff meetings with teleconference hook-ups with zone offices were held the day after CMT meetings and served as a platform for open and transparent feedback on decisions. Weekly meetings with all section heads were held, focusing on weekly plans.

OUTPUT 1 Effective and efficient Governance and systems

Analytical Statement of Progress:

The UNICEF Cambodia office has active statutory committees in place and membership is reviewed regularly. The Contract Review Committee met 17 times to review 17 submissions for a total value exceeding US\$1.2 million. All submissions are approved during the first submission: this achievement was due to the excellent preparation undertaken prior to review. The Property Survey Board met three times, completing the review of eight cases.

The CMT met monthly to review programme indicators, programme implementation through financial performance; assurance exercises to ensure adherence to the revised Harmonized Approach to Cash Transfer guidelines, and outstanding liquidations on funds disbursement to partners. It has also led a review of the office structure as part of the new country programme ensuring full participation of all staff in the process. It focused on supporting those staff who are affected by the changes of office structure providing the require guidance and taking effort to implement the matching job exercise.

OUTPUT 2 Effective and efficient management and stewardship of Financial Resources

Analytical Statement of Progress:

Around US\$9 million out of the planned US\$12.5 million was transferred to implementing partners through DCT in 2015, constituting the largest component of fund utilization for UNICEF Cambodia. As a result, the need to further improve HACT implementation became imperative, involving a focus on implementing the HACT assurance plan. With the availability of a LTA with the qualified audit firm, the office was able to conduct micro assessments for 24 implementing partners plus 14 scheduled audits for implementing partners who received funds greater than US\$500,000 during the current programme cycle. In July 2015, the office revised its programme monitoring and the financial spot check plans in accordance with the HACT policy issued by UNICEF headquarters in mid-2015. The office established a core team from experienced and qualified staff to carry out financial spot checks enabling the achievement of the planned assurance activities for 2015. As of November 2015, more than 90 per cent of the planned

programme visits and financial spot checks were completed. UNICEF, jointly with UNDP and UNFPA successfully conducted a macro assessment, in preparation for the next country programme cycle 2016-2018.

Financial accounts records were maintained according to the financial policy, guidelines and the chart of accounts. The office has completed all required readiness activities for the expected shift to the UNICEF Global Shared Services Centre in July 2016.

UNICEF Cambodia continued to make effective use of its bank optimization and cash forecasting tools and performed well in meeting its closing bank balance targets. 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.

OUTPUT 3 Effective and efficient management of human capacity.

Analytical Statement of Progress:

Building on changes implemented in 2013-14, the staffing structure was further streamlined with a view to the changing funding reality and the requirements of the new country programme. This included the revision of management structures in the programme sections, the relocation of one of the zone offices to the city of Kratie, the reassignment of ten staff, and the abolishment of six posts. In 2014, seven out of nine section heads moved to other UNICEF offices and were replaced. This rotation was completed in 2015 with the remaining two section heads. In addition, a new UNICEF Representative and Deputy Representative were appointed in 2015.

Twelve recruitments were completed in an average time of 70 days from close of advertisement to release of offer: 59 days for local posts thus meeting the global 60-day target, and 78 days for international posts. UNICEF Cambodia also recruited four UN Volunteers, 18 individual consultants and 11 interns. At the end of 2015, the office was fully staffed, with 108 staff. With 34 per cent female staff the gender balance was significantly off-track.

A total of 410 individual learning activities took place during the year. Out of the planned office internal training events 92 per cent were organized. In addition, monthly knowledge sharing sessions were instituted to benefit all staff.

The internal audit conducted in May-June found that the only concern in human resources related to recruitment times. This was addressed in 2015. The Global Staff Survey indicated that there was a need for improvement in the areas of transparent management, personal empowerment and efficiency and effectiveness. A task group was put together to come up with recommendations. A plan was agreed and actions undertaken to ensure an even better workplace for all in the midst of all changes that UNICEF Cambodia is undergoing.