UNICEF Annual Report 2014

Cambodia

Executive Summary

2014 saw significant and ambitious Government reform agendas emerge. Some of which, such as in Education and to a degree in the Finance sector, were actively pursued, bringing stronger results on key areas from budget efficiency reviews, better planning and programme budgeting and clear agenda to achieve quality education. Despite the imminent reaching of lower-middle-income country status, governance challenges and weak public service delivery impede inclusive development and slow progress in critical areas affecting the most disadvantaged women and children. Multidimensional poverty analysis shows 40 per cent of children deprived in at least three areas. The limited access to neonatal care services sees neonatal mortality account for 60 per cent of infant deaths; maternal mortality remains one of the highest in the region. More adolescents are opting for precarious jobs due to poverty and poor quality education, as reflected in 53 per cent enrolment and increasing dropout rate in lower secondary (11 per cent / 2007 to 22 per cent / 2012). Stunting affects around 40 per cent of children (2012) with a main determinant being low sanitation coverage in rural areas (33 per cent). More than half of all children experienced physical violence before age 18. An unregulated private sector, including in health and welfare, is an increasing concern and threat to quality service provision.

While economic growth continued (7.4 per cent GDP, 2014), so too did the challenge for Cambodia to consolidate its democratic institutions, independent judiciary, land and environment issues, governance and human rights. Civic demand for enhanced and multi-party participation in political, social and economic development shaped a more open environment for policy reflections and decisions. UNICEF took advantage of this context to leverage consolidation and acceleration of rights and equity-focused reforms, policies and interventions.

Evidence-based policy advocacy, high-level technical assistance and solid institutional leadership within broad partnerships made the following achievements possible: (i) 70 per cent increase in 2015 budget for rural sanitation and budget-execution improvement in education linked to UNICEF advocacy; (ii) A simplified process / timing for releasing commune funds was achieved based on a UNICEF-supported study; (iii) Scaling Up Nutrition (SUN) movement participation by Cambodia was finalized, while screening and treatment of severe acute malnutrition increased from 25.7 per cent in 2012 to 61.4 per cent in for children attending three follow-up visits; (iv) The UNICEF focus on worst performing districts contributed to increased coverage of ante-natal visits from 23 per cent in 2013 to 39 per cent in the last quarter of 2014; (v) Political awareness / commitment to address violence against children was raised through launch of a study by the office of the Prime Minister, and a national action plan is underway; (vi) 99 of 101 targeted communes completed a social services mapping, strengthening community-based planning, monitoring, budgeting and participation.

Effective partnerships were key to achieve the above results. UNICEF’s influence in shaping public finance management (PFM) discussions to achieve more equitable allocations for social sectors increased significantly as a result of solid partnership with the Ministry of Economy and Finance (MEF) and active participation in PFM working group. Joint advocacy by UNICEF with the World Bank, Australian Department of Foreign Affairs and Trade (DFAT), the Swedish
International Development Cooperation Agency (SIDA) and the European Union (EU), under the leadership of the Ministry of Education, Youth and Sports’ (MoEYS) improved budget allocation and expenditure in education. A strong partnership with the Ministry of Women’s Affairs (MoWA) enabled the culmination and high-level commitments to address the findings of a study on violence against children and the establishment of an inter-ministerial committee. The office completed a mapping of the private sector with support from the UNICEF Regional and Geneva offices. This helped initiate dialogue with chambers of commerce, non-governmental organisations (NGOs) supporting social entrepreneurships and international corporations on possible future partnerships around corporate social responsibility and the promotion of child rights. Partnerships with NGOs for innovative and affordable technologies will enable scaling up the coverage and quality of water, sanitation and hygiene (WASH) interventions. The collaboration between UN agencies remained strong, which ensured a cohesive formulation of the Common Country Assessment (CCA) and United Nations Development Assistance Framework (UNDAF) 2016-2018.

The office needs to revisit its approach to de-centralization and de-concentration reform, which remains slow due to limited coordination and capacity of the Ministries. Enhanced Government commitment to the application and enforcement of residential care minimum standards continues to be undermined by corruption, exploitation and trafficking agendas that promote ongoing separation of children from families. Challenges to programme implementation included human resource changes, involving 30 recruitments in the year, including seven of nine section chiefs, along with the Planning and Evaluation specialists. Risks were mitigated by applying a systematic approach to monitoring and coordination, including enhancing the application of the Harmonised Approach to Cash Transfers (HACT). The end of year External Audit, by the Government of India, yielded positive feedback, with the recommendations yet to be received.

Efforts to address multidimensional causes through inter-sectoral interventions, for example, WASH in schools, better social investment, and addressing malnutrition, led to improved quality in programming. This positive experience proved conducive for a holistic approach to the design of the new country programme 2016-2018 and the alignment with the UNICEF Strategic Plan 2014-2017, which emphasizes integration as a core strategy.

**Humanitarian Assistance**

As Cambodia remains highly susceptible to annual flooding, UNICEF heightened efforts to embed preparedness and response into its annual work planning activities. While of less magnitude that in 2013, flooding affected 12 provinces in 2014, impacting approximately 94,639 households. The National Committee for Disaster Management (NCDM) reported a total of 45 deaths and three injuries from floods. The Government evacuated approximately 12 per cent (11,589) of affected households. An estimated 60,862 houses, 387 schools, 28 health centres and hospitals, and 124 pagodas were flooded. The floods affected an estimated 79,319 hectares of transplanted rice/seedlings and damaged 384 hectares of rice crop. Floods also damaged roads, bridges and infrastructure.

UNICEF actively participated in emergency preparedness and response actions in 2014. Under the coordination of the UN/NGO-led Humanitarian Response Forum, UNICEF was represented in all meetings held in 2014. This helped in the coordination of activities of the various sectors developing emergency preparedness and response plans, planning and executing rapid assessments and revising assessment tools. A Government / UN / Partner simulation highlighted weaknesses across all sectors from coordination and communication to distribution of supplies and provided clear recommendations of areas for further improvement.
With timely technical support from the UNICEF Regional Office (RO), UNICEF continued its co-leadership of the WASH, Education and Protection sectors. As a result, the Education Emergency Preparedness and Response Plan was developed and officially launched by the Ministry of Education, Youth and Sport. The Protection Contingency plan for 2015-2016 was revised with the NCDM. UNICEF also organized a workshop in December to develop the WASH Contingency Plan.

UNICEF welcomed Government of Switzerland and European Commission (ECHO) funding to procure and pre-position emergency stocks that were delivered to nine Provincial Departments of Rural Development (PDRD) offices. The stocks cover approximately 10,000 households in the event of an emergency. The decision to pre-position stocks was largely influenced by lessons learnt from poor preparedness during the 2013 flood emergency. This was a result of late procurement by UNICEF and late distribution by the PDRD. To minimize similar delays in future, PDRDs have already drawn distribution lists and will further distribute the stocks closer to the communities through commune offices, district offices of education and health centres.

A mass media campaign to promote hand washing, safe drinking water, prevention of drowning, and landmine safety during floods was carried out from September to November at prime-time on three popular TV stations and 13 national and provincial radio stations, almost covering the whole country.

UNICEF supported an intervention to enhance the strength of wells during floods, by improving groundwater quality and reducing contamination of wells. An agreement was signed with Samaritan’s Purse for emergency response leading to the procurement and distribution of emergency stocks to approximately 7,000 beneficiaries affected by floods the previous year.

In the education sector, UNICEF procured and pre-positioned 200 sets of temporary learning space (TLS) packages in five priority provinces, using provincial MoEYS office warehouses for storage. These can cover approximately 6,000 school-aged children, enabling them to continue learning during floods.

In the child protection sector, UNICEF provided assistance to families whose members drowned during floods, using data from the drowning assessment conducted in 12 provinces. The Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY) provided psychosocial counselling support to traumatized family members. School and community mine risk education materials with specific information on how to prevent accident, injury and death from landmines and unexploded ordnance (UXO) were distributed to more than 420 in-service primary school teachers, who in turn reached 2,490 school students in flooded landmine-contaminated areas.

In nutrition, UNICEF procured 2,700 cartons of biscuits that were prepositioned at provincial hospitals to facilitate quick response during emergencies.

As a preparedness measure to the Ebola epidemic in West Africa, UNICEF supported the Ministry of Health to develop communication materials on general hygiene practices as well as Ebola-specific messages for the general public. UNICEF worked closely with the Central Medical Stores of the Ministry of Health to make sure that essential items as described in the UNICEF Supply Division list under “suggested Supplies for Ebola Prevention & Preparedness, for Countries with No or Very Low Transmission” are in stock. Supplies were procured and delivered before the end of the year.
1) UNICEF, with CARE, has supported multilingual education to address equitable participation in education by children from indigenous minorities who live in remote, sparsely populated and least developed provinces in Cambodia, where service provision is more challenging. The limited success in attracting qualified teachers has resulted in a teacher:pupil ratio in primary school in Rattanakiri at 1:62 compared to 1:23 in Kep or the national average of 1:46 (2013/2014). This is further aggravated by language barriers: there are few qualified indigenous teachers, and the indigenous children do not speak Khmer which is the main instructional language used by most teachers. In Mondulkiri and Rattanakiri, Khmer is not the mother tongue of 62 per cent and 70 per cent of children, respectively, making learning challenging. The 2008 Census showed that 41 per cent of non-Khmer speaking children had never attended school. Drop-out rates are seven and five percentage points higher than the national drop-out rate (2013/2014) in Rattanakiri/Mondulkiri, respectively.

Multilingual education serves as a bridge for non-Khmer speaking children. The programme started as a pilot in six schools in Rattanakiri in 2002, and has since expanded to the provinces of Rattanakiri, Mondulkiri, Stung Treng, Kratie and Preah Vihear. UNICEF’s support for multilingual education involves an incremental introduction of Khmer over first three grades, ultimately reaching 100 per cent by Grade four.

Multilingual teaching materials were developed in five languages. Community teachers received training on multilingual teaching methodology, classroom management, and were later supported to upgrade their qualifications, undergo pre-service teacher training and ultimately to become Government teachers.

From 2010/2011 to 2013/2014, 3,332 children benefited from learning in their mother tongue, representing an increase of 34 per cent. This follows expansion to seven additional districts within the five provinces and a 27 per cent increase in the number of community and state teachers trained in multilingual methodologies. The number of community and state multilingual primary schools increased from 23 to 44.

Repetition rates declined in all five provinces, ranging from one percentage point in Mondulkiri to six in Rattanakiri, compared to a decline in national average by only 0.5 percentage points to 4.8 per cent. It is noted however that rates of 13 per cent in Stung Treng and 9 per cent in Preah Vihear remain high despite overall progress. It is understood that the multilingual education programme contributed to the observed positive trends.

The Government approved the Guidelines on the Implementation of Bilingual Education for Indigenous Children in Highland Provinces in 2010. The Prakas on Bilingual Education for all Indigenous Minorities in Cambodia was approved in 2013, an important milestone in the institutionalization of the approach. With UNICEF support, the Ministry of Education, Youth and Sport (MoEYS) is developing a five-year Multilingual Education National Action Plan (MENAP) to expand the programme and prepare for full handover and ownership to MoEYS. An example of the transition of financing for this equitable model is that in 2010/2011 only 14 per cent of all multilingual schools were state schools, while in 2013/2014 77 per cent (or 34 out of 44 multilingual schools) are state schools.

UNICEF is supporting Education Provincial Offices to review education level and qualifications of community multilingual teachers, to move from the provision of incentives to becoming contract teachers or fully fledged Government teachers, depending on qualifications.
UNICEF’s support for multilingual education was included in an upstream evaluation commissioned by UNICEF headquarters in 2013 which reported very favourably on the impact being made. It noted that UNICEF ensured multilingual education was part of the Child Friendly Schools Policy and Master Plan and that multilingual education is a ‘clear example of how the country programme has been heavily focused on upstream work in education and aims to have national-level influence for its interventions’.

2) Basic performance data collected through the regular health monitoring system was used to identify districts with low achievements in maternal, neonatal and child health (MNCH) indicators. For example, available the data indicated concerns in one north-eastern district across a range of indicators: harmful cord care practices (27 per cent), low newborn tetanus protection (59 per cent), low antenatal care (28 per cent), low facility delivery rate (32 per cent) and low health services delivery. Those districts with the largest equity gaps and/or negative trends were subjected to further analysis to unmask supply, demand and environment-related determinants of disparities.

Health centre consultations promoted targeted interventions by identifying barriers to access and utilisation of health services, drafting and managing micro-plans for integrated outreach activities and promoting social mobilization as well as monitoring results.

From the data, it was found that the northeast provinces had the lowest percentage of women benefiting from continuum of care. Quality of services, transport systems for emergency cases, women’s educational attainment and household wealth emerged as strong determinants in reaching a completion of continuum of care.

Based on the analysis, policy-makers expanded existing/created new targeted interventions, such as the intensification of Health Equity Funds (HEF) and development and implementation of new context specific integrated outreach guidelines and interventions.

In 2014, UNICEF supported women and children in 10 low-outcome districts, as defined by the analysis, to be reached with essential health services. UNICEF supported HEF to reach vulnerable families, and the development and implementation of new outreach guidelines on essential MNCH interventions. The new outreach guidelines cover maternal neonatal tetanus elimination, integrated post-partum care, community care for mothers/newborns, behaviour change communication, and integrated management of child illnesses.

Consequently, more than 80,000 mothers and newborns from deprived populations were reached with improved health care services. For example, the percentage of women benefiting from four or more ante-natal care visits in one district alone increased from 23 per cent in 2013 to 39 per cent in 2014. The timely and efficient use of data to target interventions to specific populations is proving cost efficient and contributes to accelerating national development efforts and social cohesion and stability.

Addressing inequities in health and nutrition areas is a crucial step but to realize equitable early childhood development and improve child outcomes specialized action is required from an array of disciplines working together effectively as multi-sectoral teams. A malnourished child with a physical disability from a poor family will not only require health and nutrition interventions, but, also those targeting poverty and disability support.
### Summary Notes and Acronyms

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>3PC</td>
<td>Partnership Programme for Protection of Children</td>
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<td>ART</td>
<td>Anti-Retroviral Therapy</td>
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<td>ARV</td>
<td>Anti-Retroviral Drugs</td>
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<td>BAKC</td>
<td>Bar Association of the Kingdom of Cambodia</td>
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<td>BCC</td>
<td>Behaviour Change Communication</td>
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<td>BORDA</td>
<td>Bremen Overseas Research and Development Association</td>
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<td>C4D</td>
<td>Communication for Development</td>
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<td>CARD</td>
<td>Council for Agricultural and Rural Development</td>
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<td>CCA</td>
<td>Common Country Assessment</td>
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<td>CCT</td>
<td>Conditional Cash Transfer</td>
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<td>CCWC</td>
<td>Commune Committee for Women and Children</td>
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<td>CDC</td>
<td>Council for Development of Cambodia</td>
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<td>CDPF</td>
<td>Capacity Development Partnership Fund</td>
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<td>CFS</td>
<td>Child-Friendly Schools</td>
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<td>C/MDG</td>
<td>Cambodia Millennium Development Goal</td>
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<td>CMT</td>
<td>Country Management Team</td>
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<td>CNCC</td>
<td>Cambodia National Council for Children</td>
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<td>CO</td>
<td>Country Office</td>
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<td>COMBI</td>
<td>Communication for Behavioural Impact</td>
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<td>CPAP/MP</td>
<td>Country Programme Action Plan/Management Plan</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>CPS</td>
<td>Community Preschool</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<td>CVACS</td>
<td>Cambodia Violence Against Children Survey</td>
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<td>D&amp;D</td>
<td>Decentralization and Deconcentration</td>
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<td>DCT</td>
<td>Direct Cash Transfers</td>
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<td>DEWATS</td>
<td>Decentralized Waste Water Treatment System</td>
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<td>DFAT</td>
<td>Australian Department of Foreign Affairs and Trade</td>
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<td>DHS</td>
<td>Demographic Health Survey</td>
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<td>DPAC</td>
<td>Day of Prayer and Action for Children</td>
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<td>DTMT</td>
<td>District Training and Monitoring Teams</td>
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<td>EAPRO</td>
<td>East Asia and Pacific Regional Office</td>
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<td>EC(C)D</td>
<td>Early Childhood Care and Development</td>
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<td>ECHO</td>
<td>European Commission’s Humanitarian Aid and Civil Protection Department</td>
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<td>EID</td>
<td>Early Infant Diagnosis</td>
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<td>EMTCT</td>
<td>Elimination of Mother-to-Child Transmission</td>
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<td>EPRP</td>
<td>Emergency Preparedness and Response Plan</td>
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<td>ESP</td>
<td>Education Strategic Plan</td>
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<td>FTRM</td>
<td>Fast Track Road Map for Improving Nutrition</td>
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<td>GDI</td>
<td>General Department of Identification</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GNI</td>
<td>Gross National Income</td>
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<td>GPE</td>
<td>Global Partnership for Education</td>
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<td>GSSC</td>
<td>Global Shared Service Centre</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfer</td>
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<td>HEF</td>
<td>Health Equity Fund</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HSP2</td>
<td>Second Health Strategic Plan</td>
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ICA/A - Inter-Country Adoption/Administration
ICT – Information and Communication Technology
IECD – Integrated Early Childhood Development
IMCI – Integrated Management of Childhood Illnesses
IMEP – Integrated Monitoring Evaluation and Research Plan
IPPC-CCMN – Integrated Post-Partum Care – Community Care for Mothers and Newborns
IRD - International Relief and Development
JPIG – Joint Partnership Interface Group
LBS - Lipid-based Supplement
LTA – Long-term Agreement
M&E – Monitoring and Evaluation
MEF - Ministry of Economy and Finance
MENAP – Multilingual Education National Action Plan
MNCH – Maternal Newborn and Child Health
MNP – Micronutrient Powder
MNT – Maternal Neonatal Tetanus
MNTE - Maternal Neonatal Tetanus Elimination
MoCR - Ministry of Cults and Religion
MoEYS – Ministry of Education, Youth and Sport
MoH - Ministry of Health
MoI - Ministry of Interior
MoP – Ministry of Planning
MoRES – Monitoring Results for Equity System
MOSS – Minimum Operating Security Standards
MoSVY - Ministry Social Affairs, Veterans and Youth Rehabilitation
MoWA - Ministry of Women’s Affairs
MRD – Ministry of Rural Development
MTR – Mid-Term Review
NAP – National Action Plan
NAPVAW – National Action Plan to end Violence against Women
NC-ECCD - National Committee for Early Childhood Care and Development
NCDDS - National Committee for Sub-National Democratic Development Secretariat
NCDM - National Committee for Disaster Management
NCHADS - National Centre for HIV/AIDS, Dermatology and STDs
NCT – National Core Trainers
NIP – National Immunization Programme
NSDP - National Strategic Development Plan
OD – Operational District
ODF – Open Defecation Free
OR – Other Resources
PB – Programme Budgeting
PDRD - Provincial Department of Rural Development
PER – Performance Evaluation Review
PFM - Public Financial Management
PMG – Programme Management Group
PNC – Post Natal Care
PS – Procurement Services
RAMP – Rolling Annual Management Plan
RDI - Research Development International
RO – Regional Office
RUTF - Ready-to-Use Therapeutic Food
Capacity Development

Capacity building is a core strategy for UNICEF Cambodia, and is implemented at national and sub-national levels. At national level, the office focuses on influencing policy design and monitoring cross-sectoral reforms such as decentralization and deconcentration and public financial management through evidence, technical assistance and partnerships. At sub-national level, capacity building is framed under the D&D reform and the office provides guidance, tools and methodologies to strengthen planning, budgeting and monitoring of commune councils to increase access to and quality of basic social services for the most disadvantaged children. Participation is important to achieving capacity building of duty bearers and right holders.

UNICEF continued to build capacities of social ministries to better analyse the budget and link it to planning priority results and monitoring to achieve better expenditure levels. In 2014, the rural sanitation budget for 2015 was increased by 70 per cent. Execution of the Ministry of Education, Youth and Sport has been improved, based on a study conducted in 2013. Budget processes for release of commune funds have been simplified and lead-time was cut to half, based on a UNICEF-supported study. UNICEF supported the Supreme National Economic Council (SNEC) to conduct a fiscal space analysis for social protection, and a study to inform the design of school-based budget management. Based on UNICEF-funded budget analysis of MoSVY, the Ministry decided to implement Programme Budgeting in 2016. UNICEF will financially and technically support the Ministry of Economy and Finance to train all MoSVY departments on results-based programme budgeting, i.e. child care and welfare programmes for disadvantaged children.

In the 101 communes and four municipal administrative units (sangkats) where UNICEF works, a review of commune investment plans and reports shows an increase of commune/sangkat expenditure on social services from four per cent to nine per cent. UNICEF supported social service mapping (SSM) in 99 out of 101 communes to improve planning of social services. Two-thirds of the communes reported that youth, children and people with disabilities participated in the SSM process.

Evidence Generation, Policy Dialogue and Advocacy

With technical and financial support from UNICEF and the Council for Development of Cambodia (CDC), the findings of the Cambodia Violence against Children Survey were disseminated during a high-level launch by the Deputy Prime Minister, with the Special
Representative for the Secretary General on Violence against Children as a guest. The launch was attended by more than 600 people representing all key stakeholders and was complemented by a strong social media campaign, high-impact visuals and factographs in English and Khmer, and presentations at high schools and universities by youth volunteers as part of the 16 Days Campaign to End Violence against Children and Women. In schools, physical violence was reported to be prevalent, prompting UNICEF to work with the Government to develop a training package for teachers on positive discipline.

UNICEF supported a study to analyse secondary and primary drop-out rates. The trends in drop-out at secondary level are particularly alarming, reaching 21 per cent in 2013/2014, mainly due to being overage, belonging to large families and working. Using data from the Cambodia Socio-Economic Survey, a regression analysis showed that a scholarship amount needed to be a minimum of US$135 per year (three times more than the current US$45 amount) to have an effect on school drop-out. UNICEF will use evidence from the research to discuss with the Ministries of Education and Finance on targeting and design of scholarships.

UNICEF supported a budgeting exercise to identify cost-effective (Fast Track Road Map for Improving Nutrition – [FTRM] 2014-2020) interventions that can be implemented at a significant scale to reduce the national burden of malnutrition, mainly financed by domestic sources, by 2020. Research supported by the Council for Agricultural and Rural Development (CARD), UNICEF and the World Food Programme (WFP) found malnutrition in Cambodia is associated with US$419 million in annual economic losses from depressed productivity and health care costs. A recent meta-analysis in the Lancet estimating that a comprehensive package of nutrition interventions like FTRM can reduce key indicators of malnutrition by 32 per cent provides evidence for high social and economic returns of US$370 million in six years.

**Partnerships**

UNICEF’s influence in key discussions related to PFM increased significantly through consolidating the partnership with MEF. Joint advocacy of UNICEF and the World Bank, Australia’s DFAT, SIDA and EU, under the leadership of MEF, helped increase budget allocations in education for two consecutive years, and raise teacher salaries. This partnership plays a role in assessing and monitoring the implementation of Global Partnership for Education funds managed by the World Bank.

The Government joined the Scaling Up Nutrition (SUN) movement following advocacy efforts by UNICEF, WFP, CARD and the United States Agency for International Development (USAID). Through the Joint Partnership Interface Group (JPIG), UNICEF leveraged resources for the implementation of the second Health Strategic Plan (HSP2), including Health Equity Funds. The HEF is considered a best practice in Cambodia, illustrating the potential success of harmonization in development partners and the Government. Positive outcomes continue to stimulate leverage in MEF and the Ministry of Health (MoH) to expand HEF nationwide in 2015. The Government of Korea will join JPIG in 2014 and GIZ/KFW of Germany will join in 2015 further strengthening the implementation of the HSP2 partnership.

A strong partnership with the Ministry of Women’s Affairs enabled the launch of the study on violence against children with relevant inter-ministerial coordination. Partnerships with NGOs continued to be critical for ensuring an integrated approach to child protection services, including community-based prevention and response to violence and disability.

The office completed a mapping of the private sector with support from EAPRO and the
UNICEF Geneva office. This was the basis for initiating a network and dialogue with chambers of commerce, NGOs supporting social entrepreneurship and international corporations on possible future partnerships. It focused mainly on corporate social responsibility and the private sector’s role as a child rights advocate. Existing partnerships with diverse NGOs for innovative and affordable technologies will make it possible to scale up the coverage and quality of WASH interventions in 2015.

**External Communication and Public Advocacy**

UNICEF Cambodia continued to expand its digital media strategy following its initiation in 2012. In 2014, social media campaigns (with pre-, during- and post-event messaging) complemented the Cambodia Violence against Children Survey (CVACS) launch and the CRC@25 anniversary. Interactive quizzes, high impact CVACS & CRC@25 visuals and data in factographs (English and Khmer) and fans sharing #ENDviolence posts, more than doubled the social media fan base to 11,970 and increased engagement levels to 12 per cent (five per cent is considered good). Four consecutive volunteers and interns (three months each) facilitated regular and creative social media posts.

More than 30 human-interest stories for donor reports and the online Fundraising Toolkits supported advocacy and resource mobilization. Rated ‘high model quality’ by UNICEF’s Private Fundraising and Partnerships Division, the stories were posted on the website blog and shared with UNICEF National Committees, media and development partners. Eleven field missions were hosted for partners, including Results UK and UNICEF National Committees of Denmark, Japan, UK, Hong Kong, Korea, Australia and Nordic countries. These yielded funding pledges of at least US$1.6million. The visit of the Korean Goodwill Ambassador Gong Yoo was leveraged to support Cambodia’s #ENDviolence campaign, with the production of video public service announcements.

Interaction with traditional media increased. For the first time, 10 journalists (seven Khmer) attended a question and answer session on children with disabilities, mobilized by an engaging topic and a high-level panel. Press op-eds for the State of the World’s Children 2014 ‘Every Child Counts’, CVACS launch and the CRC@25 were published in the largest circulation dailies. UNICEF continued to be the ‘go-to’ UN agency for local and international media to receive timely and thorough responses to queries, covering topics including inter-country adoption, education, early childhood care and development, trafficking, orphanages, ‘voluntourism’ and birth registration.

The first-ever UNICEF exhibition of children’s photographs, mounted to create awareness of the CRC@25 and Cambodia’s ratification in 1992, consisting of 100 colour images on five panels 15m x 2.2m, continues to attract families and tourists to the park at Wat Botum in the centre of Phnom Penh.

**South-South Cooperation and Triangular Cooperation**

The UNICEF offices in Myanmar and Cambodia supported a week-long study trip by the Social Affairs Ministry of Myanmar to the Cambodian Ministry of Social Affairs, Veterans and Youth Rehabilitation to learn about the development of policy and legislative framework, and how the Cambodian Government is dealing with the proliferation of orphanages. While positive experiences were noted, Cambodia’s negative experiences proved instructional and soon after returning to Myanmar, the Deputy Prime Minister agreed to immediately prohibit any new residential care institutions opening in Myanmar.
UNICEF, in cooperation with other development partners, co-funded and facilitated cooperation between the Thai and Cambodian central authorities for inter-country adoption through a capacity building workshop targeting 20 staff. While Cambodia has reformed its policies and legislation on alternative care and domestic and inter-country adoptions in the past several years, its operational mechanisms are not fully functional. Capacity-building efforts in this area were stepped up to ensure that domestic family solutions are fully explored before resorting to inter-country adoption and that proper safeguards are observed to prevent abuses in the process. Cooperation between the two countries provided a good opportunity for Inter-Country Adoption Administration staff to learn from their Thai counterparts on international principles and Hague Convention standards.

Impressed by the durability of Cambodian ceramic water filters bought in 2009, the Director of the National Centre of Rural Water Supply and Sanitation requested UNICEF Vietnam support a learning mission by a delegation of government officials and filter producers. UNICEF Cambodia, in conjunction with sector partners Research Development International and Hydrologic, hosted the visit, facilitating an exchange of ideas on arsenic mitigation with the Ministry of Rural Development in Cambodia. Cambodia learned about the Vietnamese Government’s efforts to regulate drillers and the different levels of national standards for drinking quality that applied to arsenic. This engagement was practical and laid a framework for future partnerships, particularly the likelihood that NGO partners will provide direct technical assistance to Vietnam in ceramic water filter production. UNICEF’s role was pivotal in leveraging this partnership.

**Identification Promotion of Innovation**

a) In 2013, Cyclone Wutip struck Cambodia worsening the seasonal flooding already being experienced. Once a natural disaster such as this occurs many rural water supplies become inoperable and unsanitary as the immediate environment is often contaminated. Knowing which water supply points require assistance in a timely manner is critical in these situations. In the past, paper-based surveys had been used to collect this information which resulted in delays in getting information about drinking water quality and functionality. Given this, UNICEF in partnership with People In Need, initiated a well mapping in 18 target districts using mobile devices. This initiative provided real-time and accurate information about water quality and well functionality through an efficient process managed by local authorities. It engaged and heightens the awareness of the local authorities and improved Ministry of Rural Development (MRD) current data systems, enabling prompt action on identified geo-referenced problems.

b) With a 40 per cent stunting and 11 per cent wasting rate (DHS 2010) UNICEF, in partnership with the World Food Programme and International Relief and Development (IRD), sought cost effective solutions. As part of the solution, innovation was verified in the option to adopt a locally sourced ready-to-use therapeutic food (RUTF) and lipid-based nutrient supplement (LNS), based on locally available fish. The RUTF and LNS will be targeted respectively at pregnant women and children up to the age of five years. Acceptability studies and impact evaluation will be conducted in 2015 so that a supply chain could be tested by 2016.

c) Micronutrient deficiencies contribute to childhood morbidity and one prevention method is food fortification. In support of the National Strategy on fortification of sauces, UNICEF commenced evaluating a test kit develop locally to verify fortification of these products. Through the use of this test kit the Ministry of Planning (MoP) staff will be able to quickly identify whether these products have been fortified with iron, thus enabling better quality control over food products and allowing the prevention of micronutrient deficiencies for a wider population.
Support to Integration and cross-sectoral linkages

In 2014, a UNICEF Early Childhood Development (ECD) Task Force was established to operationalize a programme-wide initiative promoting integrated ECD. This was recommended by the mid-term review as a potential approach to address multi-faceted deprivations experienced by disadvantaged children during the early years of life. UNICEF prioritized support and advocacy to assist the Government to develop an Early Childhood Care and Development (ECCD) National Action Plan 2014-2018, which was launched in 2014.

Integrated Early Childhood Development (IECD) activities and resources are currently integrated within existing sectoral work plans of government. A stakeholder analysis of the operational district where UNICEF was supporting the IECD revealed a general lack of the inter-sectoral coordination system within the government system, especially at sub-national level. Advocacy for soliciting political commitment and establishment of a functional inter-sectoral coordination mechanism for IECD will be pursued.

UNICEF and government support to poor urban communities is another area of integration. To date, the office has completed assessments of the situation of children and families in urban settings, focusing on their right to education, health, nutrition, water and sanitation and protection. The office intends to take this information and draw up an integrated approach to address the needs of most marginalized children living in Phnom Penh.

A sustained and joint effort between the WASH and education programmes in UNICEF Cambodia has contributed to an integrated and innovative approach to ensure availability, affordability and maintenance of WASH systems in schools. A key outcome is the improved coordination among MoEYS, MRD and NGOs, generating institutional practices conducive for future scale up of integrated approaches.

Human Rights-Based Approach to Cooperation

In response to the Concluding Observations of the UN Committee on the Rights of the Child in 2011, UNICEF and partners supported the Cambodian National Council for Children (CNCC) to conduct a gap analysis of child protection legislation. In 2014, the study recommendations and Legislative Reform Agenda for Children Plan were adopted. The Committee concerns such as an explicit prohibition of corporal punishment of children in all settings and mandatory reporting of children in need of protection, were included in the analysis.

UNICEF worked with MoSVY and partners to reintegrate children (street-living and children in institutions). Based on findings and recommendations of Study on Attitudes towards Residential Care for Children, UNICEF supported a strengthening of monitoring and inspections of institutions to ensure compliance with minimum standards. Institutional mapping commenced and identified vulnerable children in a large number of unregistered institutions. The development of alternate care regulatory frameworks, including a mandatory institution registration decree was supported in 2014. UNICEF high-level advocacy resulted in Government commitment to dramatically reduce the number of institutions. UNICEF continued to work with Ministry of Justice to improve Hague Convention compliance; to support review of domestic adoption legislation and continued to support Government for eventual opening of inter-country adoption. UNICEF support to Ministry of Women's Affairs to promote women's engagement and address violence against women and children continues.

UNICEF Cambodia’s maternal, newborn, child health and nutrition programming integrates the
recommendations of the 2012 Global Evaluation of UNICEF’s application of the human rights based approach to programming to ensure programme components address fundamental rights of the most excluded and disadvantaged children and women. In 2014, UNICEF, in collaboration with MoH, improved the health services monitoring system and identified 10 least performing provinces with low service coverage and gaps in services to hard-to-reach populations. Guidelines were developed and implemented to reach remote villages with essential services. Through integration of midwifery in outreach teams to remote villages, ANC four visit coverage increased from 23 per cent in 2013 to 39 per cent in 2014, benefiting approximately 88,648 mothers and newborns.

Despite some progress, efforts to promote community participation and awareness of rights needs to be expanded.

**Gender Mainstreaming and Equality**

A gender scorecard was completed as part of UNDAF development, facilitated by UN Women, under the UN Theme Group on Gender. As a whole, while noting the scorecard needs to be improved to be a solid tool for agencies other than UN Women, it was noted that while efforts were made to include gender in most UN programme situation analyses and to disaggregate data where possible, there was still limited meaningful consultation and engagement with women’s and other groups. Moreover, few programmes had gender-specific indicators to track progress, nor gender-sensitive budgets.

UNICEF collaborated with UNESCO to develop a chapter on Gender and Education as part of the Cambodia Gender Assessment 2013 led by the Ministry of Women’s Affairs. After multiple reviews and feedback from different line ministries, the Policy Brief of the chapter was finalized and printed. To strengthen girls’ education on menstrual hygiene, UNICEF is supporting the printing and distribution of more than 120,000 copies of Girls’ Puberty booklets in six target provinces. Endorsed by MoEYS, a Boys’ Puberty booklet is also now under development, with support from UNICEF.

UNICEF supported the second National Plan of Action to End Violence against Women (NAPVAW) and the Steering Committee of the Cambodia Violence against Children Survey. This included support to four sub-working groups (prevention, response, laws and policies, and M&E), the launch of the findings of the study, and government commitments. This was done in a cost-sharing partnership with WHO from May 2014. UNICEF supported MoWA’s participation in the global meeting “From Research to Action: Advancing Prevention and Response to Violence against Children” in Swaziland. Findings from the violence study emphasized the need for an unbiased gender lens to be applied for all data, and for an openness to consider and address violence against boys and girls.

To ensure health outcomes are equitable across gender, UNICEF supported health programmes, paying particular attention to gender-specific data collection and analysis for programme improvement. In case management of severe and acute malnutrition, gender disaggregated data showed that boys arrive at hospital in a more severe state than girls, calling for further investigation into the causes.

**Environmental Sustainability**

A UNICEF assessment of water and sanitation facilities in schools found the national design for septic tanks inadequate and susceptible to leakage, due to poor construction, lack of supervision and inadequate maintenance and concluded they are a significant contamination
risk to nearby water sources. As an alternative, a low-cost waste stabilization pond currently used in Siem Reap was identified. The pond has a dual purpose of waste management and agricultural support. Simple water quality testing will become part of school-based programming using locally manufactured kits known as ‘Seeing is Believing’ that indicate whether harmful bacteria such as E-coli are present.

The lack of regulation in the sector is a concern, especially for borehole drilling and poor household latrine construction and placement. Combined with a limited use of hydrogeological surveys, no regulations leads to rural households investing in drilling wells, only to learn later that they are contaminated with arsenic.

An additional challenge is that the household septic tanks promoted by NGOs and the private sector are designed more for saving money than protecting the environment, and run the risk that the content seeps into the environment. Regulations on the distance of household latrines from water sources are not enforced. It is common to find latrines near water sources for ease of water access for toilets or near ponds. Increasing community knowledge and awareness of the risks of poor latrine placement, coupled with strengthening monitoring and enforcement of standards by provincial rural development officials will be a further focus of UNICEF to address these problems.

UNICEF is promoting and supporting Decentralized Waste Water Treatment System (DEWATS) facilities in 16 schools in Cambodia with the Bremen Overseas Research and Development Association. The partnership is piloting a lower-cost option of DEWAT systems in remote rural water-scarce settings. In the past, solar pumps were installed with some boreholes, and currently roofs of latrines double as rainwater catchment as an alternative source for toilets and hand-washing.

UNICEF, with partners, raised significant concerns in high level meetings regarding the devastation to fish stocks and poor livelihoods which can impact on nutrition and health if dam construction on the Mekong River proceeds without allowances for fish migration.

**Effective Leadership**

2014 saw implementation of the critical strategic shifts from the country programme Mid-Term Review to deliver programme results in a diminishing resource environment. Adjustments were made to manage re-graded and downsized staff against both programme and support budgets, including the changes necessary to support the implementation of Global Shared Service Centre (GSSC). The Country Management Team (CMT) met five times in addition to a two-day annual retreat held in early February 2014. Several senior management meetings were also conducted to discuss office support requirements in light of the GSSC, in addition to the regular weekly senior staff meetings. The CMT met regularly after monthly Programme and Operation Group meetings, and explored and decided action in response to issues emerging from the team meetings and Staff Association. The Programme Management Group (PMG) and Operations Management Group utilised CMT decision memos which greatly enhanced management discussions and decision-making. Amongst other actions, the CMT streamlined and clarified management of HACT; monitored key indicators including donor reports and utilization of expiring funds; procurement bottlenecks; workload issues including work-family balance concerns; addressed contracting concerns; considered travel policy; and paid careful attention to staff welfare considerations.

The CMT focused on the use of the reports available through UNICEF’s VISION and online
systems, which provide data on budget utilization and key management indicators including an evaluation dashboard review, allowing the office to review its performance against regional and global indicators. The CMT also reviewed office preparation for the new country programme 2016-2018, ensured full participation in the UNDAF development process, reviewed the recommendations including for management from evaluations; and reviewed the situation of women and children. A careful revision was undertaken of the office risk profile, assessing and identifying internal and external factors influencing the achievement of results, reviewing effectiveness of existing mitigation strategies and identifying additional strategies for the fast changing political, economic and social environment in Cambodia.

The office hosted an external audit in November by the Government of India, and is awaiting the report.

Emergency team meetings were conducted prior to the flooding season, throughout the season and in order to prepare for disease outbreak. While the likelihood was low, the impact of Ebola was considered critical, and the office invested time to prepare communication materials, as well as identify support to Government preparedness. The Business Continuity Plan (BCP) was updated and radio checks were regularly conducted.

The office continued holding regular all staff meetings with teleconference connection to the zone offices, including a meeting scheduled on the next working day following the CMT meetings. This served as a platform for open and transparent feedback on CMT discussions and decisions. In addition, the Representative or officer-in-charge led a regular teleconference with Zone Office Chiefs to identify progress, challenges, governance concerns and to support management of the zones. Recognizing language challenges, Ethics training was conducted for all national staff in Khmer.

The Staff Association was kept engaged in all consultations as a member of the CMT, ensuring their involvement in all management decisions.

Financial Resources Management

In 2014, the office met budget utilization benchmarks established by the CMT and EAPRO office through 98 percent and 93.5 percent utilization of Regular Resources and Other Resources, respectively. The HACT implementation plan was used to ensure efficient use of resources through regular joint financial spot-checks and financial assurance activities. As a result, the office ensured the outstanding direct cash transfer (DCT) greater than six months remained well within agreed-upon regional benchmarks.

The office completed 14 of the 17 planned micro-assessments of implementing partners. In 2015, to improve the implementation of the assurance plan, financial spot-checks of implementing partners with high volumes of direct cash transfer will be outsourced. In 2015, the office will request support from the regional HACT Specialist for refresher training or training of trainers for HACT focal points, who will train other UNICEF staff and implementing partners. UNICEF Cambodia is the HACT focal point for the UN Country Team, responsible for tracking, monitoring and updating the joint UN HACT Microsoft Access database. The office has contracted private financial firms on a long-term agreement (LTA) for audits on behalf of the UN system.

The office achieved greater transactional efficiency, compliance with International Public Sector Accounting Standards and reduced risk to financial and procurement integrity through
establishing an internal VISION Hub. Financial accounts were accurately recorded and posted following financial guidelines and UNICEF’s chart of accounts. Timely payments were made to vendors, including monthly payroll. Monthly bank reconciliation statements were uploaded within the established schedule. Effective use of bank optimization and cash forecast tools achieved established bank balance targets and sufficient balance for subsequent months. The office managed petty cash accounts to meet zone and country office needs. The Contract Review Committee held 15 meetings during the year and reviewed 21 cases valued at approximately US$2.5 million.

**Fund-raising and Donor Relations**

UNICEF Cambodia mobilized 96.51 per cent of resources against the MTR revised CPD ceiling of Other Resources.

All donor reports were submitted on time in 2014. Donor report deadlines were monitored using system alerts from the manager dashboard. A specific focus was on quality reporting that emphasise results for children and illustrates UNICEF’s upstream technical expertise. Varying donor demands and donor insistence on more detailed reporting which often conflicts with toolkit reporting added to the workload. The office maintained a rigorous quality assurance process before submission of donor reports.

The office Resource Mobilization Strategy and Task Force continued to be responsible for planning and reporting to the CMT on monitoring and management of engagement with public and private donors. The office strategy has clear targets, identifies funding gaps, roles and responsibilities and tools with which to pursue and monitor resource mobilization activities. The Representative, with strong support of the Budget Assistant, monitor donor engagement and fundraising activities.

Key donor relations were nurtured through regular data and analysis sharing, in-country thematic coordination, policy dialogue and quality reporting. In 2014 a number of visits from UNICEF National Committees were hosted, as part of fundraising activities. Increasing attention is being paid to ensure ethical donor visits, ensuring that UNICEF does not unwittingly contribute to poverty tourism. Donor relations was maintained at the Representative and Deputy Representative level, with working level and day-to-day servicing from section chiefs.

**Evaluation**

Following the MTR, the office continued to strengthen evaluation and the capacity of staff members in managing evaluations. The EAPRO Evaluation Advisor supported the office in managing and providing quality assurance on management responses, as well as supporting a review of terms of reference for a community preschools evaluation which will be implemented in early 2015. Additional support was also provided to the development and finalization of the UNDAF M&E framework and UNDAF 2016-2018 results matrices.

The approved Integrated Monitoring, Evaluation and Research Plan (IMEP) 2014 included 14 studies, three surveys and one evaluation. Implementation and completion rates were 56 and 17 per cent, respectively. One study was cancelled and four studies were delayed due to unsuccessful recruitment of consultants. The slow progress in the implementation of IMEP in 2014 provides critical lessons for the future. The relevance, utility, urgency and availability of both human and financial resources should always be scrutinized before approval of IMEP to ensure timely implementation and production of useful products.
Evaluation management responses were regularly followed up and reviewed during monthly management meetings before they were uploaded into the Evaluation Management Response Tracking System. This allowed the office to maintain the utilization focus on evaluation products. All outstanding recommendations and actions were successfully closed in 2014.

As a transitional year, 2015 will be used to analyse and document lessons learnt from field monitoring and the reduction of bottlenecks to better inform future programme implementation and monitoring. Another critical aspect to be prioritized will be the capacity strengthening of civil society organizations, academic institutions and other relevant stakeholders through the UN M&E group.

Recruitment of a P4 Evaluation Specialist (shared across three UNICEF country offices) will be finalized early in 2015, and the expertise will be tapped during the finalization of the costed evaluation plan.

**Efficiency Gains and Cost Savings**

The establishment of “VISION Hub” consolidated efforts and minimized the number of users of the UNICEF financial system providing higher processing efficiency, a monitor on processes and reduced transaction costs. This enabled the office to free up programme section assistants and zone-based assistants to focus on monitoring programme activities and direct cash transfers. The result was better management of DCT with implementing partners and improved programme implementation.

The continued use of quarterly blanket travel allowances for frequent local travellers significantly reduced the actual number of trips issued in VISION and contributed to reduced transaction times for travel authorizations and claims.

Common procurement initiatives are coordinated by the UN Operations Management Team. UNICEF continued to lead inter-agency procurement through joint LTAs and UN Intranet-based information sharing. At year’s end there were 26 LTAs in place supporting UNICEF and other UN agencies to secure favourable prices and reduce transaction times for commonly procured good and services. For example, an internet service provider was contracted on LTA to provide internet services to the UN. The new service provider offers high-quality services and bigger band for the same rate as the previous provider. The change of contract has enabled the office to improve its connectivity at zero additional cost.

Zone managers continued to coordinate field trips to maximize car usage and an increased use of teleconference with Zone Offices reduced travel costs.

**Supply Management**

In 2014, the overall procured volume of programme and operational supplies, services and procurement services amounted to US$23.6 million, representing a twofold increase on 2013 levels.

The procurement of programme supplies amounted to US$1 million. The most commonly procured supplies were information and communication technology (IT), office equipment, medical devices and printed materials. The procurement of operational supplies totalled US$350,000, mainly on procurement of IT equipment. The trend of reduced expenditure on goods continued with the programme shift toward upstream policy work.
The value of service inputs reached just under US$1 million, mainly covering technical assistance, consultancies, research and advisory services as well as broadcasting services. New approaches to the provision of technical assistance for MoEYS through the Capacity Development Partnership Fund (CDPF) were introduced, resulting in the implementation of two LTAs for the recruitment and management of consultants. These were extended until 2016. Other service inputs include translation, interpreting and editing. Direct contracting for construction was discontinued in 2014, due to an increase in delegating procurement to NGO partners mainly for WASH infrastructure projects.

At US$21.2 million, the value of procurement services continues to exceed UNICEF’s direct supply assistance and remains an important mechanism to leverage resources for children. While vaccines are largely funded by GAVI, the government maintained its budget allocation for vaccine procurement at US$2.2 million. This assured the sustainability of the Government’s immunization programmes. UNICEF became the default procurement agent for three Global Fund grants in 2013 (HIV, TB and health system strengthening) and consequently, requests for anti-retroviral drugs, HIV test kits, laboratory equipment and medical supplies totalled US$15 million of total procurement services in 2014.

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Security for Staff and Premises

The security status for the UN in Cambodia remained at security level one, with response plans developed to address the most likely threats to programme delivery - severe flooding or civil unrest. Disease outbreak (low likelihood but very high impact) was added to a revised risk analysis and security planning late in 2014.

All UNICEF offices in Cambodia met minimum operating security standards (MOSS) and were equipped with radio communication, both VHF/HF, and satellite communication equipment thus ensuring continuity of the most critical functions in the office. The main office in Phnom Penh and the two zone offices have mobile satellite equipment to facilitate voice and data communication if a security situation arises affecting the public communication system. Using existing resources, the office obtained new modern satellite communication equipment to replace the current old equipment. All critical staff members have laptops to enable them to operate from a location other than the office in case of security situation.

The main office and zone offices updated security evacuation plans twice during the year. Security evacuation drills were conducted for all staff to ensure they are familiar with the building evacuation procedures. UN Security Management Team meet regularly and factor in the safety of staff given UN offices may be viewed as a soft target for attack.

The office BCP was updated in November to include the change of staff and to ensure it is kept up to date with the latest developments in security situation.

Training and refresher training on staff safety and security were conducted several times during the year by the UN Department for Safety and Security staff. UNICEF special security focal points and staff wardens attended all required training during 2014, hence of all them are ready to handle security-risk situations with confidence.
Threats largely against property increased in 2014, with a noted escalation in use of force. This reinforced the importance of security personnel in all residences and resulting in clear direction to consultants and interns regarding medical evacuation insurance and compulsory residential safety standards.

Very poor road conditions, a lack of road rules and rule compliance, isolation and lack of medical transportation or trauma facilities outside of city boundaries makes travel precarious and demands solid well maintained vehicles, driver skills and vehicle communication equipment. UN restrictions continue to prohibit driving after 6pm in rural locations for safety of staff.

Human Resources

The 2014 human resources (HR) agenda implemented significant structural changes that took effect on 1 January. Following the closure of two zone offices, the abolition of 57 posts and the creation of 25 posts, the office started afresh with an office designed for stronger results and better alignment for improved programme delivery and support. Throughout the year, the focus was on making the newly structured teams functional by staffing them to the full extent, setting meaningful and results-focused targets for the remaining two years of the country programme, revising processes to reflect the new responsibilities, and equipping the teams and staff in preparation for the next country programme 2016-2018.

Staffing

2014 saw a major turnaround of international staff, including Chief of Operations, Planning Chief and seven out of the nine section head posts. The office completed 13 international recruitments and 17 national recruitments, two UN volunteers, two KOICA-funded volunteers and one Australian Youth Ambassador for Development volunteer. Seven staff retired, separated or transferred to new duty stations.

Various recruitment methods were deployed to ensure maximum effectiveness and avoid gaps in staffing, including direct selection from talent groups, deploying staff on abolished posts, from emergency duty stations and lateral reassignments. Particular attention was paid to improving the office gender balance, which saw a marginal improvement from 34 per cent to 36 per cent of female staff. Some delays in recruitment were noted, largely due to workload pressures on the reduced office staff available to support processes. The delay was analysed and will be addressed in 2015.

Learning and development

A more strategic learning plan was developed by the HR development team with input from office management, supervisors and staff. It examined the changing contexts in Cambodia, influenced by the country’s move towards middle-income-status, with all its structural, procedural and programmatic implications, and the anticipated capacities, skills and competencies required for the new country programme. The four key areas of the learning plan were:

• Team effectiveness and management
• Communication and advocacy
• Risk and performance management
• Technical capacity

A sustained focus on ethics was achieved with training and support from the Global Ethics Adviser followed by training in Khmer by the local ethics focal person. The office also created and actively utilized a child protection guideline, undertook training and designed response lines
for all staff on how to act in case of suspected child abuse. Attention was paid to emergency preparedness and disaster risk reduction by having regional advisers and specialists participate and train staff in programme planning meetings.

The Cambodia UN Cares team were recognised and awarded the UN Cares award for work on addressing stigma and discrimination.

With an emphasis on Performance Evaluation Review (PER)-linked learning plans, staff and supervisors were accountable for making the link from individual development needs to organizational priorities. A 99.1 per cent completion rate was achieved in the completion of PERs.

**HR business processes**
Steps towards operational efficiency were taken through the establishment of a Vision Hub. Processes will be further streamlined in the coming year in anticipation of the Global Shared Services Centre.

**Effective Use of Information and Communication Technology**

2014 was a productive year for Information and Communication Technology following successful migration to Office 365 (Outlook, Lync, Yammer, SharePoint and OneDrive) and the improvement of ICT equipment and network infrastructure. In the spirit of UN coherence, the UN came together to secure a cheaper, bigger band and higher quality internet service for no additional cost.

Helpdesk support and hands-on training to country and zone office staff continued in 2014, improving user understanding of and support for the major ICT services and applications, particularly Outlook messaging, Lync, OneDrive, Share Point, Internet and Intranet access, VISION, direct and remote access to network resources (printer and file sharing) and other telecommunication services (video and teleconference calls).

Orientation, training and ICT equipment were provided to new staff members, consultants and interns ensuring that all were equipped with the right tools (Office 365) and knowledge to deliver better results for the children and women of Cambodia.

Office 365 is widely implemented in the country office and zone offices, particularly Lync which is the primary conference facility connecting country and zone offices for regular important meetings (programme management group and human resource development) and virtual training sessions. The “bring your own device” policy enables more users to access email and documents remotely from hand-held devices.

Cisco AnyConnect Secure Mobility Client and Citrix Web portal were set up to allow zone office staff and other critical programme staff to work from home or any remote location that has Internet connectivity. The new tool enabled users to be more flexible and work anywhere at any time.

**Programme Components from RAM**

**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 progressed towards achieving Millennium Development Goals (MDGs) 4, 5 and 6. However, maternal mortality remains high at 0.17 per cent and neonatal mortality remains unchanged at 2.7 per cent, accounting for half of all deaths of children under five. Progress is inequitable across geographic areas and wealth status.

UNICEF supported national and sub-national equitable coverage of quality basic health care within a framework of enhanced effectiveness. It adopted a bi-pronged approach to translate lessons learned from service delivery to adjust policy and strengthen service delivery systems.

UNICEF support in strengthening monitoring of systems service delivery enabled it to identify bottlenecks in quality essential MNCH interventions. UNICEF supported the development and implementation of new national guidelines on comprehensive outreach MNCH services. The new guidelines serve to strengthen quality outreach focussing on: a) maternal neonatal tetanus elimination (MNTE); b) integrated post-partum care - community care for mothers and newborns c) communication for behavioural impact and; d) integrated management of childhood illnesses. The effectiveness was enhanced by adopting an equity approach focusing on 10 low-outcome operational district). This resulted in an estimated 88,648 mothers and newborns from most-deprived population being reached and considerable improvements in maternal and child health adherence. For example, four or more ante-natal care visits (ANC4+) coverage increased from 23 per cent in 2013 to 39 per cent during the third quarter of 2014.

UNICEF support on nutrition focused on facility-based care of severe acute malnutrition, provision of supplementary micro-nutrients (target: 20 per cent) and improved awareness of good feeding practices. UNICEF support allowed for treatment of an increased number of children with SAM and higher cure rates through improved adherence to follow-up schemes (cure rate at discharge 60 per cent, 75 per cent and 85 per cent with one to three follow-up visits respectively). Through collaboration with partners, micronutrient powders were distributed to an additional 23 ODs. Targeted communication strategies continued to promote behaviour change towards better feeding practices.

From January to September, the proportion of pregnant women tested for HIV and receiving their results, and the proportion of early diagnosis among HIV-exposed infants increased significantly (9 per cent and 8 per cent respectively). UNICEF continued to support the Ministry of Health to implement the finger-prick testing method that allows for rapid test results. In collaboration with MoH, standard operating procedures were developed for the implementation of Cambodia 3.0. Technical assistance was provided to the National Centre for HIV/AIDS, Dermatology and STDs for Global Fund-financed supply planning, forecasting and procurement of ARVs, HIV reagents and other consumables.

The bi-pronged approach – supported upstream and downstream work - adopted by UNICEF allows in-depth understanding of both bottlenecks and potential remedies along the policy-services-policy chain. UNICEF’s expertise has been sought in the development of various national strategies that aim to promote advances in child health outcomes, such as: the National Strategic Newborn Framework; the National Strategy for Food Security and Nutrition, 2014-2018; the National Fast-Track Road Map to Improve Nutrition, 2014-2020; and a revision of the National HIV/AIDS guidelines on prevention, service delivery and services management.
OUTPUT 1 Improved national and sub-national capacity to increase availability, accessibility and utilization of quality maternal, newborn and child health services.

Analytical Statement of Progress:
UNICEF equity support focused on 10 ODs where delivery of health services to remote villages remained challenging. Few interventions (immunization, vitamin A and deworming) were delivered during the majority of outreach sessions and participation of midwives in village outreach with low antenatal care (ANC), health-facility delivery and post-natal care (PNC) services was limited. Less than 50 per cent of pregnant women in these areas received ANC and only 30 per cent delivered at health facilities.

Through the national immunization program (NIP), a joint WHO/UNICEF mission identified three ODs (Kratie, Banlong, Sen Monorum) with low service coverage and harmful cord-care practices, causing risk for maternal neonatal tetanus (MNT).

UNICEF supported equity focused monitoring of essential services coverage, namely tetanus vaccination, ANC and PNC in 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 PNC. UNICEF supported the integration of midwifery in outreach services to remote villages.

Compared to 2013, during the first nine months of 2014, ANC2 increased from 51 per cent to 56 per cent, ANC4 increased from 28 per cent to 32 per cent. This appeared to be due to the increased inclusion of midwifery in the outreach, from 63 per cent to 92 per cent. Implementation of outreach sessions increased from 66 per cent (2013) to 82 per cent (2014). PNC2 increased from 24 per cent in 2013 to 25 per cent. The proportion of children under 5 with cough and rapid breathing brought to public health facilities increased from 8 per cent in 2013 to 12 per cent.

The presence of skilled birth attendants declined from 39 per cent in 2013 to 32 per cent in 2014. An analysis is on-going in six ODs to find the causes and define a response.

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:
Since 2011, 5,546 children with severe acute malnutrition (SAM) have been treated, including 1,182 children in the first nine months of 2014. The proportion of children with three follow-up visits increased from 25.7 per cent in 2012 to 61.4 per cent in 2014. Up to 60 per cent of children hospitalized with SAM were cured at discharge. This increased to 75 and 85 per cent with one and three follow-up visits, respectively. This was achieved due to equity-enhancing mechanisms implemented by UNICEF and Health Equity Funds (HEF) including free transport and treatment, and food allowances for caretakers. Routine SAM screening through partnerships required scaling up to ensure every child with complications gets treatment.

A UNICEF assessment of nutrition indicators in urban poor settings indicated high levels of acute malnutrition in children aged 6-59 months (11.2 per cent SAM); 29.3 per cent were stunted and 35 per cent underweight. In the last semester of 2014, UNICEF started mass screening interventions in 147 slums of Phnom Penh with 5,404 children screened. Among these, 44 were treated as SAM in-patients and 16,986 received sachets of micronutrient
powders (MNP). MNP were distributed in 35 operational districts (ODs), reaching 69,449 children.

UNICEF continued to support Behaviour Change Communication (BCC) to improve complementary feeding. During the three first quarters of 2014, almost 20,000 caregivers benefitted from cooking demonstrations during 615 events in 10 provinces at village level. Some 13,441 caregivers were reached in 35 hospitals. With UNICEF advocacy, a government long-term agreement to allocate free airtime to key nutrition messages is being discussed with national television.

With partners, UNICEF supported the development of a conceptual budget for Cambodia’s fast track road map for improved nutrition, which outlines cost-sharing scenarios, and implemented a national micronutrient survey. These are important milestones for future nutrition budget planning. In July, Cambodia became the 53rd country to join the Scaling Up Nutrition (SUN) movement.

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

Analytical Statement of Progress:
Cambodia is committed to equitable elimination of mother-to-child transmission (EMTCT) by 2020, and received UNICEF support through the National Centre for HIV/AIDS, Dermatology and STDs (NCHADS) to start preparing the EMTCT validation process. UNICEF contributed to the concept note for EMTCT and Paediatric AIDS care of the Global Fund grant extension until 2017. UNICEF provided technical support for the planning, forecasting and procurement of Global Fund-funded anti-retroviral drugs (ARV), HIV reagents and other consumables to NCHADS to minimize stock depletion and promote adequate HIV/AIDS service delivery. Anti-retroviral therapy (ART) coverage is high, at 82 per cent).

In the first nine months of 2014, 58 per cent of pregnant women attending ANC and delivery services at health centres were tested for HIV and received results. This was done through the use of finger-prick testing that allows the women to undergo testing and receive test results the same day.

As of June 2014, 3,902 HIV-positive children were on ART and 770 on pre-ART. UNICEF supported 25 of the 35 paediatric AIDS care hospitals to ensure equity by allowing poor caregivers access to treatment, to improve adherence, and to develop capacity for field supervision and coordination. Transferring children aged 14 years and over to adult services remains a challenge.

Early infant diagnosis (EID) among HIV-exposed infants increased from 33.2 per cent in 2012 to 45.40 per cent in 2013, compared to the national target of 90 per cent. The 2014 data is not yet available. An active case management mechanism was developed and implemented in selected ODs to maximize EID testing and minimize loss in follow up. A comprehensive EID assessment to help better understand current bottlenecks is proposed for 2015.

Integrated HIV screening among children with severe acute malnutrition who were admitted to hospital led to an increase in testing from 40.9 per cent in 2012 to 54.5 per cent by the second quarter of 2014.
OUTCOME 2 Improved and equitable use of safe drinking water, adequate sanitation, and improved hygiene practices.

Analytical Statement of Progress:
UNICEF supports implementation of the national rural water supply, sanitation and hygiene strategy, in line with the Cambodian MDGs. The programme has a national focus for capacity building, coordination and monitoring, with interventions in 91 communes in 11 provinces for sanitation and hygiene, identified with the UNICEF Local Governance for Child Rights programme for social services; and five provinces for water quality and supply in arsenic-affected areas. The estimated intervention size is 840,000 people with 100,000 children under-five, and 224,000 children between ages of 0-18. Twenty two per cent of households are classified in the lowest wealth quintiles.

Access to both safe drinking water and improved sanitation has increased in recent years. The proportion of households with access to safe drinking water increased from 40.5 per cent (Census 2008) to 50.4 per cent (inter-census, 2013) nationally, and to 59 per cent (Commune Data Base, 2013) in target communes. The proportion of households using an improved sanitation facility increased from 23.2 per cent (Census 2008) to 38.5 per cent (inter-census 2013) nationally, and to 33 per cent in target communes during the same period. However, neither water nor sanitation indicators are likely to reach set programme targets of 70 per cent and 50 per cent respectively by 2015.

Partnerships with NGOs and the private sector aided progress. Through partnerships with NGOs, it was possible to pilot new ideas and approaches to improve current standards, designs or policies. UNICEF and long-standing NGO partners GRET and Lien Aid, combined efforts to provide safe and alternative water supply to children under five and their families - approximately 91,854 people living in areas primarily affected by arsenic contamination. This is being done by building a network of piped water systems in communities, and community-managed water bottling enterprises. Set to be completed in 2015, 6,640 people have been reached out of the target population living in arsenic areas.

In the WASH in Schools or ‘WinS’ programme collaboration with Bremen Overseas Research and Development Association (BORDA), Rainwater Cambodia/Engineers without Borders are building facilities for 17,936 students in 43 schools in three provinces and peri-urban areas of Phnom Penh. Technologies employed include decentralized wastewater plants which environmentally treat waste on-site avoiding harmful pollutants from entering water ways, and specialized concrete rainwater tanks which provide 35,000 litres of potable water to school children in areas prone to flooding or arsenic in ground water.

Government monitoring and supervisory visits indicate that behavioural change is happening following community-based hygiene ‘triggering’ sessions. There was a nearly 30 per cent increase in hand washing with soap in target communes, as evidenced by soap and water available near toilets. This follows triggering sessions and mobilization efforts of hundreds of officials from communities, schools, pagodas and health centres.

Years of community forums to raise awareness on arsenic mitigation, investments, combined with greater private sector investment in rural water supply, are starting to bear fruit. Households aware of arsenic contamination are committing to changing sources of drinking water. This is supported by continued efforts by UNICEF and partners to provide affordable alternatives, such as 20-litre drinking water bottles organized through the NGO partnership with Teuk Saat/1001 Fontaines. In the past three years, 60 water bottling sites/platforms offering
subsidized safe drinking water have been provided with financial and some advisory support from UNICEF. While initially slow to take off, water bottling platforms now sell up to 150 bottles per day, earning significant income for the local operators and communes managing them. Approximately, 40,500 families and 15,517 children are benefitting from these schemes. The earning capacity of these systems matched by both perceived and reported health benefits of safe drinking by families will lead to improved health outcomes for Cambodian children in these communities, as well as immediate benefits for 15,000 children receiving free drinking water in school each day.

UNICEF is committed to support the Government in implementing the national strategic plan to accelerate universal and equitable access to rural water supply and improved sanitation and hygiene practices by 2025. The challenge is that sector data comes from a number of sources, uses different definitions and is managed by different departments within government. The focus in 2015 will be to ensure that annual costed plans with targets are developed as part of a national action plan and that a unified monitoring information management system is operationalised drawing on available mobile technologies to improve efficiency and accuracy of data collection for planning and implementation processes.

OUTPUT 1 Communities practice key hygiene behaviours (hand washing with soap at critical times, using toilet and drinking safe water)

OUTPUT 2 Communities, schools and health centres have access to sustainable technologies for safe water, sanitation and hygiene

OUTPUT 3 MRD and concerned sub-national government agencies lead, coordinate, facilitate, monitor and evaluate the RWSSH and arsenic national strategy

OUTPUT 4 Program coordination, management, monitoring

OUTPUT 5 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:
Efforts with the Government’s Rural Health Care Department of the Ministry of Rural Development have seen 71 villages reach open-defecation-free (ODF) status. However, this is still below the planned target of 23 communes (225 villages) reaching ODF by December 2015. The insufficient commitment by commune chiefs to facilitate commune-wide changes is a continued bottleneck to ensuring equitable or universal coverage. It is individual and likely wealthier households within villages who build or buy toilets, and not the community-led actions by commune chiefs to end open defecation for all. This is indicative of household inequalities and capacities within villages and communes to adopt improved toilets. Given the preference for more expensive pour-flush toilets, many poorer households continued to opt for no toilet over building a basic dry pit facility. Focus on strengthening community-led action will be necessary, by working more directly with local leaders to encourage households to make necessary and affordable incremental changes, such as sharing facilities or seeking affordable options.

Households are adopting improved sanitation within target communes. There was an increase in the sanitation rate among households, from 48 per cent to nearly 60 per cent within a three month period. With considerable investment in mass media for television and radio spots, an estimated three million viewers and listeners were reached with songs, messages, radio call-in
shows and promotional TV programmes. Mass media continued to play an important role to target households directly in the absence of local leadership for sanitation and hygiene.

As part of national hand washing with soap activities in schools led by the School Health Department of the Ministry of Education, UNICEF partnered with the NGO Media One to develop social media campaigns reaching an estimated 200,000 school children over a two-month period.

To mitigate long-term exposure to arsenic in groundwater for an estimated two million Cambodians living around the Mekong, Tonle Sap and Tonle Bassac Rivers, UNICEF worked with the Department of Rural Water Supply of the Ministry of Rural Development to test 4,586 wells for contamination. Forty-five communes participated in arsenic mitigation forums after 639 tube wells were identified as having arsenic levels above both World Health Organization and national standards of 50 parts per billion. Recent actions to provide safe water to arsenic-affected families are yielding positive results and have seen approximately 656 households abandon their wells for safer and affordable options.

**OUTPUT 6 Increased national and sub-national capacity to provide access to sustainable safe drinking water and adequate sanitation**

**Analytical Statement of Progress:**
Inclusive WASH facilities are being constructed in collaboration with the Bremen Overseas Research and Development Association (BORDA) to ensure 6,300 children, including those with physical disabilities, can use facilities. Differentiated heights for hand washing facilities, ramps, larger cubicles, improved lighting and ventilation make facilities accessible for children and reinforce positive habits. Previous school health impact assessments demonstrated 22 per cent fewer cases of open defecation in school yards as a result of new toilets. This collaboration culminated into a manual drawing on best practices and designs for rainwater harvesting tanks, decentralized waste water treatment and improved accessibility.

Collaboration with Rainwater Cambodia and Engineers without Borders is piloting elevated and reinforced designs for classrooms. These facilities in 27 schools will ensure access for 5,636 children, even during floods when most schools are forced to close. Six out of 27 schools are completed, benefitting 1,740 children.

Promoting private sector engagement for rural water supply is a strategy employed by UNICEF to increase access to improved water supply, which is only 50 per cent in rural Cambodia. Following feasibility assessments, the completion of system designs and awarding construction contracts, collaboration with the NGO GRET will provide 20,000 people with piped treated water, through an association with a local private sector investor and operator. GRET, UNICEF and local authorities identified 353 poor households to receive a subsidized connection to the systems in Kandal Province.

In partnership with Lien Aid, UNICEF is establishing community water enterprises in 14 communes in Prey Veng and Kampong Cham identified as being affected by arsenic. This will benefit 14,370 households. Seven out of the 14 systems are constructed and operable, with impressive results from community contributions. Approximately, 6,640 people are drinking water from the new systems. With modest investments of US$0.75 per household, communities have been able to mobilize hundreds of dollars in contributions. This has offset the initial start-up expenses, while creating greater community and household ownership to the initiative.
After collaborating with Teuk Saat/1001 Fontaines, more households are purchasing safe drinking water from water platforms in arsenic-affected areas. This system provides high quality drinking water in 20-litre bottles for US$0.30. Twenty systems were commissioned, bringing the total to 60 supported by UNICEF, serving 40,500 families and 15,517 children in 29 primary schools. Operators can earn up to five times the minimum wage with these community systems, bringing both economic opportunities and health benefits to the community.

**OUTPUT 7** 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:**
Following years of advocacy by key partners, including the World Bank’s Water and Sanitation Programme (WSP), Plan International, WWHO and others, the National Council of Ministers in Cambodia adopted the national strategic plan for rural water supply, sanitation and hygiene. The plan aims to achieve universal access to water and sanitation for all rural Cambodians by 2025. Efforts are now underway to develop annual targets and a costed plan. The MRD was supported to disseminate the new strategic plan to approximately 500 subnational officials in eight provinces to raise awareness and investments on WASH in commune plans.

UNICEF and key partners are supporting the Ministry of Rural Development to develop an integrated monitoring and information management system to track progress and advocate for greater resources. While Cambodia’s progress has been steady, from 23.3 per cent improved sanitation access in the 2008 census to 38.5 per cent following the 2013 inter-census survey, there are still considerable differences in coverage between provinces, rural and urban areas, and wealth quintiles.

In 18 districts in five provinces routinely affected by flooding, critical supplies for 10,000 households were pre-positioned and 98 officials were trained to chlorinate and manage wells during and after floods, with support from ECHO. A new initiative launched with the NGO People-in-Need and Open Institute will allow 34 provincial officials to assess wells using mobile technologies, with tablets and cell phones provided through ECHO funding. Mobile technology can increase the efficiency and accuracy of information collection and use for planning and decision-making.

With ECHO support, UNICEF worked with the NGO Live & Learn to pilot portable ecological toilets for floating or flooded areas. The initiative is training local masons to build and promote toilets within five communes affected by flooding annually. UNICEF is working with local contractors to build flood-resilient water supply facilities and improve accessibility. Building on designs from World Vision Cambodia, a contractor was hired to chlorinate and rehabilitate 275 facilities serving 20,076 people in communities, health centres and schools.

2014 saw 4,652 households in Kratie, Prey Veng and Otdar Meanchey provinces affected by recurrent floods. Thanks to collaboration with the Provincial Department of Rural Development and NGOs such as Samaritan’s Purse, critical lifesaving supplies were provided quicker than in previous years. UNICEF signed an agreement with Samaritan’s Purse to respond within 72 hours to 3,500 people in Banteay Meanchey and Kratie provinces routinely affected by floods.

**OUTCOME 3** Improve teaching and learning in relevant, sustainable and inclusive early childhood and basic education services.
Analytical Statement of Progress:
Following the 2013 UNICEF MTR, several strategic shifts were implemented in the Education Programme in 2014 and the scope of the programme increased. Following the appointment of the new Minister of Education in September 2013, there were many changes in 2014 in the education sector, including a strong and much-needed focus on quality education.

Access to early childhood education increased slightly from 32.7 per cent in 2012/2013 to 33.3 per cent in 2013/2014 among three to five year olds. Primary education coverage remained high, increasing to 98.2 per cent in 2013/2014 (98.5 per cent for girls). Primary school-aged children enrolled in private schools accounted for 2.6 per cent. Due to improvements in data collection and following UNICEF technical support, enrolment in public schools dropped from 97 per cent in 2012/2013 to 95.6 per cent in 2013/2014.

The primary promotion rate dropped from 91 per cent (2012/2013) to 84 per cent (2013/2014), partly due to improvements in data collection. The education system suffers from inefficiency partly due to high repetition rates in the early grades of primary, a comparatively high proportion of over-aged children and infrequent attendance due to work and seasonal migration. Broader issues relate to teacher competencies and motivation. As these issues are linked to the inflexibility of the national education system and children’s need to work, they are difficult to solve. UNICEF Cambodia’s participation in the Out of School Children Study will help analyse these equity-related issues and identify recommendations.

Enrolment in lower secondary level remains low, reducing from 53.6 per cent (2012/2013) to 53.5 per cent (2013/2014) (54.5 per cent for girls). These rates are largely due to the high opportunity costs of education which increase as the economy and salaries grow. The textile industry remains a threat to children completing basic education in Cambodia. The Out of School Children study will include an equity focus on identifying cross-industry and whole-of-government approaches to strengthening the fulfilment of children’s right to basic education, working closely with the private sector in the diagnosis of the problem and the solutions. As part of the MTR changes, the Education Programme started supporting lower secondary intensively in 2014. This included the Child Friendly Schools Policy in six provinces. There was support for life skills education using materials approved by the Ministry of Education, Youth and Sport on employability and self-management.

Data from standardized assessments of children’s learning outcomes, conducted in different samples of schools, showed a drop in results in Grade 6 from 68.1 per cent in Khmer and 58.9 per cent in maths (2006/2007) to 52.5 per cent in Khmer and 42.8 per cent in maths (2012/2013). In 2015, UNICEF will support MoEYS to join a regional initiative by the Southeast Asian Ministers of Education Organization to measure children’s learning outcomes in maths, Khmer and citizenship in Grade 5. This will provide complementary data on learning outcomes, including what and how, and which children are learning and on the factors influencing learning.

One of the Minister’s priority reforms in 2014 was the administration of the Grade 12 exams. UNICEF supported this major reform, as it would result in accurate data regarding children’s learning results at the end of upper secondary school for the first time since the early 2000s. UNICEF staff were part of the independent exam observers in seven provinces. UNICEF also advised MoEYS to partner with the Anti-Corruption Unit, which was extremely successful. Overall, 41 per cent of students passed the exam with rates of nine per cent and 14 per cent in maths and chemistry respectively, leading to a policy focus on the curriculum and teachers’ knowledge of science subjects.
2014 saw significant advances in internal UNICEF cross-sectoral support aligned with the MTR priorities relating to social policy and child protection in education. An equity-focused research was carried out on drop-outs at secondary level, as well as a regression analysis to identify drivers of drop out and the critical minimum amount for scholarships to reduce it. The Minister chaired a high level policy event on this research. UNICEF also identified minimum recurrent costs for WASH in schools and explored ways on establishing positive discipline in schools.

The Ministry’s share of the total recurrent budget increased from a low base of 15.5 per cent in 2013 to 16.2 per cent in 2014 and projected to be 17.1 per cent in 2015. UNICEF played a key role in the public financial management sub-technical working group which analyses the budget and its execution. Progress was also made in execution rates and there was a reduction in the under-spend over the past several years due to a stronger budget preparation process, particularly on personnel. In 2014, teachers received their salaries by bank transfer, which will likely further increase execution. Following sustained advocacy by UNICEF and other partners, teacher salaries were increased and allowances were streamlined and simplified, increasing transparency and improving teachers’ terms and conditions.

In broader sectoral developments, the Education Strategic Plan 2014-2018 was endorsed in March 2014. The new Global Partnership for Education fund, worth US$38.5 million, was launched. UNICEF was influential during the design of the fund to ensure complementary support, particularly related to ECE and inclusive education. Modules for teacher training for example are developed and rolled out in complementary fashion between UNICEF and GPE.

In 2013, Cambodia was selected as a case study to evaluate its ‘upstream work’ in basic education and gender equality from 2003 to 2012. The report, published in 2014, was extremely positive about the equity-focused multilingual education approach, quality, relevance and impact of UNICEF’s upstream work. It identified the need to ensure the commitment of Government resources to reform processes and expansion of best practice pilots to reduce reliance on UNICEF funding. The learning and recommendations from the Evaluation will be shared with key education stakeholders including the EU, SIDA and MoEYS.

**OUTPUT 1** ECE professionals at national and sub-national levels are able to plan, coordinate and guide the provision of high quality ECE programme.

**OUTPUT 2** Strengthened capacities at national and sub-national level to deliver inclusive basic education services.

**OUTPUT 3** Strengthened capacities at national and sub-national levels to plan and manage the implementation of the ESP.

**OUTPUT 4** Coordination monitoring and management

**OUTPUT 5** Capacity Development Partnership Fund

**OUTPUT 6** 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 lead role in the ECE sub-sector. At the national policy level, UNICEF’s long-term advocacy and technical support resulted in the establishment of the National Committee for Early Childhood Care and Development (NC-ECCD) involving 13 line
ministries, and the launch of the ECCD National Policy and National Action Plan by the Prime Minister. These major milestones paved the way for engaging line ministries to provide integrated ECCD interventions. Operationalization of the National Action plan will remain an organizational priority for UNICEF in 2015 and in the new Country Programme.

UNICEF maintained the equity focus by its continuous support for multilingual and inclusive ECE programmes enabling establishment of these approaches in 22 (multilingual) and 37 (inclusive) target pre-schools, with a stable enrolment of children from ethnic minority groups and children with disabilities. A commitment was secured from MoEYS to establish a multi-year national action plan for inclusive and multilingual ECE programmes to transition from the pilot approach towards full mainstreaming.

In response to insufficient capacity of community pre-school (CPS) teachers, identified as an equity concern for improving quality in rural areas, a 35-day training package was developed with UNICEF support and will be rolled out nationwide by GPE. Parenting education modules were developed by MoEYS with support from UNICEF to promote appropriate child-rearing practices.

Participation in the East Asia and Pacific Region ECD Scale Survey was a significant step forward for evidence generation. Preliminary analytical results indicated: (i) the highly positive impact of ECE on overall performance; (ii) a significant developmental gap between ethnic minority and majority groups, as well as between urban and rural groups; and (iii) parents’ education background as a predictor of involvement in home-based early learning activities. Based on the findings, policy recommendations will be developed for the NC-ECCD in 2015.

OUTPUT 7 Increased capacity to deliver inclusive basic education services

Analytical Statement of Progress:
Following the reinvigoration of the Child Friendly Schools (CFS) Steering Committee by the Minister, support for internal and external inspection and harmonization of tools and approaches to monitor schools was discussed. In line with UNICEF’s decreasing support to the primary sub-sector and new support for lower secondary education, the CFS Policy was rolled out to 291 lower secondary schools within 47 districts in six target provinces. This meant that National Core Trainers (NCT) and District Training and Monitoring Teams (DTMT) were established and trained on key CFS documents and assessments. At the same time, life skills education is being rolled out to 181 schools of 26 districts in three provinces. The CFS Policy will be implemented in all lower secondary schools nationwide over the course of the next years. UNICEF supported the MoEYS in CFS at lower secondary level through a phased approach to ensure quality.

The Multilingual Education National Action Plan (MENAP), which provides milestones to transition to full Government support, as well as the scale up of equity-focused multilingual education, is expected to be launched early in 2015.

UNICEF worked on the development of a guideline on the minimum costs for WASH and Positive Discipline. Minimum costs for WASH will be field tested in four provinces in 2015. Word has commenced to support the development of materials on positive discipline. UNICEF will support the MoEYS to develop training materials which will be implemented in three provinces during the first quarter of 2015. In line with the office commitment to building resilience, the Emergency Preparedness and Response Plan (EPRP) for the education sector was launched in September 2014. UNICEF has pre-positioned 200 temporary learning spaces (TLS) in the event of floods in five target provinces.
OUTPUT 8 Increased capacity at national and sub-national levels for planning, management and budgeting (Capacity Development Partnership Fund).

Analytical Statement of Progress:
2014 was the final year of the current phase of the Education Capacity Development Partnership Fund (CDPF), the multi-donor fund supported by the EU, the Government of Sweden and UNICEF to strengthen the Ministry’s capacity on planning and management. With support from CDPF, the MoEYS Education Strategic Plan (ESP) 2014-2018 was finalized and endorsed in March 2014. It includes substantial reform moving towards a sub-sector-based approach (early childhood education, primary education, general secondary education, etc.). This reform makes it easier to plan and budget according to results, as specific outcomes can be formulated for each sub-sector, increasing transparency and accountability.

The Master Plan for Capacity Development 2014-2018 was also finalized in December 2014. With support from the CDPF, 10 out of 25 provinces have developed final drafts of provincial ESPs 2015-2017, leading to improved coordination of NGO support at provincial levels and more localized planning.

The Master Plan on the Education Management Information System 2014-2018 was developed and endorsed by MoEYS. This provides a roadmap for the provision of comprehensive, shared, accurate and up-to-date information and data for planning, resource allocation, monitoring and evaluation to support a culture of data-driven decision making among senior managers and at all levels of the sector. Guidance on the Ministry’s new staff performance appraisal system was rolled out through an innovative voluntary take-up approach. Five provinces piloted the performance appraisal system.

UNICEF has played an important role in the Sub-Technical Working Group on Public Financial Management (PFM) chaired by the Minister. The UNICEF team identified that the Budget Strategic Plan was not aligned with the new ESP. Ensuring that the budget reflects policy priorities is a key component of PFM reform and UNICEF will support this issue through the Supreme National Economic Council in 2015.

Decentralisation and deconcentration reform continued to move slowly. MoEYS submitted the Functional Review report to the National Committee for Sub-National Democratic Development, however it has not yet been endorsed. The MoEYS and other line ministries are unclear about the modality for function transfer and the process for functional assignments.

Cambodia is a part of the Out of School Children initiative. Several equity-focused studies have already been conducted. Following the normal procurement process, an international consultant is being contracted to consolidate the existing studies and provide in-depth qualitative analysis and recommendations regarding out-of-school and at-risk children in Cambodia. This involves internal UNICEF collaboration, along with the Ministry of Labour and the Ministry of Commerce.

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

Analytical Statement of Progress:
Through UNICEF support and advocacy, the Cambodia Violence against Children survey 2013 was finalized and launched in October 2014, along with Government core commitments to prevent and respond to violence against children. With more than 600 participants and the UN
Special Representative of the Secretary General on Violence against Children as special guest, the event raised momentum to push forward key commitments by 13 government agencies, and the development of a costed national multi-sectoral plan to prevent and respond to violence against children.

Through the 3PC, civil society partners were mobilized to address equity and work inter-sectorally at the sub-national level, building local capacities to integrate child protection into planning and implementation related to decentralization and deconcentration reform. The 3PC helped strengthen cooperation between government and civil society on equitable delivery of prevention and response services for the most vulnerable and victimized children, including children with disabilities, children affected by HIV and AIDS, drug-affected children, orphans, separated children, and children from the poorest families, in five provinces. A total of 9,509 vulnerable children (4,237 females), 3,331 youth (1,007 females) and 6,768 families from these provinces benefitted from outreach, social-economic support, vocational skills training, transitional home stays, case management and other preventative and responsive services by nine NGOs, under Government oversight. The 3PC programme review indicated that its services reached more children and families than expected (30,000 over three years), was highly satisfactory to beneficiaries, and contained recommendations for strengthening the programme.

Progress was made in strengthening and implementing Cambodia’s alternative care framework. Several models of foster care, group homes and independent living were implemented as alternatives to residential care through 3PC. Firm action on the first phase of the de-institutionalization process, particularly case management and reintegration of children from orphanages in Siem Reap, was taken by the Ministry of Social Affairs, Veterans and Youth Rehabilitation.

Campaign materials to keep children in families were developed with UNICEF financial and technical support and are ready to be launched in the beginning of 2015. UNICEF’s continued advocacy with the Ministry of Cults and Religion resulted in participation of faith leaders at the CVAC Survey launch, the monk’s congress and the Day of Prayer and Action for Children), laying the groundwork for their important role in disseminating child protection messages.

The challenges of the child protection system were confirmed in the recently launched Study on the Review of Social Work Practice, carried out by MoSVY with UNICEF technical and financial support. The study showed that financial and human resource allocations are very low for the social work sector, significantly hampering the implementation of all major social protection related frameworks. Challenges remain with respect to political sensitivity surrounding issues such as proliferation of orphanages, violence against children, and inter-country adoptions. In addition, weaknesses in information management in the justice and alternative care systems hamper the measurement of indicators in these sectors. While progress was made with the establishment and inspection of court registers by the Ministry of Justice (MoJ), there was poor and irregular use of court registers by court staff. In addition, despite the strong data collection and monitoring of residential care centres by MoSVY, foster care arrangements across the country are still largely unregulated and irregularly, if at all, monitored.

**OUTPUT 1** A child- and gender-sensitive social welfare system is well advanced towards delivery of increasingly accessible and quality services for vulnerable children and families.
A child and gender-sensitive justice system for children in contact with the law that complies with international standards is well advanced and increasingly accessed by children.

Communities, families and children are equipped with protective measures.

National and sub-national inter-sectoral efforts are strengthened to reduce overlapping risks and vulnerabilities among children and young people from key populations most at risk of HIV infection.

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:
UNICEF made progress on strengthening the legal environment and justice system to protect vulnerable children and families. Through UNICEF advocacy and technical guidance, the Cambodia National Council for Children adopted the findings and recommendations of the ‘Gap analysis of legislative framework relevant to child protection’ and the ensuing policy and law reform agenda, to be in line with the CRC. The Ministry of Interior initiated a revision of the regulatory framework related to birth registration, with UNICEF support.

The reader-friendly Compendium of Child Protection Laws, Policies and Functions was disseminated to relevant ministries, judges, prosecutors, social workers, police and other professionals to improve understanding of laws and policies and empower and mobilize duty-bearers and stakeholders to take more decisive action to protect children from harm, and to ensure respect for their due-process rights.

Guidelines on domestic adoption are under development by the Ministry of Justice with UNICEF financial support, to provide clear procedures to professionals working with child adoption cases.

Through UNICEF financial and technical support to MoSVY, the strengthening of the alternative care system continued with the finalization of a sub-decree regulating the opening and registration of residential care institutions and sanctioning centres that do not comply with minimum standards. The alternative care framework was implemented with the closure of three under-performing residential care institutions in Phnom Penh. Identification and mapping of unknown residential care institutions started in five provinces, with 60 trained enumerators.

UNICEF continued to advocate with the Ministries of Justice and Social Affairs to fast track the finalization of the draft Juvenile Justice Law for submission to the Council of Ministers. While the Ministry of Justice finished its revisions of the draft law, progress by MoSVY remains slow due to movement of responsible officials.

UNICEF financial support to the Prosecutor General and Appeal Court enabled bi-annual Prison-Court-Police meetings in five provinces to monitor and report on child justice indicators. Discussions with the Appeal Court are on-going to improve the quality of meetings and documentation in order to generate more accurate evidence on the situation of children in contact with the justice system.

UNICEF successfully advocated with MoI to integrate justice for children indicators into the
Cambodian National Police crime database and UNICEF is providing technical assistance to operationalise this.

**OUTPUT 6** 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:**
During 2014, 9,509 vulnerable children and 6,768 vulnerable families in five provinces accessed various preventive and responsive child protection services in five provinces, through Partnership Programme for Protection of Children (3PC) partners. The five provinces were chosen due to their significant population of marginalized children exposed to explicit risks, such as in areas considered as migration hubs and tourist destinations, as well as their high proportion of children separated from their families, ensuring equitable access of children to child protection and social services,

Through 3PC, 391 separated children were reintegrated from residential care to family-based care: 246 children (94 female) into families, 19 children (7 female) into foster care and 66 children (26 female) into independent living.

UNICEF financial support to the Bar Association of the Kingdom of Cambodia (BAKC) enabled 50 children in contact with the law in Phnom Penh to access legal aid services. Advocacy by BAKC lawyers through legal representation of cases enhanced observance of the law and respect of children’s rights by law enforcement and court officials assigned to cases.

UNICEF supported the Ministry of Health to develop National Guidelines for the Management of Violence against Women and Children in the health sector, in collaboration with UNFPA and WHO. The guidelines provide standards for the provision of quality and comprehensive medical services and procedures to survivors of violence, including medical management, first-line support and referral to social and legal protection services.

Sustained capacity-building efforts continued to increase the quality of services for children. Through 3PC, 35 training sessions on child protection service provision and minimum standards were conducted, targeting more than 300 NGO staff.

The sensitization and training programme on the implementation of the alternative care framework continued, with UNICEF support to MoSVY reaching more than 191 key stakeholders, including provincial child welfare staff, NGOs, Commune Committees for Women and Children (CCWCs) and social work focal points in four provinces.

As part of the de-institutionalization initiative in Siem Reap, the Siem Reap Provincial Reintegration Committee was established in June 2014, through advocacy efforts by UNICEF and MoSVY. A delegation of MoSVY and UNICEF representatives met with the provincial governor and developed an action plan to start case management in eight orphanages. A specialist NGO (Mlup Russey) carried out training for all committee members on alternative care and case management.

UNICEF supported MoI to train 200 commune police on child justice and child-related laws and procedures in five priority provinces, to respond to cases more effectively.

Changes have been observed in the attitudes and practices of social welfare officials and CCWC members towards preventing institutionalization. During field visits by UNICEF and
MoSVY officials, it was noted how they were active in gate-keeping and played important roles in preventing the institutionalization of children, through offering alternative family support services to families in distress.

**OUTPUT 7** Enhanced support and increased capacities of children, families and communities to protect themselves and reduce their vulnerability and stigma.

**Analytical Statement of Progress:**
More than 107 Buddhist leaders drafted key messages to address violence against children in two consultation workshops organized by the Ministry of Cults and Religion (MoCR) with financial and technical support from UNICEF. The messages were presented during Day of Prayer and Action for Children (DPAC) celebration and the launch of the Cambodian Violence against Children study launch, and formally adopted as part of the Monk Declaration 2015 during the 23rd Annual Monk Congress on 17 and 18 December 2014.

Five-hundred representatives from three religious faiths – Buddhist, Christian and Muslim – celebrated the DPAC at the national level followed by nationwide celebration at religious settings under the theme ‘Stop Violence against Children’ with a special focus on promoting positive parenting and non-violent discipline.

Through 3PC, 190 children aged 14-17 participated in workshops conducted in five provinces to discuss the causes and consequences of violence and suggest ways children themselves can help end violence in their communities. Their concerns and recommendations were presented by selected representatives at the CVACS launch, supported by UNICEF.

The communication components of the ‘Keeping Children in Families’ campaign experienced some delays due to the rigorous consultations and meticulous processes involved in the conceptual and technical design of the communication materials, but are nearly finalized. UNICEF partially financed this activity and worked closely with Friends International as part of the 3PC programme and in coordination with Family+ to build on the first orphanage tourism campaign and create campaigns targeting children and families, as well as potential donors. The campaign materials, including posters, radio spots, video and microsites are close to completion and will be launched in the beginning of 2015.

As part of the 16 Days Campaign, activities supported by UNICEF and other development partners included an awareness programme at high schools and universities. In partnership with UN Women, this engaged 500 university students in an afternoon programme discussing sexual violence and consent to sexual intercourse, and promoting healthy and respectable relationships. It reached more than 1,500 high school students with presentations on issues related to violence against women and children and what children and young people can do themselves to end it.

**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 the 101 communes and four sangkats (municipal administrative units) where UNICEF works, long-term capacity strengthening of commune councils to better plan and manage social service delivery has led to a doubling of commune funds spent on social services. This was achieved partly by a UNICEF funding envelope of US$3,000 per commune earmarked for social services, and partly by communes’ own funding allocations, which have increased from 3 per cent to 6
All communes have included and increased social services activities in commune investment plans. Most of these activities have been implemented and have increased equitable access of vulnerable women and children to a combination of community preschools, WASH services and maternal and newborn health services.

Almost all communes used evidence and data generated through a social service mapping process at village level to inform the planning of these social services. In most communes, youth, children (60 per cent) and people with disabilities (75 per cent) participated in the mapping. These results indicate that UNICEF’s contribution to strengthening equity in commune-level capacity and community participation in identification and planning of social services is working as intended. With an increase in the proportion of vulnerable women and children accessing social service interventions from 0 per cent in 2011 to 20 per cent in 2014, there is reason to be optimistic that the 2015 programme target of 30 per cent can be reached. The downside of this positive progress is that social service interventions are delivered through the sub-national administration, which is under-resourced both in terms of technical capacity and funds. On average, financial allocations per commune for social services are only US$3,000 to US$10,000 per year depending on the size of the commune. This is insufficient to ensure quality services and greater equity in access by more vulnerable children. There is a significant absence of specialized social service interventions for children with disabilities and ethnic minorities, making it even harder to reach these children with relevant services.

The implementation of the de-concentration and decentralization reform is slow and constrained at multiple levels, resulting in continuous limitations to sub-national capacity to deliver equitable access to quality social services. The reform is an enabling factor in so far as it has the potential to better identify the social needs of the most vulnerable children, while conversely it is insufficient on its own to effectively deal with the multiple child poverty dimensions and child rights deprivations facing the majority of children in Cambodia. It is necessary to broaden the scope of support to engage more directly with children’s caregivers, and to establish more public, civic or private partnerships for children at the local level.

**OUTPUT 1** WCBCs (at provincial and district levels) and CCWCs are able to influence development plans and budgets to be evidence-based, child- and gender-sensitive and linked to national-level sector policies and CMDGs.

**OUTPUT 2** Sub-national authorities and communities have the means and capacity to monitor and partner with service providers to minimize risk, vulnerability and poverty.

**OUTPUT 3** NCDD-S and line ministries utilize the experience and lessons learned from sub-national government on modelling social sector-related functions to inform decision-making on assignment of functions.

**OUTPUT 4** 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:**
Activities under this output are implemented as part of the UN-wide Disability Rights Inclusive Cambodia initiative. Little reliable data on the number and situation of children and families affected by disability in Cambodia is available and data collection methods are inconsistent and not aligned to a social model definition. Current estimates are that people with disabilities make up 5 per cent of the population. Referring to global estimates however, it is highly likely that the
number in Cambodia is at least double or triple that, and that there are many more families affected.

Of the 101 communes which are directly supported by UNICEF, 75 per cent report that people with disabilities have participated in the social service mapping process, and 85 per cent report that people with disabilities have participated in the commune investment planning process. In addition, 278 sub-national administrators participated in sensitization workshops in 2014 on disability-inclusive programming. These results are contributing factors for increased equity in 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.

Services for people with disabilities are however very scarce in Cambodia, and there are no dedicated funds at sub-national level to specifically support children and families affected by disability. Together with representatives from the UN, civil society and the Government, UNICEF completed the identification and selection of nine organizations that will receive grants of between US$50,000 and US$100,000 to provide more equitable access to an estimated 25,000 beneficiaries in target areas to disability-inclusive and specific support and services. UNICEF initiated a review of existing resources and training for sub-national administrators on planning, budgeting and execution of social services for disability inclusion, and an update of a directory of disability-inclusive and specific services to be disseminated at sub-national level in target areas.

Due to UNICEF Cambodia’s tangible work to promote disability-inclusive programming, Cambodia was chosen to host the 2014 regional Asia Pacific Consultation on Children with Disabilities, with 60 participants from nine countries, as well as UNICEF’s global advisor on disability. The three-day consultation generated substantial technical knowledge and inspirational input to disability-inclusive programming in UNICEF Cambodia’s country programme.

**OUTPUT 5** Increased community demand for early childhood development services and actions to minimize vulnerability and reduce barriers to access.

**Analytical Statement of Progress:**
While this output was only introduced following the UNICEF MTR in 2013, there are several strong indications that community demand for services relevant to early childhood development is increasing, and that sub-national management of these services is rising. Some 5,190 pregnant women identified as vulnerable in focus communes received antenatal/postnatal services or financial support for delivery at a health facility in 2014. In three districts piloting a new initiative supported by UNICEF to increase birth registration through the use of a village record book for vital statistics, 3,179 out of 3,346 babies born in 2014 where registered within 30 days of delivery. This represents a 95 per cent birth registration rate and a major increase against the national average of 62 per cent of children under five having their birth registration certificate, as reported in the 2010 Cambodia Demographic and Health Survey. In 293 communes in 12 provinces, including the 101 communes where UNICEF provides intensive support, the CPS provided access to early learning opportunities for 32 per cent of all children aged 3-5 years (81,791 out of 257,629). Some 13,557 families, 178 schools and 23 health centres benefitted from improved access to safe drinking water sources, sanitation and hygiene promotion services. There are indications that sub-national administrations and communities target support to the most vulnerable and promote more equity, albeit within their limited budgets and capacity, for example by distributing food or school books to children from poor households. Some 1,166 vulnerable women and/or families received financial, material and/or
access to social services, while 1,923 children identified as particularly vulnerable or disadvantaged received school uniforms, bags, school books and utensils and/or food.

Available data cannot show whether or not communities and communes actively seek to provide all ECD-relevant services and support to each individual child’s full potential development. This is because the concepts of early and full potential child development have not yet been systematically introduced in capacity building efforts and guidelines for sub-national administrations, and because there is not yet any significant initiative to mobilize caregivers at family and community level to understand, appreciate and monitor full potential of children. These are key areas that UNICEF will dedicate resources to strengthening in 2015.

**OUTPUT 6** 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, 98 per cent used the Social Services Mapping process to inform planning of greater equity in access to social services. The mapping identified vulnerabilities against 17 socio-economic indicators and covers 147,000 households. Most communes reported that youth, children and people with disabilities participated in the process.

Training for capacity strengthening of sub-national administrations was facilitated under a new training resource called ‘Promotion of Social Services with Equity’. Commune expenditure on social services has grown from 4 per cent to 9 per cent. All 101 communes included social service interventions in commune investment plans, with the number of interventions growing from 196 in 2011 to 1,458 in 2014. Many of these interventions have been targeted towards community-defined needs.

There was an increase from 56 per cent to 74 per cent in planned interventions being executed. This led to 20 per cent of vulnerable women and children in 2014 accessing a combination of community pre-school, WASH and maternal and newborn health services (120,815 out of 610,483 women and children), a significant increase on 2011. The financial allocations per commune for social services are only US$3,000 to US$10,000 per year, making it difficult to ensure quality services and reach vulnerable children. There is an absence of specialized social service interventions for children with disabilities and ethnic minorities. However, results indicate improved capacity at commune level in target areas to plan, budget and monitor. An assessment of a pilot to increase registration of vital events in 32 communes through the introduction of a village registration book was positive. In 2014, the progress of birth registration in the pilot districts showed: Svay Rieng (98 per cent, decreased from 100 per cent in 2013); Prey Veng (99 per cent, increased from 88 per cent in 2013); and Kampong Speu (89 per cent, increased from 81 per cent in 2013). The book was useful in improving day-to-day management and follow-up on the registration of children and enables communes to report the number of newborns and children registered to the newly established General Department of Identification (GDI). This is a direct process of informing birth registration rates at sub-national level. GDI is committed to expanding the use of the record book to more communes. There is interest in improving social services through sangkats in urban poor communities, while a minimum package of services and a working group for urban poverty reduction was established.

**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:
During 2014, good progress was made in strengthening the public financial management system under the leadership of the Ministry of Economy and Finance. UNICEF’s partnership with MEF was enhanced in 2014 by signing a memorandum of understanding and contributing to expanded capacity-building initiatives covering not only the central ministry level but also sub-national levels. UNICEF contributed to improved efficiency in budget formulation and execution by supporting the establishment of an automated budget formulation system and by promoting a reduced lead time for processing public and donor funds from the national treasury to the lowest public administration (communes). Advocacy for better budget allocation for rural sanitation resulted in a 70 per cent increase in the public budget 2015.

The new National Strategic Development Plan 2014-2018 was developed and adopted. It has a clear focus on human resource development through social services and a social protection system. For the first time, the NSDP includes child poverty as one of the key indicators to be monitored. This created an important opportunity to advocate for establishing a mechanism for regular monitoring of child poverty, not only through monetary measurements, but also through a multi-dimensional approach.

The Government recognized the critical role of social protection in human resource development. As a strategy to strengthen the social protection system in Cambodia by enhanced multi-sectoral coordination, a high-level technical working group was established in 2014, with a theme of nutrition and food security. It is chaired by a Deputy Prime Minister. UNICEF was assigned the role of co-facilitator on social protection from the development partner side. Challenges still remain to ensure effective coordination among government and non-government implementing agencies around social protection. There is limited institutional and technical capacity in the government coordination body, the Council for Agricultural and Rural Development in establishing a holistic social protection M&E system. This would be a critical base for better coordination and identification of gaps in current social protection programmes.

Progress with the Decentralization and Deconcentration reform was slow in 2014. The Government drafted a new three-year implementation plan, which includes strengthening the accountability of communes to citizens by community participatory monitoring. UNICEF plans to support this initiative to empower communities and children to claim their rights and services.

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 July, the new National Strategic Development Plan (NSDP) 2014-2018 was approved. It includes indicators on child poverty and birth registration, as well as other social development indicators.

During the year, UNICEF supported the Ministry of Planning for a multi-dimensional child poverty analysis. Building government capacity on multi-dimensional child poverty analysis is critical in view of the inclusion of these indicators in the new NSDP. A child poverty report was drafted by MoP and the results will be used as the baseline for the NSDP. In 2015, UNICEF plans to strengthen an inter-sectoral forum to monitor child poverty with participation by research institutions and NGOs, as well as government institutions.
The CAMInfo database was updated and is available in the Khmer language to contribute to better utilization of data. The frequency of data updates and its utilization is still a challenge. To enhance capacity for its utilization, especially for the Cambodia National Council for Children, the institution mandated to monitor child indicators across sectors, a special training session is planned for the first quarter of 2015. The first edition of an advocacy factsheet (designed to improve evidence-based policy and planning) using CAMInfo data was produced and disseminated during the year. The second edition is under development and planned for release in early 2015.

Strengthening M&E in the government system has become central to many of the PFM reforms moving towards results-based budgeting. UNICEF’s future support to MoP in strengthening of M&E needs to be strategic by creating synergy with the major public reform programmes and supporting the technical capacity of ministries to track and measure results.

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

Analytical Statement of Progress:
After signing a Memorandum of Understanding in August, UNICEF’s partnership with MEF in PFM reform was enhanced. UNICEF played a central role in capacity building on programme budgeting, supporting the training-of-trainers workshop, followed by training with practitioners of 15 ministries.

Based on the UNICEF-funded budget analysis of the Ministry of Social Affairs, Veterans and Youth Rehabilitation, the ministry decided to implement Programme Budgeting in 2016. With UNICEF support, the MEF will train all MoSVY departments on results-based programme budgeting.

In 2014, UNICEF contributed to an increase in the public budget for children and improvements in its execution. The rural sanitation budget for 2015 increased by 70 per cent. Budget execution of the Ministry of Education, Youth and Sport improved, based on a study conducted in 2013. Budget processes for the release of commune funds were simplified and lead time was cut by half, based on a UNICEF-supported study.

During the year, several other studies were conducted, aimed at increasing budget allocation and improving budget execution. UNICEF supported the Supreme National Economic Council to conduct a fiscal space analysis for social protection, as well as a study to inform the design of school-based budget management.

A high-level government stakeholder meeting was organized by the CNCC to monitor progress on implementation of the Convention on the Rights of the Child. Prior to that, a meeting of children and policy makers was organized. At the stakeholder meeting, the Deputy Prime Minister highly commended such direct interaction between children and policy makers, and requested regular meetings.

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:
In 2014, the scope of work in social protection focused on strengthening CARD human resource capacity to coordinate, monitor and evaluate social protection programmes. With UNICEF
support, CARD is working with SNEC and MEF to develop a national social protection costed action plan 2014-2018 and database. This will improve CARD’s monitoring and coordination role and ensure strong ownership of line ministries and MEF over key social protection programmes targeting poor and vulnerable children and women.

The World Bank conditional cash transfer (CCT) pilot (funded by the Government of Australia and building on a UNICEF-designed proposal and operational manual) was rolled out in two districts in Siem Reap and Banteay Meanchey provinces in November 2014. CARD is collecting data to implement UNICEF-funded operational research on CCTs in one district in Siem Reap province. If successful, the pilots, which aim to reduce child and maternal mortality/malnutrition, will be used to advocate the Government for nationwide expansion.

Social protection continued to be high on the regional agenda. CARD hosted an ASEAN high-level official meeting in December on developing an ASEAN action plan for social protection. UNICEF Cambodia, EAPRO, the Food and Agriculture Organization and the International Labour Organization supported CARD in drafting the plan for consultation and discussion with other ASEAN member states via the ASEAN Secretariat at the meeting.

CARD plans to recruit more staff and secure a government budget for its operation, leading to reduced dependence on donor funding. Six research report findings produced under the UNICEF-funded social protection research initiative Round 2 were used to inform and improve different social protection programme designs and implementation. These included research into school scholarships for poor students, disability in formal employment, cash and in-kind transfers for poor children and women, and migration in the two World Bank CCT pilot districts.

OUTPUT 4 Coordination and management

OUTPUT 5 Increased capacities of NCDDS and key social ministries for development of child right and equity focused policy and guidelines within Decentralization and Deconcentration reform.

Analytical Statement of Progress:
Under the D&D reform process, six ministries completed functional mapping and four completed functional reviews. UNICEF provided technical support to MoEYS, MoH, and MoSVY to conduct functional mapping and reviews. Progress in design and implementation of actual function transfer by all six ministries is uneven. Only two ministries (MoH and the MRD) are designing pilots for selected functional assignment to sub-national administrations. The key bottleneck identified is lack of experience and knowledge in the lead agency, the National Committee for Sub-National Democratic Development Secretariat, and concerned ministries. UNICEF supported a visit by Indonesian government staff to share their experience and lessons related to the functional, human and financial resource transfer with NCDDS officials.

A policy for subnational administration planning was adopted by NCDD in the last quarter of 2014. UNICEF plans to provide technical support for revision of SNA planning guidelines in the first half of 2015. The review aims to make guidelines consistent with the new policy and aligned across local levels, to develop guidelines for urban settings, and to include tools and procedures to better engage disadvantaged and young people in the process.

Progress was made in implementing the social accountability strategic plan. As a part of the national level initiative to strengthen citizen participation to keep local authorities and service providers accountable, UNICEF supported training of district and commune officials on social
accountability mechanisms, and supported an NGO to build citizen capacity to monitor service provision and provide feedback in five districts.

OUTCOME 7 Effective and efficient programme management and operations support to programme delivery

Analytical Statement of Progress:
The country office achieved 98 per cent utilization of regular resources and 93.5 per cent utilization of other resources in 2014. This was due to regular monitoring of expenditure levels through the VISION dashboard and taking corrective action that was regularly followed up to ensure full implementation during monthly programme group meetings.

Being the penultimate year of the current programme cycle, 2014 was dominated by preparations for the next country programme. Following a planning retreat in January, a special mid-year review workshop involving 45 UNICEF senior managers and professional staff from the main office and three zone offices was conducted in August. As well as the usual review of progress and constraints, the retreat provided an opportunity to kick-start discussions on the development of the next country programme. The discussions largely focused on key strategies and cross-cutting issues to be sharpened during the transitional 2015 period. A key decision from the mid-year review was to create a platform to formally initiate discussions on the strategic direction of the next country programme.

An externally facilitated strategic reflection/theory of change workshop involving 42 UNICEF senior managers and professional staff from the main office and three zone offices was conducted to initiate identification and discussion on priority result areas and strategies for the next country programme. Among the many outcomes of the workshop, participants tentatively agreed on the strategic programmatic areas for the next country programme. These included: (i) Child survival and early childhood development; (ii) Violence against children and unnecessary family separation; (iii) Improved learning outcomes; and (iv) Social inclusion and participation. Causality analyses, theory of change, results matrices and strategies were elaborated for each of the priority areas.

The annual review and planning meeting was conducted at the end of November and involved 70 UNICEF professional staff from the main office and three zone offices. As well as the review of progress in achieving planned results against set targets, the meeting focused on sharpening and finalizing identified programmatic and strategic priorities for the next cycle.

Determinant analyses, aligned to the MTR adjusted programme structure, were done to link MoRES to programme planning and implementation. MoRES has been mainstreamed to government plans such as the National Strategic Development Plan. Through UNICEF advocacy, the early childhood development module was incorporated into the Demographic and Health Survey, conducted in 2014. The preliminary findings, expected early in 2015, will point to deprivations that should be prioritized in the next country programme.

The Integrated Monitoring, Evaluation and Research Plan (IMEP) implementation rate of 56 per cent was achieved. The country office did not perform very well in the implementation of selected studies and evaluations. One reason was the delayed approval of terms of reference, especially when the process was led by the donor. Another reason related to planning too many studies; there should be more scrutiny in prioritizing IMEP activities in future.

UNICEF was actively involved in the evolving UNDAF 2016-2018 development process led by
the UN Resident Coordinator’s Office, starting with a prioritization workshop through the 
validation of the results at outcome level in November. As the designated lead of the UN M&E 
group, UNICEF successfully coordinated the development of the UNDAF M&E plan that was 
presented during the same validation workshop.

At sub-national level, the zone offices successfully conducted seven provincial workshops, 
attended by 600 participants from all relevant stakeholders. The workshops provided a platform 
where UNICEF shared the situation of children and women and lobbied sub-national decision 
makers to increase budget allocations to social services in the five-year provincial and district 
development plans.

As a transitional year, 2015 will be used to finalize the Country Programme Development 
develop the country programme management plan and the country programme action plan and 
monitor and document lessons learnt from innovations that can be considered for scale up 
during the next country programme.

OUTPUT 1 Effective and efficient programme planning, coordination, monitoring and support for 
sub-national programme delivery.

Analytical Statement of Progress:
To support the development and implementation of 2014 work plans, the office held an internal 
planning retreat in January. The adjusted MTR results were confirmed and key milestones, 
priorities and strategies on pending cross-sectoral issues (early childhood development, 
violence against children, and sub-national level planning and budgeting processes) were 
agreed upon. Following the planning meeting, the quality assurance team met and reviewed 
sector work plans resulting in all but two being signed by the end of March 2014. Two were 
delayed due to long negotiations with the Ministry of Finance over an additional request for 
signing a partnership agreement first, and staff changes in the Ministry of Rural Development 
associated with the installation of the new government.

The Programme Management Group successfully held its regular monthly meetings to track 
progress, identify challenges and take corrective action on problems associated with annual 
work plan implementation. The PMG also reviewed management indicators and accelerated 
fund utilization across sectors against planned targets. Mid-year and annual review meetings 
were also held.

To strengthen the capacity of staff members, two learning sessions were organized benefiting 
42 participants (15 female staff). The first session on disaster risk reduction was combined with 
the mid-year review, while the other practical learning exercise focused on causality and 
determinant analyses, theories of change and results frameworks.

Due to staff movements, the planning and monitoring unit was understaffed in the beginning of 
the year. The arrival of a new Planning and Monitoring Specialist in August provided additional 
support, thereby accelerating progress towards achieving both internal (new CPD process) and 
external (UNDAF) priorities. However, a planned joint visit to the field by the senior 
management team could not take place due to highly competing priorities. This will be prioritized 
in 2015.

There was slow progress in Monitoring Results for Equity System (MoRES) data collection and 
reporting. Terms of reference for engaging a company to assist with developing a geographic 
information system, web-based platform for data collection, real time monitoring and reporting of
reduction of bottlenecks was approved and a request for proposals sent out. This is an immediate priority for the first quarter of 2015.

**OUTPUT 2** Five Zone Offices are operational and managed effectively.

**Analytical Statement of Progress:**
In response to the recommendations of the 2013 MTR to achieve greater results and efficiency by strengthening the roles of the zone offices to coordinate and deliver better results at sub-national level, some adjustments were made on their supervision. They are now directly supervised by the Representative, previously being under the Chief of Planning and Field Support.

In 2014, zone offices organized seven provincial workshops, chaired by Provincial Governors or Chairs of Provincial Councils. The situation of children and women in the provinces and best practices on the implementation of social services were shared with high-level provincial and district government officials and major NGOs partners. This was strategic in providing an opportunity for UNICEF to influence the development of five-year Provincial and District Development Plans and three-year Investment Programmes to ensure prioritization of children’s and women’s issues. Before and after each workshop, UNICEF zone programme officers worked with Provincial Departments of Health, Education, Social Affairs and Planning to ensure priority social issues affecting children and women were incorporated in the plans.

The zone offices continued to provide technical support at sub-national level to ensure effective implementation and monitoring of work plans. Notable achievements in 2014 included technical support provided to the finalization of Emergency Preparedness and Response Plans for 14 most-flood-prone provinces, participation in selected rapid assessments in affected provinces and coordination of migrants who were deported from Thailand.

Zone office staff actively contributed during key events that set the stage for the next country programme. These included the mid-year review, the strategic reflection and theory of change and annual review workshops. The latest provincial situation analyses conducted by the zone offices provided critical inputs for the mid-year and annual reviews. The zone offices conducted 32 equity-focused analysis papers consisting of four case studies and 28 human interest stories. Some of the findings were shared at sub-national technical meetings and during mid-year and annual review meetings, influencing discussions on the development of the next country programme.

In 2015, zone offices will continue to support social service mapping, social accountability tools and communication for development messages to raise awareness and promote demand for quality basic social services. UNICEF will support sub-national administrations to implement relevant policy guidelines.

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

**Analytical Statement of Progress:**
While the overall supply strategy is aimed at counterpart capacity development, direct procurement and delivery is done at the request of the Government in specific areas, supporting health, nutrition and education-related Millennium Development Goals (MDGs). In 2014, the procurement volume for goods, services and Procurement Services (PS) amounted to US$27 million, representing a twofold increase over 2013.
The percentage of total procurement that represents essential supplies for children increased slightly, to 90 per cent. While anti-retroviral drugs and vaccines remain as core commodities, HIV test kits and medical supplies contribute to other programme areas.

Procurement of goods amounted to US$1 million. The most common supplies were IT, office and medical equipment and printed materials. Reduced expenditure on goods continued with the programme shift toward upstream policy work.

The value of service inputs reached US$2.5 million, covering technical assistance, consultancies, research and advisory services. New approaches in providing technical assistance for the Ministry of Education, Youth and Sport through the Education Capacity Development Partnership Fund were introduced, resulting in the implementation of two LTAs for the recruitment and management of consultants being further extended until 2016. Other service inputs included translation, interpretation and editing. Direct contracting of construction was discontinued in 2014 due to a shift to increase delegated procurement to NGO partners, mainly for WASH infrastructure projects.

At US$24.5 million, the value of procurement services continues to exceed UNICEF’s direct supply assistance and remains an important mechanism to leverage resources for children. While vaccines are largely funded by GAVI, the Government increased its budget allocation for vaccine procurement by US$0.7 million to US$2.2 million in 2013. This further improves sustainability of its immunization programmes. UNICEF became the default procurement agent for three Global Fund grants in 2013 (HIV, TB and health system strengthening). Consequently, requests for anti-retroviral drugs, HIV test kits and medical supplies totalled US$17.5 million.

Common procurement initiatives are coordinated by the UN Operations Management Team. UNICEF continued to lead inter-agency procurement through joint LTAs and UN intranet-based information sharing. At year-end, there were 26 LTAs in place, supporting the office and other UN agencies in securing favourable prices and reducing transaction times for commonly procured goods and services.

In response to flooding, emergency relief supplies including energy biscuits and other nutrition supplies, water purification chemicals, jerry cans, soap and water filters were procured and pre-positioned to meet critical needs for affected households.

**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:**
In 2014, social media campaigns (with pre-, during- and post-event messaging) complemented the Cambodia Violence against Children Survey (CVACS) launch and the CRC@25 anniversary. Interactive quizzes, high impact CVACS & CRC@25 visuals and data in factographs (English and Khmer) and fans sharing #ENDviolence posts, more than doubled the social media fan base to 11,970 and increased engagement levels to 12 per cent (5 per cent is perceived to be good). Four consecutive volunteers and interns (three months each) facilitated regular and creative social media posts.

Thirty four human-interest stories for donor reports and the online Fundraising Toolkits supported advocacy and resource mobilization. Rated ‘high model quality’ by Private Fundraising and Partnerships Division, the stories were posted on the website blog and shared
with UNICEF National Committees, media and development partners. Eleven field missions were hosted for partners, including Results UK and UNICEF Committees of Denmark, Japan, UK, Hong Kong, Korea, Australia and Nordic countries. These yielded funding pledges of at least US$1.6 million. The visit of Korean Goodwill Ambassador Gong Yoo was leveraged to support Cambodia’s #ENDviolence campaign, with the production of video public service announcements.

Interaction with traditional media increased. For the first time, 10 journalists (seven Khmer) attended a question and answer session on children with disabilities, mobilized by an engaging topic and a high-level panel. Press op-eds for the State of the World’s Children 2014 Every Child Counts, CVACS launch and the CRC@25 were published in the largest circulation dailies, Phnom Penh Post (English) and Rasmei Kampuchea (Khmer). UNICEF continued to be the ‘go-to’ UN agency for local and international media to receive timely and thorough responses to queries, covering topics including inter-country adoption, education, early childhood care and development, trafficking, orphanages, ‘voluntourism’ and birth registration.

The first-ever UNICEF exhibition of children’s photographs, mounted to create awareness of the CRC@25 and Cambodia’s ratification in 1992, (100 colour images on five panels 15m x 2.2m) is attracting families and tourists to the park at Wat Botum in the centre of Phnom Penh.

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

Analytical Statement of Progress:
The country office’s high implementation rate, as exhibited by a regular resources expenditure rate of 98 per cent and other resources expenditure rate of 93.5 per cent, is evidence of effective and efficient programme management and operations support. Regular senior management meetings to review, discuss, decide and take action on key financial, human resources, supply, administration and security issues facilitated the implementation rate.

The country office made significant achievements in many areas, including recruitment of seven of the nine vacant senior positions, using various selection methods such as direct selection from talent groups and deploying staff on discontinued posts, or lateral reassignments for national recruitments. On the supply side, the overall procured volume of goods and services in 2014 amounted to US$27 million, representing a twofold increase over 2013 levels. In addition to the routine programme field monitoring visits, transport was efficiently deployed to support 11 external missions involving Results UK and UNICEF Committees of Denmark, Japan, UK, Hong Kong, Korea, Australia and the Nordic countries.

Between 17 and 21 November, the country office was audited by a team from the Indian Government. From debriefing exit discussions with the auditors, it was evident that the country office performed well in complying with financial and programme procedures. Before consideration of management responses, only seven minor observations were noted, including one on outstanding direct cash transfers over six months caused by a system error, and another involving the delayed signing of two work plans. One was delayed due to staff changes in the Ministry of Rural Development following the installation of the new government, while the other, for the Ministry of Finance, was delayed due to negotiations over new requirements for signing a partnership agreement first.

In 2014, the CMT met six times including a two-day retreat to plan for the year and prepare the rolling annual management plan (RAMP). 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 RAMP and analysed progress and constraints encountered against key management indicators/results and regional office benchmarks. The programme management group and operations management group continued to provide inputs to the CMT agenda. Regular all-staff meetings with teleconference hook-ups with zone offices were held the day after CMT meetings and served as a platform for open and transparent feedback on CMT 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:
As part of the CMT terms of reference, the office management indicators, as reflected in the Rolling Annual Management Plan (RAMP), were reviewed regularly. The review covered the office’s risk profile, which was updated during the MTR process. The office regularly monitored key management indicators, including DCT, through monthly PMG and the CMT meetings, to ensure full compliance with the established policy. During 2014, there was only one case of outstanding DCT ($53,231.50) in the six to nine month category. This was largely caused by a VISION system error that was later rectified. A PMG action plan was developed which follows up outstanding DCTs and engages implementing partners for timely liquidation and corrective action.

Fifteen Contract Review Committee meetings were held, with a 100 per cent approval on first review. Adequate document and pre-meeting preparation was maintained as a good practice to ensure efficient contract reviews and accelerate implementation of programmes.

The office continued to maintain the access-based HACT assurance plan to ensure systematic tracking of programme assurance activities, including financial spot checks and programmatic field monitoring visits. An action plan was maintained to take timely corrective measures to address identified weaknesses, especially through capacity building of implementing partner staff.

OUTPUT 2 Effective and efficient management and stewardship of Financial Resources

Analytical Statement of Progress:
During the year, the office frequently met the Regular Resources, Other Resources and Institutional Budget commitments and utilization benchmarks established by the CMT and EAPRO. The office continued to monitor the use of DCT through joint financial spot checks and field monitoring activities undertaken by Phnom Penh-based staff and staff members in the three zone offices. Through the timely submission and ongoing monitoring of DCT liquidation documentation, outstanding transfers (greater than six months) were well within agreed-upon benchmarks. However, there were challenges related to working as a member of the UN HACT team, which led to some delays in implementing plans.

Only three out of the 17 implementing partners that received ≥$100,000 in 2014 were not micro-assessed. Those three will be micro-assessed early in 2015, once the long-term agreement (LTA) being established by UNDP is finalized. No scheduled or special audits were carried out in 2014. The LTA was signed with a third party in November 2014 for the internal control audit (agreed-upon procedure). The office will start in 2015 to conduct the scheduled audit of implementing partners that have received ≥$500,000 in the current programme cycle.
All donor reports were submitted on time, due to close monitoring and follow-up during monthly programme meetings and periodic use of the managers’ dashboard by all section chiefs.

Financial accounts records were maintained according to the UNICEF financial guidelines and UNICEF’s chart of accounts.

The office continued to make effective use of its bank optimization and cash forecasting tools and performed well in meeting its closing bank balance targets. 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:
The 2014 human resources agenda was set by significant structural changes that took effect on the first day of the year. Following the closure of two zone offices and 57 posts, and the creation of 25 posts, the office started afresh with an organization designed for stronger results and better alignment for improved programme delivery and support. Throughout the year the focus was on making the newly structured teams functional by staffing them to the full extent, setting meaningful and results-focused targets for the remaining two years of the country programme, revising processes to reflect the new responsibilities, and equipping the teams and staff to prepare for the next country programme 2016-2018.

2014 saw a major turnaround in international staff, particularly among section heads; seven out of the nine section head posts were recruited. The office completed 13 international recruitments and 17 national recruitments, as well as two UN volunteers, two KOICA-funded volunteers and one Australian Youth Ambassador for Development-funded volunteer. Seven staff retired, separated or transferred to new duty stations.

Various recruitment methods were deployed to ensure maximum effectiveness and to avoid unnecessary gaps in staffing, including direct selections from talent groups, deploying staff on discontinued posts, and lateral reassignments. Particular attention was paid to improving the office gender balance, which saw a marginal improvement from 34 per cent to 36 per cent female staff.

There was an increased focus on the office learning plan, developed by the HR development team with input from office management, supervisors and staff. The learning plan anticipated the next country programme by addressing skill and competency requirements in the changing context of Cambodia, mainly influenced by the country’s move towards middle-income-country status, with all its structural, procedural and programmatic implications.

The office placed particular focus on ethics by inviting the Global Ethics Adviser from headquarters to deliver all staff training. The training was also done in local Khmer language by the local ethics focal person. The office created and published a child protection guideline, and initiated training for all staff on how to act in case of suspected child abuse. Attention was paid to emergency preparedness and disaster risk reduction by having regional advisers and specialists participate and train staff in programme planning meetings.
Other Publication

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<tr>
<td>Violence Against Children in Cambodia – Core Commitments to Prevent and Respond to Violence Against Children in Cambodia</td>
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<tr>
<td>Compendium of Child Protection Laws, Policies &amp; Functions</td>
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<tr>
<td>Year planner 2015</td>
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<td>Statistical Data Factsheet (first issue)</td>
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<td>Stability and retention of micronutrients in fortified rice prepared using different cooking methods.</td>
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<td>The economic consequences of malnutrition in Cambodia, more than 400 million US dollar lost annually</td>
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<td>Assessment of a portable device to quantify vitamin A in fortified foods (flour, sugar, and milk) for quality control</td>
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<td>Optimal Screening of Children with Acute Malnutrition Requires a Change in Current WHO Guidelines as MUAC and WHZ Identify Different Patient Groups</td>
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<td>ECCD National Action Plan, and ECCD structure and Integrated leaflets</td>
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<td>Life skill manual: Self-awareness, Choosing My Future, and World of Work</td>
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<td>Grow to Know/Girls’ puberty booklet on Menstrual Hygiene Management</td>
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<td>Documentary on MLE in Rattanak Kiri</td>
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<td>I-stand banner with CDPF logo</td>
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<td>Wells posters on O &amp; M (VN6 &amp; Afridev); and Rehabilitation and chlorination</td>
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<tr>
<td>Flood booklet for emergency preparedness and response plan (EPRP); and awareness raising leaflets on clean hand, diarrhoea, Chlorination, and PUR Sachet</td>
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Lessons Learned

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