

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## Executive Summary

Despite positive trends in economic and social indicators at the national level, the situation of Cambodia's most-disadvantaged children showed little or slow progress in 2012. For example, while child mortality gaps reduced among the middle quintiles there was no significant improvement evident in the lowest quintile. Over half of Cambodian children continue to live in the poorest 33 per cent of households, primarily in rural areas, and are deprived of quality basic social services. More poor families are turning to child labour and institutionalization to ensure food and education for their children, putting them at higher risk of exploitation, trafficking and abuse in a precarious system that fails to protect their rights effectively. In a year, where significant concerns regarding governance were reported, the 2012 Office of the High Commissioner for Human Rights (OHCHR) report also highlighted serious gaps in the protection and promotion of human rights.

Basic social services are highly dependent on foreign aid, but evidence of corruption has led an increasing number of development partners to opt for parallel systems, slowing national capacity building. While government health and education spending remains very low in relation to Gross Domestic Product (GDP), public commitment was secured for the Scaling-Up Nutrition (SUN) initiative, A Promise Renewed and the National Social Protection Strategy for the Poor and Vulnerable (NSPS).

UNICEF played a key role in bringing attention to Cambodia's malnutrition situation by developing the National Seminar on Nutrition, in partnership with the World Food Program (WFP), The UN Food and Agriculture Organisation (FAO) and the World Health Organization (WHO), which resulted in government commitment to SUN, the instalment of a coordination body and the development of an operational plan. UNICEF's role in promoting data and evidence analysis from the ground up within national sector working groups influenced the refocusing of national priorities towards the most disadvantaged children in Health and Education. Examples include leveraging an approximate 60 per cent increase in the allocation of Second Health Sector Support Project (HSSP2) funds at a sub-national level to focus on services for poor and remote populations. Mapping of child protection systems led to the identification of institutional weaknesses and proposals to address them from an integral perspective. Meanwhile, a study on the rates of return of social protection has provided the basis for government to build arguments to boost resource allocations and eventually develop a costed five-year plan for the NSPS.

The office had challenges in ensuring steady implementation at sub-national levels and active involvement of communes due to commune elections. Decreasing aid resources, largely concentrated in the hands of a few Development Partners (DPs), has made development coordination more difficult, weakening the overall dialogue between DPs and government, and fragmenting the allocation of resources, including the identification of the best approaches to decentralization reform and cash transfer pilots.

While UNICEF's technical credibility has been pivotal in maintaining active involvement in substantive policy dialogues, constrained Regular Resources (RR) and Other Resource (OR) levels threaten the sustainability of the current quality and level of technical assistance. Finding ways to address national capacity gaps and reduce corruption risks will be critical to ensure value for money. Midterm Review (MTR) will address these issues within a comprehensive review of the programme and management strategies.

## Country Situation as Affecting Children & Women

Cambodia maintained progress on socio-economic indicators in 2012. Reliant on export-oriented and Foreign Direct Investment (FDI)-supported sectors such as garment, rubber, construction and tourism, with GDP per capita at US\$ 909, projected GDP growth for 2012 is 7 per cent, or nearly 8 per cent growth over the last decade, according to MEF and the NIS. Poverty declined from 30.1 per cent in 2007 to 26.1 per cent in 2010, though food poverty and extreme poverty reduced less. [1] Children are disproportionately poor, with over 50 per cent in the bottom 33 per cent of households. [2] UNICEF poverty and vulnerability mapping showed that women and children's status was worse for most development indicators in the north-eastern and north-central provinces and the majority of poor live along the Tonle Bassac river, [3] in areas prone to flooding and droughts. Young people (aged 15-30 years), comprising 60 per cent of Cambodians, present both opportunities and challenges such as poor job growth and skill sets. The percentage of migrants younger than

## UNICEF Annual Report 2012 for Cambodia, EAPRO

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20 years-old that migrates for work and education is 85 per cent and 13 per cent, respectively. Though migration for employment in the casual and unregulated sector supports families, it also threatens care and development, protection and development opportunities for youth, who have one of the lowest productivity rates regionally. According to the 2011 Cambodian Rural Urban Migration Project, 8 per cent of migrants have a child younger than 15 years of age living separately from them.

Governance and human rights remains constrained. Cambodia scored 22/100 on Transparency International's Corruption Perceptions Index, ranking 157th of 176 surveyed countries; while a November 2012 Human Rights Watch Report<sup>[4]</sup> highlighted issues impacting governance. Limited budget transparency adversely affects resource availability for children. World Bank's Integrated Fiduciary Assessment and Public Expenditure Review reported an estimated savings of about US\$ 50 million annually from improved efficiency and accountability in health procurement. More evidence for misappropriation of Official Development Assistance (ODA) was found in Global Fund audits.

Nevertheless, Cambodia hosted the Association of Southeast Asian Nations (ASEAN) Summit in November and pushed for implementation of the ASEAN Declaration on the Protection of the Rights of Migrant Workers and for strengthening social protection in its statement.<sup>[5]</sup> Further, the National Assembly ratified the UN Disability Convention.<sup>[6]</sup>

Cambodia maintained progress in primary education, with net admission rate reaching 94.1 per cent and completion rates at 89.7 per cent in 2011, up from 92.4 and 83.2 per cent in 2009. Still, much needs to be done to boost the education of the most disadvantaged children. Net enrolment for lower and upper secondary in the poorest and most remote provinces lags behind the national average<sup>[7]</sup> and there is little progress on early childhood education.<sup>[8]</sup> Only 65 per cent of the poorest children can read or write as opposed to 85 per cent top-quintile children. One of the key reasons for children not attending school (28.9 per cent in 2011, 26.4 per cent in 2011) is they "must contribute to household income," according to the Cambodia Socio-Economic Survey 2010. Low salaries and inadequate recruitment and training for teachers, along with internal inefficiencies in the national budget processes also contribute to poor school outcomes.<sup>[9]</sup>

Though Cambodia is achieving Millennium Development Goals (MDGs) 4, 5 and 6, progress is inequitable with no improvement in newborn mortality. Despite gains in health outcomes such as remarkable reductions in Maternal Mortality Ratio (MMR), from 472/100,000 in 2005 to 206/100,000 in 2010, and Child Mortality Rate (CMR), from 83 to 54/1,000, marked inequities by poverty and remoteness persist. Furthermore, while more pregnant women received Antenatal Care (ANC) at least twice in 2011 (86 per cent) than in 2010 (80 per cent), substantial equity gaps among women attending ANC at least four times persist. This is because outcomes that require follow-up contacts and continuum of care remain inequitable, with poverty being the key determinant. Though most children received DPT3 (90 per cent), only 67 per cent received HepB0 immunization at birth, indicating postpartum care is lagging. After accounting for neonatal deaths, pneumonia and diarrhoea are the leading cause of death among children under-five years old. Though equity gaps in care seeking for acute respiratory infections and diarrhoea have narrowed, many children do not receive appropriate quality care. For example, while a health care provider treated at a health facility, 64 per cent of children experiencing acute respiratory symptoms, only 39 per cent received antibiotics.

From 2005-2010, there was little to no improvement in nutritional outcomes for children and women. High rates of under-nutrition remain of serious concern. Over half of the under-fives are anaemic and 28 per cent are underweight. Large disparities exist in nutritional outcomes, as children from the poorest families are two times more likely to be stunted (51 per cent versus 23 per cent among the wealthiest). Among women of reproductive age, nearly 20 per cent are too thin and 44 per cent are anaemic.

Only half, or 51 per cent, of households have access to improved sources of drinking water and the disparity between urban and rural areas is significant (81 per cent versus 43 per cent), while 87.4 per cent of urban households have improved toilets compared to 33 per cent in rural areas (national average 44 per cent). This compounds the effects of poverty and adversely impacts nutritional outcomes.

Child labour has recorded a slight deterioration, at 36.1 per cent of children aged 5-17 years in 2011 against

## UNICEF Annual Report 2012 for Cambodia, EAPRO

36.9 per cent in 2010. UNICEF continued advocacy on the alternative care policy as an increasing number of children are institutionalized, largely owing to poverty. Limited progress on birth registration underscored larger governance and capacity issues.

In summary, though a Cambodian child is healthier and better educated than five years ago, improvements in protection, nutrition and post-primary education lag. Early childhood development, a vital component of school success, remains largely ignored in national investments plans. Outcomes are worse for a poor child. The continuum of socio-economic-political factors, underscored by overspending in non-social sectors and a squeeze on social sectors,<sup>[10]</sup> characterize the current policy environment. The government does however seem to be more cognizant of reversing this trend as seen in the drafting of the National Strategic Development Plan 2014-2018 and VISION 2030, which present opportunities for addressing equitable growth agendas for children.

[1] NSDP Midterm Review (MTR), 2011.

[2] UNICEF.

[3] Identification of Poor Households Programme, 2012.

[4] <http://www.hrw.org/reports/2012/11/13/tell-them-i-want-kill-them-0>.

[5] <http://www.asean.org/news/item/twentyfirst-asean-summit-phnom-penh-cambodia-18-november-2012>.

[6] [http://www.aseanaffairs.com/cambodia\\_news/politics/un\\_welcomes\\_cambodia\\_s\\_decision\\_to\\_ratify\\_disability\\_convention](http://www.aseanaffairs.com/cambodia_news/politics/un_welcomes_cambodia_s_decision_to_ratify_disability_convention).

[7] Education Management Information System, 2011-12.

[8] NSDP MTR.

[9] World Bank, 2012.

[10] MoEF, August 2012.

### Country Programme Analytical Overview

Inequity affecting children remains a marginal issue in public policy discussions, which are dominated by a narrow focus on economic expansion and high-level policies disconnected from reality on the ground. Flexible loans and grants from emerging donors delinked from aid effectiveness and human rights framework increasingly influence Cambodia's public policy decisions.

In this context, UNICEF's effort to bolster innovative, specific and disaggregated data and evidence is highly relevant and has effectively engaged government in discussing the bottlenecks that prevent disadvantaged children from fulfilling their rights. Specific analysis on educational disparities led to additional budget and investment in the most disadvantaged geographical areas. For instance, an increase in 2014 school budgets will improve availability of supplies and teachers and maintenance of WASH facilities, thereby improving quality and school attendance in the poorest districts.

In health, UNICEF's advocacy based on data analysis and evidence resulted in a more than a 60 per cent increase of HSSP2 resources allotted to outreach and other primary health care activities for the poorest and most remote areas. UNICEF played a key role in making malnutrition visible and changing cultural practices around complementary feeding, a significant factor in malnutrition.

UNICEF played an essential role in the National Social Protection Strategy for the Poor and Vulnerable. The

## UNICEF Annual Report 2012 for Cambodia, EAPRO

study on the estimation of rates of return for social protection provided the basis for greater investment in social protection and an integrated and pro-child social protection approach. UNICEF advocacy also led to opportunities for regional prioritization of social protection and development of related knowledge, through the establishment of a dedicated ASEAN task force to strengthen social protection in the region.

UNICEF continued direct support to improving basic social service access in the most disadvantaged areas. Communes in 12 of the 24 provinces received resources, training and tools for prioritizing social spending with commune funds, which included supporting transportation for pregnant women to health centres, community preschools, and safe water and sanitation facilities. UNICEF is working at the national level towards equity-focused resource distribution within the decentralization and public finance management reforms to ensure sustainability of commune funds.

Data analysis highlighted the need to better integrate sectoral programmes at national and sub-national levels and to review geographical area prioritization so as to accelerate the impact of UNICEF-supported programmes for the most disadvantaged children. This will be more rigorously analyzed in the midterm review, but health and local governance programmes have already started refocusing geographically, using criteria related to health centre performances, social indicators, remoteness and presence of ethnic minorities and other vulnerable populations, such as the urban poor. The assessment of the situation of children in precarious settlements initiated in 2012 provides the baseline for further sharpening of UNICEF strategies in urban areas.

UNICEF will seek opportunities to more strongly and directly support children with disabilities with potential Australian Government Overseas Aid Programme (AusAID) resources, in coordination with the United Nations Development Programme (UNDP). Although equity-focused monitoring and data analysis have already been a key tool for the Country Programme, an integrally systematized Monitoring Results for Equity System (MoRES) will be a core strategy in influencing policy that is most effective for the most disadvantaged children.

UNICEF's response to the aftermath of the 2011 floods focused on distributing WASH relief supplies and well chlorination in affected areas. As recovery efforts intensified, textbooks and school furniture were delivered to encourage children's return to school. A Post-Flood Relief and Recovery Survey, undertaken jointly with WFP and Non-governmental Organizations (NGOs), revealed that last year's flood hit Cambodia's poorest households hardest, and has exacerbated existing vulnerabilities.

The governments' emergency coordination structure, the National Committee for Disaster Management, reaches the lowest administrative level but is structurally weak. While the committee produces standardized reports, they are restricted to situation assessments without gap analysis, with a strong focus on damaged infrastructure. Information is not collected on bottlenecks or adherence to humanitarian principles and accountability.

Strengthening both national and internal capacities for response preparedness was an identified management priority in 2012. Based on lessons learned, UNICEF supported provincial disaster management committees in preparedness capacity building and monitoring tools. A Humanitarian Response Forum composed of UN agencies and civil society was established in 2012 to ensure sound coordination on emergency preparedness and response between the UN, NGOs and International Organisations (IOs). UNICEF co-leads the sectors of WASH, education (with Save the Children) and protection (also with Save the Children).

### Effective Advocacy

*Mostly met benchmarks*

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## Capacity Development

*Mostly met benchmarks*

## Communication for Development

*Partially met benchmarks*

## Service Delivery

*Fully met benchmarks*

## Strategic Partnerships

*Mostly met benchmarks*

## Knowledge Management

*Partially met benchmarks*

## Human Rights Based Approach to Cooperation

*Mostly met benchmarks*

## Gender Equality

*Partially met benchmarks*

## Environmental Sustainability

*Partially met benchmarks*

## South-South and Triangular Cooperation

Cambodia government was recipient of a number of study tours from other countries, which were supported by UNICEF: Ministry of Education from Myanmar, Ministry of Health from DPRK. However, the most notable cooperation was in the area of child protection. Cambodia acceded to the Hague Convention on Protection of Children and Cooperation in Respect of Inter-Country Adoption in August 2007, designating the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MOSVY) as Cambodia's central authority on inter-country adoption (ICA). The government passed the Law on Inter-Country Adoption in December 2009. Under the new legal framework, the MOSVY Minister postponed the date for reinstating ICA to January 2013 in order to allow the new ICA structures, particularly the ICA Central Authority Committee and the ICA Administration (ICAA), to build their capabilities.

In May 2012, UNICEF supported an assessment of capacity building needs to allow the two agencies to effectively implement their roles and responsibilities under the law and to propose a training plan. One recommendation included the engagement of the Hague Conference on Private International Law (the Permanent Bureau) and the Philippines' Inter-Country Adoption Board (ICAB, the Philippines' central ICA authority), to provide theoretical and practical on-the-job training for all members of the ICAA. Members of the ICA Central Authority Committee were selected on the principles and practical application of the Hague Convention on ICA, operationalization of the Manual of Procedures on ICA, and professional values and norms required in ICA work.

UNICEF and the Permanent Bureau, in cooperation with ICAB, have been collaborating since 2008 to provide technical assistance to MOSVY to effectively implement the Hague Convention on ICA, with particular focus on organizational and management structure within the ministry and development of implementing regulations and management tools. In conjunction, UNICEF continues to assist MOSVY in strengthening Cambodia's child welfare system through the development and finalization of implementing regulations and tools on case

## UNICEF Annual Report 2012 for Cambodia, EAPRO

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management and alternative care. This also includes the training of Child Welfare Department and local authorities and duty bearers on the new regulatory frameworks on child welfare and alternative care. In coordination with the Permanent Bureau, ICAB was requested to provide technical assistance to MOSVY to build and strengthen the capacity of the Central Authority Committee and the ICAA to effectively implement their duties under the Hague Convention on ICA and national laws. Given that the Philippines has a well-advanced child protection and an ICA system, and is also a signatory of the Hague Convention, the country was considered a good choice for South-South collaboration.

Under this collaboration, the ICAB director provided technical assistance to MOSVY for one month, continuing previous efforts to review Cambodian laws, procedures and operational guidelines and manuals pertaining to alternative care, and in particular to ICA. Four ICAB social workers supported specialized, step-by-step trainings for ICAA staff on ICA case assessment and processing and agency authorization. In addition to the formal trainings, the ICAB team provided on-the-job training and mentoring for the Central Authority Committee and ICAA on daily tasks, roles and procedures on ICA, including the role of the Child Welfare Department.

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## Narrative Analysis by Programme Component Results and Intermediate Results

### Cambodia - 0660

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

 On-track

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

**Progress:** While Cambodia is achieving MDGs 4, 5 and 6, newborn mortality and child malnutrition remain off track and progress inequitable. This programme prioritizes equitable delivery of high-impact Maternal, Newborn, and Child Health and Nutrition (MNCHN) and HIV interventions to the most-deprived women and children. UNICEF's participation in the HSSP2, the Cambodian health sector's main strategic partnership, is highly relevant to promote equity. While UNICEF contributes US\$ 400,000 annually to HSSP2's pooled fund, engagement helped to increase the sub-national allocation for Reproductive, Maternal, Neonatal and Child Health (RMNCH) programmes from US\$ 2.9 million in 2012 to US\$ 4.6 million in 2013, with a focus on ensuring sufficient funds for these services, including outreach for poor and remote populations. The amount of US\$ 1.1 million was also leveraged for mass media promotion of MNCHN behaviours in 2013.

In 2012, UNICEF directly supported 17 of the 77 Operational Districts (ODs) with remote villages to plan, implement and monitor high-impact MNCHN interventions. Poorly performing health facilities were mapped and supported to improve quality and coverage of integrated post-partum care, benefiting 75,859 women and newborns. Community-based programmes benefited 34,210 mothers and 69,940 young children. Other support included regular outreach to remote populations, strategic communication on appropriate care seeking for pneumonia, integrated MNCHN interventions to poor communities in Phnom Penh and supplementary MNT immunization in four higher-risk districts.

UNICEF multiple survey analyses in 2008, 2009, and 2010, showed that child and maternal nutrition were no longer improving. Resulting media attention increased financial commitments and partnerships, evident in a high-level nutrition seminar the Prime Minister opened. UNICEF is also expanding malnutrition treatment and micronutrient supplementation to 27 per cent and 15 per cent of children in need, respectively, while following up on commitments. To improve complementary feeding, UNICEF supported a nationwide mass media campaign with community activities targeting 42,000 women and children in 10 provinces.

From January to September, UNICEF enabled 52,454 pregnant women attending ANC to know their HIV status, an increase from 36,348 in January to September of 2011. Subsequently, 130 newly identified HIV positive women were referred for treatment. UNICEF support advanced monitoring to ensure a more timely virological testing and care for exposed infants. While Antiretroviral Drug (ARV) coverage is high, quality needs improvement, noting limited second line and no third line regimens for children. UNICEF boosted this in 22 of the 34 sites by supporting transportation, monthly peer support and a clinical mentoring programme. By end September, 4,533 children, 90 per cent of 4,977 in need, received Antiretroviral Therapy (ART), an increase from 4,439 in 2011.

While limited funding is a major concern in 2013, intensive equity-focused monitoring and technical support will be provided to 10 most-deprived ODs.

 On-track

**IR 0660/A0/04/001/001** Improved national and sub-national capacity to increase availability, accessibility and utilization of quality MNCHN services.

**Progress:** The poorest-quintile women experience lower quality service and financial barriers impeding service continuity for antenatal, post-partum and newborn care. In 2012, UNICEF responded by expanding integrated post-partum care in health facilities in 17 of the 77 medium to high-risk ODs, benefiting 75,859 women. Deliveries improved from 33 per cent to 37 per cent as a result. Provincial health departments were assisted in ranking health centres so as to expand community care of mothers and newborns in 1,263 underserved villages. Key analyses, like the Cambodia Demographic and Health Survey, were improved to

## UNICEF Annual Report 2012 for Cambodia, EAPRO

sustain equity-focused programming. Along with regular integrated outreach activities to remote populations, UNICEF supported improvement of outreach guidelines based on 2011 data. An urban poor assessment informed the delivery of integrated MNCHN services to underserved communities in Phnom Penh.

With HSSP2 support, the government is expanding Health Equity Funds (HEF) for 2.6 million poor people in 42 of the 77 ODs. Of two UNICEF-supported pilots, one in Svay Rieng has established itself as a community-based organization with strong local authority involvement; enabling 3,983 patients from poor families to access hospital care (Jan-Jun 2012). This pilot transitioned to direct benefit support from HSSP2, instead of UNICEF, effective August 2012 and will provide evidence on the potential role of sub-national authorities.

Pneumonia and diarrhea remain major killers of children. While a communication strategic plan for promoting appropriate care-seeking for pneumonia was developed, UNICEF supported a home care and appropriate care-seeking programme for young, sick children with pneumonia, diarrhoea and fever in 541 underserved villages in five ODs.

Noting immunization is a pillar for child survival, the government approved US\$ 1.5 million via UNICEF for vaccine procurement in 2013. Universal coverage will not be attained unless a US\$ 700,000 gap is addressed. After several advocacy meetings, the Ministry of Health (MOH) committed to a special request to the Ministry of Economy and Finance (MOEF) for additional funding.

 On-track

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

**Progress:** Support to hospital-based Management of Acute Malnutrition (MAM) started in 2003, but UNICEF helped MOH include MAM in national policy, guidelines and curricula in 2011. The addition of Ready-to-Use Therapeutic Foods (RUTF) and caretaker support in 2012 improved programme quality, increasing coverage of more than one follow-up visit post-discharge from 30 to 60 per cent. Therapeutic food was also included in MOH's Essential Drugs List, with plans to transition from UNICEF direct financing to sustainable scale up.

For Multiple Micronutrient Powder (MNP), six NGOs partnered with UNICEF and government to support implementation in 27 of the 77 ODs that is expected to reach 15 per cent of children (aged 6-23 months) by 2013. Lack of supply co-financing is a barrier and is the current focus of UNICEF advocacy. Both interventions will be evaluated in 2013 to boost effective advocacy.

Mass media supporting breastfeeding and Iron-Folic Acid (IFA) supplementation continued in 2011 and increased coverage of both interventions, focusing on maintaining coverage and reaching the hard to reach through improved outreach. To improve complementary feeding, an evidence-informed communication campaign began in 2012. While mass media will be sustained by HSSP2 in 2013, community components rely on NGO partnerships. Lack of a unified, government-led, community-based programme is a barrier to systematic scale up. A mid-term evaluation will be carried out in 2013.

Although salt iodization already scaled up with UNICEF support by 2011, inadequate food consumption and micronutrient deficiency data limits evidence-based planning. Thus, the first national food consumption survey was conducted in 2011. In 2012, UNICEF supported double-data-entry and partnered with Smiling Project for analysis of maternal and child consumption. Results will be available 2013. Meanwhile, UNICEF is currently coordinating with partners WFP, Global Alliance for Improved Nutrition (GAIN), International Relief and Development (IRD) and the United States Centres for Disease Control and Prevention (US-CDC), to fill the micronutrient deficiency information gap. Because there was no documentation of the salt iodization programme, a survey and case study on 10 years of Universal Salt Iodization (USI) was developed with UNICEF support and is awaiting publication.

 On-track

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

## UNICEF Annual Report 2012 for Cambodia, EAPRO

**Progress:** HIV is concentrated among young, key-affected populations. UNICEF supported MOH to print and disseminate updated Prevention of Mother-To-Child Transmission of HIV (PMTCT) and paediatric guidelines and job aids introducing more effective regimens. Intensive technical assistance was also provided for the development of new Standard Operating Procedures to eliminate MTCT applying more cost-effective approaches, such as finger prick testing and same-day results, and active follow-up of women, partners and children. In 2013, UNICEF and MOH will test new approaches with rigorous Monitoring and Evaluation (M&E).

With support to 15 higher-burden districts, including Phnom Penh, UNICEF helped 52,454 (79 per cent expected) Pregnant Women (PW) know their status during ANC and delivery (Jan-Sep 2012), from 48,057 in 2011. One hundred thirty PW were newly diagnosed. UNICEF support ensured that 205 PW and 204 infants received ARV. Early Infant Diagnosis (EID) sample transportation and results return remained a priority. While national volume improved to 703 DNA Polymerase Chain Reaction (DNA PCR1) tests (Jan-Sep 2012) from 502 (Jan-Sep 2011), only 25 per cent (337 of the 1,324) infants were tested over two months. UNICEF supported the National Centre for HIV/AIDS, Dermatology and STDs (NCHADS) to introduce the Exposed Infant database to improve monitoring and follow-up. During the third quarter, improvements were noted. 70 per cent DNA PCR1 tests were among infants less than two months and 68 per cent of 182 were started on Cotrimoxazole, compared to 61 and 20 per cent in 2011.

Though universal treatment coverage is high, with 4,533 out of 4,977 eligible children receiving ART, UNICEF boosted quality in 22 sites, providing food and transportation allowances to poor caregivers while supporting adherence, training, field supervision and quarterly coordination to monitor performance. Noting some 1,002 children (aged 15-17) are not transitioning to adult care, UNICEF, US-CDC and Clinton Health Access Initiative (CHAI) assisted NCHADS in a needs assessment. Results are expected in early 2013. A physician-led mentoring programme to improve clinical care was launched.

Constraints and challenges remain high; for example, 20 per cent of HIV-infected women exclusively breastfeed at 3 months. Based on thorough analysis of EID and Paediatric AIDS Care (PAC) data, eight worse performing sites were identified for intensive technical support in 2013.

**IR 0660/A0/04/001/004** Programme activities are planned, implemented and monitored in qualitative and timely manner with relevant policy development advocacy and technical support provided to all Intermediate Results (IRs) and office priorities.

### PC 2 - Water, sanitation and hygiene

 On-track

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

**Progress:** With an estimated 8.1 million people in Cambodia reported to openly defecate in rural areas, including higher wealth groups, the programme emphasizes behavioural change over facility construction. A 2009 Community-Led Total Sanitation (CLTS) evaluation identified weaknesses in facilitation management and monitoring and verifying Open-Defecation Free (ODF) status in communities. Subsequent evaluations by NGO partners Adventist Development and Relief Agency (ADRA) and the Swiss Red Cross noted households are returning to open defecation after being declared ODF due to insufficient follow-up support.

Since 2011, with UNICEF support, provincial departments of rural development (PDRDs) across all 24 provinces have been trained using three packages: hygiene promotion, CLTS and school and community WASH. Mobilization and promotional activities took place in 78 schools and 124 villages in 27 communes. Large-scale public campaigns during Global Hand-Washing Day and National Sanitation Day mobilized 63 schools and 26 communities and reached a potential 20,000 persons. Efforts to strengthen and *innovate* the sanitation and hygiene monitoring system are on-going, in collaboration with partners such as Plan International and the World Bank's Water and Sanitation Programme (WSP). Possibilities to work with communes using mobile technology are being explored.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

Revision of the arsenic-mitigation strategy and development of an action plan for key provinces has been an important component of safe water promotion. This has included retesting of wells and following-up with awareness-raising activities in 110 villages in three provinces. Noting that 50 per cent of Cambodia's rural population does not have access to safe drinking water, efforts to roll out national guidelines on Household Water Treatment and Storage (HWTS) and expand current interventions in all provinces have been made. This has been done nationwide in collaboration with five NGO partners by promoting various technologies under a joint framework. The HWTS guidelines offer steps for community-level promotion and are further supported with training and budgets for provincial and district-level monitoring. In total, 15 officials now have the capacity to promote HWTS in target areas in three provinces.

Improving water, sanitation and hygiene supports nutrition and health outcomes in Cambodia. Future UNICEF-supported initiatives will include development of a comprehensive, integrated nutrition and hygiene programme under the Early Child Care Agents pilot and the inclusion of sanitation and hygiene within national social protection cash transfer operational research.

 On-track

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

**Progress:** In collaboration with Plan International, training for 60 CLTS facilitators and a national workshop were conducted with support from the UK CLTS Foundation and Water Supply & Sanitation Collaborative Council Global Sanitation Fund (WSSCC) in 2012. An action plan was developed to establish 400 ODF villages by March 2013, of which UNICEF will directly support 63. This is complemented with plans for a national behavioural change communication campaign supported by UNICEF and WSP.

The Ministry of Rural Development (MRD) was supported to coordinate provincial-level CLTS training in 60 communes and 27 districts in 11 provinces that overlap with UNICEF Local Governance for Child Rights' (LGCRs) support to communes.

For post-flood recovery activities, Participatory Hygiene and Sanitation Transformation (PHAST) training was held for 1,150 officials in 50 communes in 10 provinces, resulting in 328 village-level sanitation promotion activities in 500 target villages. Due to supervision by district and provincial teams, 60 per cent of communes implemented hygiene promotion activities, a significantly higher success rate than past efforts.

School and community WASH trainings were supported in 74 schools in eight provinces. Around 30 per cent of schools now have functional committees to roll out WASH initiatives.

In terms of safe water supply, national arsenic data was reviewed and target priorities for 2012-2013 and beyond were set. Kandal, Kampong Cham and Prey Veng provinces have clear arsenic-mitigation plans and received refresher trainings. Twenty-five provincial and district-level officials are now able to implement arsenic-mitigation activities. Limited investment and capacity by the private sector for piped water supplies that provide safe water (microbial and arsenic) and insufficient government attention and enforcement to safe drinking water guidelines are the key challenges. As such, poor families often purchase untreated and unregulated water or collect water from natural sources when collected rainwater depletes.

 On-track

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

**Progress:** Twenty schools in arsenic-affected provinces (Kandal, Kampong Cham, Prey Veng) serving 8,000 students have facilities for boys and girls, including disabled-friendly toilets, hand-washing stations and rainwater harvesting tanks for drinking water. All classrooms received ceramic water filters. The disabled-friendly facilities are wider and have ramps and pedestals to accommodate physical disabilities. Similar improvements will be made in another 30 schools in 2013.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

Under a new collaboration with Bremen Overseas Research and Development Association (BORDA), four schools have decentralized waste-water treatment systems connected to toilets with hand-washing stations and to urinals. The low-cost system serves 2,002 students in four schools and treats waste onsite so septic effluents are no longer harmful. A number of training packages have been designed to increase ownership and accountability of teachers and parents to operate and manage the system. UNICEF hopes to work with BORDA to replicate this in peri-urban schools.

A major achievement in arsenic mitigation was the instalment of a piped water system in Kandal's Kampong Kong district. This scheme serves 2,000 families and was provided through private investment and public support, facilitated by the NGO Gret with contributions from the European Union (EU) and UNICEF. Six hundred households identified as poor were assisted in connecting to the piped water system. Ceramic water filters were provided to 1,000 poor households without access to safe water in the three arsenic-affected provinces.

As part of the expansion of Deutsche Gesellschaft für Internationale Zusammenarbeit's (GIZs) Fit-for-Schools model in Cambodia, two schools in Kampong Thom province, previously supported by UNICEF, were selected to participate. The model introduces concepts that include simple designs for hand-washing, biannual deworming and daily tooth brushing.

Sustaining access to WASH in schools is critical in Cambodia. Key challenges in 2012 included operation and maintenance, commitment and ownership by schools.

 On-track

**IR 0660/A0/04/002/003** MRD and concerned sub-national government agencies lead, coordinate, facilitate, monitor and evaluate the Rural Water Supply, Sanitation and Hygiene (RWSSH) and arsenic national strategy.

**Progress:** Despite the RWSSH strategy, the sector does not have a comprehensive, government-led national programme. Efforts to address this include: Through direct support, four provinces have plans of operation and convergence for WASH activities with NGO partners; under the technical working group chaired by MRD, the joint monitoring plan was updated to include development of a national sectoral operational plan that builds upon provincial initiatives, this requires better monitoring tools for resource flows and knowledge of gaps in services; and in encouragement of sub-national participation in plan development and national initiatives, UNICEF is collaborating with WSP to roll out a shortened, simplified version of the strategy with pictorial poster.

UNICEF is partnering with Plan International and WSP to improve the sanitation and hygiene monitoring and evaluation system. The outcomes will feed into the larger initiative spearheaded by the Ministry of Planning (MOP) to strengthen sector monitoring for the national strategic development plan.

Post-flood 2011 recovery interventions funded by the Central Emergency Response Fund included commune-level training on hygiene promotion in 50 communes in 10 provinces (reported fully in IR1 under sanitation and hygiene/PHAST training). Five NGOs-Cesvi, People In Need (PIN), Malteser, Agency for Technical Cooperation and Development (ACTED), Plan International-partnered with UNICEF in three provinces to undertake well chlorination, capacity building, and distribution of supplies and hygiene promotion in communities, schools and health centres, benefiting 77,926 people. A sixth NGO, Resource Development International (RDI), was contracted to monitor outcomes of well chlorination by provincial officials. UNICEF has procured sufficient supplies to support 2,500 households in case of disaster with safe water, basic hygiene and information about prevention of water-borne and excreta-related diseases.

UNICEF's role as co-chair to the RWSSH technical working group provides a channel to advocate for more transparent delivery of WASH resources to the most vulnerable.

**IR 0660/A0/04/002/004** Program coordination, management, and monitoring.

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## PC 3 - Basic Education

 On-track

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

**Progress:** Good progress was achieved in all intermediate result areas of this programme component. Access to early childhood education and primary education increased further and geographical disparities narrowed. The number of districts with a primary completion rate of at least 80 per cent, one of the core breakthrough indicators in the Education Strategic Plan (ESP), increased from 88 to 105 of the 193 districts, reflecting an improvement in equitable access to education. However, quantitative data as well as findings from field visits confirmed disparities at sub-district and school levels, often related to a combination of supply and demand factors.

UNICEF contributed to these achievements and worked closely with other development partners and the government to address the remaining challenges. Strengthening government systems and capacities forms the core of UNICEF's support. The Capacity Development Partnership Fund, with funding from the European Union, Sweden and UNICEF, is fully operational and the longer-term Capacity Development Master Plan was endorsed by the Minister of Education, Youth and Sport (MOYES).

UNICEF, in close partnership with other development partners such as UNESCO, the EU, Sweden and the World Bank, successfully engaged in sector dialogue. Evidence and findings from field visits and case studies undertaken by the UNICEF zone offices, along with data analysis and geographical maps, were used to highlight inefficiencies in Cambodia's schools, such as the lack of trained teachers in remote areas and the fact that many free textbooks for schools end up for sale at the local market. As a result, it was decided to provide contract teachers in remote areas with teacher guidebooks and additional training, while a tracking system for textbook distribution was introduced. Another important outcome of UNICEF's involvement in policy dialogue was the confirmation that the Education Strategic Plan (ESP) 2014–2018 should continue its focus on equity and 'reaching the hard to reach' as a first policy priority.

A serious concern is the continued reduced share of the recurrent government budget allocation to MOEYS, from 19.2 per cent in 2007 to 15.9 per cent in 2012. This has resulted in increased dependency on donor funding for the implementation of the ESP. To address this challenge, UNICEF initiated the organization of a seminar on results-based budget planning with MOEYS, the MOEF and development partners, to be held in early 2013.

 On-track

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

**Progress:** Access to ECE increased between the 2010-2011 and 2011-2012 school years for children aged three to five and aged five from 25.5 per cent to 28.9 per cent and 46 to 52.7 per cent, on track to achieve the national target of 60 per cent by 2013. UNICEF directly contributed to this increase as well as to improving the quality of teaching.

With strong inter-sectoral collaboration, 1,336 out of 2,335 community preschools and 694 home-based ECE programmes were supported with teaching and learning materials, technical support through district education offices and a five-day refresher training for 1,336 community preschool teachers. The community preschools and home-based ECE programmes are located in rural and remote areas where access to ECE is considerably lower than in urban areas.

Quality of teaching remains one of the main challenges in ECE, including in formal preschools. To increase the national capacity for in-service preschool teacher training, UNICEF supported the development of preschool teaching methodologies and parenting. In the next step, UNICEF will support the training of 240

## UNICEF Annual Report 2012 for Cambodia, EAPRO

trainers at provincial and district levels, which will reduce dependency on national-level trainers. Focusing on the most disadvantaged children, bilingual preschools were introduced in five provinces in partnership with CARE and 30 inclusive preschools received orientation on teaching children with hearing impairments, in partnership with NGOs. Lessons learned will inform the establishment of a national mechanism to identify and support children with disabilities.

One major bottleneck in better multi-sectoral coordination has been the delayed establishment of the Early Childhood Care and Development (ECCD) National Committee. After a very lengthy process, the Royal Decree on the Establishment of the ECCD National Committee will be reviewed by the Council of Ministers at the end of January 2013 during its inter-ministerial meeting.

 On-track

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

**Progress:** Good progress continued in increasing access to education and reducing repetition rates, particularly in primary education and in the most disadvantaged areas. Primary repetition declined from 8.9 per cent in the 2008-2009 school year to 5.8 per cent in 2010-2011. However, access to education for children with disabilities and children from ethnic minorities is still below the national average and teacher capacity to provide quality services is limited.

In response, UNICEF supported training of more than 400 trainers from 18 Provincial Teacher Training Colleges (PTTCs) and of key provincial-level education officials to build understanding of different types of disabilities and teaching methodologies for children with movement and speaking difficulties, visual and hearing impairments and how to integrate them into mainstream education. As a result, from 2012-2013, all PTTC graduates will be equipped with basic inclusive education knowledge and teaching strategies for children with disabilities.

UNICEF continued to support District Training and Monitoring Teams (DTMTs) to monitor and support schools. Some 4,660 DTMT members nationwide received refresher training in effective teaching and learning and the use of the Child-Friendly School (CFS) standards checklist to assess school performance against CFS standards. The results showed that the percentage of schools performing at the lowest levels decreased from 38 per cent in 2011 to 27 per cent in 2012, while the percentage of schools at the medium level increased from 31 to 40 per cent.

At the policy level, UNICEF supported the revision of the CFS policy. The policy, finally approved in November, covers the expansion of CFS to lower secondary education and incorporates bilingual education and education for children with disabilities. In 2013, UNICEF will support the development of a comprehensive and action-oriented master plan to operationalize the policy. UNICEF will also support the expansion of bilingual education upon the approval of its action plan by the government's Sub-Committee on Inclusive Education.

 On-track

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

**Progress:** With the commencement of the midterm review of the ESP, 2009-2013, the third Joint Technical Working Group (JTWG) Education Retreat and early discussions regarding the formulation of the Global Partnership for Education, 2012 has been an important year for education sector dialogue.

The JTWG Retreat, funded by UNICEF, was chaired by the Minister of Education and involved 35 people from MOEYS and development partners. UNICEF presented an analysis of progress and disparities in sector performance, highlighting equity issues and using findings from case studies undertaken by UNICEF zone offices. Group discussions on key areas including out-of-school children, equitable deployment of teachers and inclusive education resulted in agreed policy goals that will feed into the next ESP, 2014-2018, and

# UNICEF Annual Report 2012 for Cambodia, EAPRO

confirmed that the next ESP should continue to focus on equity and 'reaching the hard to reach' as a first policy priority. This was a major win for UNICEF and other development partners, particularly within the context of Cambodia's economic integration in ASEAN in 2015 and the related risk of developing plans that are aspirational and increasingly leave behind the marginalized.

In 2011, JTWGs were formed at provincial level. UNICEF provided direct support for the groups through the UNICEF zonal officers; financial support for the NGO Education Partnership, the officially recognized coordination body for all education NGOs in Cambodia that actively promotes sub-national coordination among NGO members; funding channelled to provincial offices of education to prepare for the meetings and build internal capacity; and financial support to MOEYS at national level to support provincial offices to conduct JTWGs. As a result of this support, 18 out of 24 provincial JTWGs were functional in 2012, an important achievement given the low starting point of sub-national coordination.

This IR will be considered to be merged with the IR 5 related to Capacity Development Partnership Fund during the MTR process.

**IR 0660/A0/04/003/004** Coordination monitoring and management

On-track

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

**Progress:** The Capacity Development Partnership Fund (CDPF), managed by UNICEF and funded by the EU, Sweden and UNICEF, became fully operational during 2012, creating momentum for capacity development in effective planning, management and financial systems to implement the ESP. Responding to formal acknowledgement by top MOEYS leaders of the disparities in education, the CDPF provided 240 motorbikes to training and monitoring teams in districts that are considered disadvantaged on the basis of remoteness and enrolment indicators.

The Department of Planning worked on the Master Plan for Capacity Development, which was endorsed by MOEYS at the end of December 2012. The master plan is a strategic document that is closely aligned to the ESP and annual operation plans, and focuses on the results of institutional and capacity development rather than simply inputs and outputs. The master plan also incorporates capacity development support at sub-national levels, including school directors.

UNICEF and other key development partners participated in policy discussions regarding the declining share of recurrent funding to MOEYS through the JTWG and the Sub-Technical Working Group on Public Financial Management. Strong partnership and collaboration among development partners resulted in a frank discussion on, and the better understanding of the main challenges around planning, budgeting and budget execution, including issues related to substantial under-expenditures (US\$ 29 million, or 13 per cent of the total recurrent budget in 2011) and the need to increase school operating budgets. MOEYS has presented the case for an increased budget to the MOEF and the increase is likely to be implemented in the 2014 budget. As a result of harmonized and persistent advocacy from UNICEF, EU, Sweden and others, MOEYS verbally confirmed an increase in the School Operating Budget in 2014.

## PC 4 - Child Protection

On-track

**PCR 0660/A0/04/004** Increase in national and sub-national capacity to provide affordable and effective national social protection through improved development, implementation, monitoring and evaluation of social protection system; as well as to protect citizens' rights under the Constitution and provide effective remedies for violations (CP Outcomes 5.1 and 4.2).

**Progress:** Cambodia has made good progress towards the adoption and implementation of legal instruments for child protection. Ratification of the Convention on the Rights of Persons with Disabilities and National Law on Disability paved the way for reforms to promote the rights of children with disabilities and

## UNICEF Annual Report 2012 for Cambodia, EAPRO

led to increased allocation of more than US\$ 500,000 in 2012 for the issue.

UNICEF provided technical support to the Cambodian National Council for Children (CNCC) to finalize the legislative review and gap analysis, which generated more awareness on international conventions and standards and set the stage for the integrated, rights-based 2013-2017 Legislative Reform Agenda for Child Protection, endorsed by government. This includes plans for a child protection law.

In partnership with the Hague Permanent Bureau, UNICEF provided technical support to finalize operational procedures and legislation on the Policy on Alternative Care for Children, inter-country adoption-related regulations, and National Standards of Care and Protection of Orphans and Vulnerable Children (OVC) that were adopted, leading to sub-national implementation and deinstitutionalization of children. As a result of UNICEF contribution to social welfare system mapping and assessment, MOSVY developed a three-year, costed plan to strengthen alternative care and inter-country adoption.

With UNICEF advocacy and technical support, a number of child protection indicators were integrated into government monitoring and planning processes and the MOP initiated a capacity-building programme for MOSVY to harmonize fragmented databases on trafficking, OVC and alternative care. However, indicators on formal care and justice for children are still missing in overall planning processes.

Despite significant progress in capacity building within MOSVY, Ministry of Interior (MOI) and Ministry of Justice (MOJ), the number of trained social workers decreased from 25 to 18 in 100,000 due to the civil servant recruitment freeze—part of Cambodia's administrative reform—and retirement of 30 per cent of social workers in 2011. A review of social work practice is underway to enhance understanding of the sector and suggest solutions to improve practices.

Government investment in child protection and social welfare remains low at 1.4 per cent of GDP (compared to 2.5 per cent in other ASEAN countries) and is mainly reliant on donor funding. A social budget review is underway, including costing of social welfare and child protection functions, but faces challenges given that data on financial resources are not readily available and child protection rests with several sectors. Cambodia has made good progress towards the adoption and implementation of legal instruments for child protection. Ratification of the Convention on the Rights of Persons with Disabilities and National Law on Disability paved the way for reforms to promote the rights of children with disabilities and led to increased allocation of more than US\$ 500,000 in 2012 for the issue.

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## UNICEF Annual Report 2012 for Cambodia, EAPRO

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 On-track

**IR 0660/A0/04/004/001** A child and gender-sensitive social welfare system is well advanced towards delivery of increasingly accessible services for vulnerable children and families.

**Progress:** While the number of orphans in Cambodia is decreasing, the number of children in residential care has increased. This trend has stalled in the last two years due to greater government commitment to promoting family-based care and stricter inspection and regulations of institutions.

With UNICEF support, a study on attitudes towards residential care launched in 2012 and included the perceptions and opinions held by government, families, donors and young people, along with data indicating that only 23 per cent of children in residential care are orphans.

A deinstitutionalization pilot was conducted to reintegrate children from a closed orphanage in Siem Reap, resulting in 37 children being reintegrated into family-based care. Using the current alternative care policy framework, the process was documented in a manual with clear procedures and steps in order to replicate it in other institutions and to guide development of a national deinstitutionalization strategy.

Significant advancement in the policy and regulatory framework was reflected in restructuring within social welfare, justice and law enforcement sectors. A micro-assessment of MOSVY's financial management capacity identified significant risks that are being addressed through capacity building and enhancing MOSVY's financial accountability and planning system.

UNICEF promoted South-South cooperation to strengthen the social welfare system and in partnership with the Hague Permanent Bureau facilitated an exchange between Cambodia and the Philippines to strengthen the inter-country adoption system.

One year after the Partnership for Protection of Children programme, a coalition of nine NGOs and MOSVY to strengthen sub-national child protection systems, was established, the group has leveraged more resources, harmonized approaches to child protection and increased coverage of preventive and responsive child protection services, benefiting more than 10,406 children and 3,887 families.

 On-track

**IR 0660/A0/04/004/002** 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.

**Progress:** UNICEF mobilized sector-wide convergence around key priority areas for children, including promoting alternatives to detention, preventing and responding to violence against children, improving children's access to judicial services and legal aid, and advocating for comprehensive legislative reform for children. Consequently, the number of children in detention has declined by 40 per cent, from 772 in 2010 to 462 in 2012. Children in contact with the law who benefited from legal aid collectively provided by partners increased to 334. Law enforcement and judiciary flow charts for cases of violence against children and children in conflict with the law and an inter-sectoral flow chart governing a coordinated response to violence against children in institutional care were drafted and are pending government approval.

In partnership with the Bar Association, a National Legal Aid Directory and Snapshot was established, which was a crucial starting point to take stock of existing legal aid services and serve as an advocacy and independent monitoring tool to promote greater justice system accountability for children.

UNICEF invested in the capacity building of professionals at MOJ, MOI, MOSVY and CNCC. Conferences, workshops and capacity-building initiatives empowered more than 4,887 justice and social welfare actors to

## UNICEF Annual Report 2012 for Cambodia, EAPRO

link policy to practice and strengthen cooperation between and among national and sub-national institutions to better protect children from all forms of violence and guarantee respect for children's due process.

To raise awareness of international standards and clarify national legislation for more integrated, consistent enforcement, the online Centralized Repository and simplified Compendium of Laws and Policies relevant to child protection were developed. The Explanatory Notes to the Law on the Suppression of Human Trafficking and Sexual Exploitation have been finalized, approved and printed for dissemination.

UNICEF has been instrumental in facilitating cooperation agreements on combating and protecting victims of trafficking between Cambodia, Viet Nam, Thailand and Malaysia as part of South-South cooperation.

 On-track

**IR 0660/A0/04/004/003** Communities, families and children are equipped with protective knowledge and skills that reduce their vulnerability and stigmatization.

**Progress:** UNICEF intensified efforts to enhance equity analysis and generate verifiable data on vulnerabilities and risks, including violence against children, to promote social change and stimulate positive values and attitudes. The first national prevalence study on violence against children in the region is underway in Cambodia. Findings will include data on the scale and nature of violence and underlying risk and protective factors. Eight government ministries, UN agencies and NGOs plan to develop a cross-sectoral plan to prevent and respond to violence against children. Collaboration with the US-CDC has resulted in high-quality research materials, a strong ethical approach, and increased capacity of government institutions to lead and conduct the survey.

Under MOEYS leadership and with the Ministry of Women's Affairs and the Ministry of Health, a study on HIV and protection risks and vulnerabilities of young entertainment workers was completed, generating evidence and recommended actions to reduce HIV vulnerability and risk. Findings will inform the midterm review of the National Strategic Plan on AIDS. A child protection communication strategy and implementation plan awaits the launch of the violence study.

Several systemic bottlenecks have compromised families and children's ability to demand and claim their rights through the formal social welfare and justice system. UNICEF contributed to sub-national sustainable child protection systems by integrating child protection efforts into decentralization and de-concentration reform. This strengthened collaboration and links between commune councils and social welfare service providers, increased capacity of local child protection and social welfare authorities, and ensured that more local government and commune investment plans include budgets that adequately address child protection.

In 230 communes in 10 provinces and 552 monks supported families affected by HIV and other vulnerable children. Mediation and self-help groups, referrals to medical care, home visits and small cash transfers were provided, benefiting 2,908 vulnerable adults and 1,775 children.

**IR 0660/A0/04/004/004** 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.

**IR 0660/A0/04/004/005** Child Protection programme effectively managed and coordinated.

### PC 5 - Local governance for child rights

 On-track

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

**Progress:** The programme continued to focus on strengthening capacity of sub-national duty bearers through various training workshops and on-the-job support. These interventions concretely benefited children and women. Through continued support to 320 communes in 12 of 24 provinces that enabled the functioning

## UNICEF Annual Report 2012 for Cambodia, EAPRO

of 1,336 community preschools, 58,520 children aged three to five, including 28,964 girls, were able to attend preschool and benefit from early childhood education. Pregnant women, mothers, and young children in nine provinces had better access to related health services, while 563 of the 1,633 communes organized and covered transport costs to health facilities for antenatal and postnatal check-ups, safe delivery, immunization and treatment of malnutrition. In 42 communes, 2,516 families accessed hand-washing stations; 2,978 families accessed safe water; 2,544 families now have a latrine; and 79 schools and nine health facilities improved their sanitation.

As registration of vital events is the only means of establishing and protecting identities, 9,815 children were registered, along with 8,666 marriages and 7,743 deaths in three provinces. Twenty-seven commune councils were supported to better fulfil roles as duty-bearers to protect 1,059 vulnerable children (including 549 girls), encourage referrals to services and provide basic necessities such as learning materials, food and clothing.

In response to the 2012 commune elections, which brought new council members and new commune committee for women and children (CCWC) members, UNICEF, UNFPA and MOI worked to upgrade resources for CCWC members so as to intensify delivery of social services with a strong equity approach. The new package, 'Promoting Social Services with Equity,' provides practical tools to identify priorities, improve planning and budgeting, organize interventions, and report and monitor trends affecting the lives of the most disadvantaged children and women. In addition to providing hands-on checklists, local duty-bearers can encourage better preparedness and response in case of disaster. The package also offers a menu of options based on practical examples and makes strong arguments for greater investment in the early years. Five thousand copies of the package were distributed along with an accompanying Learning Resource Manual (which includes 'Facts for Life' messages and introduces social service mapping, a participatory planning tool to identify the most vulnerable households) to complement knowledge of CCWC members. A series of training workshops is currently being organized throughout the country with the view to have all 1,633 CCWCs equipped with tools to improve organization of social services by the end of April 2013.

### Constrained

**IR 0660/A0/04/005/001** Women and Children's Consultative Committees (WCCCs), 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 Child related MDGs.

**Progress:** Though planning and budgeting remain unlinked at commune level, district councils still do not have access to financial instruments; four financial instruments, including the district and municipal fund, are still under development. This considerably constrained the WCCC and CWCCs' influence despite the fact that they regularly met. In addition, communes in 2011 and 2012 experienced delays in accessing UNICEF social service envelopes. In fact, in 2011, UNICEF grants only reached the communes in November, while this year, funds reached communes in September.

To address some of the challenges faced by communes, UNICEF and the Secretariat of the National Committee for sub-national Democratic Development (NCDD-S) undertook a thorough analysis of the situation. Consequently, Secretariat of the National Committee for Sub-National Democratic Development (NCDD-S) issued Letter #220, which provided instructions to communes to help them plan and budget for social services, while the National Treasury issued Letter #1646 to guide clerks on the liquidation process. These two important guidance notes were widely disseminated at a sub-national level. Also, sub-national administrations are now reporting on indicators related to social services, encouraging greater attention to service delivery for children.

As the office embarks on its midterm review, UNICEF and partners discussed the need to consolidate interventions in a reduced number of locations to encourage greater synergies and maximize results. As a result, in 2013, UNICEF will work intensively in 101 communes, in 11 districts, of nine provinces. While support to commune preschools in 320 communes across 12 provinces will also continue, the programme will work closely with sub-national administrations, WCCCs and CCWCs to encourage greater investment in social services in 101 communes. This approach will enable UNICEF zone offices to maximize their travel for monitoring results and strategic priorities.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

 On-track

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

**Progress:** UNICEF worked with NCDD-S to strengthen the capacity of the recently appointed provincial and district social service focal points. As a result, 582 social service focal points in 194 districts and 120 social service focal points in 23 provinces and the capital have a clearer understanding of their roles and responsibilities. They now have enhanced knowledge on the importance of investing in a child's early years and the links between various interventions.

The 2011 floods underscored the need to strengthen the capacity of provincial committees for disaster management to better prepare and respond to the needs of almost one million children. Following a NCDD-S request, UNICEF hired an international consultant in early 2012 to support the formulation of guidelines for sub-national emergency preparedness and response plans. While the guidelines have yet to be finalized, UNICEF and other UN agencies and NGOs supported the organization of 13 provincial Emergency Preparedness and Response Plans (EPRP) workshops. More than 1,000 copies of the Khmer version of the 'Sphere Handbook' were distributed. As a result, 1,850 participants are now equipped with stronger tools to prepare provincial plans that reflect the needs of children and women. While most EPRPs developed prior to 2012 had little reference to children and women, there is now a critical mass of sub-national officials who have a clearer understanding of their roles and know how to conduct child-sensitive assessments and organize responses.

Greater awareness of 55,000 sub-national decision-makers and office bearers was achieved through the dissemination of a 2012 calendar that called for specific engagement with regard to emergency preparedness and response; MNCHN; child protection, including registration of vital events and prevention of injuries; and education and WASH.

 On-track

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

**Progress:** In partnership with UNICEF, MOI, NCDD-S and line ministries gained experience piloting and documenting modelling functions for communes to address child rights. It is important to link the delivery of quality services at commune level to decentralization reform in order to create a basis for sustainability and opportunity for expansion. As UNICEF joined important policy dialogues due to its memberships in various technical working groups and development partner groups, concrete examples of UNICEF's support at sub-national level enriched decentralization reform conversations. Building on the results framework for children negotiated in 2011, UNICEF analysed quarterly progress reports on sub-national democratic development and actively engaged with NCDD-S to discuss progress and trends.

UNICEF will continue to work towards strong inter-sectoral collaboration to increase programme synergies, while reinforcing its experience in modelling functions with the view that they will be progressively transferred at the sub-national level with increased resources, both technical and financial. UNICEF will also engage with the National Social Service Working Group to take stock of the recent experience of WCCCs at provincial and district levels and identify areas of improvement such as monitoring tools, ways to strengthen the chairs' roles, and engagement of the various administrative levels. UNICEF will continue to spearhead an integrated approach to early childhood development through its operational pilot to contract community assistants in three communes. With regard to early childhood education, the programme will work with relevant counterparts to strengthen the community preschool model, with a view to encourage greater quality of education. Finally, in 2013, the programme will place particular focus on Communication for Development to strengthen interpersonal communication tools, encourage greater understanding of the links between various community-based interventions, mobilize a greater number of actors to recognize the importance of investing in the early years, and further strengthen community resilience to disasters.

# UNICEF Annual Report 2012 for Cambodia, EAPRO

**IR 0660/A0/04/005/004** Effective and timely coordination and management of the work plan.

## PC 6 - Policy, advocacy and communication

 On-track

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

**Progress:** National M&E systems and evidence-based policymaking are key elements, with strong links to national and sectoral development plans and national budgeting. Both present challenges as Cambodia's strategic and implementation levels lag. UNICEF Cambodia has not been traditionally active or leading in these areas.

In the last 20 months, evidence and results-based policy and programming have improved. A national M&E taskforce within a UNICEF, UNFPA, UNDP and MOP partnership, called the National Working Group on Monitoring and Evaluation (NWGM&E) of the National Strategic Development Plan (NSDP), was formed in October 2012. It harmonizes definitions across surveys, censuses and administrative data systems; standardizes data collection and computation; and strengthens national and sub-national M&E. As different line agencies have varying capacities in M&E and evidence-based policy formulation, UNICEF channelled support to WASH and Child Protection counterparts through MOP.

Enhancing results-based budgeting has been challenging, though key milestones have been met during the past twenty months. Beginning with a modest yet pioneering approach to child and social budgeting, results include the CNCC that established an inter-ministerial taskforce on social budgeting, expenditures and line agency capacities, linking planned policy outcomes and budgets.

Another key achievement is the 'Estimation of Rates of Return of Social Protection Investments in Cambodia,' which was a study on social protection instruments that provided the Social Protection Office (SPCU) with arguments on the importance of poverty reduction, human capital formation and economic growth to offer MOEF. Further information about this can be found on Youtube. UNICEF and SPCU advanced the national social protection agenda by laying the foundation for a more structured, systematic regional dialogue and the ASEAN Socio-Cultural Committee (ASCC) adopted a collaboration within ASEAN by presenting a regional social protection framework. This was incorporated in the Prime Minister's (PMs) summit speech.

UNICEF successfully leveraged the inclusion of WASH within the Council for Agriculture and Rural Development (CARD) cash transfer pilot. Another key policy milestone was the inclusion of clean water provision in the government's poverty assessment and redefinition of poverty lines.

Efforts are underway to include more equity-focused indicators. Thirteen core NSDP indicators have province-wide data disaggregation, while CAMInfo, a key national database, incorporated provincial data for 32 NSDP and MDG indicators. Progress on other unspecified dimensions of disaggregation, like income, is limited.

Low capacity, inadequate budget allocation to M&E and budgetary reliability are key challenges. Despite commitment to public financial management reform, progress is slow. Also, the PCR indicator does not specifically defined data disaggregation for NSDP and MDG monitoring.

 Constrained

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

**Progress:** IR1 is the most challenging and while there has been progress, significant roadblocks remain.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

UNICEF supported the establishment of the NWGM&E to design a harmonized national system. Working with MOP and the National Institute of Statistics, UNICEF supported the roll out of the CAMInfo database with updated data on disaggregation of sex, age, geographic areas, and wealth quintile from the 2010 and 2011 surveys and census. Twenty-eight indicators from the 2011 commune databases have been integrated into CAMInfo v4.2.

In partnership with the World Bank, AusAID and GIZ, policy dialogue with MOP and partners intensified to improve the Identification of Poor Households Programme, which aims to standardize procedures in selecting and assisting poor families.

There are problems with formulation and intentions of this IR and its indicators. It envisions availability of a national M&E system as well as space for participation of 'rights-holders'. However, there is limited political space in Cambodia for meaningful participation by rights-holders in research and analysis. Their participation in national policymaking remains unclear and indirect at best.

The first two indicators of IR1 are linked to participatory qualitative research and creation of a national and sectoral M&E framework with a national evaluation strategy. National M&E systems need to be in place before national capacity in quality research can be enhanced.

 On-track

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

**Progress:** Encouraging and significant progress has been achieved. The programme established a strategic partnership with MOEF and partnered with CNCC to establish an inter-ministerial taskforce on child and social budgeting and CNCC-MOEF coordination. In partnership with sections and line agencies, the research on social budgeting focused on nutrition, education, and child protection is progressing well. Discussion with the Supreme National Economic Council (SNEC) on a partnership to include social issues, social protection and equity, especially in education and nutrition, into Cambodia's economic growth agenda is in the final stages.

A key milestone is the design and implementation of a Child Tracker Bulletin (CTB) to help the CNCC and the government better implement, monitor and report on the Convention on the Rights of the Child (CRC). The CTB, the first of its kind produced by a government agency in Cambodia, bridges information gaps between the policy and practice of child rights by building CNCC's research and analysis capacity. This biannual publication is a vehicle for the transmission of children's voices to authorities, creating much needed space for UNICEF and CNCC to raise a range of sensitive issues. The first edition covered 12 provinces where CNCC established initial focal points ([http://www.UNICEF.org/cambodia/12681\\_18816.html](http://www.UNICEF.org/cambodia/12681_18816.html)). The second issue, largely produced by CNCC staff, marked an increase in internal CNCC capacity to collect and analyze data, carry out supporting secondary literature surveys and write reports with some analytical rigour and depth.

Another key output is the formulation of the CRC database. UNICEF has worked with SAVE and Plan to help CNCC design such a database in consultation with line agencies and has agreed with MOP that key CRC indicators will be integrated within the national M&E and the NSDP framework. This ensures that CRC issues are reflected within sectoral and national development plans and receive adequate resources.

 On-track

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

**Progress:** UNICEF has significantly influenced the advocacy and design of social protection in Cambodia and regionally to prioritize an integrated approach for the most disadvantaged children and women. UNICEF's 'Estimation of Rates of Return of Social Protection Instruments in Cambodia' study broke new ground with its innovative analysis that argues for greater investment in social protection. With UNICEF support, the government has drafted a policy note that will be validated through an inter-ministerial consultation and

## UNICEF Annual Report 2012 for Cambodia, EAPRO

presented to the Council of Ministers. It will be the basis of social protection mechanisms in Cambodia's five-year plan (2014-2018). International Labour Organisation (ILO) plans to replicate this study for Thailand and other countries in the region while the Italy-based Innocenti Research Centre will do so elsewhere in the world.

UNICEF has partnered with the government as the ASEAN chair to raise the profile of social protection within ASEAN as never before. With the support of UNICEF, Cambodia worked on a regional initiative to extend social protection beyond national borders and towards an ASEAN-wide framework through the establishment of a regional, ASEAN taskforce. The initiative was endorsed at the eighth ASCC meeting in Phnom Penh on 25 October.

UNICEF led other partners in setting up the Social Protection Research Fund (SPRF) in the SPCU to strengthen national dialogue and research on topical issues. SPRF establishes improved ways to generate evidence for policy identification and capacity development for the SPCU and other stakeholders. The first group of researchers, of five total groups, will present their findings at a public forum in early 2013. A second round of applicants is now being awarded grants to conduct community-based social protection research.

**IR 0660/A0/04/006/004** Coordination and management

### PC 7 - Cross-sectoral costs

 On-track

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

**Progress:** A 2011 planning and monitoring challenge was that PCR and IR statements were too broad and high level to be monitored yearly or even biannually. In response, a Country Programme roadmap with milestones that enabled sections to track and assess progress of intermediate results annually and for rolling work plans, biannually, was developed in 2012. Monitoring quality and systematic use of indicators to support reporting still need further improvement.

Another 2011 lesson learned was that the planning and monitoring process did not allow for inter-sectoral, comprehensive view and coordination. In response, the Annual Work Plan (AWP) process included a collective discussion within the Programme Management Group (PMG) that identified convergence and inter-sectoral interventions. Quarterly M & E meetings were held with broader participation of programme and operations staff, including zone offices. Quality integration and convergence require further improvement.

UNICEF Cambodia was part of the global Multilateral Organization Performance Assessment Network (MOPAN) assessment in 2012. The office was rated as 'strong' and 'above strong' in the dimensions of strategic, operational, relationship, and knowledge management.

Zone office management and coordination improved during 2012, with clearer roles in sub-national monitoring and documenting of the situation of children, progress of UNICEF programmes, and identification of specific effects of national policies and programmes on the most disadvantaged children. Case studies and reports from zone offices bolstered the Country Programme's equity focus. Practical measures to improve coordination with the Phnom Penh office were used, including Skype, 'issue' reports, increased participation of zone office chiefs in the PMG and frequent communication between zone and section chiefs. The arrival of the new Representative provided an opportunity for the Senior Management Team to provide a common vision and expectations to zone offices.

Analysis of advocacy, communication and knowledge management strategies identified the need for elaborating a comprehensive and innovative strategic plan integrated with MoRES. The office is furthering this strategy, partially with the help of Facebook and other social media tools.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

 On-track

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

**Progress:** The PMG, which was created in 2011, met monthly to discuss emerging and strategic issues related to programme planning, collaboration and convergence, implementation and resource mobilization. Meetings informed clear guidance and strategic direction for programme implementation and coordination. Quarterly monitoring of programme progress and challenges enabled better understanding and the timely correction of challenges in Country Programme implementation. In this framework, coordination between section chiefs and the Programme Coordination, Monitoring and Field Support (PCMFS) unit improved.

To ensure standard and quality work planning, a quality assurance team comprising programme and operations staff set time periods and assessed questions answered by sections against criteria provided by work plans entered into the AWP database.

A November MoRES workshop and elaboration of a draft Results Assessment Module (RAM) as a practical exercise boosted understanding of MoRES programmatic application and RAM linkages. The workshop provided an opportunity for programme staff to put MoRES into practice. As equity monitoring has already been office practice, MoRES is seen as an effort to better focus and measure results on the most disadvantaged children, and to increase effectiveness of interventions on barriers. However, there is room for training and improved communication on MoRES' concept and operationalization, including its implication on programme policy and procedure. Although current PCR, IR and indicator formulations pose a challenge for MoRES and RAM reporting, any significant changes after the 2012 midterm review will be made in coordination with the Regional Office (RO).

In 2013, the office will continue to use the AWP database to develop work plans that ensure the standardization across sections; with minor modifications to enable sections to schedule quarterly direct cash transfer payments. The zone office-reporting format will also be revised to meet RAM requirements. The IMEP planning process will be strengthened to ensure strategic choice, quality and a clear link with MoRES.

 On-track

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

**Progress:** Management of zone offices improved in relation to 2011, as zone chiefs better understood their roles and responsibilities in the office strategic direction, planning and monitoring processes. Zone offices conducted monthly coordination meetings to review progress and discuss inter-sectoral collaboration, field trip findings and monitoring actions. Communication also improved among zone offices and programme sections. In 2012, zone staff developed 31 case studies and 19 human-interest stories, some of which were discussed in sectoral working group meetings, policy dialogues and donor report writing forums, enabling policy and programme discussions to take into account concrete realities of the field. Zone offices also finalized provincial profiles initiated in 2011, including lists of partners and key events. To ensure the strategic choice of trips and cost efficiency, zone staff developed field-monitoring frameworks consisting of annual travel plans with monthly breakdowns. This enabled better coordination with Operations for logistical planning and support.

Monthly meetings between zone chiefs and the PCMFS unit were instituted in 2012 and provided a platform for zone chiefs to raise issues faced by field offices and discuss solutions. Meetings also provided zone chiefs an opportunity to seek clarification on office direction and decisions, and peer coaching. Complementing office-wide programme reviews, zone offices conducted quarterly, mid and end-year reviews to assess implementation progress, identify challenges and take corrective action. Zone chiefs had the opportunity to visit Nepal to learn first-hand how another UNICEF Country Office (CO) plans and delivers results.

A key challenge for 2013 will be strengthening the role and capacity of zone offices for MoRES. Their role is crucial in gathering qualitative and quantitative information, documenting experiences and results, and presenting them in strategic forums to shape the equity-focused agenda of UNICEF in Cambodia.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

 On-track

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

**Progress:** While the overall supply strategy aims at counterpart capacity development, direct procurement and delivery is done at the government's request in specific areas, notably in support of health, nutrition and education-related MDGs. Using national budget allocations, the MOH successfully transitioned from the VII to regular procurement services for provision of traditional vaccines. This improved the sustainability of government immunization programmes. Reaching US\$ 7.4 million in 2012, the value of procurement services exceeds UNICEF's direct supply assistance in Cambodia and is used to provide a bridge mechanism until the government has the required procurement capacities. While vaccines remain a core commodity, HIV test kits, ARVs and medical equipment contribute to other key programme areas.

UNICEF's emergency response to the 2011 floods focused on distributing WASH relief supplies in 17 affected provinces. As recovery efforts intensified, textbooks and school furniture were delivered to encourage children's return to school.

In 2012, supply input to the Country Programme totalled US\$ 2.2 million, an increase over 2011. This expansion results from supporting an education-focused capacity development plan with IT and transport equipment, plus therapeutic and supplementary food for the government nutrition programme. The value of service inputs amounted to US\$ 1.8 million, mainly covering research, consultancy services, broadcasting and construction.

The National Assembly approved Cambodia's first law on public procurement in 2012. Previously, a fragmented legal framework governed public procurement. The new law still leaves many legal loopholes intact that development partners had requested to fix; for example procurement planning, implementation monitoring, complaints procedures. The capacity of line ministries to effectively carry out procurement remains weak and the local market of suppliers and contractors is underdeveloped. Numerous reports suggest that the operating environment within which public procurements are undertaken is prone to fraud and corruption.

 On-track

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

**Progress:** In 2012, UNICEF Cambodia recognized the need to be visible and active via social media channels. In response, the office developed a digital media strategy, restructured its website and updated content. Several social media communication tools were created, including a UNICEF Facebook page and a Flickr account, and more videos were posted to YouTube. Writing and photography training for country and zone office staff enabled quality development of human-interest stories and photos. Extensive support was provided to field visits with existing and potential donors, including national committees and development partners.

In the area of youth participation, steady progress was achieved in the development of human-interest stories and establishment of a 'Growing Up in Cambodia' series, designed to record everyday life of Cambodian children. In improved media relations, the office organized several meetings with media representatives from print media and television to foster better working relationships. The office also supported a writing competition in partnership with the Club of Cambodian Journalists to encourage child-friendly journalism. In media enquiries, a number of media advisories and press releases were drafted and press conferences organized throughout the year. This year, the office responded to a great number of media enquiries, including those of a sensitive nature relating to inter-country adoption, shelters and children's homes, and violence against children.

**IR 0660/A0/04/007/005** Office engages and supports aid effectiveness principles.

## UNICEF Annual Report 2012 for Cambodia, EAPRO

 On-track

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

**Progress:** Building on the discussions and agreements reached during the CMT Retreat held in January, the 2012 Annual Management Plan (AMP) was finalized in March. In 2012, the CMT initially met on a quarterly basis but then switched to a monthly schedule in August to examine and address key management issues, review progress against the AMP and analyze progress and constraints encountered against key management indicators, VISION Manager's Dashboard and Alerts, and RO benchmarks. A new CMT decision memo tool was introduced and greatly enhanced management discussions and decision-making. The office conducted mid-year and year-end programme and management reviews in June and November, respectively.

UNICEF Cambodia was part of the global MOPAN assessment in 2012. The office was rated as 'strong' and 'above strong' in the dimensions of strategic, operational, relationship, and knowledge management.

The country environment and the predictability of funding continued to be areas that posed significant risks to achieving results. The office took steps to mitigate these risks by strengthening programme planning, monitoring and evaluation through establishment of the PMG and the Operations Management Group, the introduction of MoRES, the completion of provincial profiles, organization of Harmonized Approach to Cash Transfers (HACT) refresher training for staff and implementing partners, updating of the office's resource mobilization strategy and plan, and hiring of a fundraising consultant to assist in implementing the plan.

The Office of Internal Audit (OIA) carried out an audit of the Cambodia Country Office in August-September 2011 and issued the report in October 2011. In response to the 11 audit recommendations, the office developed a comprehensive action plan. Three progress reports were submitted to OIA in 2012, the last as of 30 November 2012. On 19 December 2012, OIA confirmed the closure of all the recommendations.

A staff learning and development plan was formulated and over 85 per cent of planned activities were implemented.

The office undertook a thorough analysis of VISION roles and appropriate segregation of duties and made the required adjustments.

 On-track

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

**Progress:** The office conducted mid-year and year-end programme and management reviews in June and November, respectively, and office work plans and AMP annexes were updated accordingly.

OIA carried out an audit of the Cambodia Country Office in August-September 2011 and issued the report in October 2011. The audit covered governance, programme management and operations support. Of the 11 recommendations, the audit contained two high-priority recommendations related to weaknesses in planning and processing of cash transfers and delegated procurement to government. Except for these two high-priority areas, the audit concluded that the governance, risk-management and control processes in the office were adequate and functioning well. In response to the 11 audit recommendations, the office developed a comprehensive action plan. Three progress reports were submitted to OIA in 2012, the last as of 30 November 2012. On 19 December 2012, OIA confirmed the closure of all the recommendations.

Membership in the key office statutory committees is reviewed on a regular basis and changes are made to insure an adequate mix of levels of General Services (GS), National Officers (NOs), international professionals (IP), gender balance, and programme and operations representation. The management committee list was updated twice in 2012.

 On-track

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

## UNICEF Annual Report 2012 for Cambodia, EAPRO

**Progress:** The office successfully transitioned from ProMS to SAP/VISION in an IPSAS-compliant environment. Financial accounts are accurately recorded and posted using the new financial guidelines and UNICEF's chart of accounts. Payments to vendors are made on time, including the processing and disbursement of the monthly payroll. The reconciliation of accounting records are accurately done and completed in a timely manner. The office continues to make effective use of its bank optimization and cash forecasting tools and performed well in meeting its closing bank balance targets and in restoring the percentage of closing balances for subsequent months. Even with the challenges posed by VISION and the strict rules related to segregation of duties and the bank reconciliation role, the office prepared and successfully uploaded monthly bank reconciliation statements in US dollars and Cambodian riels for our two local bank accounts within the required timelines.

The percentage of donor reports submitted on time continues to be 97 per cent.

As of 31 December, Direct Cash Transfers (DCT) outstanding greater than six months was US\$ 663,190, or 12 per cent of all DCTs. The section and partner concerned are taking Follow-up action. At the end of the year, DCTs outstanding greater than nine months was US\$ 977 (less than 1 per cent). The latter is a DCT advance that has been reclassified as a receivable and will be put forward to the Division of Financial Administrative Management for impairment and write off.

Implementation of the HACT Assurance Plan is constrained and will require additional focus in 2013 onward in order to meet established targets in planned micro-assessments, scheduled audits and joint monitoring and financial spot checks. UNICEF is the lead agency for managing the Long Term Arrangement (LTA) with the firm selected to carry out the scheduled audits.



On-track

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

**Progress:** The 2012 Learning and Development Impact Report concluded that an implementation rate of 85.29 per cent against planned learning activities was achieved, including VISION end-user and second tier training for all transactional users, 'HIV in the Workplace' training for 12 new staff, and 'Principled Approach to Humanitarian Action and Core Commitments for Children in Emergencies' online training for 36 zone-based personnel.

At the end of February, the percentage of Performance Assessment System (PAS) Performance Evaluation Reports (PERs) signed and closed was 42 per cent. Steady progress was made over the course of the year and as of 31 October, 99 per cent of 2011 PAS and PERs for all NO, IP and GS staff were signed and closed. Only one remains outstanding.

At the end of 2011, the percentage of females to total staff stood at 34 per cent (75 per cent for IP staff). At the end of 2012, the percentage of females to total staff was 36 per cent (73 per cent for IP staff).

In response to an audit recommendation, the CMT adopted a management indicator to monitor the number and percentage of individual consultancy contracts without competitive selection. The benchmark established by the office was 10 per cent and was regularly monitored by the CMT. As of 31 December, only 2.6 per cent of the total consultant contracts raised in 2012 (one out of 38) were single-sourced, which is well within the agreed target.

**IR 0660/A0/04/800/888** HR

## UNICEF Annual Report 2012 for Cambodia, EAPRO

### Effective Governance Structure

In 2012, the CMT met seven times, in addition to the three-day annual retreat and participation in mid and end-year internal reviews. Throughout 2012, the CMT examined and addressed key management issues, reviewed progress against the AMP, and analyzed progress and constraints against key management indicators and RO benchmarks. In August, along with the arrival of the new head of office, CMT membership expanded to include additional GS representation and a 'reduced CMT' was introduced, meeting on a monthly basis and monitoring key management indicators and alerts highlighted in the VISION manager's dashboard. A new CMT decision memo template was adopted, greatly enhancing management discussions and decision-making. Monthly all-staff meetings with teleconference hook-ups with zone offices have been held the working day after CMT meetings, providing open and transparent feedback on CMT discussions and decisions.

The January 2012 CMT Annual Management Retreat resulted in an agreement to continue focusing on national priority alignment; advocating for programme-based approaches; bolstering aid effectiveness; strengthening UNICEF's voice as an independent and stronger authority on issues affecting children; and supporting efforts to build a more coherent and influential UN team in Cambodia. Noting the ongoing focus on promoting equity, 2012 advocacy priorities were elaborated to include: Building the resilience and capacities of most-deprived families to care for their children, including in the face of disaster; mobilizing budgets and resources to support children at micro and macro levels; and monitoring the situation of, and services delivered to the most deprived.

Key management priorities and results focused on continued promotion of management principles that support core management values of participation, inclusiveness, creativity, mutual respect, openness and excitement, and better work-life balance. Other management priorities included the roll out of VISION, office renovations and measures to enhance efficiency and save costs.

The country environment and predictability of funding continued to pose significant risks to achieving results. The office took steps to mitigate these risks by strengthening programme planning, M&E through the establishment of the PMG, introduction of MoRES, completion of provincial profiles, HACT refresher trainings for staff and implementing partners, updates of the resource mobilization strategy and plan, and the hiring of a fundraising consultant to assist in plan implementation.

The OIA carried out an audit of the Cambodia Country Office in mid-2011 and issued the report in November 2011, covering governance, programme management and operations support. Of 11 recommendations, two high-priority areas related to weaknesses in planning and processing of cash transfers and delegated procurement to government. Aside from these two recommendations, the audit concluded that the governance, risk-management and control processes in the office were adequate and functioning well. In response to the 11 recommendations, the office developed a comprehensive action plan. Three progress reports were submitted to OIA in 2012, the last on 30 November. On 19 December, OIA confirmed the closure of all recommendations.

### Strategic Risk Management

The office's risk profile is reviewed and updated by the CMT annually and is used to inform planning and decision-making related to programme interventions, key partnerships, committee assignments, delegations of authority and release levels, Contract Review Committee limits, Programme Cooperation Agreement Review Committee terms of reference and limits, travel planning, and programme monitoring.

In 2012, major risks to achieving Country Programme (CP) results related primarily to the country environment included corruption; economic vulnerability due to insufficient diversification, low wages, increasing debt, sustained dependency on international aid and low levels of social expenditures; weak and fragmented institutions; and fragile governance. There has also been limited progress in public sector reform. Inequalities expressed in income and quality basic social services access are significant in certain

## UNICEF Annual Report 2012 for Cambodia, EAPRO

geographical areas, though poverty is decreasing. Legal and institutional frameworks for the protection of children against abuse, violence and exploitation are poor and the notion of child rights in cultural practices and norms is weak.

The CMT noted that resource mobilization for the CP remains a high risk because future funding is uncertain in the current economic climate and aid environment.

The office took steps to mitigate the above risks by strengthening programme planning, monitoring and evaluation by establishing a PMG that meets monthly, introducing MoRES, creating an Operations Management Group (similar to the PMG, but focusing on business processes, transactional procedures and cost and time-saving initiatives), and revitalizing the joint UN working group for HACT to better monitor appropriate use of funds. Fundraising efforts have focused on updating the resource mobilization strategy and plan and hiring a fundraising consultant to assist in its implementation.

It was recognized that the global roll out of VISION presented a risk to the office's ability to deliver results, at least during start-up. In response, the office identified a VISION coordinator who led efforts to provide end-user training with the help of a team of super users by functional area to undertake segregation of duty analyses and assign appropriate system roles and to support an environment conducive to on-the-job learning and a teamwork approach.

While Cambodia is relatively free from major natural disasters except for potentially severe annual floods, climate change and other factors can potentially lead to more small to medium-scale emergencies that could require a UN and UNICEF response. As in previous years, the office is committed to a standing level of readiness to respond to the emergency needs of 10,000 people and has pre-positioned a limited quantity of WASH relief supplies. The emergency risk assessment, including threats and possible humanitarian consequences, was updated during the mid-year review. UNICEF's field-based presence has been instrumental in monitoring the situation and developments on the ground.

The office has a business continuity plan in place and a simulation was undertaken in November to test the office's ability to work from home and other remote locations. Lessons learned and recommendations will be used to update the plan in 2013.

### Evaluation

Strengthening the evaluation function and capacity remained a management priority in 2012. With the support of the RO, the office addressed evaluation-related recommendations from the 2011 audit and made the progress on the following: Bottlenecks identified and suggestions made to strengthen in-house processes and functions; Developed Standard Operating Procedures (SOPs), including work process and tools to strengthen the evaluation function and quality assurance mechanism, developed and to be finalized at the first CMT in 2013; evaluations completed in 2012 reviewed and suggestions made to ensure quality and relevance to UNEG norms and standards; and orientation and working sessions for the new Evaluation Specialist conducted.

The Cambodia CO maintains an updated five-year IMEP, a strategic tool that provides evidence and lessons for decision-making, and tracks and monitors progress using annual IMEPs at quarterly CMT meetings. Twenty IMEP activities (16 studies, two surveys, two evaluations) were planned in 2012. Implementation and completion rates were 80 per cent and 45 per cent respectively. Seven activities (35 per cent) will be completed by first half 2013. The completion rates reflect a need for a better planning. Two studies were postponed and another two cancelled (one integrated into another study, another moved to 2013). CO completed two evaluations in 2012. The RO reviewed Evaluation TORs and reports. Relevant programmes will use findings and recommendations for future programmatic interventions and to influence relevant policy changes.

Evaluation management responses are updated, tracked and reported quarterly and 22 of the 30

## UNICEF Annual Report 2012 for Cambodia, EAPRO

recommendations were closed in 2012. CMT will finalize and approve management responses and action plans for newly completed evaluations in January 2013.

Through 2012, efforts at strengthening evaluation included a training and orientation session on fundamentals for section chiefs and other programme staff. The evaluation quality assurance process developed by CO was presented at the annual CMT retreat and expanded with RO support. The office improved the management of the Global Dashboard, taking lessons learned from 2011. Tools and processes were developed to address identified bottlenecks in internal quality assurance of evaluations, such as SOP that outline internal work and quality assurance for planning, implementation, dissemination and use of IMEP activities with a special focus on evaluations. SOPs include standard evaluation TOR templates, quality control checklists and work processes with responsibilities within a clear time period. SOPs and a quality assurance mechanism will be presented to the CMT in January 2013 and approved by the Representative.

The country has significant gaps in evaluation capacity. UNICEF had limited opportunities for capacity building this year; however, having been invited to be part of the national M&E group that supports the NSDP, there are strategic opportunities for promoting data analysis and evaluation capacity building linked to MoRES. In addition, with the support of the newly recruited Evaluation Specialist efforts, efforts in 2013 will be focused on the effective implementation of the SOP, as well as on a stronger integration of the evaluation function to MoRES, knowledge management and advocacy.

### Effective Use of Information and Communication Technology

The Cambodia Information and Communication Technologies (ICT) team continues to provide help desk support and hands-on training support to staff members in the CO and the five zone offices. The highest demand areas for ICT technical support and services are email, Internet, VISION, direct and remote accessing to network resources like printer and file sharing, and SharePoint and telecommunications such as Skype, WebEx, video and teleconference calls.

The ICT team also provides orientation and training to new staff members, consultants, interns and other visitors. Based upon e-SAF request records, the Cambodia ICT team processed 250 transactions during 2012, creating, deleting and updating access lists for all users. The ICT team has played an important role in reducing costs and supporting the office's efforts to be more environmentally friendly by reducing the number of face-to-face meetings and trainings through support of virtual meetings and trainings through the use of the telephone, Skype, and WebEx, and through a more rational and fuel-efficient use of office generators, our principle power source.

The ICT team is also responsible for maintaining the network infrastructure, updating key aspects of the Business Continuity Plan and managing any threat to network security. The Windows Server 2008 R2 (active directory and file/printer server), WSUS Server, Mission Control Firewall and Riverbed appliance were deployed during the year. Additionally, the CO is connected to the Internet by two Internet Service Providers (ISPs) with three Internet links – two main and one backup fibre optic, at 10Mbps. Local ISP from a different network Point Of Presence (POP) provides this service. The fail-safe backup resource is at a speed of 128Kbps, which is connected through Internet VSAT. If one link fails, it automatically reverts to the backup links. Consequently, the network systems are robust and reliable, with little or no interruption to business transactions, for example, online and real time web-based applications like VISION and Skype and WebEx conference systems. In addition, Cisco AnyConnect Secure Mobility Client and Citrix Web portal have been put in place to allow zone office staff and other critical programme staff to work from home or any remote location that has Internet connectivity.

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

## UNICEF Annual Report 2012 for Cambodia, EAPRO

### Fund-raising and Donor Relations

In 2012, the CO sent 97 per cent of all donor reports on time, with one exception, which was submitted one day late. The quality of reports is satisfactory, with a focus on reporting against program results and reports are adjusted to the different types of donors. In 2013, the CO will continue to produce quality reports focusing on strengthening results language.

The CO has effectively mobilized 63 per cent of resources of OR ceiling in CPD, and overall, funds available have been utilized optimally with a rate of 78 per cent as at 31 December 2012. The CO has mechanisms in place, including a Senior Budget Control Assistant and in-house tracking tools. Utilization of funds is reviewed monthly by the PMG and quarterly by the CMT. Manager Dash Board is also used to monitor grants expiration to avoid unnecessary extension.

In the context of a narrowing donor base and less RR, the CO is streamlining its engagement with the public and private donors to be more effective with a new Resource Mobilisation Strategy and a Task Force dedicated to its oversight and implementation. The strategy provides the CO with clear targets, identifies funding gaps, roles and responsibilities, and traditional and non-traditional tools with which to pursue and monitor resource mobilization activities.

The CO is actively maintaining its on-going donor relationships and is pursuing non-traditional donor support from South Korea. The CO nurtures its key donor relations through regular information sharing, meetings, in-country thematic coordination and quality activity reporting. Where relevant, visits to the National Committees are conducted by the Representative. Donor relations are maintained at the Representative and Deputy Representative level, with working level and day-to-day servicing from Section Chiefs.

In addition to CO traditional donors, emerging donors such as South Korea have been approached and included in UNICEF resource mobilization efforts. Other modalities for resource mobilization that the CO has leveraged include the MDTF on Disability, a joint UN Country Team UNCT application for the UN Trust Fund for Violence Against Women and an AusAID funded programme joint programme with UNDP on disability. The CO closely monitors emerging funding opportunities through which to mobilise resources.

In 2012, based on funding gap needs, proposals have been developed by Child Protection and MNCHN in particular. Other programme areas have mobilized resources through proposals, such as LGCR securing funds from the Swiss Development Cooperation. Human-interest stories, short concept notes and fact sheets have been developed to share with National Committees and potential private donors.

### Management of Financial and Other Assets

In 2012, the office frequently met or exceeded the RR, OR and Institutional Budget commitments and utilization benchmarks established by the CMT and RO. 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 five zone offices. Through the timely submission and ongoing monitoring of DCT liquidation documentation, outstanding DCTs greater than six months were well within agreed upon benchmarks.

After an initial steep learning curve and some moments of anxiety, the office embraced VISION in all functional areas. The office successfully transitioned from ProMS to SAP/VISION in an IPSAS-compliant environment. Financial accounts were accurately recorded and posted using the new financial guidelines and UNICEF's chart of accounts. Payments to vendors were made on time, including the processing and disbursement of the monthly payroll. The reconciliation of accounting records were accurately done and completed in a timely manner.

The office continued to make effective use of its bank optimization and cash forecasting tools and performed well in meeting its closing bank balance targets and in restoring the percentage of closing balances for

## UNICEF Annual Report 2012 for Cambodia, EAPRO

subsequent months. Even with the challenges posed by VISION and the strict rules related to segregation of duties and the bank reconciliation role, the office prepared and successfully uploaded monthly bank reconciliation statements in US dollars and Cambodian riels for our two local bank accounts within the required timelines.

The office also successfully established and managed six new petty cash funds, insuring the effective and timely processing and replenishment of accounts to meet zone office and CO financial needs. In preparation for the 2012 closure of accounts, the office fully embraced the interim financial closure activities. The exercise was helpful in ensuring that personnel data in SAP was complete and accurate, particularly annual leave balances. It was also useful in identifying and taking action on migrated and newly issued DCTs, which represent a challenging and time-consuming task. Fortunately, data from the legacy systems for premises and non-expendable property was successfully migrated to VISION and did not require a significant amount of time to validate. All 2011 outstanding budget obligations were fully expended. These interim activities were successfully used by the CMT to review and assess the office's readiness and to inform our planning for the year-end financial closure and reporting requirements.

Recognizing that the criteria to assess NGO partner suitability differs from the criteria to assess regular goods and/or services providers, a separate Programme Cooperation Agreement Review Committee, chaired by the Deputy Representative, was established in 2010. In 2012, the committee met five times and reviewed six cases valued at approximately US\$ 750,000.

As part of the office's on-going risk assessment, the Contract Review Committee ceiling was maintained at US\$ 40,000. The committee met 15 times in 2012 and reviewed 33 cases valued at approximately US\$ 3.9 million.

### Supply Management

In 2012, the procurement of goods and services handled by the Supply section was US\$ 3.9 million, or 19 per cent of the Cambodia CO's fund utilization. Supply inputs to the Country Programme totalled US\$ 2.2 million, an increase over 2011. This expansion is largely due to support of the Education sector's Capacity Development Plan with IT and transport equipment, as well as therapeutic and supplementary food for the Nutrition programme. The value of service inputs amounted to US\$ 1.7 million, mainly covering research and consultancy services, broadcasting, conference facilities and construction. The responsibility to hire Consultants and Individual Contractors was moved from HR to Supply.

UNICEF's emergency response to the aftermath of the 2011 floods in Cambodia focused on distributing basic WASH relief supplies (water purification chemicals, jerry cans, and soap) in 17 provinces. As recovery efforts intensified, textbooks, blackboards, tables and benches were delivered to encourage children's return to school.

At US\$ 7.4 million, the value of Procurement Services exceeds UNICEF's direct supply assistance and remains an important mechanism to leverage resources for children. While vaccines are a core commodity, requests for HIV test kits, ARVs and medical equipment are contributing to other key programme areas in support of MDGs 4, 5 and 6.

Following investigations by the Office of the Inspector General, the Global Fund to fight AIDS, Tuberculosis and Malaria is exploring alternative management arrangements for grants to Cambodia. Several discussions took place with the fund's Secretariat and Country Coordinating Committee members about UNICEF becoming the default procurement agent for Global Fund grants. Subject to the selection of the new Principal Recipients expected early 2013, this may result in a sizeable expansion of Global Fund-related procurement.

The Operations Management Team coordinates common procurement initiatives. UNICEF continues to lead inter-agency procurement through joint LTAs and UN intranet-based information sharing. At year-end, there were 35 LTAs in place, supporting the office and other UN agencies in securing favourable prices and reducing

## UNICEF Annual Report 2012 for Cambodia, EAPRO

transaction times for commonly procured goods and services.

In 2012, a comprehensive market survey was conducted to identify and pre-qualify new Cambodian-based suppliers. The overall response has been very limited despite various sourcing methods. Advertisements were placed in three major national newspapers and 338 companies were contacted directly to provide supplier profile information. A total of 19 new companies responded to the Expression of Interest, of which six were approved and another four approved with conditions. The survey reaffirmed that local procurement remains challenging as the market is poorly developed and largely dominated by retailers with a limited manufacturing base.

The National Assembly approved Cambodia's first law on public procurement in 2012. Previously, a fragmented legal framework governed public procurement. The new law still leaves many legal loopholes intact that development partners had requested to fix for example, procurement planning, implementation monitoring, and complaints procedures. The capacity of line ministries to effectively carry out procurement remains weak and numerous reports suggest that the operating environment within which public procurements are undertaken is prone to fraud and corruption.

### Human Resources

Following massive recruitment to fill over 70 new posts after the 2010 Programme Budget Review, HR activities focused heavily on staff learning and development in the second year of the new Country Programme (CP) 2011–2015.

The HR Development Team created The office-learning plan based on outcomes from the all staff and CMT retreats held in January 2012. When developing the plan, several factors were considered: Office investment in managing and learning during transition to the new CP; global staff surveys carried out in 2009 and 2011; value of time spent learning and training; global and regional investment in staff learning and development; and guidelines for strategic learning and staff development.

The following strategic learning objectives were agreed upon: Enhance leadership and management and supervisory capacity building; enhance knowledge and expertise in VISION and IPSAS; strengthen teamwork between units, sections and zone offices and establish harmonization and a culture of respect; establish a qualified pool of internal trainers on coaching and managing performance for results; and support staff members to develop their personal and professional lives, focusing on the necessity for staff wellness and well-being.

The factors and strategic objectives outlined above guided staff development implementation with a focus on the following learning priorities: VISION end-user training; remote supervision and coaching for supervisors; managing people for results; training of the trainer on performance for results and coaching; staff orientation through UN and UNICEF briefing and induction; mandatory learning for all new staff, including 'Basic Security in the Field II'; technical knowledge enhanced through UN and UNICEF workshops, meetings, trainings in regional and global settings; and 'Friday Learning' sessions, as well as UN and UN Cares learning events.

The 2012 Learning and Development Impact Report concluded that an implementation rate of 85.29 per cent against planned learning activities was achieved, including VISION end-user and second tier training for all transactional users, 'HIV in the Workplace' training for 12 new staff, and 'Principled Approach to Humanitarian Action and Core Commitments for Children in Emergencies' online training for 36 zone-based personnel.

Other innovative learning approaches supported by the office during the year included internal office stretch assignments (3) and external stretch assignment opportunities for staff members nominated to be on the regional emergency roster (5), the national staff exchange roster (22) and one on-going external stretch assignment with the UNICEF Myanmar office for the Communication for Development Specialist.

In terms of cost effectiveness, the office has reduced the number of individuals attending external training events unless country-level capacity does not exist. On completion of external training, staff members are

## UNICEF Annual Report 2012 for Cambodia, EAPRO

required to share their knowledge with colleagues during the 'Friday Learning' sessions.

During the three Joint Consultative Committee meetings and monthly general staff meetings, the UNICEF Cambodia Staff Association raised a number of staff morale issues and other areas of staff concern, such as improving the office environment, work-life balance, staff orientation and on-going consolidation and effectiveness and efficiency initiatives.

### Efficiency Gains and Cost Savings

In response to the 3 per cent cut in RRs in 2012 and projections of even lower RR levels from 2013 onwards, combined with no growth in the Institutional Budget and limited success in OR fund-raising efforts to date, the office was obliged to take drastic steps to devise efficiency gains and other cost-savings measures. The CMT made a number of decisions related to official travel, including freezes on business class travel for all levels of staff, overnight field visits for travel less than two hours, and overtime and a greater use of compensatory time (exceptions granted on a case-by-case basis). Additionally promotion of the use of personal vehicles for official travel, reimbursable at the authorized UN rate per kilometer was suggested as well as a greater use of public transport for single travellers between Phnom Penh and zone office locations. A local Daily Subsistence Allowance (DSA) policy of paying 50 per cent of the applicable DSA rate for official travel to Phnom Penh and Siem Reap was adopted. Monthly travel plans to combine missions whenever possible and to reduce, to the highest extent possible, the number of travel days falling on a weekend to lower overtime and compensatory time costs and for work-life balance concerns was closely scrutinized. An agreement was made that all official travel must depart from and return to the office, eliminating home pickups and drops and greater use of blanket or multi-trip travel authorizations was put in place for all driver travel.

These actions not only contributed to increased cost efficiencies and reduced transaction times, but also to reduced overtime, DSA, and fuel and vehicle maintenance and repair costs. The office, in consultation with the Regional ICT Officer and ITSS-NYHQ, successfully negotiated to suspend the contract with EMC VSAT services for backup Internet connectivity and will instead contract with a local Internet service provider to meet the office's backup needs at a higher speed and with savings of US\$ 1,500 per month. Through a more rational and fuel-efficient use of office generators, which are the office's principle power source, fuel costs were reduced by US\$ 1,300 per month.

Additionally, due to the lower RR and OR levels and a number of unfunded OR posts, salary savings have been and will continue to be made through natural attrition. UNICEF continues to lead inter-agency procurement through joint LTAs and UN intranet-based information sharing. At year-end, there were 35 LTAs in place that supported the office and other participating UN agencies in securing favourable rates and reducing transaction times for commonly procured supplies and services.

The office also continues to be successful in processing and receiving timely refunds of VAT from the government for the local procurement of programme supplies and equipment.

### Changes in AMP & CPMP

The office held its annual programme and management review in late November. The main objectives of the review were: To review multi-year progress (2011–2012) of programme implementation, including assessing effectiveness of principles and strategies employed, drawing lessons learned and best practices; to review the situation of children and identify bottlenecks and barriers that hinder them from realizing their rights using 10 determinants provided by the MoRES framework, while also taking into account key emerging issues such as urban poor, migration, youth and climate change; to identify strategic shifts using illustrative methods such as a problem tree and a result tree to depict the causal relationship between results and proposed strategies; and to examine and make suggestions for possible adjustments to the programme and management structure based on the current and new proposed strategic emphasis and prevailing available resources.

# UNICEF Annual Report 2012 for Cambodia, EAPRO

Following the second year of the new CP 2011–2015, in light of the discussions and agreements emanating from the annual programme and management reviews, and taking into account the current and future funding environment, particularly the lowered RR planning levels, we foresee the need to make some considerable mid-course changes in the 2013 AMP and the Country Programme Management Plan (CPMP) that will be formalized as part of the midterm review and programme budget review processes.

Building on the success of and lessons learned from past change management initiatives; the midterm review will be a consultative and highly participative process. The Representative, Deputy Representative, Chief of Operations, Chief of Planning and representative from the UNICEF Cambodia Staff Association will consult with each section and zone office team to collect views and proposals concerning strategic shifts and efficiency gains and adjustments concerning programme priorities, results, office structure and staffing for the Country Programme’s remaining period. Additionally, external consultations with government and NGO partners, as well as fellow UN agencies, will figure prominently in the review process. One of the expected deliverables at the 2013 CMT retreat will be the development of a number of costed options and scenarios for deliberation.

The 2013 AMP will also be influenced by the office’s considerable past and ongoing efforts, as described in the section of the annual report on efficiency gains and cost savings, and by support of the organization’s global efforts to boost efficiencies and effectiveness through continued participation as a Field Reference Group member in the transaction efficiency feasibility study and business process review.

Finally, the 2013 AMP will include how the office plans to sustain the actions taken in response to audit recommendations, particularly in the planning, disbursement, liquidation and monitoring of cash assistance, and to continue the efforts to support the full implementation of VISION in an IPSAS-compliant environment.

## Acronyms

ACTED	Agency for Technical Cooperation and Development
ADRA	Adventist Development and Relief Agency
AMP	annual management plan
ANC	antenatal care
ART	antiretroviral therapy
ARV	antiretroviral (drug/s)
ASCC	ASEAN Socio-Cultural Committee
ASEAN	Association of Southeast Asian Nations
AWP	annual work plan
BORDA	Bremen Overseas Research and Development Association
CARD	Council for Agriculture and Rural Development
CCWC	commune committee for women and children
CDPF	Capacity Development Partnership Fund
CFS	child-friendly school
CHAI	Clinton Health Access Initiative
CLTS	Community-Led Total Sanitation
CMR	child mortality rate
CNCC	Cambodian National Council for Children
CSES	Cambodia Socio-Economic Survey
CTB	Child Tracker Bulletin
DCT	direct cash transfers
DNA PCR1	DNA polymerase chain reaction
DP	development partner
DSA	daily subsistence allowance
DTMT	district training and monitoring team
ECCD	early childhood care and development

# UNICEF Annual Report 2012 for Cambodia, EAPRO

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ECE	early childhood education
EID	early infant diagnosis
EPRP	emergency preparedness and response plan
ESP	Education Strategic Plan
GAIN	Global Alliance for Improved Nutrition
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HEF	health equity fund
HSSP2	second Health Sector Support Project
HWTS	household water treatment and safe storage
ICA	inter-country adoption
ICAA	Inter-Country Adoption Administration
ICAB	Inter-Country Adoption Board (the Philippines)
ICT	information and communication technologies
IFA	iron-folic acid
IRC	Innocent Research Centre
IRD	International Relief & Development
JTWG	joint technical working group
LGCR	local governance for child rights
LTA	long term agreement
MAM	moderate acute malnutrition
MMR	maternal mortality ratio
MNCHN	maternal, newborn, and child health and nutrition
MNP	multiple micronutrient powder
MoEF	Ministry of Economy and Finance
MoEYS	Ministry of Education, Youth and Sport
MoH	Ministry of Health
MoI	Ministry of Interior
MoJ	Ministry of Justice
MoP	Ministry of Planning
MOPAN	Multilateral Organization Performance Assessment Network
MoRES	Monitoring Results for Equity System
MoSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MRD	Ministry of Rural Development
MTR	midterm review
NCDD-S	Secretariat of the National Committee for Sub-National Democratic
Development	
NCHADS	National Centre for HIV/AIDS, Dermatology and STDs
NGWM&E	National Working Group on Monitoring and Evaluation
NSDP	National Strategic Development Plan
NSPS	National Social Protection Strategy
OD	operational district
ODA	official development assistance
ODF	open-defecation free
OHCHR	Office of the High Commissioner for Human Rights?
OIA	Office of Internal Audit
OR	Other Resources
OVC	orphans and vulnerable children
PAC	paediatric AIDS care
PCMFS	programme coordination, monitoring and field support
PDRD	provincial department of rural development
PHAST	participatory hygiene and sanitation transformation
PIN	People in Need
PMG	Programme Management Group
PMTCT	prevention of mother-to-child transmission (of HIV)
PoP	point of presence

# UNICEF Annual Report 2012 for Cambodia, EAPRO

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PTTC	provincial teacher training college
PW	pregnant women
RDI	Resource Development International
RO	regional office
ROR	rate of return
RR	Regular Resources
RUTF	ready-to-use therapeutic foods
RWSSH	rural water supply, sanitation and hygiene
SNEC	Supreme National Economic Council
SOP	standard operating procedures
SPCU	Social Protection Coordination Unit
SPRF	Social Protection Research Fund
SUN	Scaling-Up Nutrition initiative
US-CDC	United States Centres for Disease Control and Prevention
USI	universal salt iodization
WCCC	women and children's consultative committee
WSP	Water and Sanitation Programme (World Bank)
WSSCC Fund)	Water Supply & Sanitation Collaborative Council (Global Sanitation

## UNICEF Annual Report 2012 for Cambodia, EAPRO

## Document Centre

## Evaluation

	<b>Title</b>	<b>Sequence Number</b>	<b>Type of Report</b>
1	National review of faith-based responses to HIV in Cambodia	2012/009	Review
2	Buddhist Leadership Initiative Evaluation 2008-2012	2012/007	Evaluation
3	UNICEF-Korsang Strengthening Harm Reduction Services for Young People and Women who use Drugs	2012/008	Review
4	Examining Life Experiences and HIV Risks of Young Entertainment Workers in Four Cambodian Cities	2012/010	Study
5	Estimation of Rates of Return of Social Protection Instruments in Cambodia	2012/012	Study
6	Cambodia Media Index Survey 2012	2012/011	Survey
7	Cambodia Equity Analysis: Maternal, Newborn and Child Health and Nutrition based on Cambodia Demographic and Health Surveys: 2000, 2005 and 2010	2012/001	Study
8	Caretaker Perceptions of In-Home Fortification	2012/005	Study
9	Synthesis Note on Reducing Inequity in Health Outcomes for Women and Children in Cambodia: Policy, Programming and Resource Actions	2012/006	Review
10	Baseline Assessment of the Integrated Maternal Newborn and Child Health and Nutrition (MNCH&N) Services Among Urban Poor Community in Phnom Penh	2012/002	Study
11	The Phnom Penh Urban Poor Assessment: A Baseline Survey on the Social and Economic Situation and Capacity of Existing Services in Urban Poor Communities	2012/091	Survey
12	An analysis of child deprivation and inequality in Cambodia: Findings from three surveys: CSES 2010, CDHS 2010 and CDB 2010	2012/092	Study

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## Other Publications

	Title
1	2012 Post-Flood Relief And Recovery Survey
2	Complementary feeding campaign posters
3	Complementary feeding campaign leaflets
4	Fact Sheets on Maternal and Early Childhood Nutrition
5	Policy Briefs on Investing in Nutrition, Social Protection and the 1st 1000 Days
6	Opinion Editorial: Nutrition A Great Investment
7	National Strategy for Rural Water Supply, Sanitation and Hygiene
8	PUR leaflets
9	PHAST Tools Kits (Transmission Routes Card, Blocking the Routes Card, Happy & Unhappy Face, Pile sorting and Good and bad practice)
10	Leaflet for diarrhoea prevention
11	Arsenic booklet
12	Arsenic leaflet
13	A factsheet on residential care in Cambodia
14	Circular on The Implementation of the Recommendations of the UN Committee on the Rights of the Child
15	Explanatory Notes on Trafficking in Persons & Sexual Exploitation (TIPSE) Law
16	2013 Year Planner
17	Media Index 2012
18	Equity messages
19	Info Graphics
20	Rate of Return Study
21	Policy Brief on Rate of Return
22	School Enrolment TV spot & radio spot
23	Arsenic Water video documentary
24	Beyond Barriers documentary
25	Hand Food and Mouth Disease TV/radio spot
26	Complementary feeding TV/radio spots
27	An Analysis of child deprivation and inequality in Cambodia (working paper)
28	The Imperative of Addressing Child Malnutrition in Cambodia and the Case for Cash Transfers (working paper)

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## Lessons Learned / Innovation

### 1 Estimation of Rates of Return of Social Protection Instruments

Document Type/Category	MTSP Focus Area or Cross-Cutting Strategy	Related Links
Innovation	FA5, Advocacy, Partnership, Knowledge Management	<a href="http://www.unicef.org/cambodia/results_for_children_19985.html">http://www.unicef.org/cambodia/results_for_children_19985.html</a>
Contact Person	Language	Emergency Related
Usha Mishra, umishra@unicef.org	English	

#### Abstract

'Estimation of Rates of Return of Social Protection Instruments', conducted by Maastricht University, was commissioned by UNICEF Cambodia in partnership with the Social Protection Coordination Unit (SPCU). It has been hailed as innovative and pioneering by many researchers/academicians. The study was instituted to meet an express advocacy priority: making the case for social protection as an investment, in particular to the Ministry of Economy and Finance (MoEF) and Supreme National Economic Council (SNEC). The purpose of this note is to share the underpinning elements of research design and advocacy and collaboration.

The research contributes to evidence on the link between government spending, social protection and child welfare, economic growth and inequality through econometric analysis of cross-country (i.e. national-level) data and ex ante estimation of such costs and benefits where post-ante data are not available.

#### Innovation or Lesson Learned

What worked:

1. A clear advocacy goal and agreement with the government on way forward as part of the research agenda
2. A solid ToR with feedback from peer reviewers
3. A peer review system and incubation support from policy/research team in New York
4. Involvement of MoEF/SNEC
5. In-country research consultants
6. Allocation of specific, targeted, planned support from UNICEF and continued UNICEF engagement throughout the process
7. Collaboration with programme sections, especially during inception and implementation, helped identify key advocacy issues, locate relevant project evaluations and establish interaction between the research team and sector line agencies. Regular update briefs were presented at the Country Office's Programme Management Group meetings, reinforcing engagement
8. A brief, clear policy brief that captured key findings and recommendations
9. Collaboration with a range of government bodies and development partners

What did not work:

1. As one of the first of its kind, the research objective and approach encountered some scepticism, confounded by the fact that there were not many professionals who could carry out such a study. This changed when the New York UNICEF team recognized the project's ambition and scope and offered peer review support.
2. Cambodia lacks good data on labour productivity, micro-consumption and expenditure, which impacted the estimation of spill-over and regional multipliers. Data limitations also impacted macro-simulations as relationships between economic sectors cannot be observed, meaning that rate-of-return (RoR) estimates are based on aggregate household information assuming fixed structural conditions.
3. A more formal government-development partner steering team could have been set up to guide the process.

# UNICEF Annual Report 2012 for Cambodia, EAPRO

## Potential Application

The international ramifications of this research are equally if not more significant. ILO plans to replicate this study for Thailand and other ASEAN members. The Innocenti Research Centre (IRC) in Florence has confirmed that it plans to replicate this globally. Other development partners like WFP and ADB are reportedly using the findings for advocacy and research needs. Depending on the availability of data, many additional issues that could not be analyzed in this research can be further explored to generate a global body of evidence and contribute to national advocacy efforts. It is important that UNICEF replicate this study not only as research but also as a research-advocacy process. Setting up a multi-nation and multi-development partner steering group could be one option for anchoring the research-advocacy process into national objectives.

Another key potential application is customized RoR studies, the scope and ambition to be determined by the specific national context and data architecture. Planned IRC research should try and generate interest among larger governments and multilateral financing institutions by exploring the implication of investments in social protection for global growth and recovery.

In addition to the strong moral- and rights-based arguments that underpin the concept of social protection, this research provided economic and efficiency rationale. Practitioners and governments should however be wary of attaching overriding significance to economic considerations rather than ethical motivations, as the gains of social cohesion and stability based on the foundations of social justice and fairness are social goods and ends in themselves. They do not lend to easy monetary valuation.

## Issue

Cambodia adopted a national social protection strategy in early 2011. After initial enthusiasm, donor and government interest started to wane when faced with the reality of mobilizing resources for implementation and strategy. MoEF perceived social protection as a cost unrelated to productive capacities and economic growth. Though the strategy was clearly based on articulation of the social rationale, the economic/investment case was unclear. UNICEF partnered with SPCU and other partners (AusAid, World Bank, ILO, WFP) to convey its economic value and designed the study based on an extensive/intensive literature survey and online discussion with key researchers.

## Strategy and Implementation

The following key strategies were deployed:

1. Advocacy: The study was demand based and aimed to help SPCU advocacy efforts with MoEF. Through a series of meetings and workshops and sharing of outputs at key stages, the research helped set up a process of continued engagement and dialogue with MoEF, SNEC and other key sector agencies on the relevance of investing in social protection.
2. Ownership/partnership/coordination: SPCU was at the helm and helped coordination with other key agencies, such as MoEF and the SNEC.
3. Knowledge management: Designing a ToR based on extensive literature review and peer feedback was key. UNICEF helped the research team locate essential data. Being resourceful and creative with available data (e.g. using a 2011 economic establishment survey for a proxy of the GDP-employment relationship) was another important factor for this successful research.
4. Monitoring: Consultants spent three months in Cambodia, which facilitated data collection, collaboration with various government bodies and development partners, and regular monitoring of outputs.
5. Collaboration: Cooperating with the UNICEF policy team in New York was critical to the success of the research.

## Progress and Results

In September 2012, the research was finalized and disseminated and an agreement was reached with

## UNICEF Annual Report 2012 for Cambodia, EAPRO

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the SPCU and SNEC to create a policy note summarizing key findings/recommendations to be validated through an inter-ministerial consultation before being presented to the Council of Ministers for adoption. The research findings also energized social protection development partners and resurrected monthly development partner-government coordination meetings. This resulted in the key decision that a five-year costed action plan should be drafted, using the research findings as vital input. The social protection action plan will also be used in formulation of Cambodia's next five-year National Strategic Development Plan (NSDP). Finalization/dissemination of the policy note and inter-ministerial consultation has been delayed as SPCU was occupied with the ASEAN Social Protection Initiative and a key SPCU staff member attended an important training abroad.

### **Next Steps**

1. Work with SPCU to finalize the policy note and organize inter-ministerial consultation. Maintain follow-up through submission of the note to the Council of Ministers
2. Maintain advocacy with Ministry of Planning to integrate findings and recommendations in the next NSDP (2014-2018)
3. Support/work with NY/IRC in planned replication of the study across other regions