

UNICEF's Experience in Implementation of New Approach in Support of Sub-National Administration's Governance aim at contributing to country human capital development goal of Pentagonal Strategy 1 and humanitarian response to border conflict

Ministry of Interior – Annual Congress
Phnom Penh, 5 February 2026

OUTLINE OF PRESENTATION



1. D&D reform objectives
2. UNICEF New Approach support SNAs' governance
3. Progress results achieved
4. How do we work with national partners and SNA
5. UNICEF humanitarian response to border conflict
6. Next steps

1. Objectives of Cambodia D&D Reform



- ✓ Bring service providers closer to people
- ✓ SNAs with adequate human and \$ resources and capacity to manage and deliver public services
- ✓ Shifting role of ministries from direct delivery to orient/guide and support SNAs to deliver services on their behalf to

Recent development:

- ✓ 55 functions transferred to DM accompanied by staff and \$ and to CP for health service management and orphanage center mgt. + general mandate and permissive functions
- ✓ Human and financial resources keep increasing

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2. UNICEF New Approach in Support of SNA's Governance



- Acceleration of D&D reform has been constrained by uneven, limited SNA capacity, and misaligned budgets at provincial, district, and commune levels.
- UNICEF needed to focus on strengthening provincial-level governance at the highest level while supporting system strengthening at lower levels.
- The capacitated provincial administrations can better implement policies, undertake evidence- and equity-based planning and budgeting, and strengthen districts and communes.
- In parallel, UNICEF will support integrated system-building models and community participation in selected areas to inform bottom-up decision-making and policy dialogue.

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2. UNICEF New Approach in Support of SNA's Governance (Cont.)



Specific objectives of new SNA approach are:

- **Promoting leadership, accountability, and ownership of Sub-National Administrations (SNAs)** in the realization of children's rights
- **Supporting institutional capacity building of SNAs**, with a focus on strengthening governance, systems, and capacities
- **Advocating for child-rights focused SNAs**, with adequate human and financial resources
- **Implementing strategies to address demand-side barriers** to service access and utilization, and participation of children, caregivers, and communities.

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3. Implementation Results/ Progress



- Increased child rights centric development plans and investment programmes: child rights projects 3/3 and budgets 1/3 provinces,
- SNA capacity to deliver transferred functions and resources: RBM application, compliance with guidelines for budget planning and execution (TBC), Programme and management tools (PM dashboards 2/3, apps),
- DM governors in 2/3 provinces held dialogues with youth in promoting child friendly governance
- Experience/ lessons learned from the field (RBM training and application) and SNA performance and challenges informed national policies for scalability
- NASLA commits to becoming a key agent of change on RBM knowledge and application

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4. Implementation Process – How do we work?

4.1 Engagement with SNA and National partners



Engage in development plan and investment programme formulation (January–April): Supporting the use of data and evidence to prioritize child-rights-related projects for investment programmes.



Budgeting processes (May–August, extending to November at commune/Sangkat level): Providing technical inputs, including pre-budget workshops, to strengthen child-focused and equity-oriented budgeting.



Bring national partners to SNA planning events and promote linkage of SNA and national plans and policies



Support for sectoral and cross-sectoral action plans, including Early Childhood Development (ECD).



Visits and participation in provincial and national congresses to share key results, lessons learned, and good practices emerging from implementation including REP visits and briefing meeting with MOI DPM.

4. Implementation Process – How do we work?

4.2 Introduction of Results-Based Management (RBM)

- Joint development of RBM training material for Inclusive Development (RBM for government partners).
- Delivery of training of national facilitators– they then facilitated provincial-level training and practical application.
- National facilitators adapted RBM materials to ensure relevance and usability for Cambodia's SNA context.
- Commitment to embed RBM principles in technical guidelines, training programmes and continuous learning.
- NASLA is potential partners in building a critical mass of RBM knowledge and practice
- A Lee Kuan Yew (LKY) school of public policy student group is conducting a PAE, expected to provide insights into the institutionalization of RBM.

4. Implementation Process –How do we work?

4.3 Development and use of key systems and tools

- Programme monitoring and management dashboards and M&E tools,
- A digital application for commune/Sangkat (CS) budget monitoring, supporting transparency and accountability in budget allocations;
- Budget analysis and child-focused budget briefs, to inform advocacy, planning, and decision-making and promote equitable and child-responsive resource allocation;
- Support in assessment and plan to revise SNA planning guidelines, integrating child rights, results-based management (RBM), and evidence-based approaches.

5. Humanitarian response to border conflict



Since the start of the border conflict, UNICEF Cambodia has been providing conflict-affected individuals - including those living in displacement sites as well as those who have returned or remained in affected communities - with critical health, nutrition, WASH, education, child protection, and social protection assistance, with interventions focused in Banteay Meanchey, Oddar Meanchey, and Preah Vihear provinces.



Nutrition

UNICEF continues to conduct mass screening to identify children with acute malnutrition in displacement sites. Since 7 December, 11,851 children 0-59 months, including 5,888 girls and 5,963 boys, have been screened for acute malnutrition. Additionally, caregivers who attend the screening events receive health education on improving breastfeeding, complementary feeding, and hygienic practices.

Health

UNICEF, RACHA, and local health authorities, deployed mobile health teams, providing antenatal care to pregnant women and immunization for children. Additionally, UNICEF has trained health workers, teachers, and Village Health Support Groups on psychosocial support, and conducted health education to the broader community, reaching 35,434 people.



Education

UNICEF continues to support early learning opportunities for conflict-affected children aged 3 to 5 years. Since 7 December, UNICEF has supported 4,673 children, including 2,709 girls and 1,964 boys, access formal or non-formal education, including early learning, and provided early learning materials to 711 children, including 404 girls and 307 boys.

WASH

UNICEF and partners have completed the installation of toilets in displacement sites in Oddar Meanchey and Preah Vihear, and distributed WASH supplies to displaced families. Since 7 December, UNICEF has reached 71,140 people with critical WASH supplies, including 11,155 girls, 11,610 boys, 24,672 women, and 23,703 men.



Social Protection

UNICEF-supported temporary social assistance teams have provided 4,403 individuals living in displacement sites, including 433 girls, 439 boys, 2,256 women, and 1,275 men with cash assistance. UNICEF is also working with NSAF and MoSAVY to monitor beneficiaries of the Family Package Programme at displacement sites to understand and mitigate barriers to access for enrolled beneficiaries.

Child Protection

UNICEF and its partners have been supporting the continuation of child-safe spaces, providing protection assistance and advocacy to address the specific needs of children in contact with the law, conducting community-based MHPSS through social workers and Buddhist monks, training frontline workers on critical protection topics, and providing case management services to children who are at risk or experiencing protection concerns.

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Thank you!

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