



2.5 MILLION REASONS

COUNTRY STRATEGY 2021-2026

STRATEGICALLY PARTNER TO EMPOWER

**2.5 MILLION GIRLS ESPECIALLY ADOLESCENT GIRLS AND YOUNG WOMEN
IN CAMBODIA**

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ESPECIALLY ADOLESCENT GIRLS AND YOUNG WOMEN

IN CAMBODIA 2021-2026

A young girl with dark hair, wearing a white school uniform with blue stripes on the collar and sleeves, is smiling and pointing her finger towards the camera. The entire image is covered with a semi-transparent blue overlay.

ADVANCING CHILDREN'S RIGHTS

AND EQUALITY FOR GIRLS ESPECIALLY ADOLESCENT GIRLS AND YOUNG WOMEN

IN ALL OF THEIR DIVERSITY IN CAMBODIA

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**RAISING THEIR VOICES AND SUPPORTING THEM IN GAINING
THE KNOWLEDGE, SKILLS, AND CONFIDENCE THEY NEED
IN ORDER TO REALIZE THEIR RIGHTS AND
REACH THEIR FULL POTENTIAL**



ACKNOWLEDGEMENTS

Plan International Cambodia conducted a systematic, participative process implemented over an 8-month period and incorporated data gathered since 2018.¹ Plan International Cambodia is the first Asia-Pacific Country Office to develop a new Country Strategy (CS) entirely through virtual means, due to COVID-19 related travel restrictions. As another first, importantly for fostering engagement and ownership, planning conversations were held largely in Khmer language rather than in English. The process was led by a Task Force of eight senior staff and two Program Unit (PU) representatives. A wider group of 37 staff participated in workshops, with young staff and ethnic minority staff comprising about a quarter of participants. Plan International Cambodia implemented a robust staff engagement plan that incorporated all other staff members, via a pro-active communications strategy.

The CS design process formally concluded in May 2021 with a series of virtual validation meetings involving Plan International Cambodia management and staff, Ministries (especially Women's Affairs; Education, Youth and Sport; Social Affairs Veterans and Youth Rehabilitation; Rural Development; and Health), UN agencies (especially UNFPA and various units with UNICEF), and Child/Youth Clubs.

These consultations highlighted three important facts. First, that Plan International Cambodia is well-known in key Ministries, and well-regarded as a trustworthy partner and an able implementer both at policy and practice level. **Second,** that Plan International Cambodia's shift to integrated programing is appreciated by Government and multi-laterals like UNFPA and UNICEF, as well as INGOs. **Third,** that Plan International Cambodia's focus on adolescent girls and young women is unique, directed toward a gap that must be filled because **GIRLS CAN'T WAIT!**

It is important to acknowledge the many, many different stakeholders that have been actively involved in the development of this Country Strategy (CS).



¹ Including: Operations Redesign (Aug. 2018); Influencing Strategy development (June 2019); CS mid-term review (Dec. 2019); Partner Feedback Survey (May 2020); National Policy Analysis on Gender Equity (June 2020); on-going GEISA activities.

COUNTRY STRATEGY DEVELOPMENT PROCESS CONDUCTED WITH SERIES OF PHYSICAL AND VIRTUAL MEETINGS



FOREWORD



Gwynneth Wong
Country Director
(Plan International Cambodia)

Welcome to Plan International Cambodia's Country Strategy IV which will guide its work between July 2021 and June 2026. Plan International strives for a just world that advances children's rights and equality for girls. In Cambodia, Plan International's ambitious plan is that over the next five years, the organization will strategically partner to empower girls especially adolescent girls and young women in Cambodia – in all of their diversity – to have a voice and to support them in gaining the knowledge, skills, and confidence they need in order to realize their rights and reach their full potential.

By 2026, we aim to reach 2.5 million girls especially adolescent girls and young women in Cambodia – 1 million directly and 1.5 million indirectly. Plan International Cambodia will work towards this goal by implementing four integrated programs that take a lifecycle approach: Healthy Start, Protection Plus, Lifelong Learning, and Girls Leadership.

To achieve its goals for supporting the fulfillment of children's and girl's rights and gender equality for girls especially adolescent girls and young women, Plan International Cambodia will continue to strengthen local civil society (e.g. Youth Networks); enhance capacity of local NGO Partners; collaborate with like-minded INGOs;² and continue its effective influencing efforts related to legislation – both policy, and the practice of policy. In the previous Country Strategy period, Plan International Cambodia was publically credited for its effective at influencing on a number of key pieces of legislation. Plan International Cambodia has supported the Cambodia National Council for Children (CNCC) to develop National Policy on Child Protection System (NPCPS) for 2019-2029; and the National Action Plan (NAP) to implement NPCPS. Plan International Cambodia also join force with UNICEF to support the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSAVY) to develop the Law on Child Protections. Additionally, Plan International Cambodia has been a key partner in assisting MoEYS's Early Childhood Education Department to make its training and educational materials more gender-sensitive, as well as to provide direct training to MoEYS staff about gender transformative development.

² Especially the Joining Forces collaboration between ChildFund Alliance, Plan International, Save the Children International, SOS Children's Villages International, Terre des Hommes International Federation, and World Vision International which has the two work-streams of Child Rights Now! and Ending Violence Against Children.

Under this new Country Strategy (CS), Plan International Cambodia is well positioned to continue its strong influencing, through membership on the National Commission on Child Protection, National Steering Committee on the implementation plan on Prevention/Response to Violence against Children and various technical working group. A new MoU with Ministry of Women's Affairs (MoWA) will also provide opportunity for Plan International Cambodia to support gender-responsive legislation and implementation.

EXCITING CHANGES IN THIS NEW COUNTRY STRATEGY INCLUDE THE FOLLOWING:

- 1. A focus on some of the most marginalized peoples and locations in Cambodia.** Despite hosting a large number of local and international NGOs, Cambodia still has some persistently under-served populations, namely girls, indigenous ethnic minorities, differently abled persons, and people who identify as Lesbian, Gay, Bisexual, Transgender, Intersex (LGBTQI). These groups are now the focus of Plan International Cambodia's work under the new CS.
- 2. Integrated programing across a life-cycle framework.** Rather than implementing vertical, sector-specific projects, Plan International Cambodia has developed four core integrated programs which each combine various technical sectors to promote a more comprehensive and holistic set of aims and services.
- 3. Feminist Leadership principles.** Under this new CS, Plan International Cambodia will put a more concerted effort to bring its own organization into alignment with organizational principles and values. Plan International Cambodia is committed to building a feminist leadership culture that energizes people to contribute to and take accountability for the work that will deliver our strategic choices. We are investing much effort to develop a positive culture that shares power, dismantles bias, pushes for inclusion, and encourages self care and caring for others.
- 4. Shift in geographic focus.** Because of Plan International Cambodia's emphasis on reaching under-served groups, Plan International Cambodia will focus its efforts on the north-eastern provinces of Ratanakiri and Stung Treng; as well as potentially work in Oddar Meanchey province. Work in Siem Reap will continue but be gradually phased out as there are multiple other service providers in the province and Plan International Cambodia has also been there for almost 20 years.

As we launch our new strategy, Cambodia – and the world – is still reeling from the impacts of the COVID-19 pandemic. This will continue to define life and opportunities for Cambodia's poorest and most marginalized people for the coming 2-3 years.³ Thousands of subsistence wage earners have lost their main source of income, with average earnings nearly halved (to \$35/week).

As a result, households are forced to use damaging coping mechanisms just to survive: 38% reduced spending on food, 37% accumulated more debt, and 36% have spent their savings. Clearly, COVID-19 is having a negative impact on food security and nutrition. Education and learning are also adversely affected, especially for marginalized and poor people. A third of children said they are not learning during school closures (due to lack of support from parents, lack of personal discipline and ability to engage in on-line learning, limited internet access, no devices to access on-line learning, and children going to work to support family needs). The repercussions of this pandemic will be felt for the duration of Plan International Cambodia's new Country Strategy; Plan International Cambodia is cognizant of the complex issues and responding pro-actively.



³ Source: World Vision International Cambodia's Survey on the impact of COVID-19 on vulnerable households in Cambodia 2021 (released in May, 2021).

ACRONYMS

AGYW	Adolescent Girls & Young Women	DPP	Disaster Preparedness Planning
AOGD	Area of Global Distinctiveness	DRM	Disaster Risk Management
APAC	Asia-Pacific Countries	DWCCC	District Women and Children Consultative Committee
ASEAN	Association of South-East Asian Nations	ECCD	Early Childhood Care & Development
ASRHR	Adolescent Sexual & Reproductive Health and Rights	ECDSA	Early Childhood Development Situation Analysis
CAN	Child Advocate Network	ECD	Early Childhood Development
CAY	Children, Adolescents, Youth	ECE	Early Childhood Education
CBCPM	Community Based Child Protection Mechanism	ERC	Employee Representative Committee
CBG	Community Based Group	ERP	Enterprise Resource Planning
CC	Commune Council	ERT	Emergency Response Team
CCWC	Commune Committee for Women & Children	FAD	Funding Approval Document
CDO	Community Development Officer	FF	Field Facilitator
CDP	Commune Development Plan	FY	Fiscal Year
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women	GBV	Gender-based Violence
CEFM	Child Early Forced Marriage	GDP	Gross Domestic Product
CFP	Commune Focal Point	GEISA	Gender Equality and Inclusion Self-Assessment
CIP	Commune Investment Plan	GGE	Girls Get Equal
CLT	Country Leadership Team	GT	Gender Transformative
CLTS	Community Led Total Sanitation	HDI	Human Development Index
CMT	Country Management Team	HFA	Height for Age
CNCC	Cambodia National Council for Children	HRM	Human Resources Management
CPS	Community Pre-school	IECD	Integrated Early Childhood Development
CS	Country Strategy	INGO	International Non-governmental Organisation
CSE	Comprehensive Sexuality Education	IQE	Inclusive & Quality Education
CSO	Civil Society Organization	IYCF	Infant & Young Child Feeding
CSW	Community Social Workers	KPI	Key Performance Indicator
CVA	Cash and Voucher Assistance	LEAO	Lead AOGD Outcome Indicator
DoE	District Office of Education	LGBTI	Lesbian, Gay, Bisexual, Transgender, Intersex
DHS	Demographic & Health Survey		

ACRONYMS



LMIC	Lower Middle-Income Country	PU	Program Unit
LSS	Lower Secondary School	PWCCC	Provincial Women and Children Consultative Committee
M&E	Monitoring & Evaluation	PWD	Persons with Disability
MAM	Moderate-Acute Malnutrition	R/PTC	Regional/Provincial Training Center
MHCHN	Maternal Health, Child Health & Nutrition	RGC	Royal Government of Cambodia
MHM	Menstrual Hygiene Management	RUPP	Royal University of Phnom Penh
MHPSS	Mental Health & Psycho-social Support	SAM	Severe-acute Malnutrition
MLE	Multi-lingual Education	SAP	Systems Applications and Products in Data Processing
MoEYS	Ministry of Education, Youth, and Sport	SDG	Sustainable Development Goals
Mol	Ministry of Interior	SGBV	Gender-based Violence
MoLVT	Ministry of Labour & Vocational Training	SFP	School Feeding Program
MoU	Memorandum of Understanding	SOGIESC	Sexual Orientation, Gender Identity, Gender Expression & Sex Characteristics
MoWA	Ministry of Women's Affairs	SOYEE	Skills & Opportunities for Youth Employment and Entrepreneurship
MPI	Multi-dimensional Poverty Index	SoP	Standard Operating Procedure
MRD	Ministry of Rural Development	SRHR	Sexual and Reproductive Health and Rights
MTR	Mid-term Review	SSC	School Support Committee
NAP	National Action Plan	ToR	Terms of Reference
NCCP	National Commission for Child Protection	TVET	Technical & Vocational Educational Training
NEET	Not in Education, Employment, or Training	TWG	Technical Working Group
NEP	NGO Education Partnership	UPR	Universal Periodic Review
NGO	Non-Governmental Organization	USS	Upper Secondary School
NO	National Office	VAC	Violence Against Children
NPCPS	National Policy on Child Protection System	WASH	Water, Sanitation, and Hygiene
NSP	National Strategic Plan	WDC	Women Development Center
OCSEA	Online Child Sexual Exploitation and Abuse	WG	Working Group
ODF	Open Defecation Free	WSUG	Water and Sanitation User Group
OSEC	Online Sexual Exploitation of Children	WHO	World Health Organization
PIA	Program and Influencing Approach	YODA	Your Organization Data Analytics
PIC	Plan International Cambodia	YWLN	Young Women's Leadership Network
PMERL	Program Monitoring, Evaluation, Research & Learning		

OUR PURPOSE

The ambition of Plan International Cambodia's Country Strategy IV (2021-2026) is that over the next five years, Plan International Cambodia will strategically partner to empower girls especially adolescent girls and young women in Cambodia – in all of their diversity – to have a voice and to support them in gaining the knowledge, skills, and confidence they need in order to realize their rights and reach their full potential.

By 2026, we aim to reach 2.5 million girls especially adolescent girls and young women in Cambodia – 1 million directly and 1.5 million indirectly.



To achieve this purpose, Plan International Cambodia engages actively with people and local Partner Organizations, as well as Royal Government Of Cambodia (RGC) Ministries, to:

- Empower children, young people and communities to make vital changes that tackle the root causes of discrimination against girls, and the causes of exclusion and vulnerability more generally.
- Drive change in practice and policy at local, national and global levels through our reach, experience and knowledge of the realities that children face.
- Work with children and communities to prepare for, respond to, and overcome crisis and adversity.
- Support the safe and successful progression of children from birth to adulthood, not forgetting to work with adolescents as they are the next generation of parents.

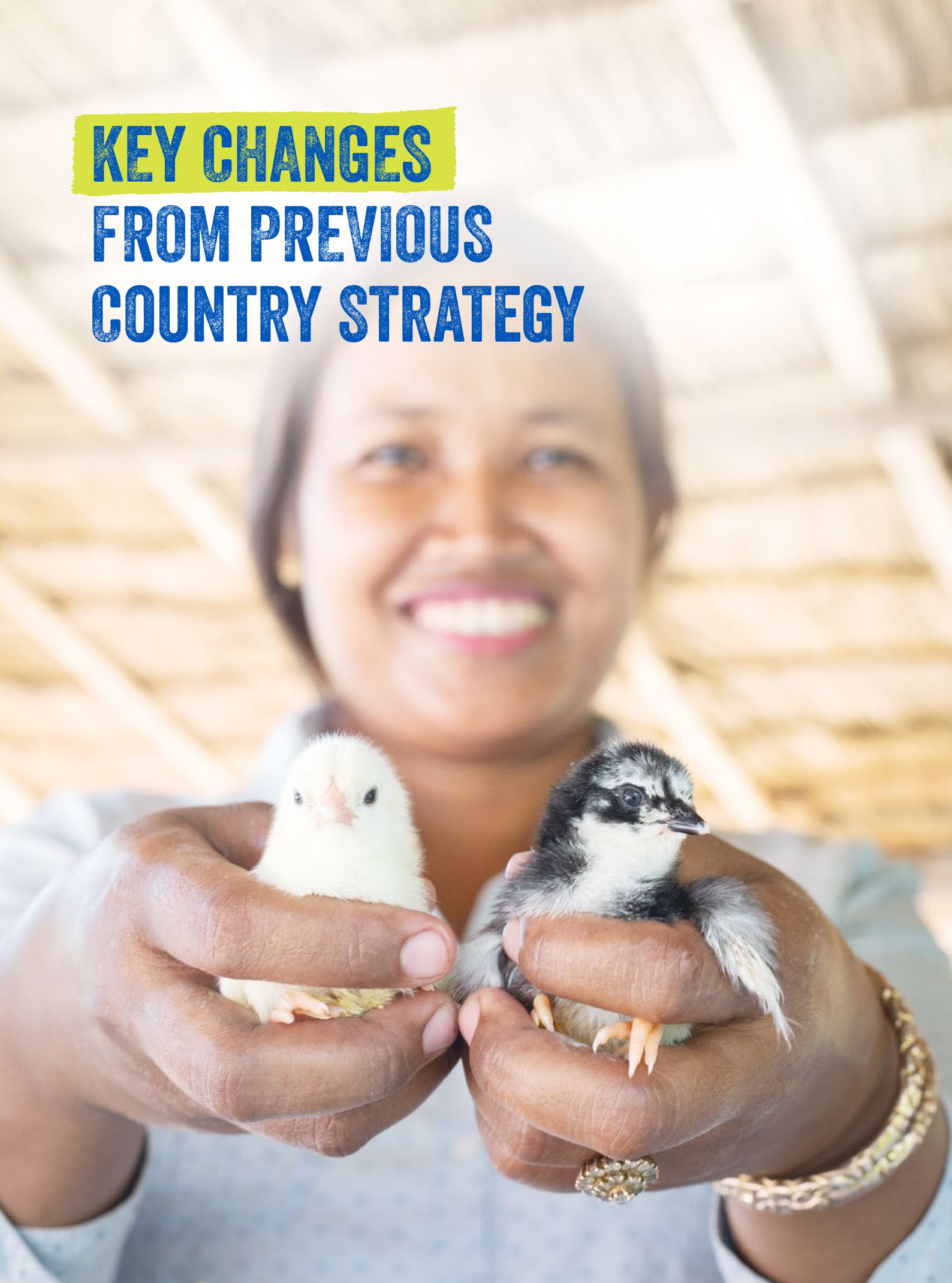


OUR EXPERTISE

Plan International Cambodia is well-known in key Ministries, and well-regarded as a trustworthy partner and an able implementer both at policy and practice level. The same holds true with local NGO partners and with International NGO partners. In particular, Plan International Cambodia is known for its work in the fields of child rights, child protection, community-based nutrition, early childhood education, and WASH. Plan International Cambodia is also increasingly recognized as an organization with a unique and successful gender-oriented focus on girls especially adolescent girls and young women.



KEY CHANGES FROM PREVIOUS COUNTRY STRATEGY



THIS COUNTRY STRATEGY DIFFERS FROM THE PREVIOUS COUNTRY STRATEGY IN FOUR MAJOR WAYS:

1

First, the focus is on girls especially adolescent girls and young women; though boys and men are also targeted as agents of the change required for females in Cambodia. We will focus on adolescent girls who experience intersectional discrimination and multi-dimensional poverty including indigenous ethnic minorities, geographically disadvantaged groups, differently abled persons, and LGBTQI.

2

Second, this Country Strategy shifts from the previous implementation structure of vertical, sector-specific projects to an integrated programming model that spans the life-cycle.

3

Third, this Country Strategy pays more attention to internal processes within Plan International Cambodia itself – including the unrelenting application of Feminist Leadership Principles. We are investing significant effort to develop a positive culture that shares power, dismantles bias, pushes for inclusion and encourages self-care and caring for others. A key activity in the design plan is to continue this work by helping our senior managers to live the new culture and then driving it into every aspect of every day, by embedding it into our organizational design & people practices.

4

Fourth, there is some shift in geographic locations, including attention to interventions in urban areas.

STRATEGY AT A GLANCE

Plan International Cambodia's four Core Program (CP) choices reflect a lifespan approach that addresses the needs of girls especially adolescent girls and young women in Cambodia, choices arising from a solid environmental analysis combined with assessment of internal capacity, capabilities, resourcing opportunities, and attention to Plan International's global priorities and vision.



PLAN INTERNATIONAL CAMBODIA'S PROGRAMMATIC FOCUS 2021-2026

Plan International Cambodia's four Core Program (CP) choices reflect a lifespan approach that addresses the needs of girls especially adolescent girls and young women in Cambodia, choices arising from a solid environmental analysis combined with assessment of internal capacity, capabilities, resourcing opportunities, and attention to Plan International's global priorities and vision.

Plan International Cambodia's choices were made on the basis of need (working in under-served areas and populations), its expertise (child rights, child protection, community-based nutrition, early childhood education, and WASH), and its global vision (gender equality). The Core Programs will be integrated (an approach identified by staff and external stakeholders as being a more difficult but more effective way to program), drawing on Plan International Cambodia's particular technical expertise in areas of ECE, WASH, Child Protection; and its growing expertise relating to girls' empowerment and gender transformative programing. Additionally, each Core Program includes one Outcome for Influencing. Importantly, because the repercussions of the COVID-19 pandemic will be felt for the duration of Plan International Cambodia's new Country Strategy, Plan International Cambodia will address the related issues accordingly under the core programs (e.g. it is anticipated that many children will not return to schools once they re-open, so Plan International Cambodia will address more on providing the alternative livelihood to support the poor families, support children and youth group/networks to conduct the back to school campaign and also work closely with Ministry of Education, Youth and Sport to reform the curriculum and teaching methodology...).





HEALTHY START

THE HEALTHY START CORE PROGRAM TARGETS YOUNG PARENTS AGED 15-24 YEARS AND THEIR CHILDREN AGED UNDER 6 YEARS, WITH INTEGRATED PROGRAMING ACROSS THE SECTORS OF NUTRITION, EARLY CHILDHOOD CARE & DEVELOPMENT (ECCD), AND WATER, SANITATION, AND HYGIENE (WASH) TO ENSURE THAT GIRLS GET A GOOD START IN LIFE.

The goal of this Core Program is: Girls and boys are healthy, well nourished, and get optimal early learning and development through gender responsive, social and behavior change, accessibility and quality services, and end open defecation. The ECCD component focuses on supporting parents/caregivers, particularly providing young mothers with training on gender responsive nurturing care practices and early learning as well as promoting men's positive engagement in Early Childhood Development (ECD). Healthy Start also supports community-managed, play-based, gender-responsive early learning opportunities (e.g. preschools) for children aged 3 years and over, and transition to primary school. The Maternal, Newborn & Child Health (MNCH) & Nutrition component works with women to strengthen their knowledge, skills, confidence to adopt key maternal healthcare practices and to use and demand Maternal, Newborn, Child Health & Nutrition (MNCHN) services; with partners, families and communities to promote increased support for maternal health; and with health-service authorities/providers and community health workers to deliver quality MNCHN counselling and services that are gender-responsive, and therefore also enable men's participation. The WASH element supports effective social and behavior change interventions to increase community-wide use of at least basic sanitation and hygiene facilities and the equal sharing between men and women of WASH chores, decision-making, and management.





PROTECTION PLUS

THE PROTECTION PLUS CORE PROGRAM TARGETS GIRLS, BOYS AND YOUTHS AGED UNDER 24 YEARS.

The goal of this Core Program is: To support to live free from violence, abuse, exploitation and neglect; and providing/facilitating high-quality gender- and age- and otherness-responsive support from Plan International Cambodia and the Royal Government of Cambodia as well as community and family. Protection Plus addresses the wide area of protection against violence at all levels - strengthening the capacities and behaviors of children and young people, families, communities and civil society, and improving integrated frameworks and services at the level of local and national government, particularly improve accessibility and age-appropriateness of child protection services for children, adolescent girls, boys and youth, LGBTIQ, and children left behind who experience (and/or are exposed to) violence. While there is a clear focus on preventing and addressing harmful practices (e.g. Child Early Forced Marriage (CEFM), Gender-based Violence (SGBV), and the increased risk of online violence and exploitation), a broadly scoped program allows Plan International Cambodia to more comprehensively tackle norms about the acceptability of all forms of violence. Plan International Cambodia will strengthen the understanding and capacities of families, while at the same time mobilizing and supporting girls especially adolescent girls and young women to influence for change towards more equal and non-violent behavior in their families and communities. Influencing work will involve advocating to decision-makers at all levels for the implementation of strong, gender-responsive legal and policy frameworks which protect children and young people, particularly girls, adolescent girls and young women, from all types of violence.





LIFELONG LEARNING

THE LIFELONG LEARNING CORE PROGRAM TARGETS GIRLS, BOYS AND YOUTHS AGED 6-24 YEARS.

The goal of this Core Program is: To support development of soft skills and hard skills that are necessary for employment including Inclusive & Quality Education literacy (IQE), Technical & Vocational Educational Training (TVET), Life skills (i.e., entrepreneurship) for gainful wage & self-employment, and Sexual and Reproductive Health and Rights (SRHR). The aim of this core model is girls especially adolescent girls and young women have full access to adequate quality education and skill development that will enable and support life-long learning and decent employment. Activities will focus on improving teaching and learning through building capacities and commitment of teachers and other education actors for gender-responsive teaching and inclusive learner-centered methodologies, social and emotional learning / psychosocial support. The program also supports accessible, protective, and safe schools (Disaster Risk Reduction - DRR); gender-responsive and inclusive facilities including WASH and Menstrual Hygiene Management (MHM); and integrating Comprehensive Sexuality Education in the curriculum and supporting teacher capacity to deliver it. Based on the situation analysis, there are still high dropout rates and high rates of Out of School Children & Youth (OSCY) in target locations. To bring girls, boys, and youth back to school, the program will strengthen school entry/re-entry mechanisms including accelerated learning; support development and quality of alternative education opportunities; and promote and support community-led education initiatives. This core program will also strengthen school governance to foster effective and inclusive school management (e.g. engagement of parents and leaders); influence for gender-responsive and inclusive national and local policy; facilitate effective alliances, coalitions and partnerships; and promote and support participatory accountability in schools.



Plan International Cambodia's SOYEE (Skills & Opportunities for Youth Employment and Entrepreneurship) program will support adolescent girls and young women who are not in school. This program focuses on adolescent girls and young women to build their life skills, including SRHR and capacities for employment and/or entrepreneurship.

The young women themselves are key actors; in addition, Plan International Cambodia will work closely with the private sector to respond to market demands. The aim is to link young women to market information and job opportunities, and promote a more gender-responsive environment for young women to be able to choose their careers according to their aspirations. Plan International Cambodia still support government to have joint development of digital enterprise-development and other technical skill training courses for more efficient and scalable skill training deliveries.





GIRLS LEADERSHIP

THE GIRLS LEADERSHIP CORE PROGRAM TARGETS ADOLESCENT GIRLS AND YOUNG WOMEN AGED 12-24 YEARS.

The goal of this Core Program is: To equip adolescent girls and young women and adolescent boys & young men through training about Empowerment & Leadership; Active Citizenship; and Civic Participation for individuals and groups, to build and use their agency, connections, and resources to transform unequal power relations. Supporting young people is crucial to ensure that their efforts strengthen a sense of community, a sense of purpose, and a sense of ability to shape their own life and social reality. The program also works with the media to promote the voice and the interests of girls especially adolescent girls and young women; and with their family and communities to support and defend youths and their practical efforts at social change and equality-building.





CLIMATE CHANGE

IN ADDITION TO THE FOUR CORE INTEGRATED PROGRAMS, CLIMATE CHANGE, RESILIENCE, AND ENVIRONMENTAL SUSTAINABILITY WILL BE A CROSS-CUTTING THEME ACROSS ALL OF PLAN INTERNATIONAL CAMBODIA'S PROGRAMS, PARTICULARLY IN LIFELONG LEARNING AND GIRLS LEADERSHIP.

Acute disaster response will use programmatic expertise and working relationships of existing programs especially WASH and Protection. It will build on previous Disaster Risk Management (DRM) experience in Cambodia as well as expertise available through Plan International's Asia Pacific DRM Network. Also, Plan International Cambodia has in place an Emergency Response Team (ERT) and a Disaster Preparedness Plan (DPP) that is reviewed once a year.



WHY ARE WE HERE?

We have determined that in delivering our vision and goals, our focus group is **girls especially adolescent girls and young women**. We will focus on groups who experience intersectional discrimination and multi-dimensional poverty particularly those who are being **left behind** and face **discrimination**: indigenous populations, geographically marginalized areas, ID poor in rural areas and urban poor, differently abled, and LGBTQI.

In addition, Plan International Cambodia will build the technical and implementation capacity of its **selected partner organizations** (L-NGO); as well as **civil society organizations** (CSO), namely Youth Clubs and Networks. Plan International Cambodia will also actively collaborate with like-minded International NGOs as it seeks to influence Royal Government of Cambodia policy and policy implementation to provide even greater benefit to marginalized and under-served populations and areas.

And, through its pro-active and supportive engagement with multiple **Ministries and related agencies** (especially CNCC, MoSAVY, MoEYS, MoRD, and MoWA), Plan International Cambodia will build the awareness and capacity.



SITUATION ANALYSIS

The Kingdom of Cambodia has one of the youngest populations in Southeast Asia with half of its population of 16.5 million below 25 years of age and a third under the age of 15 years (2019 figure). Cambodia's population is predominantly ethnic Khmer (97.6%). There are 24 different Indigenous Ethnic Minority people groups comprising ~2% of Cambodia's population; minority populations are concentrated in four provinces including Ratanakiri and Stung Treng where Plan International Cambodia works.



From 1995 to 2017 poverty fell from 47.8% to 13.5% ⁴ and Cambodia achieved lower middle-income country (L-MIC) status in 2016. Transition from an agriculture-based economy to manufacturing and services has included rapid urbanization and high levels of internal and external migration. Despite declines in overall poverty, even before the COVID-19 pandemic, 4.5 million Cambodians remained at risk of sliding back into poverty with even slight socio-economic or natural shocks. The inequitable share of the benefits of progress has left entire groups of children marginalized based on gender, geography, ability, and ethnicity/language. And now, due to COVID-19, Cambodia's economy has contracted significantly, increasing the number of people in poverty.

POLICY FRAMEWORK

Plan International Cambodia's new strategy is both aligned with, and constructively influences, national priorities.⁵ Plan International Cambodia supports the aims of the MoEYS National Action Plan for School Health which includes attention to MHM and SRH. Plan International Cambodia was instrumental in developing the National Policy for Child Protection (NPCP) and is currently working with CNCC to establish and equip coordinating mechanisms. Plan International Cambodia supported the CNCC's National Action Plan for Online Sexual Exploitation of Children (OSEC), approved in 2020. Plan International Cambodia actively worked with CNCC to develop the Child Protection Law (now with Council of Ministers for adoption by late 2021); and the national grassroots system of Community Based Child Protection Mechanism (CBCPM).

This is critical, as, despite government commitments to gender equality, women are vastly underrepresented at all levels of government and elected positions. **In 2019, 11 of the 62 seats in the Senate (17.7%) and 25 of the 125 seats in National Assembly (20%) were held by women.**⁶ The proportion of women on Commune Councils has fluctuated since 2007; in 2017 was just 16.8%.⁷ And these indicators of the low representation of women in formal positions of authority are mirrored through all the gender disparity of all elements of the lives of women in Cambodia: familial, social, educational, economic, legislated rights.



In 2019, 11 of the 62 seats in the Senate (17.7%) and 25 of the 125 seats in National Assembly (20%) were held by women.

⁴ 35% of Cambodia's people still live below the international poverty line measured at US\$1.90 per person per day (UNDP, 2018).

⁵ Approval of the NAP was delayed by C-19; it is now expected to be approved in 2021.

⁶ Source document is: Women and political leadership in Cambodia – literature review available at <https://iwda.org.au/assets/files/Women-and-Political-Leadership-in-Cambodia-Literature-Review.pdf>. Note that in 2019 Cambodia was ranked 107th out of 193 countries in terms of representation of women in national politics, down from 96th in 2018.

⁷ Ibid.

CHILD'S AND GIRL'S RIGHTS SITUATION

Children are among the most vulnerable groups in Cambodia. Child mortality and morbidity remain high compared to other countries in the region, with significant geographical disparities. The national rate of stunting among children aged under 5 years has persisted at ~32% for several years, and reveals an equity gap: stunting is more common in rural (34%) than urban (24%) areas.

Approximately 16% of children aged 0-17 years were living below the national poverty line in 2015. About 72% of Cambodia's children aged 0-17 years suffer from multiple deprivations across the spectrum of nutrition, health, early childhood development (ECD), formal education, water, sanitation, housing, and information.⁸

More than half of all Cambodian children have experienced some form of physical violence before age 18, usually at home. Teachers are the most frequent perpetrators of physical violence outside of home though corporal punishment is illegal. **Children with diverse sexual orientation, gender identify, gender expression and sex characteristics (SOGIESC)** face multiple challenges to exercise their rights within family, community and school – there is no legal protection for discrimination and violence against LGBTIQ persons. Even prior to COVID-19, 17% of children aged 5-17 engaged in **child labor**; these figures are likely to have risen dramatically due to COVID-19. Weak child protection and welfare services, and weak legislation about sexual exploitation of children, in addition to poverty and socio-cultural norms, **render children vulnerable to sexual exploitation which increasingly includes online sexual exploitation of children (OSEC).**



72%

of Cambodia's children aged 0-17 years suffer from multiple deprivations across the spectrum of nutrition, health, early childhood development (ECD), formal education, water, sanitation, housing, and information.

Early childhood education (ECE) enrollment is just 40% of children aged 3-5 years due to limited availability of ECE facilities and a shortage of qualified teachers. There is near universal enrollment in primary school with gender parity, but high dropout rates at grade 6. Overall, more boys are likely to repeat grades.

⁸ UNICEF. (2018). Child Poverty in Cambodia. Ministry of Planning, SPRI, UNICEF: Phnom Penh, Cambodia.



The quality of education at all levels is low; many children do not reach age-appropriate learning standards including basic literacy and numeracy.

The quality of education at all levels is low; many children do not reach age-appropriate learning standards including basic literacy and numeracy. Gross enrollment rates at lower secondary level (LSS) are a dismal 56.5% for boys and 45.3% for girls, with a 20% drop-out rate. Completion rates at upper secondary schools (USS) remain low for girls (24.4%) and have declined for boys (20.1%). Only 2% of total secondary school enrollment is in Technical & Vocational Training (TVET);⁹ challenges for students in that sector relate to access, quality, institutional capacity, and social image.

As girls become adolescents their freedom of movement and access to opportunities are constrained due to concerns about personal security, social expectations, and traditional norms. These norms hinder girls' ability to achieve their full potential. Both male and female youth as well as adults still hold gender inequitable attitude. For instance, spousal violence is widely accepted by both women and men as part of gendered power relations.

One in five women have experienced physical or sexual violence from an intimate partner; women in rural areas experience physical violence at higher rates than urban women. Inequity characterises all of life for women in Cambodia. For example, women's participation in the paid labor force was 81.2 percent compared to 88.7 percent for men. Gender disparities for paid and unpaid work contribute to gender inequality and women and girl's poverty.

Sexual and reproductive health is a concern for all adolescent girls and young women nationally; 95.4% of sexually active aged 15-19 years reported that they did not practice any form of contraception. Teen pregnancy (aged 15-19 years) increased to 12% in 2014. In Ratanakiri province, 16% of girls who had given birth were aged 12-17 years, suggesting that prevention strategies should focus on boys and girls from an early age.

⁹ Compared to 18% in East Asia and Pacific.

YOUTH DEVELOPMENT



ONLY
31%

of youth have jobs
matching their
qualifications.
More young women
than men are
under-qualified.

One in five young persons is deprived in two or more well-being dimensions, including health, employment, education and civic participation. Although the proportion of youth who are NEET (not in employment, education, or training) youth fell from 8.8% in 2004 to 6.4% in 2014, many youth are still economically inactive because of limited social capital, health problems, or poor qualifications. Youth in agricultural households and/or in the poorest quintiles make up the largest share, while females were around 83% of NEET youth in 2014. Labor force participation for young women and men aged 15-19 and 20-24 is equal, at about 11% and 17% respectively. Only 31% of youth have jobs matching their qualifications. More young women than men are under-qualified.

EMERGING TRENDS

The **dynamic socio-economic context** in Cambodia includes factors such as migration, climate change, tourism, and technology which provide tremendous opportunities for improving quality of life, but also contribute to vulnerability and exploitation of children. The increase of instances of Online Child Sexual Exploitation (OCSE) are particularly worrying, because although there is policy momentum to counter OCSE, there is no compliance structure yet in place.

COVID-19 can also be defined as an “emerging trend” as it will continue to define life and opportunities for Cambodia’s poorest and most marginalized people for the foreseeable future.¹⁰

COVID-19 has exacerbated the poor **quality of education** in Cambodia, already stubbornly limited for decades. Many children do not reach age-appropriate learning standards including basic literacy and numeracy despite investing years in primary school (PS) or lower secondary school (LSS). Gross enrollment rates at lower secondary level (LSS) are a dismal 56.5% for boys and 45.3% for girls, with a 20% drop-out rate. Completion rates at upper secondary schools (USS) remain low for girls (24.4%) and have declined for boys (20.1%).

¹⁰ Source: World Vision International Cambodia’s Survey on the impact of COVID-19 on vulnerable households in Cambodia 2021 (released in May, 2021).

COVID-19 has increased the **amount of household debt** which especially poor families find themselves struggling to repay. A recent report found that 1.25 million households were indebted in 2019-2020, up 2.5% from 1.22 million in 2017 (out of 3.6 million total households in the country). The average amount of the debt, meanwhile, rose 85% from 9.6 million to 17.7 million riel, or about \$2,400 to \$4,400 per household, according to the survey.¹¹

COVID-19 has, temporarily, both reversed the **flows of migration** (many migrant were forced to return to Cambodia especially from Thailand, but from other countries like South Korea and Malaysia, too) as well as halted the large flows of migration out of Cambodia to Thailand and elsewhere. However, it is likely that as soon as borders re-open migration will occur at unprecedented levels as families try to recoup their losses incurred due to COVID-19.



¹¹ See article: Land Loss, Debt Rise Recorded in Latest Socio-Economic Survey available on <https://vodenglish.news/land-loss-debt-rise-recorded-in-latest-socio-economic-survey/>

LESSONS LEARNED FROM PREVIOUS STRATEGY



ENGAGE IN STRATEGIC PARTNERSHIPS

Work with fewer partners, but work more strategically to develop partner capacity. As Plan International Cambodia intensifies its influencing agenda, there is also a need to consider strategic partners beyond implementation. This includes exploring partnerships with research institutes, universities, and/or the private sector.

PRIORITIZE GENDER TRANSFORMATIVE PROGRAMING

More effort is required, both within the organization (e.g. with staff, and also in program design) as well as in external-facing engagement to sensitize and equip people to think and act in truly gender transformative ways. Traditional capacity building of staff on gender and inclusion is not enough. For this reason, each core program has a long-term goal of Gender Transformative (GT) and specifies the steps to reach there; a monitoring framework is in place to measure the extent and timing of this achievement.

STRENGTHEN ENGAGEMENT WITH KEY ACTORS

It will enhance Plan International Cambodia's program quality to work more strategically with key actors such as:

1. The entire set of vertical levels of formal authority, from village upward to Commune, District, Province, and Ministry. This must include providing basic information to rights-holders and duty-bearers; as well as helping to set up and capacitate village-level systems.
2. Plan International Cambodia should more conscientiously engage males with an SBC (social-behavior change) strategy, in its efforts to implement gender transformative programing.
3. Social services remain ineffectual due to limited availability and competencies of existing service providers. Plan International Cambodia can play a very strategic role to enhance the capacity of front-line social service workers, as well as the policy framework in which they sit.
4. A more systematic and thoughtful engagement with national media and social media would facilitate Plan's programing and branding, and lead to better results for target communities.

AMPLIFY VOICES OF YOUTH

It is important for Plan International Cambodia's target groups, especially adolescents and young women, to have opportunity to speak for themselves about their lives and priorities rather than Plan International Cambodia speaking on their behalf. One way to do this is for Plan International Cambodia to more actively engage with existing youth networks whether or not they are official registered organizations.

CAPITALIZE MORE CREATIVELY ON DIGITAL MEDIA

Plan International Cambodia will continue proactively employ digital platforms for both internal purposes (meetings, consultations, HR and finance processes) and to improve external engagement – e.g. using online platforms for Child Club meetings.



STRATEGIC RESPONSE OF PLAN INTERNATIONAL CAMBODIA



7 STRATEGIC QUESTIONS

PLAN INTERNATIONAL CAMBODIA'S STRATEGIC CHOICE

1 Why are we here? (ambition)

Voices of Girls: Plan International Cambodia will partner to empower girls especially adolescent girls and young women of Cambodia – in all of their diversity – to have a voice and to support them in gaining the knowledge, skills, and confidence they need in order to realize their rights and reach their full potential.

2 Who do we exist for?

- **Girls especially adolescent girls and young women**, particularly those who are being left behind and face discrimination, such as **indigenous minorities, geographically marginalized, ID poor in rural areas & urban poor, differently abled, and lesbian, gay, bisexual, transgender, intersex (LGBTIQ)**.
- Plan International Cambodia will keep working with boys and men as essential agents of change.

3 What will we do jointly with them?

- Plan International Cambodia will work with the **whole adolescent girl (aged 12-17) and young woman (aged 18-24)** to develop her competency & resilience for adulthood.
- The adolescent girl and young woman as:
 1. an individual,
 2. economically empowered,
 3. a decision-maker,
 4. an influencer.

4 Where will we work?

- Stung Treng and Ratanakiri as priorities
- Siem Reap (phasing out sponsorship in some districts)
- Oddar Meanchey (potential satellite office to Siem Reap)
- Urban areas (Phnom Penh; Siem Reap)
- Other locations with grants / due to need for emergency response.

5 With whom will we work?

- Plan International Cambodia will collaborate with and influence **national and sub-national government actors** and **international development partners**.
- Plan International Cambodia will strengthen capacity and co-implement with **local NGOs** who can help us to achieve our vision and ambition.
- Plan International Cambodia will engage with potential **shared value partners** – e.g., universities, and private sector – particularly to accelerate digital innovations.
- Plan International Cambodia will work alongside and empower **Cambodian girls, boys; youth influencers** and formal and informal **youth organizations**.

6 How will Plan International Cambodia be structured?

- **As a registered International NGO with Ministry of Foreign Affairs and International Cooperation.**
- Plan International Cambodia will continue to work with **local government authorities, local organizations, communities and youth**. To enhance legitimacy, relevance, and credibility, Plan International Cambodia will build technical capacities to provide inclusive quality services to our impact groups; influence Royal Government of Cambodia planning, funding allocation, implementation; scale-up evidence-based models.
- **Feminist Leadership Culture** will be developed within Plan International Cambodia.

7 How will we fund our work?

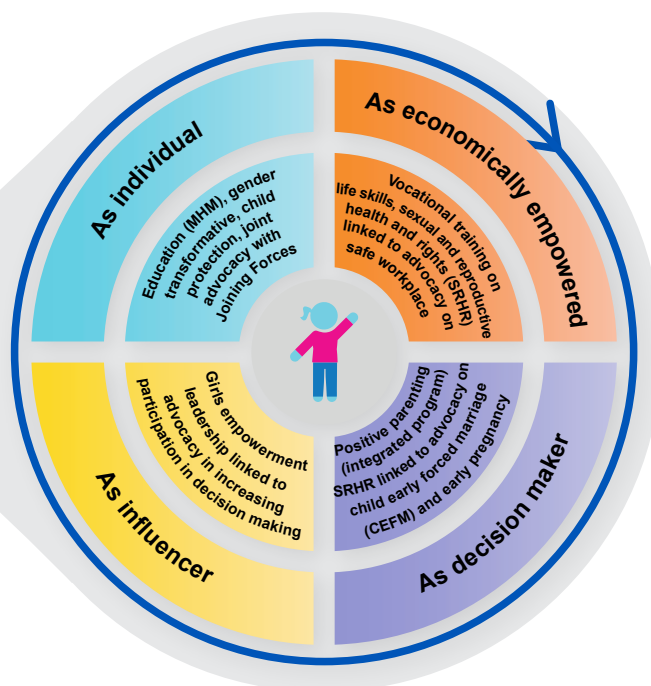
- Plan International Cambodia will **diversify** our grants portfolio & leverage sponsorship income.
- Plan International Cambodia will **proactively pursue** quality, long-term funding from within Plan International and from external donors in close partnership with National Offices of Plan International (resources mobilizing countries).
- Plan International Cambodia will **strategically engage** with key development partners, private sector, and peer NGOs in Cambodia to successfully mobilize resources.
- Plan International Cambodia will **maximize cost recovery** through grant funding to ensure sustainability of the operations.

WHAT PLAN INTERNATIONAL CAMBODIA WILL DO

Plan International Cambodia will work through a holistic approach with the adolescent girl (aged 12-17) and young woman (aged 18-24) to develop her competency and resilience for adulthood. This is a practical expression of Plan International's Global Strategy which aims to help girls **Learn, Lead, Decide, and Thrive**. Our programing and influencing will be closely linked, with evidence-based programs informing our influencing at the national and sub-national levels.

VOICE OF GIRLS

We will partner to empower girls especially adolescent girls and young women of Cambodia - in all of their diversity - to have a voice and to support them in gaining the knowledge, skills and confidence they need in order to realize their rights and reach their full potential.



PLAN INTERNATIONAL CAMBODIA'S PROGRAMING WITH ADOLESCENT GIRL & YOUNG WOMAN (AGYW) CAN BE DETAILED AS FOLLOWS:

- **AGYW...as an individual:** We will focus on education and skill development for gainful wage-employment and self-employment so she grows up with the necessary skills for meaningful work and life. **Programs & Influencing:** Education (MHM), Gender Transformative and Child Protection linked to advocacy encouraging girls to return to and stay in school (especially after COVID-19); resilience and joint advocacy with Joining Forces on implementing the new Child Protection Policy and law.
- **AGYW...as economically empowered:** We will work with all stakeholders to provide her with the knowledge, skills, and confidence she needs (including digital capabilities and financial empowerment) to reach her potential. **Programs & Influencing:** Vocational training, soft or life skills (ASRHR), entrepreneurship life skills linked to advocacy on safe workplace.

- **AGYW...as a decision maker:** We will facilitate her to make positive decisions about her own body and within her family, by addressing complex social norms, enabling her to make choices for her body and her life, including marriage and pregnancy, and raise healthy children. **Programs & Influencing:** Integrated programming (Positive Parenting, ECCD, Nutrition, WASH); SRHR linked to advocacy on Child Early Forced Marriage (CEFM) and Early Pregnancy.
- **AGYW...as an influencer:** We will work with all stakeholders to create an enabling environment where AGYW can be active change agents in realizing their potential and rights, including through social media, and expand opportunities for AGYW to successfully manage the transition to adulthood. **Programs & Influencing:** Girls Empowerment and Leadership linked to advocacy will result in increasing meaningful female participation in influencing positive and sustained change for females in Cambodia.

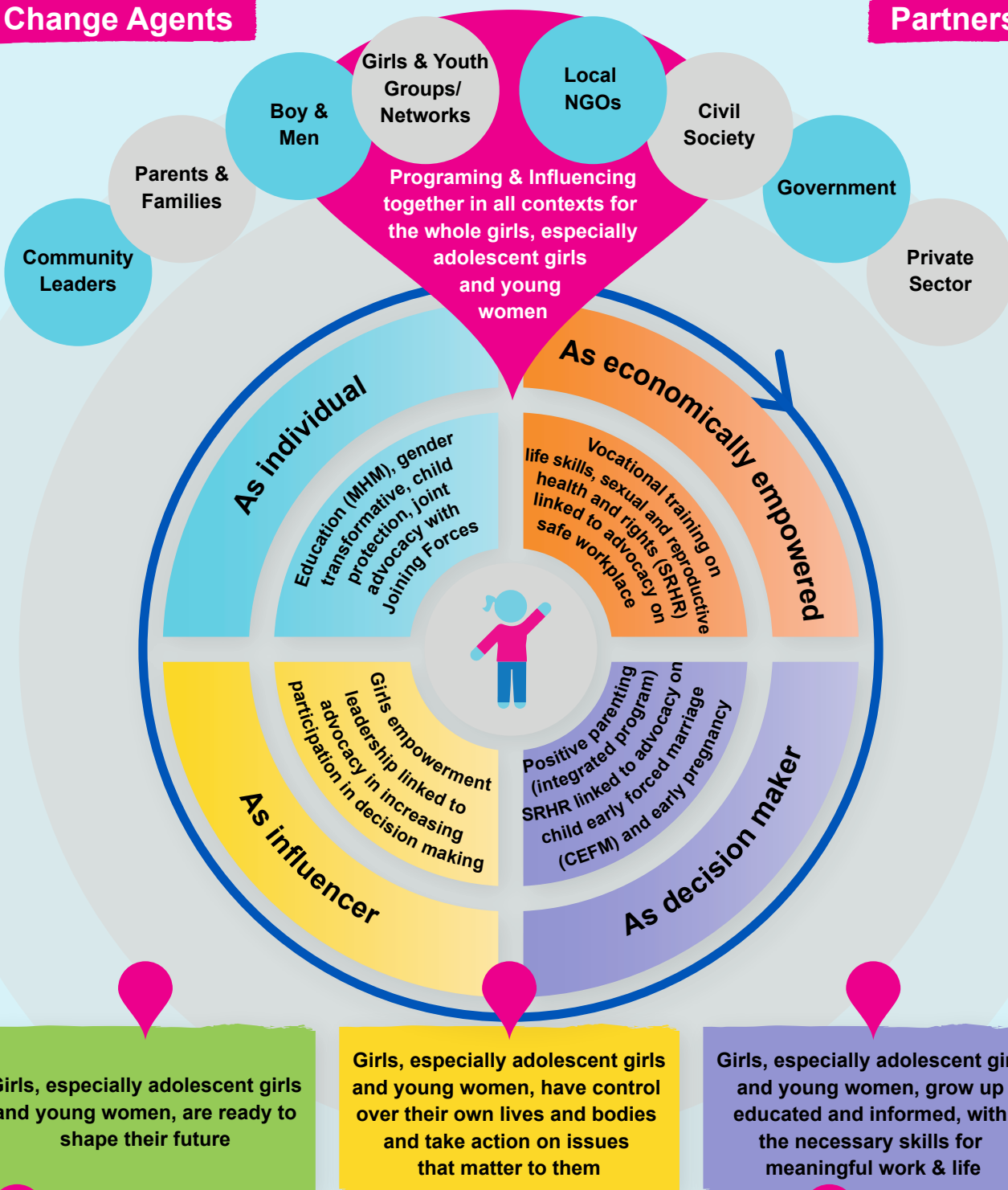
Plan International Cambodia's set of Core Programs are based on a gender-transformative life-cycle approach that focuses on females but also includes males, addressing childhood to adolescence, and into early adulthood (more details, please refer to Annex).



The Country Strategy 2021-2026 will continue to build its evidence-based models adapted to the dynamic and youthful Cambodian context.
Theory of change in Strategic Plan is below:

Change Agents

Partners



VOICE OF GIRLS ESPECIALLY ADOLESCENT GIRLS AND YOUNG WOMEN

We will partner to empower girls, especially adolescent girls and young women of Cambodia - in all of their diversity - to have a voice and to support them in gaining the knowledge, skills and confidence they need in order to realize their rights and reach their full potential.

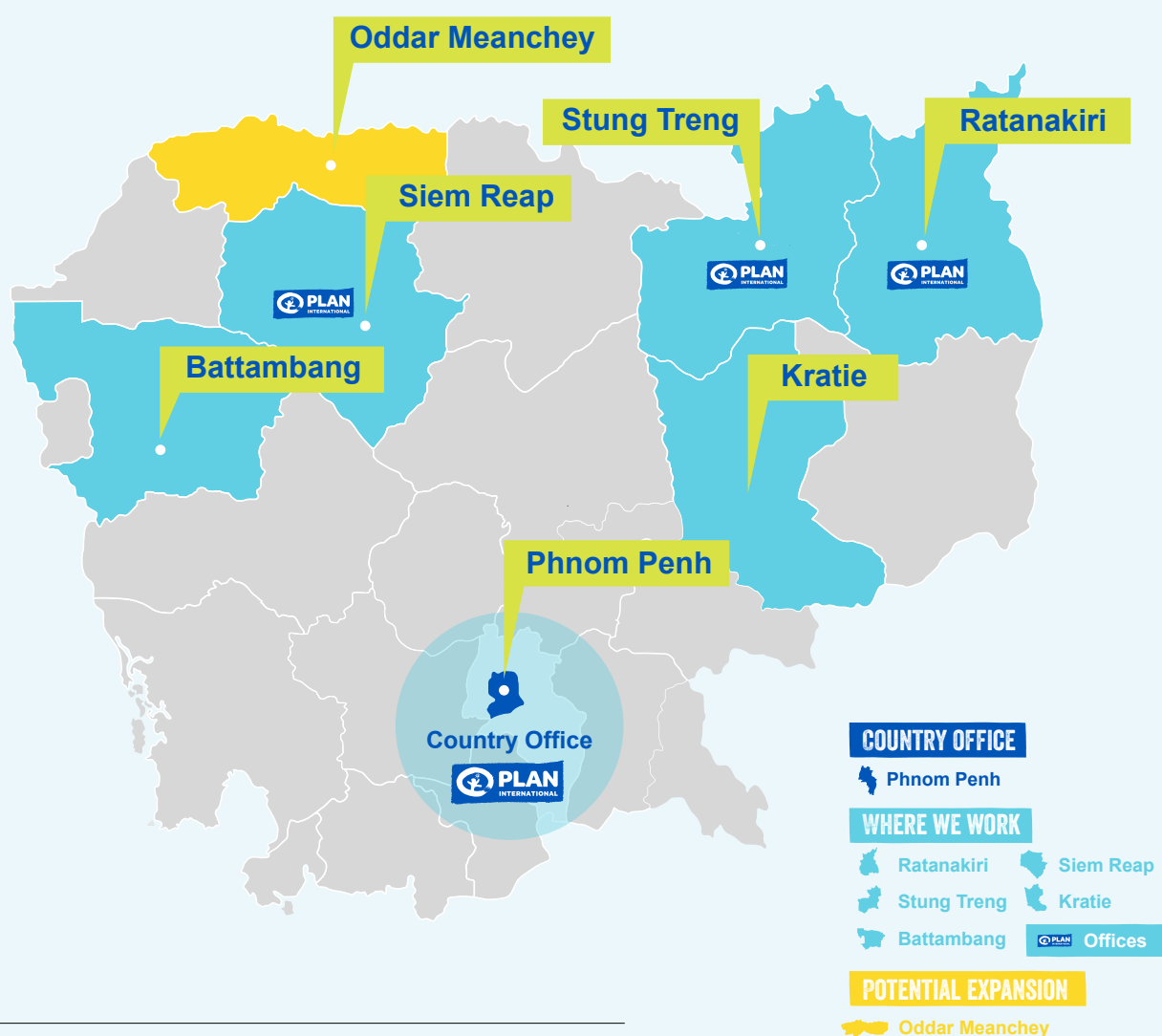
2.5 MILLION GIRLS

ESPECIALLY ADOLESCENT GIRLS AND YOUNG WOMEN

IN CAMBODIA 2021-2026

WHERE WILL PLAN INTERNATIONAL CAMBODIA WORK

- Under the new Country Strategy 2021-2026, Plan International Cambodia will continue working in **Stung Treng** and **Ratanakiri provinces** as our top priorities due to the high level of child and girl's right violations and high numbers of excluded groups (indigenous ethnic minorities). Currently, we have many projects, sponsorship programming, and humanitarian emergency responses there. In addition, there is potential and possibility of district expansion for both sponsorship and program/grants under the Ratanakiri PU.
- In **Siem Reap province**, Plan International Cambodia will assess the possibility of phase-out of Siem Reap to reduce some Sponsorship Districts but maintain grant projects.
- The province of **Oddar Meanchey** has been identified for potential phase-in.¹³
- Plan International Cambodia will expand its programs to urban areas, including **Phnom Penh Capital** and **Siem Reap Municipality**.



¹³ Because of: high levels of child and girl's right violation, high scores on MPI and HDI, and low presence of actors.

MONITORING & EVALUATION

Annual, mid-term and end of Country Strategy reviews will be conducted to ensure the Country Strategy remains relevant to the operating context and to inform any potential revisions. The mid-term and end of Country Strategy reviews will be conducted by an external evaluator and will draw on both a meta-analysis of existing project evaluations and where necessary primary data collection. Annual reviews will be internal and will draw on both project level evaluations and the annual participatory progress reviews (APPRs) that focus on gathering feedback and perspectives from beneficiaries and stakeholders at the child, family and community levels, rather than government level.

Sectoral Program reviews will also be conducted with relevant line ministries and their decentralized units, as well as implementing partners and sector stakeholders. Annual reviews and sectoral program reviews will assess progress towards the milestones identified above. M&E systems will be reflected in proposals to ensure alignment and findings from Monitoring and Evaluation data collection will inform reports, proposals, and documentation.

Monitoring and evaluation frameworks will be developed for core program objectives and corresponding outcomes. The indicators and tools in these frameworks will be used in project/grant specific M&E plans. Outcome level monitoring systems will be developed to feed into the M&E frameworks for each program objective. A particular emphasis will be placed on monitoring behavioral impact. Plans will be put in place to measure the impact of the specific behavioral outcomes that have been identified for each of the core program areas.

RESEARCH AGENDA

Plan International Cambodia will undertake several pieces of research aligned to its strategic intervention areas. Specifically, that will include (but is not limited to): Child early forced marriage, nutrition interventions, impacts of integrated programming, impacts of COVID-19 to education, livelihoods and wellbeing of girls especially adolescent girls and young women, research to inform Plan International Cambodia's work to address gender stereotypes and root causes of gender-based discrimination, and research about how to most effectively influence stakeholders to support policy change at national level. The research results will inform Plan International Cambodia's programming and influencing efforts. Additional research topics may emerge as the new Country Strategy evolves and in response to new/different funding opportunities.

ANNEX: 1

PROGRAM AND INFLUENCING STRATEGIES

PROGRAM 1:

HEALTHY START: INTEGRATED NUTRITION, ECCD, AND WASH

Expected reach: 216,666 girls and boys aged under 6 years; women of reproductive age, parents and caregivers of girls and boys aged under 6 years (aged 15-24).

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
By 2026, girls and boys are healthy, well nourished, and get optimal early learning and development through gender transformative, social and behavior change, accessibility and quality services, and end open defecation.	Parents and caregivers have improved their practices of providing good child nutrition, maternal and child health care, water, sanitation and hygiene, and early learning (behavior change).	<ul style="list-style-type: none">• Promote gender transformation, informed behavior change on dietary diversity for pregnant and lactating adolescent girls and young women (AGYW).• Promote access to Maternal Health, Child Health and Nutrition (MNCHN) services for pregnant & lactating adolescent girls and young women (AGYW) & children under 5 years old.• Promote and support Nurturing Care parenting for children under 5 years old.• Promote and strengthen male engagement in Early Childhood Development (ECD).

		<ul style="list-style-type: none"> • Promote CLTS (Community Led Total Sanitation), WASH awareness-raising. • Apply comprehensive WASH package for children aged under 5 years in ODF (Open Defecation Free) villages.
	<p>Local service providers have strengthened and improved capacity and improved the quality of services for child health, nutritional status, early learning and development, and WASH (capacity building).</p>	<ul style="list-style-type: none"> • Support referral, access to SAM (Severe-Acute Malnutrition) & MAM (Moderate-Acute Malnutrition) services. • Strengthen capacity of core parents and facilitators on gender responsive parenting. • Support provincial and district departments for rural development to plan & implement WASH improvements in line with NAP (National Action Plan). • Build capacity of Water Supply User Groups (WSUG), Village and Commune Focal Points (VFP, CFP).
	<p>Civil Society Organization (CSO) partners and Community Based Group (CBG), including youth groups have strengthened capacity and improved their resource-base through partnership to support program intervention, implementation, and influencing to improve child health and nutrition, early learning and development, and WASH outcomes.</p>	<ul style="list-style-type: none"> • Support targeted households to improve food accessibility and availability. • Strengthen capacity of Community Based Group (CBG) and CSO partners on Maternal Health, Child Health and Nutrition (MNCHN) services. • Build the capacity for Civil Society Organization (CSO) partners and CBG to promote WASH for all. • Support local civil society to advocate with local authorities regarding their role in supporting ECCD.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
	<p>National government actors improve and strengthen policy, guideline, implementation, monitoring, and inter-sectoral coordination to improve child nutritional status, early learning and development, and WASH outcomes.</p>	<ul style="list-style-type: none"> • Influence national policy, guidelines and implementation to improve MCHN coverage and quality/use of services. • Support Early Childhood Education (ECE) Department to improve capacity of preschool teachers on gender responsive pedagogy. • Collaborate with Royal University of Phnom Penh (RUPP) and network with NGO Education Partnership (NEP) for collecting evidence & best practices. • Support development & updating of key technical guidelines, M&E systems and sector learning and dissemination.

PROGRAM 2:

PROTECTION PLUS (OCSE, LGBTIQ, CEFM, CHILDREN LEFT BEHIND INCLUDING CROSS-BORDER PROGRAMING)

Expected reach: ~60,000 (at least 50% girls) children, AGYW, children left behind, and LGBTIQ in target areas, plus 120 CSO network organizations.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
Children, adolescent girls, boys (aged under 18 years) and youth (aged 18-24), live free from violence, abuse, exploitation and neglect, especially survivors of violence and receive quality gender - and age - responsive support.	Children, adolescent girls, boys (under 18 years old) and youth (18-24 years old), improve knowledge, skills, confidence, and active involvement in their own protection.	<ul style="list-style-type: none">• Build capacity, knowledge, life-skills on child protection, Online Child Sexual Exploitation and Abuse (OCSEA), CEFM protection.• Promote informed choice decision and practices on Sexual and Reproduction Health (SRH) for adolescent girls, boys and youth.• Support youth friendly initiative on promoting non-violence communication, non-discrimination, positive social norms, prevent VAC (Violence Against Children), CEFM, and promote gender equality.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
		<ul style="list-style-type: none"> • Digitalize complaint mechanism, reporting and response to VAC, OCSEA, CEFM. • Digitalize the online app of training manual/s in child friendly manner for Children, Adolescents, Youth (CAY).
	<p>Families, community members, local leaders, and CSOs recognise and fulfill their responsibilities to ensure that adolescent girls, young women, and children can access to their right to protection.</p>	<ul style="list-style-type: none"> • Establish, train, support core-groups of parents and caregivers on child protection, positive parenting, impact of VAC, CEFM, OCSEA, social norms negatively affecting children. • Support or provide community-based psychosocial support and referrals to psychiatric services for parents and caregivers exposed to stress, or perpetrating VAC. • Develop Behavior Change Communication (BCC) messages on child protection, CEFM, OCSEA, and positive social norms of gender equality for children, adolescent girls, boys, youth. • Enable parents and caregivers and community groups to support youth access to SRH. • Facilitate community reflection & dialogue to reduce acceptance of violence, CEFM, OCSEA.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
	<p>Improved accessibility and age-appropriateness of child protection services for children, adolescent girls, boys and youth, LGBTIQ, and children left behind who experience (and/or are exposed to) violence.</p>	<ul style="list-style-type: none"> • Establish Commune Social Workers (CSWs) and train them on social work, counselling, case management, and referral systems in all Plan's target communes. • Establish and strengthen Adolescent Sexual and Reproductive Health (ASRH) and apply Youth Friendly Services for public health service to enhance access/use by adolescent and young people of SRH services. • Ensure Mental Health and Psycho-social Support (MHPSS) and referrals to psychiatric services for children exposed to violence. • Enable online hotline services for child protection, OCSEA, counselling and referral for children, adolescent girls, youth, and LGBTIQ who are exposed to [all forms of] violence. • Expand and deploy Primero as case management tool in Plan target areas and clearly identify procedural standards for referral and assistance. • Improve capacity of district focal point on social service workforce, Commune Committee for Women and Children (CCWC), Provincial Women and Children Consultative Committee (PWCCC), District Women and Children Consultative Committee (DWCCC) in responding to all forms of VAC, to CEFM, and to issues related to children left behind. • Support changes in private sector/businesses so that businesses incorporate the concept of child protection within daily business operations, especially related to OCSE.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
	<p>Royal Government of Cambodia (RGC) has improved legislative and policy frameworks, as well as legal enforcement mechanisms related to child, adolescent and young women protection, CEFM, include monitoring systems for VAC, adolescents, and youth.</p>	<ul style="list-style-type: none"> • Influence RGC to develop, improve, enforce legislation (esp. Law on Child Protection, SOP=Law on Child Protection, NSP-Social Service Workforce). • Support implementation & monitoring of National Policy on Child Protection System. • Influence National/Local government to develop, budget for, and implement Provincial Action Plan/s for Child Protection System. • Improve implementation of Child Protection policy in schools. • Bilateral Education Accreditation System: Thailand & Cambodia for “children on the move” . • Research & document Child Protection and Case Management System and positive social practices to protect children from violence, CEFM, and to promote gender equality.

PROGRAM 3:

LIFELONG LEARNING (INCLUSIVE AND QUALITY EDUCATION (IQE), SKILL DEVELOPMENT AND LIFESKILLS INCLUDING ADOLESCENT SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS (ASRHR))

Expected reach: 112,000 people, comprised of girls and boys aged 6-14, adolescent girls/boys aged 15-24, parents and caregivers, MoEYS, PoEYS, MoLVT, R/PTCs, WDCs, village leaders, commune council members, village health support groups, public health service personnel, community adolescent and youth groups, employers/enterprise owners.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
Girls especially adolescent girls and young women have full access to adequate quality education and skill development that will enable and support life-long learning and decent employment.	Increase in the number of marginalized CAY, particularly girls and CAY with disabilities, who have transitioned successfully through primary and lower secondary levels.	<ul style="list-style-type: none">• Provide transport, scholarships, learning materials; establish remedial classes, community schools, bridging classes, youth-led learning clubs to improve enrollment and retention.• Set up reading corners/reading groups, libraries, digital library, household income generation, school feeding, and school learning gardens to promote school attendance.• Construct new primary and lower secondary buildings and school WASH facilities for the remote areas of Stung Treng and Ratanakiri provinces.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
		<ul style="list-style-type: none"> • Support functioning of school-based management (SBM), student councils, school management committee (SMC), family and community engagement, and gender responsive mechanisms in schools to address barriers for adolescent girls' education. • Build duty-bearer capacity on learner-centered, inclusive, cooperative, multi-lingual education (MLE), and gender-responsive and teaching methodologies at primary and lower secondary school. • Promote positive informed practices and decisions, and create enabling environments on health, SRH and nutrition, hygiene and sanitation, for AGYW.
	<p>Out of school children, adolescents, and young people especially girls and young women complete their primary school and lower secondary school level of formal education.</p>	<ul style="list-style-type: none"> • Promote enrollment/re-entry to school through campaign/awareness, livelihood and safety net support (including cash and voucher assistance (CVA)) to the poorest and most vulnerable house hold with primary school (PS) and lower secondary (LSS) school-age children, & provide scholarships. • Support re-entry classes, equivalency classes, multi-language education (MLE), and accelerated learning classes for over-aged children drop-outs and indigenous children.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
		<ul style="list-style-type: none"> • Build capacity of provincial of education (PoE), district of education (DoE), school directors and teachers on learner-centered, inclusive, cooperative gender-responsive teaching methods.
	<p>Disadvantaged out of school young people aged 15-24, especially females, who are unable to re-enter general education, pursue relevant skill development and decent work opportunities of their choosing, whether wage- or self-employment.</p>	<ul style="list-style-type: none"> • Engage disadvantaged youth, especially not in education, employment, or training (NEET) young women and men, and the underemployed and under skilled, in rural and urban areas in relevant skill development, and employment. • Support young women and men, parents/caregivers, Government TVET service providers, private enterprise/employers to enable youth to pursue relevant education/ employment. • Build capacity of RGC and private skills training providers to deliver youth-friendly and gender responsive training to disadvantaged youth, especially young women. • Support SRH and nutrition for school children and trainees in Training Centers.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
	<p>Government policy makers have adopted adequate strategies and policies for delivery of high-quality, child- and youth-friendly, gender responsive education and skills development, and employment.</p>	<ul style="list-style-type: none"> • Engage disadvantaged child and youth representatives including AGYW in dialogue about education, with relevant policy makers/ service providers at national and subnational levels. • Influence improvements in policies, guidelines, and educational materials through evidence-based child- and youth-friendly, gender responsive education, skill development, and employment. • Collaborate to influence government policies and implementation of policies.

PROGRAM 4:

GIRL'S LEADERSHIP: EMPOWERMENT AND LEADERSHIP, ACTIVE CITIZENSHIP AND CIVIC PARTICIPATION

Expected reach: 89,488 adolescents girls (aged 12-17) and young women (aged 18-24) in rural and urban areas.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
Adolescent girls and young women (AGYW) act as active change agents in breaking through the barriers to reach their potential and rights.	Adolescent girls & young women have enough knowledge and sufficiently strong agency to take collective actions for promoting gender equality.	<ul style="list-style-type: none">• Build agency, leadership, and other skills necessary for AGYW to reach their potential.• Facilitate networking at national/regional forum to push for collective agenda and actions.• Support initiatives in relation to 16 days campaign and Girls Get Equal (GGE) campaign.• Work with adult mentors and role models.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
		<ul style="list-style-type: none"> • Assist AGYW to participate in monitoring implementation of CEDAW (Committee to End All Discrimination Against Women), NAPVAW/G (National Action Plan to Prevent Violence against Women/Girls), SDGs (Sustainable Development Goals), and GEP (Gender Equality Policy). • Establish Youth Assembly that represents genuine interests of youth. • Create safe space/platform/mechanism that facilitate AGYW to learn and work together. • Consider flexible funding to support the initiatives of young people's group/organization. • Provide technical support to youth organizations /groups especially on how to use social media to amplify their cause.
	<p>Families/ caregivers and communities support and encourage AGYW to actively participate in political processes and decision-making beyond their households.</p>	<ul style="list-style-type: none"> • Engage families, caregivers and communities to support young people, especially young women, in their social change work. • Organize intergenerational dialogues with parents (etc.) who have an influence in young people's lives – discuss women's empowerment (family, community, institutional level). • Mainstream concept of gender equality into training for parents/caregivers.

OBJECTIVES:	KEY OUTCOMES BY ACTOR	KEY INTERVENTIONS
	<p>The media becomes a platform where adolescent girls and young women have opportunity to publicly advocate/ influence for their issues.</p>	<ul style="list-style-type: none"> Facilitate partnerships between youth especially young women and media institutions to create more relevant content for and with youth. Partner with media institutions to showcase success and positive achievements of AGYW. Promote the concept of gender equality to media organizations and journalists through trainings and/or engagement in events such as Girls Takeover. Train and support AGYW to make use of social media platforms they can use to showcase their own stories in a safe & secure manner. Support sensitization campaigns led by AGYW on equal representation, freedom, and power. Document successful influencing journey of the adolescent girls and young women to be shared at the national and regional platform.
	<p>RGC policy makers from national to local level institutionalize young people's participation in processes of consultations, planning, budgeting, and/or decision-making.</p>	<ul style="list-style-type: none"> Support youth's organizations/ groups to put youth's issues on the political agenda through policy dialogues, advocacy work, social and public accountability mechanisms. Influence and support local/national authorities to establish, strengthen & institutionalize opportunities for youth's meaningful participation. Provide capacity building to the local authorities on youth participation and gender equality. Support policy adoption, implementation & monitoring to promote girl's rights & gender equality.

ANNEX: 2

ORGANIZATIONAL OBJECTIVES

ORGANIZATIONAL OBJECTIVES	OUTCOMES	ACTIVITIES
<p>Organizational Objective 1: Deepen our values- based culture, diversity, feminist leadership practice, and enabling environment.</p>	<p>Outcome 1.1: Values-Based Leadership underpinned by Feminist Leadership Principles</p>	<ul style="list-style-type: none"> • FY22: Identify Feminist Leadership Champions to drive roll out of feminist leadership workshops and principles, aligned with Power, Privilege and Bias work and Anti-Racism and Anti-Discrimination Council. • FY22-FY26: Assess leadership skills gaps for all managers and supervisors and provide training as per leadership competency framework.
	<p>Outcome 1.2: Leadership Progression tool & Courageous Conversations guide</p>	<ul style="list-style-type: none"> • FY22: Incorporate Feminist Leadership Principles/Anti-racism and discrimination/ power and bias ready to train all leaders/managers and cascade/train to all staff. • FY22-26: Train FL principles and how to apply Gender Equality and Inclusive (GE & I) based on GEISA recommendations at work place to all staff by locations.
<p>Organizational Objective 2: Enhance Organizational and Individual Performance by focusing on Structure & Skills. And Ensure the quality and sufficient human resources through workforce planning is developed to select, build up, sustain a qualified workforce to enable new CS delivery to change the lives of millions of girls.</p>	<p>Outcome 2.1: Organizational Development</p>	<ul style="list-style-type: none"> • FY22: Conduct leadership development initiatives (change management skills), upskilling to enhance how change is managed, proactively & positively engaging the team. • FY22-FY26: Develop and implement a systematic learning and development program for all staff.

ORGANIZATIONAL OBJECTIVES	OUTCOMES	ACTIVITIES
	<p>Outcome 2.2: Rewards Strategy clearly outlined and implemented</p>	<p>FY22 – FY26:</p> <ul style="list-style-type: none"> • Job profiling, grading & evaluation • Gender pay gap reporting • Annual pay benchmarking & pay reviews & COLA reviews • Employee care, insurances & employee assistance program • Advisory: immigration & employee tax related issues, hosting agreement.
	<p>Outcome 2.3: Talent Management Strategy clearly outlined and implemented</p>	<ul style="list-style-type: none"> • FY22: Contextualize and implement talent management strategy and tools. • FY22-FY26: Ensure succession planning and talent management processes are embedded across country, with regular reviews. • FY22-FY26: Develop and implement a systematic learning and development program.

ORGANIZATIONAL OBJECTIVES	OUTCOMES	ACTIVITIES
<p>Organizational Objective 3:</p> <p>Strengthen operational efficiency, effectiveness, accountability, and program impact through accelerating digital adoption and capabilities.</p>	<p>Outcome 3.1:</p> <p>Digitalized operations systems</p>	<ul style="list-style-type: none"> • FY22-FY23: Roll out new ERP & PMERL in line with agreed timeline, ensuring system processes are embedded into ways of working. • FY22-FY23: Digitalize all financial documents for both Plan International Cambodia and Partners. • FY23: Roll out digital payroll management system. • FY23-FY24: Explore admin. self-services model, e.g., flight booking, accommodation, logistics, small purchases, etc. • FY22-FY26: Continue to promote digital literacy to build up staff capacity. • FY22-FY26: Maximize the use of fleet management system.
	<p>Outcome 3.2:</p> <p>Digitalized programing and influencing model</p>	<ul style="list-style-type: none"> • FY22: Leverage digital technologies and digital corporate partnerships in Plan International Cambodia's COVID-19 response / emergency and in adapting program and influencing to remote delivery. • FY23-FY26: Develop innovative digital programing and influencing for greater impact for girls. • Apply digital technologies for data collection and analysis for MERL.



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**TO MAKE LASTING IMPACTS TO THE LIFE OF
MILLIONS OF GIRLS ESPECIALLY ADOLESCENT GIRLS AND YOUNG WOMEN
IN CAMBODIA**

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