



INTERNATIONAL LABOUR ORGANIZATION

PUBLIC EDUCATION CAMPAIGN ON SOCIAL PROTECTION BENEFITS IN CAMBODIA

DEVELOPMENT COOPERATION
FINAL PROGRESS REPORT (FPR)

Basic Information	
Countries covered:	Cambodia
Donor:	Weave our Future Foundation
Budget:	50,000 €
TC Symbol:	KHM/17/03/WOF
Administrative unit:	Social Protection Department
P&B Outcome:	Outcome 3: Creating and extending social protection floors
DWCP outcome:	KHM 226 - Increased quality and coverage for social protection
Start date:	01 November 2017
End date:	30 April 2018

Reporting Information	
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Report reviewed by:	Betina Ramirez and Nuno Cunha, Oct. 2018 <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Reviewer initials: BR/NC
Report approved by:	Valérie Schmitt et Karuna Pal, Oct. 2018 <i>I have reviewed the classifications and agree they are a fair and accurate reflection of progress</i> Approver initials: VS/KP

Summary

The overall objective of the project was to contribute to the extension of social protection in Cambodia through the design and implementation of a strategic communications and awareness raising campaign to inform workers and employers about (i) the National Social Security Fund (NSSF), and (ii) its two schemes: Employment Injury Insurance (EII) and the Social Health Insurance (SHI). This was the first project of the ILO Social Protection Department to be financed by a private foundation. It is a result of the work undertaken by the Global Flagship Programme on Building Social Protection Floors for All, particularly, the Global Business Network for social protection.

After decades of instability, towards the end of the 90s Cambodia embarked on a path of economic growth, achieving a significant rise in living standards, albeit from a very low base. A vibrant but fragile development of social and labour market institutions accompanied this growth but social protection has remained inadequate. The NSSF was established in 2007 under the Ministry of Labour and Vocational Training to establish three basic social security branches: employment injury insurance, health insurance and old-age pensions.

Although the NSSF has been active for nearly a decade, very few Cambodians know about it or the benefits it provides and the eligibility criteria to access the benefits. This is true even for the population that is currently registered in the fund, but particularly for the large majority of workers who are in the informal economy and have never engaged in a standard employer-employee relationship.

The Employment Injury Insurance branch was created in 2008. In January 2016, the Prime Minister signed into law the establishment of a mandatory social health insurance (SHI) for private sector workers. The new SHI is managed by the NSSF and provides a basic benefit package that includes medical care and hospitalization, prevention services and daily allowances during work absences resulting from sickness, maternity and accidents taking place outside of the workplace.

Information about the scheme was disseminated through training and workshops with employers, unions and service providers, but no comprehensive strategy aimed at beneficiaries was put in place. Moreover, the implementation of the SHI scheme is uniquely challenging in that it is the first contributory social

security benefit in the history of Cambodia (meaning that it requires contributions from employers¹). The population has a limited understanding of the insurance principle and the culture of contribution has yet to be developed. While the target workers are already familiar with the NSSF through the EII, and thus a certain degree of trust in the institution exists, this scheme is accessed only in very particular situations. The health insurance is different because it can be accessed for preventive health services and also provides allowances for sickness and maternity leave benefits, which were previously only granted at the employer's discretion. Moreover, a generalized perception of the poor quality of public health services has created a certain resistance to participate in the scheme.

The project contributed to raise awareness and educate workers and employers on the right to social protection while developing the NSSF capacities to communicate efficiently on its schemes. The project made the design of the communication strategy of the NSSF possible. The communication strategy included two different phases. The first phase was implemented under the project. In this context, a radio campaign was produced and disseminated covering maternity, health protection, commuting accidents, sickness and employment injury insurance.

The NSSF actively participated in the project activities. The NSSF was convinced on the importance and pertinence of the project and committed an amount of US\$ 125,000 to implement the second phase of the communication strategy. The actual implementation of Phase 2 does not fall within the framework of the activities of this project. NSSF is carrying out implementation of phase 2 with the support of ILO staff in Cambodia. This decision should be considered as the direct effect of the project financed by WoF.

The communication capacities of the NSSF are raised and the NSSF is now in a position to follow-up more autonomously on the second phase of the communication campaign. The NSSF has created a communication unit to this end.

SECTION A: RESULTS ANALYSIS (Outputs, Immediate Objectives)

1. Outputs

Development objective: To allow more people to effectively access social health protection, and to contribute to the development of a culture of social protection in Cambodia.

Immediate objective: Support the National Social Security Fund (NSSF) of Cambodia, in its communication action to help the rolling out of the health insurance, and contribute to the emergence of a culture of social protection.

Output weighting	Percent completion	Indicator targets (compare planned against actual)	Analysis of output delivery
Output 1: A strategic communications plan is developed			
50%	100	Planned and actual: Strategic communication plan validated by NSSF. Phase 1 of the strategy was implemented before the end of the project. Phase 2 is being implemented under the direction of the NSSF.	The strategic communication plan resulted from a participatory methodology led by a team specialized in communications. This involved different workshops with beneficiaries (workers and employers) and staff from NSSF. The ILO was involved in all the stages, from the identification of the provider, to the finalization of the strategy and its validation by NSSF relevant policy makers. The ILO national officer in Cambodia continues to be involved in the project to follow up on the quality of the work produced under phase 2 with no additional financing.
Output 2: Communication products are developed and tested for the first phase of the communication campaign			

¹ Initially, the scheme was co-financed equally between employers and workers through a contribution of 1.3 per cent of net wages each. From November 2017, the Government issued a new regulation that required the employer to contribute 100 per cent for the SHI. It is applied to all persons under the Labour Law.

20%	100	Planned: At least two products are developed and tested Actual: Five radio ads widely disseminated and one welcome pack designed	The decision of producing radio ads in the first phase of the project was taken in consultation with NSSF and the communication service provider. Radio is the most appropriate medium to reach large numbers of people who are often illiterate. Under the supervision of the ILO and NSSF and with the financial support of the ILO project "EU-Social Protection System funded by OECD, the radio ads are being converted into five motion videos to be shared on the NSSF Facebook page. The videos will be finalized mid-November and will be posted regularly during 4 months.
Output 3: The communication campaign is implemented and monitored			
20%	100	Planned: At least two implementation reports are produced Actual: Advancement report and report on the dissemination of radio ads produced	The provider produced implementation reports at different stages of the project. The ILO produced progress reports to inform the donor (attached).
Output 4: A simple evaluation is performed and a second stage of the campaign is planned for implementation in 2018			
10%	50	Planned: Evaluation and Phase 2 of the campaign is validated by NSSF Actual: Phase 2 of the campaign is validated by NSSF and is being implemented	The expected changes in behaviour can only be evaluated after a certain time period, which exceeds the duration of the project. The design and implementation of an evaluation survey will require specific resources.

Rating of output delivery

CLASSIFICATION ²	
<input checked="" type="checkbox"/> Highly satisfactory Almost all (>80%) outputs were delivered and the quality (>80% of planned indicator targets met) of outputs was good.	<input type="checkbox"/> Satisfactory The majority (60-80%) of outputs were delivered and the quality (60-80% of planned indicator targets met) of outputs was fair.
<input type="checkbox"/> Unsatisfactory Some (40-60%) outputs were delivered and/or there was a problem with the quality (40-60% of planned indicator targets met) of outputs.	<input type="checkbox"/> Very unsatisfactory Few (<40%) outputs were delivered and/or there was a serious problem with the quality (<40% of planned indicator targets met) of outputs.
Briefly explain the major factors taken into account to justify the output classification and provide any other comments (2000 characters maximum): The project delivered a sound communication strategy and five radio ads disseminated all over the country over a two-month period. The communication strategy covers a period that exceeds the duration of the project, and is leading to the creation of a culture of social protection. The NSSF has committed funds for financing the implementation of phase 2 of the communication strategy until 2020.	

² This is a self-assessment

2. Immediate Objectives and Decent Work outcomes

2.1 Immediate Objectives

Indicator	Baseline	Indicator targets (compare planned against actual)
Immediate Objective 1: Employers' and workers' awareness on social protection is raised		
Percentage of workers and employers that are aware of the NSSF schemes	EI beneficiaries: 1,074,124 SHI beneficiaries: 642,708	EI beneficiaries Planned: 1,100,000 Actual:1,500,000 SHI beneficiaries: Planned: 1,100,000 Actual:1,500,000
Analysis of immediate objective achievement:		
The NSSF is actively working on the extension of social protection. Many actions are in place to attain the objective of covering all the workers of the formal sector and extending coverage to dependents at a later stage. Improving communication and awareness-raising is part of the government strategy. The increase in the number of beneficiaries of the EI and SHI schemes can be considered as a result of the project, besides other actions undertaken by the NSSF.		

Immediate Objective 2: NSSF's capacities to administer social protection programmes is enhanced		
Number of skilled NSSF officials that are dedicated to communication / education activities	0	Actual: 6. Following project recommendations (Phase 1), the NSSF established a Communication Working Group to coordinate the activities under the scope of the project especially in Phase 2. This group consist of six members (one chair, one vice-chair and four members from the policy and public relation units). The ILO national officer in Cambodia is part of the team and facilitates the exchanges between the NSSF and the communication companies. Capacity of the communication team had also been built through some hands-on trainings.
Analysis of immediate objective achievement:		
At the time when the project started, the NSSF did not have specialized staff on communication or special knowledge on how to communicate with and raise awareness of beneficiaries. The project enabled the development of the competencies of NSSF staff and its commitment to integrate awareness raising, communication and education in its strategy to extend social protection to all the population. The NSSF created an adhoc communication working group as mentioned above, to support project implementation only (phases 1 and 2). There is no clear commitment on the creation of a communication unit yet as the whole institution would be upgraded from a department to a general department of the Ministry of Labour.		

2.2 Decent Work outcomes

CONTRIBUTION TO DECENT WORK OUTCOMES		
DWCP outcome(s) ³	IRIS/SM CP code (e.g. LBN103) ⁴	Brief summary of contribution (2000 characters maximum)
Increased quality and coverage for social protection	KHM 226	The project contributed to raising awareness of workers and employers on their rights and obligations in terms of social protection and the benefits provided by the NSSF. As well as raising awareness within the NSSF with regards to the importance of engaging with their beneficiaries more directly, as evidenced by their financial contribution to the

³ Global projects report on their contribution to Global Products under the Outcome-Based Workplans

⁴ For Global projects this is the Global Product code, e.g. GLO126

		<p>dissemination of the products.</p> <p>Country experience shows that informed beneficiaries register for the social protection schemes, claim for their benefits and use it in an appropriate way. Also, workers and employers understand better the importance of contributing to the national social protection system. Populations informed on their rights to social protection play a central role in ensuring that the government complies with legislation.</p>
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2.3 Effectiveness analysis

- a) Based on the achievement of immediate objectives, explain the likely contribution the intervention will make towards the development objective:

The project will contribute to the extension of the coverage of the SHI scheme. As a result of the project:

- Workers, employers and beneficiaries will understand their rights and obligations with respect to coverage with the NSSF;
- Employers will register their workers with the NSSF;
- Beneficiaries will know better the services available and the procedures to claim for the benefits;
- Workers will make more informed choices on their employment situation to ensure they can access health insurance benefits (workers have to be in their job for at least two months before being able to qualify for coverage and women have to be employed for at least 9 months within the preceding one year before being eligible for maternity benefits);
- Workers will see the benefits of being part of the formal economy;
- NSSF staff will understand that awareness-raising, information and communication is a structural function of social protection systems.

- b) Describe changes that are expected or have already been observed relating to the project's ultimate beneficiaries:

The project contributed to the increase on the number of beneficiaries registered to the NSSF and to the SHI scheme and has contributed also to transitioning workers from the informal to the formal economy.

- c) Describe how the project has contributed to the achievement of national development strategies and other development frameworks such as UNDAF and PRS:

The project has contributed to the One UN Development Assistance Framework (UNDAF): social protection is a major component of Result 2 of the UNDAF 2016-2018 and will be a priority and accelerator of the UNDAF 2019-2023. Furthermore, by extending coverage, the project also contributes to the achievement of the 2030 Sustainable Development target 1.3 on social protection.

- d) Describe any lessons learned relating to the overall effectiveness of the intervention, taking into account the suitability of the technical approach or intervention model deployed. With hindsight, identify anything that would have been done differently to increase the intervention's effectiveness. (See attachment: Lessons learn prepared by Betina Ramirez)

The project was successful in its key objectives of producing a communication campaign to raise awareness amongst targeted populations, but had the additional benefit of building capacity within the NSSF to understand the importance of communicating with beneficiaries, as well as managing contracts and work relations with communication agencies. This is reflected in the institution's financial commitment and establishment of a communication team. This communication team is under the direct supervision of the Director of the NSSF and was established on an adhoc basis to support the implementation of the project (Phases 1 and 2). The ILO recommended to the NSSF to establish a Communication Unit with proper functions and it is expected that this working group would be upgraded, despite no clear indication from the Director yet.

The methodology developed is replicable in other contexts, but the project modality might be difficult to replicate. The project benefited from two unique factors, which were essential to its success:

- The ILO knew exactly where the knowledge gaps were and how these were affecting the performance of the social security system. A parallel project funded by Korea had already produced a nationwide survey on workers' and employers' awareness (or lack thereof) with existing social protection benefits. This was the foundation for the evidence-based proposal submitted to the donor.

- The donor's contribution acted as a catalyst to mobilize resources but this exceptional arrangement was only possible because of the strong relationship of trust between the NSSF and the ILO in Cambodia and is unlikely to be easily replicated elsewhere.

Rating of project effectiveness

CLASSIFICATION ⁵	
<p><input checked="" type="checkbox"/> Highly effective Almost all (>80%) of the immediate objectives were achieved and the intervention will make a substantial contribution to the achievement of the development objective and decent work outcomes.</p>	<p><input type="checkbox"/> Effective The majority (60-80%) of the immediate objectives were achieved and the intervention will make a contribution to the achievement of the development objective and decent work outcomes.</p>
<p><input type="checkbox"/> Ineffective Some (40-60%) of the immediate objectives were achieved, which will result in a limited contribution to the achievement of the development objective and decent work outcomes.</p>	<p><input type="checkbox"/> Very ineffective Few (<40%) of the immediate objectives were achieved, and it is unlikely a contribution will be made to the achievement of the development objective and decent work outcomes.</p>
<p>Briefly explain the major factors taken into account to justify the effectiveness classification and provide any other comments (2000 characters maximum):</p> <p>The engagement of the NSSF in the implementation and continuation of project activities and the increase on the number of NSSF beneficiaries over the last months demonstrate the effectiveness of the project.</p> <p>Over a six-month period and with reduced funding, the project produced an awareness raising and communication strategy and a mass radio campaign. In addition, the commitment of the NSSF to fund the implementation of the second phase of the communication strategy should be considered a major result of the project.</p> <p>One major principle of the ILO technical cooperation programme is to support capacity building for local stakeholders to manage the systems themselves. In this case, the government not only co-financed the intervention but is carrying on with a second phase by themselves. This is the best possible outcome for a project.</p>	

⁵ This is a self-assessment

SECTION B: IMPLEMENTATION ANALYSIS

1. Factors affecting implementation

Check key reasons for shortfalls in the delivery of outputs and achievement of immediate objectives:

<input type="checkbox"/> Implementing partner (constituents or private entities) performance	<input type="checkbox"/> ILO (Office and staff) performance
<input type="checkbox"/> Difficulties in inter-agency coordination	<input type="checkbox"/> Inadequate cost estimates
<input type="checkbox"/> Lack of constituent or implementing partner commitment/ownership	<input type="checkbox"/> Inadequate project design
<input type="checkbox"/> ILO policy changes	<input type="checkbox"/> Counterpart funding shortfall
<input type="checkbox"/> Budget processing (revision/disbursement etc.) delays	<input type="checkbox"/> Unexpected change in external environment
<input type="checkbox"/> Community/political opposition	<input type="checkbox"/> HR difficulties (recruitment, contracts)
<input type="checkbox"/> Other - please specify:	

a) Explain the major challenges faced during implementation and explain how these were dealt with:

It is important to highlight the challenges faced by the ILO team in Cambodia to educate at the outset the NSSF on the objectives of the project. Initially, NSSF staff did not see the difference between public relations work and member-focused communication. From a public relations perspective, more speeches by the Ministers would have been enough, but a member-focused communication required to understand knowledge gaps and their impact on workers and employers. This was a very delicate issue for the ILO team to manage (especially in the run up to the elections where this project could have been captured for different interests). The ILO was successful in getting across the message of the need and benefits of the member-focused communication approach. As a result the type and content of the final products are very much “customer” focused.

Financial resources of the project were entirely allocated to activities with no resources for salary or administrative support to the ILO technical cooperation staff implementing the project in Phnom Penh. This proved to be very challenging as activities cannot be carried out without investing substantial ILO staff time in organizing, implementing, backstopping and monitoring the activities. ILO staff devoted a considerable amount of time to the project (ILO Cambodia: 50% of the national officer and 30% of the international specialist during peak months; ILO HQ: 20% of the social protection officer over a period of six month. See attached document: Lessons learnt prepared by Betina Ramirez).

b) Describe any lessons learned relating to challenges faced during implementation:

Specific funds should be allocated for staff costs.

2. Risk management

Key Assumptions	Risk level		Describe any mitigation measures applied
	Start of project	End of project	
The project will enable the development of competences within NSSF.	Y	G	No risks occurred.
The good practices and lessons learned will be used by other countries in the regions (notably Viet Nam).	Y	Y	Lessons learned will be disseminated across ILO specialists in the region.
The communication campaign will result in	G	G	

increased effective coverage of the NSSF schemes.			
A qualified contractor will be found.	G	G	
National stakeholders make themselves available and provide useful insights.	Y	Y	The top management of the NSSF was clear on the relevance of creating a culture of social protection. However, the project suffered costly delays because of a perception amongst technical staff that this work had low priority within their busy schedules. ILO team actively mobilized NSSF decision makers and staff for approvals
Required expertise is available in a timely manner	G	G	No risks occurred
Sufficient funds are available to cover the cost of the communication campaign	Y	G	NSSF funds made the implementation of Phases 1 and 2 of the communication strategy possible. However, the ILO had to mobilize resources for staff as the project did not allocate funds for staff.
Missions and scheduled activities are carried on time.	G	G	No risks occurred

- a) Provide an overview of how assumptions and related risk levels changed throughout the lifetime of the intervention. Describe the relevance of originally-identified assumptions and highlight any new assumptions identified during implementation:

NA

- b) Explain the intervention’s approach to risk management and how effective the risk monitoring system and mitigation measures proved to be:

NA

- c) Describe any lessons learned related to risk management:

NA

3. Management and Institutional arrangements

- a) Describe the adequacy of management arrangements:

Project implementation also benefited from existing ILO projects in Cambodia including ILO-Korea, ILO-EU/SPS and ILO-AFD that co-funded ILO staff and office operational cost. Almost 100 percent of project funding was subcontracted to a communication company to develop the communication strategy and the tools, under the direct supervision of the ILO social protection team in Phnom Penh, in consultation with the HQ and the NSSF Policy unit’s director. However, the final validation of design of each phase was made by the NSSF Executive Director and therefore, some delay occurred. A specific risk-management intervention in this respect was the creation of the Communications Working Group which has facilitated management during Phase 2.

- b) Explain the role that partners, including ILO constituents, played during implementation. Identify any alternative arrangements that may have helped increase the effectiveness, efficiency or inclusiveness of the intervention:

Due to its nature, the project was implemented by the ILO and the NSSF, this concerns the design of the communication strategy and the production of the radio ads. However, the design resulted from an existing ILO survey of 1,352 respondents, including workers, trade unions, employers and service providers, from different sectors (garment, hospitality, transport and others from small, medium and large enterprises). The draft radio ads were also informally consulted with and tested on groups of beneficiaries, mainly garment workers, to ensure the quality and efficiency of the messages.

- c) Describe any lessons learned related to management and institutional arrangements:

Coordination and technical knowledge was very important for the successful implementation of the project, as it faced some delays, due to the incapacity and low level of commitment of the person responsible at the NSSF,

as well as the bureaucracy of each institution. A good lesson learned was that the creation of a communication working group, composed of members from relevant backgrounds, was an effective way of increasing the speed of the process especially, during the Phase 2 of the project implementation funded by the NSSF.

Rating of project implementation

CLASSIFICATION ⁶	
<input checked="" type="checkbox"/> Highly efficient Almost all (>80%) outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan.	<input type="checkbox"/> Efficient The majority (60-80%) of outputs were of expected quality and delivered within the budget and schedule set out in the original implementation plan.
<input type="checkbox"/> Inefficient Some (40-60%) outputs were delivered within the budget and schedule set out in the original implementation plan.	<input type="checkbox"/> Very inefficient Few (<40%) outputs were delivered within the budget and schedule set out in the original implementation plan.
Briefly explain the major factors taken into account to justify the implementation classification and provide any other comments (2000 characters maximum): In spite of the work overload of the ILO country team in Cambodia the project was successfully implemented. High quality products were delivered on time according to the project document. The project delivered results beyond its resources as it was able to obtain a sizeable contribution from the government to scale-up the results.	

SECTION C: SUSTAINABILITY ANALYSIS

- a) Analyze the sustainability of results, taking into consideration the institutional and technical capacities and commitment of constituents and partners:

The NSSF has shown its engagement to continue working on awareness raising and communication on social protection. Indeed, the amount of USD 138,158.40 has been committed to continue implementing the strategy. Moreover, a communication team has been established by the NSSF to implement phases 1 and 2 of the project.

- b) Describe the intervention’s exit strategy and specify agreements in place with constituents and implementing partners to ensure the continuity of project benefits:

The ILO national social protection officer in Cambodia continues supporting the NSSF to implement the communication strategy and develop new tools and products. In addition, other ILO technical cooperation projects in the region are supporting the continuity of the activities.

- c) Describe any major internal or external factors that may affect the sustainability of project results in the future:

The lack of political will and relevant investment of the government in the longer term could affect the sustainability of the project. However, everything seems to show that this will not be the case.

The project constituted a very strong first step towards extending coverage through communication. As mentioned above, the ILO team continues to follow up on Phase 2 unfunded to make sure that the initial investment bears fruits. ILO support for Phase 2 is only possible because there is an existing ILO team presence in Phnom Penh (national officer). The current set-up is encouraging but further support with sufficient funds would be necessary to ensure that this effort has continuity and the communication campaign, which has a three-year plan, is implemented.

⁶ This is a self-assessment

Rating of project sustainability

CLASSIFICATION ⁷	
<p><input checked="" type="checkbox"/> Highly likely All factors influencing project sustainability have been clearly identified. The sustainability of results has been ensured and there is a firm commitment from constituents and partners to maintain an ongoing flow of project benefits.</p>	<p><input type="checkbox"/> Likely Factors influencing project sustainability have been identified. The sustainability of results is likely and there is an understanding with constituents and partners to maintain an ongoing flow of project benefits.</p>
<p><input type="checkbox"/> Not likely Some factors influencing project sustainability have been identified. There is no consensus among constituents and partners about concrete actions needing to be taken to ensure project sustainability.</p>	<p><input type="checkbox"/> Very unlikely Factors influencing project sustainability have not been identified. The commitment of constituents and partners maintain an ongoing flow of project benefits is unknown.</p>
<p>Briefly explain the major factors taken into account to justify the sustainability classification and provide any other comments (2000 characters maximum):</p> <p>The government is committed to continue working on information and awareness raising of the population in order to extend the coverage of social protection and improve the quality of the services provided by the NSSF.</p>	

⁷ This is a self-assessment

SECTION D: MONITORING, EVALUATION AND KNOWLEDGE SHARING

<i>M&E self-assessment:</i>	YES	NO
Progress was regularly reported both internally (within the ILO) and externally (to donors and partners) against the logical framework	x	<input type="checkbox"/>
A progress monitoring system was supported by data collection and analysis	<input type="checkbox"/>	x
Cost effectiveness of activities and outputs was monitored	x	<input type="checkbox"/>
Constituents were able to use M&E for discussion and decision-making in their own organizations	x	<input type="checkbox"/>
Baselines and data were adequate to document progress towards results	x	<input type="checkbox"/>

- a) Reflect on the approach to performance measurement and describe mechanisms in place for monitoring and evaluation:

Measuring changes in beneficiary’s behavior is a long-term process. The six months duration of the project were not enough to monitor and evaluate its performance. At a certain point in time, the NSSF may measure the impact of awareness raising and communication actions on beneficiaries. Baseline data has been produced in the context of different studies undertaken by the ILO. However, the extension of the coverage of social protection is the result of many coordinated actions, and not only the actions of one project.

The focus groups of beneficiaries who participated on the design of the radio campaign (and soon to be tested tools produced for Phase 2) provided essential feedback that helped the NSSF and its partners to understand what works and what does not work and which is the best way to shape the message for effective results.

The changes within NSSF, particularly the increased budgetary allocation to communications and staff resources are a direct result of the project.

- b) Outline efforts made to involve a broad range of stakeholders in M&E, including the role played by constituents and implementing partners:

NA

- c) If any evaluations were carried out, briefly describe how findings and recommendations were addressed by the intervention:

NA

- d) Describe the approach to knowledge sharing and how key achievements and success stories generated by the intervention will be captured and communicated:

The knowledge developed by the project will be included in a good practice guide on education and culture in social protection that the ILO is producing. A country brief on the experience of Cambodia creating culture of social protection will be produced and disseminated to social protection actors around the world.

ANNEXES

- Communication strategy;
- Reports of the activities undertaken to develop the strategy;
- Presentation to the donor on progress of the project;
- Presentation to the donor on achievements of the project;
- Lessons learnt prepared by the technical officer in Cambodia.

