

# PROGRAMME RISK MITIGATION AND M&E; AND USE OF FUND GUIDANCE

**PROGRAMME: SRHR**



The United Nations  
sexual and reproductive  
health agency

16 DECEMBER 2025



# RISK MITIGATION



No	Risk category (choose one) 1.Political 2.Programmatic 3.Operational 4.Financial 5.Others	Risk statement	Risk Level 1.High 2.Moderate 3.Low	Risk owner (Lead: UNFPA or IP, names and titles)	Mitigation Measures (three maximum)
1	Operational	<p>High workload of MoH technical teams at the national and sub-national levels working with the UNFPA program may affect the timely implementation of the agreed activities in the planned quarter.</p> <p>Due to Cambodian-Thai border conflict since late July, the Operational Risk of this workplan has been elevated to Moderate. However, it is envisaged that the implementation of the whole workplan remains on track.</p>	<p>Low</p> <p>Elevated to Moderate as of August 2025</p>	<p>UNFPA Sok Sokun, SRHR Program Specialist</p>	<p>Routine follow-support</p> <p>For UNFPA supported provinces, only Preah Vihear has been affected. So far, the province can still deliver the approved workplan as the affected areas are only along the border and the approved activities are manageable still.</p>
2	Programmatic	<p>Limited quality SRHR services in some health facilities may lead to limited use of services provided at the public health facilities.</p>	<p>Moderate</p>	<p>MoH</p>	<p>1.Continue to strengthen the quality and capacity of frontline service providers 2.Targeted raising awareness among communities about the SRHR services 3.Monitor service provision to understand the client satisfaction</p>

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3	Programmatic	Limited use of modern contraceptives of women of reproductive age due to misconceptions	Moderate	MOH	<ol style="list-style-type: none"> <li>1. Conduct a study to deep dive into the factors limiting women from using modern contraceptives</li> <li>2. Providing training to healthcare providers to counter misconceptions using rights-based approach</li> <li>3. Design communication messages (social media) to counter misconceptions</li> </ol>
4	Financial	With 15 implementing units at the national and provincial levels, there might be a risk of oversight in financial management	Low	MoH UNFPA - Finance	<ol style="list-style-type: none"> <li>1. Quarterly review meeting</li> <li>2. Field monitoring</li> <li>3. Spot check and/or audit</li> </ol>

# MONITORING AND SUPERVISION



No	Monitoring Activity (explain the monitoring activity and objective)	Methodology (survey; meeting; field visit; others)	Lead institution	Locations	Q1	Q2	Q3	Q4
1.	Quarterly review meeting with IP to discuss progress, challenges, lessons learnt, risks, and review priorities [Online]	Meeting	MoH	Phnom Penh	x	x	x	
2.	2026 Annual review and 2027 Planning meeting	Meeting	MoH	Phnom Penh				x
3.	Supervision to assess SRHR services and health sector response to GBV availability in compliance with the national norms and standards and as part of the response to the border conflict	Field visits	MoH UNFPA (SRH, GBV, Youth, Comm, M&E)	8 UNFPA target provinces	x	x	x	x

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4.	MMR Analysis as part of the MPDSR system	Monitoring	MoH, UNFPA RO and CO	Nationwide	x	x	x	x
5.	Conduct EmONC Light Assessment to 17 provinces	Assessment	UNFPA RO, CO, and MoH	Nationwide		x	x	x

# USE OF FUND GUIDANCE



Date: 18 July 2025

## Inter-Agency Memorandum

To: All UN Agencies in Cambodia

From: Jo Scheuer, UN Resident Coordinator in Cambodia

Subject: **Guidance on Fund Use**

A handwritten signature in blue ink is positioned over the 'From' field. The signature is stylized and appears to be 'Jo Scheuer'.



When preparing financial plans in collaboration with partners, UN agencies are strongly encouraged to incorporate *concrete actions and plans* that:

- Acknowledge the importance of financial sustainability and support the transition from donor funding to sustainable government financing, in line with the Royal Government of Cambodia's ambition to achieve middle-income status by 2050;
- Recognize the global, and regional decline in Official Development Assistance (ODA), and plan for the most effective use of available financial resources by ensuring all expenditures are directly linked to programmatic results;
- Transition towards results-based financial planning, incorporating clear metrics and milestones aligned with results-based reporting frameworks;
- Strengthen data-driven decision-making through enhanced monitoring systems capable of demonstrating a clear return on investment to both traditional and non-traditional donors;
- Anticipate potential further reductions in ODA to the UN system; and
- Shift the UN's operational focus from project and programme implementation toward roles centered on technical assistance, convening, and innovation.

## Principles for consideration for financial planning:

1. **The Evolving Role of the UN:** In line with the UN 2.0 vision, agencies are encouraged to shift from activity-based financing toward strategic, results-oriented planning that delivers long-term impact.
2. **Value for Money (VfM):** Financial decisions should reflect the optimal balance of cost, quality, and sustainability. VfM emphasizes the most effective, efficient, and economical use of resources, demonstrated through measurable outcomes.
3. **Prioritization of Essential Items:** Priority should be given to items that are lifesaving—particularly in emergency or humanitarian contexts—or that are directly needed to achieve programmatic results.
4. **Stewardship of Public Funds:** As international civil servants, we are entrusted with the responsible and ethical use of public resources.

5. **Commitment to Equality and Inclusion:** Public funds should be used to address structural barriers that cause inequality and discrimination, ensuring that financial planning promotes inclusive development.
6. **Sustainability:** Financial planning should focus on long-term results, including the development of systems, policies, and processes that can be sustained beyond the life of a project or programme. Sustainable financing aligns investments with the Sustainable Development Goals (SDGs).
7. **Strategic Partnerships:** UN agencies should actively pursue joint programming and cost-sharing arrangements with other UN entities and development partners. Coordination with UN Country Team members before responding to government requests is essential. Where feasible, agencies should consider combining or aligning events and activities to enhance efficiency and reduce operational costs.

Below are examples of non-sustainable financial items or actions:



1. **Promotional Materials:** The procurement of items such as t-shirts, bags, and other giveaway merchandise that are not directly linked to measurable outcomes, and are typically used for ad hoc events or campaigns, should be avoided.
2. **Promotional Activities:** Expenditures related to high-cost launches, large-scale events, or excessive printing that do not yield direct programmatic benefits are discouraged.
3. **Equipment Procurement:** Requests for equipment that are not essential to emergency or life-saving interventions—such as office computers, printers, multimedia tools, and other operational office equipment—should be minimized.
4. **Non-Essential Travel:** Travel that is not directly tied to the achievement of specific results or outcomes should be limited.
5. **Capacity Development:** Any capacity-building initiative that lacks a clear linkage to programmatic results or does not include a follow-up plan for strengthening institutional capacity should not be prioritized.



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**THANK YOU**