

Analysis of Institutional Capacity of National Social Protection Policy Framework

Mr. Narith POR

Abstract- Cambodians are still vulnerable. To reverse those conditions, National Social Protection Strategy (N.S.P.S) was developed for the poor and vulnerable people to promote their livelihoods. Royal Government of Cambodia (R.G.C) has paid attention on social assistances. In strategic plans, it highlights on strengthening, and developing social security in collective way, consistent and effectively. With these issues, the government establish national social protection policy framework in order to help all people in particular poor and vulnerable people (M.o.E.F, 2017, p.1). The research aims at reviewing an institutional capacity of government institutions in charge of National Social Protection Framework (N.S.P.P.F) toward its goal achievement”

The Department for International Development (D.E.F.I.D) capacity approach is proposed to framework for this institution of government toward its goal achievement. The D.E.F.I.D (2003) cited in Kay & Franks (2003) identifies three approach for assessing capacities in three level.

The strengths and the weakness of the seven points were identified. Those included Overview of N.S.P.P.F, financial resources, relationship with others, policies and systems, strategies, structures and technical skills and competencies. It was concluded that limitation of budget, lack of data and guideline for implementing the frameworks. Recommendations were identification of People with Disability (P.W.D) data, people close to the poverty line, inclusion of P.W.D, increase in budget and budget decentralization.

I. INTRODUCTION

A. Background

The existence of social protection can be recognized as one of the most significant social achievements of the 20th century. Systems of social protection enable societies to advance the well-being and security of their citizens by protecting them from vulnerability and deprivation so that they can pursue a decent life. On the one hand, social protection can meet the essential needs of human survival by ensuring that all men and women have basic social and economic security. At the same time, it can play a more far-reaching role in enhancing the quality of life of individuals and societies by developing and unleashing human potential, facilitating structural change, increasing stability, advancing social justice and cohesion, and promoting economic dynamism (Garcia & Gruat, 2013. p.1).

Cambodia is considered the second most hazard-prone country in South and South-East Asia after Bangladesh. Floods and droughts are among the most economically and socially damaging shocks for Cambodian rural households,

not necessarily because of the intrinsic severity of the events themselves (in particular in comparison to the disasters faced by other, more exposed countries in the region such as Bangladesh) but because of the very serious lack of capacity of the Cambodian population to respond to them. Climate change will heighten further the severity of these shocks (United Nation Development Program [U.N.D.P], 2015, p.4).

The research by Chheang (2014) stated that most Cambodians still live in vulnerable conditions due to malnutrition, lack of basic infrastructure, low quality of health care, low human capital, vulnerable employment, and risks caused by natural disasters, deforestation, overfishing, and other natural resource depletion. Previously, Cambodians have depended on each other. Such similar cultures of other countries have changed. Owing to such change, the social assistance is important to help society to prevent people from poverty which is affected by natural disaster (M.o.E.F, 2017, p.1).

The development of N.S.P.S for the poor and vulnerable is necessary to promote the livelihoods of the people and to ensure achievement of the Cambodia Millennium Development Goals (C.M.D.Gs). Rural economic development is to be achieved by rehabilitating and developing rural infrastructure, addressing seasonal unemployment and providing vocational training and microcredit support, as well as through interventions to ensure quality of life and social development (R.G.C. nd).

The research by Aguzzoni (2011) cited in Handayani (2014) has shown that Comprehensive social protection frameworks have proven effective in ensuring that the benefits of growth are shared more equitably. The redistributive nature of social protection programs makes them important pillars of inclusive growth. In addition, expenditures on social protection contribute to economic growth via economic, social, and human capital development. Another study by Garcia and Gruat (2003) cited by Handayani (2014) indicated that social protection policies and programs are also seen as productive investments that yield economic returns. Social protection expenditures could also act as an automatic stabilizer to support incomes, mitigate risks, and bolster demand during economic downturns, since public assistance and unemployment benefits typically increase during such periods.

Previously, Royal Government of Cambodia has paid attention on social assistances. Those include national fund

for social security, national fund for government officials, national fund for people with disabilities, and national fund for form fighters. In strategic plans, it highlights on strengthening, and developing social security in collective way, consistent and effectively. With these issues, the government establish national social protection policy framework in order to help all people in particular poor and vulnerable people (M.o.E.F, 2017, p.1).

B. Objectives

The N.S.P.P framework has been just developed and approved in March 2017 by Prime Minister of Cambodia (M.o.E.F, 2017). The N.S.P.P framework still has dilemma how the NSPPF is applied and how is it achieved or not. The prospective policy analysis aims at reviewing an institutional capacity of government institutions in charge of NSPPF toward its goal achievement”

C. Scope of Research

The gaps of this research are described as below

- No primary data has been used in this research. In this research, the research has been only based on the existing data collected from relevant departments and ministries.
- Owing to limitation of time, the existing information and data has been used to predict the future trends whether the policy goal are likely achieved or not.
- Not all part of N.S.S.P.F was analyzed: the parts of national social protection policy that was not included in the analysis including social securities. Additionally, in social assistances, there are four parts. Two parts were not included in this analysis: human development and citizen and vulnerable welfare.

D. Significance of Research

The research finding will be used for the benefits of societies, academic students and government agencies. First, the research will benefit for all whole societies of Cambodia in particular poor and vulnerable people in Cambodia which are the target and beneficiaries of the N.S.P.P.F. Second, the research will be used by academia in order to understand the existing capacities of government in implementing policies of national social protection. The gaps of the policies where they can conduct further researches. Third, the research finding can be an input for the governments for their further actions to improve its capacities to in order to apply the NSPPF in effective way with cost effectiveness.

II. METHODOLOGY

To objective of the research is reviewing an institutional capacity of government institutions in charge of NSPPF toward its goal achievement. To answer to this research objective, the processes of the research have been proposed as below:

There are two main parts: types of data and procedure which are accompanied with sub-four parts: (a) defining subject

domain and data sources, (b) data collection, (c) normalizing data, (d) data analysis. Those parts are described as below

A. Concept of prospective analysis

The analysis are involves the production and transformation of information before policy actions are initiated and implemented. This analysis also tends to characterize the operating styles of economists, systems analysts, and operations researchers and synthesizes information to draw policy alternatives and preferences (Saing, 2017, p.7).

B. . Data types

Only secondary data and qualitative data were used to analyze for this research. This was because the NSPPF has been just approved by Prime Minister. This policy has not been implemented yet. For this research, it is a prospective research that identifies the problems of policies that might happen in the future through assessing the capacities of government in implementation. Additionally, the secondary research is easily process, and lower costs (UC, 2017).

C. Procedure

This research process are involves four steps: identifying the subject domain and where to acquire the information, gathering existing data, comparing data from different sources, if necessary and if feasible and analyzing the data (UC, 2017).

a. Define subject domain and source

Before starting, researcher has selected the research topic. Then the researcher also prepared some guide questions in relation to research topics in order that it has allowed researcher to have any an activities research. After review all relevant documents, the research topic have narrow down the topics in order that the researcher can be managed in a timeframe. In this step, the researcher has also identified the sources of information. The data for this research has been collected online and departments, ministries in charge, and lecturers. The data collection will be export the reliable sources such as:

- ✚ Cambodia Trade Integration Strategy 2014-2018
- ✚ Cambodia Trade Policy
- ✚ Trade Sector Wide Approach: Pillars’ road map 2012
- ✚ Trade Annual Report
- ✚ Other official website of relevant ministry in Cambodia, World Trade Organization, World Bank ...etc.

b. Data Collection

In the first step, the researcher has also identified main information needed for this research. The researcher has then explored those information/data on government websites and got directly from officials of the government. Those documents included the national budget approved by government in each sectors for 2017, the budget expenses in 2015 and 2016 for natural disaster management, the budget for Technical and Vocational Education and Training

(T.V.E.T) in 2015, 2016 and 2017, the policies and strategies which have supported for NSPPF implementation.

c. Normalizing data

To simplify data and information, the collected data have structured as the requirement of layout designed by researcher. Those data and information has been structured by governance and financial resources. The governance data includes strategies, policies, frameworks, structures in social assistance and T.V.E.T. The researcher has also explored the financial resources were expensed in 2015, 2016 and the budget for T.V.E.T for 2017 which have been approved by national assembly of Cambodia. During gathering data, all sources of the information have been recorded and the information from those sources has been verified to make sure that those data and information was creditable.

d. Data Analysis

Qualitative data has been analyzed in this research. The researcher reviewed again the objective of the research and information needed to answer to the objectives. The information and data have been structured into two main parts: governance and financial resources that are main factors for supporting N.S.P.P.F implementation.

To sum up, there are two mains: data types and procedure of data collection. The data type for this research focus on secondary data while procedure of research aligned with four main items: data identification and source identification, data collection, data nominalization and data analysis.

III. ANALYSIS MODEL

In this chapter, the analysis model is proposed. The D.E.F.I.D capacity approach is proposed to framework for this institution of government toward its goal achievement. The D.E.F.I.D (2003) cited in Kay & Franks (2003) identifies three approach for assessing capacities in three level as below

A. *Enabling environment*

At the level of the enabling environment, the two fundamental needs are to map and understand the policy environment and to assess the legal and regulatory framework. Once these are understood, the other issues to be considered at this level, such as accountability, resources, processes and relationships, can usually be identified and mapped with relative ease. A number of approaches are possible for mapping the policy environment (Brinkerhoff 2002) such as policy characteristics analysis, political mapping, or policy network mapping. All are based on simple unifying themes and can be presented as models or matrices.

Policy characteristics analysis: assists in identifying the driving forces, decision-makers, costs and benefits, and those who bear the costs and benefits of policy-making in particular sectors.

Political mapping: identifies stakeholders in policy-making, differentiating between external stakeholders, social groups,

political parties and pressure groups, and distinguishing their different levels of support and influence.

Policy network maps: try to graphically present the linkages between different aspects and sectors in policy-making, in order to identify inconsistencies and constraints and to support so-called 'joined-up government'.

The legal and regulatory framework must also be assessed to see if it helps or hinders agricultural water management and to identify the gaps and inconsistencies. This requires an examination of existing laws, their extent and coverage and the accompanying regulations or regulatory systems, as well as attempts to assess their impacts through some form of regulatory impact assessment. Currently, a growing area of interest is water rights and their relationship with water laws. These also need to be considered within this general framework.

Both the policy processes and legal framework must take account of the management of water for agriculture within its wider context.

B. *Organizational level*

Assessment of existing capacity at the organizational level must take account of these organizations within their institutional context and consider their linkages and relationships with other relevant organizations. A first step in capacity assessment at the organizational level is therefore some form of stakeholder analysis. The full participation of all those who have a stake in the outcomes of the assessment (the stakeholders) is now well recognized as an essential part of the process. These are the farmers and their organizations who are the principal beneficiaries of irrigation, the wider local community, local and national government organizations and private sector organizations, such as N.G.Os and commercial companies. Stakeholder analysis can be used to determine who is and should be involved, the nature of their involvement (role, responsibilities, accountabilities; direct or indirect involvement), and magnitude of involvement (e.g. full or part-time, specific activities only). Only very few need be involved in capacity assessments in the initial policy/concept development stages. There are a number of techniques, tools and methods that can support the stakeholder analysis such as surveys, workshops and conferences. The mechanism for stakeholder involvement is another key area. They may be represented through formal management/steering committees. Others may be represented through advisory or consultative councils/boards, surveys, workshops and conferences.

In relation to organizational capacity, the United Kingdom's Department for International Development has done a considerable amount of work and produced a useful document Organizational sourcebook (DFID 2003). This suggests a number of different possible approaches to assessing organizational capacity, including the:

- ❖ open system model, which considers the strategic and institutional environment, the organizations inputs and resources, its strategy, culture, human resource

management policies, systems, structure, outputs and performance;

- ❖ the 7-S model – strategy, structure, systems, shared values, skills, style and staff; and
- ❖ The organizational elements model covering inputs, processes, products, outputs, and outcomes.

3.3. Individual level

Techniques for assessing capacity at the individual level are now well established. Indeed much of the criticism of capacity development programs in the past is that they have been focused solely at the individual level, without paying sufficient attention to the organizational framework within which the individual operates. Individual capacities are often assessed in relation to the need for training and lead to some form of assessment of training needs.

In the past, these were developed through a comparison of competencies and responsibilities and the need to try to match these two more closely for the organization's human resources. Now there is a move to assess an individual's capabilities across a wider spectrum of criteria, such as attitudes and values, as well as the traditional focus on technical skills and competencies. There is increasing use of various types of psychometric testing (such as the Myers Briggs test), particularly in the corporate sector in industrialized nations, to assess capacities in this regard.

To sum up, after review the analysis model of D.E.F.I.D (2003), the research analysis is summarized as below. The capacity assessment focuses on six main points: financial resources, relationship with others, policies, strategies, structures and technical skill and competencies.

After review the D.E.F.I.D model 2003, it is summarized in diagram below. With this diagram, the research has explored three main components of institutional capacity: First, the researcher has explored the financial resources how much budget has been proposed to implement the policy. Second, the researcher studied the relationships with others. Those included policy beneficiaries and stakeholders to implement the policy. Third, the researcher has reviewed relevant policies which were relevant and support for N.S.P.P.F implementation. Forth, the concerned strategies have been reviewed. Fifth, the structure of agencies who are in charge in NSPPF implementation has been studied. The technical knowledge and skills of staff in charge in N.S.P.P.F have been examined.

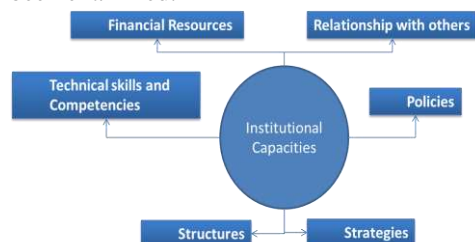


Fig 1: Institutional Capacity

IV. FINDING

A. Overview of N.S.P.P.F

N.S.P.P.F lasting from 2016 to 2025 covers social assistance and social security. Social assistance focuses on four components: natural resource disaster response, human development, technical and vocational and education training and welfare for vulnerable people while social security focuses on (a) tension, (b) health care, (c) employment risks, (d) retire and (e) people with disabilities. Social assistances support for vulnerable people who live below poverty line and close to poverty line in particular pregnant women and children and non-dependent elders while social security will focuses on people in economic sectors of internal system and external system (M.o.E.F, 2017, p.10).

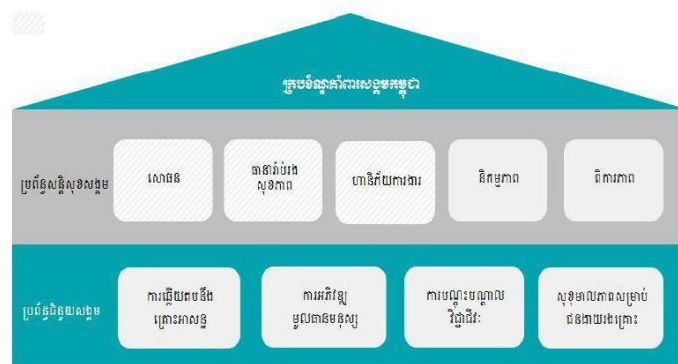


Fig 2: N.S.P.P.F Framework

(Source: MoEF, 2017)

B. Financial resources

The financial resources are important for policy implementation. The government has limited financial resources for N.S.P.P.F implementation. Based on the NSPPF, the government is required to increase their capacities on financial resources (M.o.E.F, 2017, p.14). It has been estimated that in 2000, Cambodia saw the worst flooding in recent history, with a total estimated damage of USD150 million. In 2011, floods caused an estimated loss at 630 million USD (GNDR, 2016, na). The worst drought incident in 2002 had affected two million people and incurred a total damage of USD 38 million. But only 12 million in budget for 2017 has been approved for natural disaster responses. This amount of the budget proposed and experiences of costs are far less than the experiences of cost caused by natural disaster.

The budget for natural disaster at commune level was very limited. The budget could not be used to address natural disaster impacts. Based on the interview with commune chief of Sam Khouy commune in Stung Treng province, the commune councilors proposed the budge around 500 USD every year. This budget was very small to address natural disaster impact. The budget proposed was used only for budget for commune councilor transportation.

Besides the costs estimated above, some impacts which cannot be calculated into cash like dead caused by natural disaster and injuries. In 2011, floods caused 250 people dead and 23 people sustained injuries in the floods in 2011 (GNDR, 2016, na).

C. Relationship with others

The social assistance part target poor people and vulnerable people to benefit from policy. The objective of the NSPPF states that the social assistance of NSPPF is to improve the livelihood of the poor and vulnerable people while strengthening their capacities to maintain the incomes in a economic competitive ness. Moreover, the policy focuses on vulnerable people which is catechized by three groups: (1) those who below power line, (2) those whose lives is close to poverty line and (3) vulnerable people including pregnant women, households who are lack of nutrition, people with disabilities and elders. Another focus is related the primary school students and secondary school students in order that they can access to education at primary school and secondary school level (M.o.E.F, 2017).

There are lacks of lists of people with disabilities at the ground: First, the numbers of the people with disabilities mentioned varied. According to the official data in 1999, two percent of the total population has disabilities. Follow the Socio Economic Survey of the National Institute of Statistics the rate of people with disabilities is 4%. The recent national census released in September 2009 found that only 1.4% of the total population has disabilities (LPPRPD, 2009). Second, commune council has record on data of people with disabilities. Local authorities who record data of the people with disabilities do not have the concept of data of the people with disabilities. Their record only focuses on only people with physical people with dishabilles rather than the data which covers all characteristics of people with disabilities. If it is based on the national census 2009, it can be estimated that there were about 224,861 people with disabilities. Lack of understanding on the people with disabilities, the data recorded by commune and local authorities are less than the real numbers of people with disabilities. Third, there is lack of list of people with disabilities which is recorded by commune councils.

There is lack of data of the families who is very close to the poverty line. Those families who are close to poverty line is not clearly defined and well understood by stakeholders. Currently, there is date of poor I and poor II which is done and updated every three years by the local authorities under the facilitation of department of planning.

Some marginalized groups are not included in the policy. Those groups include indigenous people, widowers, and people living with AIDs. First the indigenous people are not included in the policy. Cambodia is home to 24 different indigenous people. With an estimated population of 200,000 to 400,000 overall, indigenous peoples are generally estimated to account for 1 to 2% of the national population although they are not clearly disaggregated in national census data. This is against with the 1993 National Constitution that

guarantees all citizens the same rights “regardless of race, colour, sex, language, and religious belief” or other differences and the 2009 National Policy on Indigenous Peoples’ Rights in Cambodia (I.W.G.I.A, 2017). Second, the people living AIDs are not highlighted in the marginalized people. So, this policy does not prioritize them for intervention.

There need some improvements of effect communication between social charities and social assistance information of people below poverty line and close to people close to poverty line (M.o.E.F, 2017, p.14).

D. Policies and systems

To management natural disaster management, some laws have been produced. First, law on disaster management has been passed. This law aims at regulating disaster management in the Kingdom of Cambodia. The law has the following goals: (1) prevention, adaptation and mitigation in the pre-disaster period, due to natural or human-made causes; (2) emergency response during the disaster; (3) recovery in the post-disaster period. The act provides for the establishment of the National Committee for Disaster Management to lead, administer and coordinate all disaster management activities (PreventionWeb). Another laws to develop national disaster management structure are Sub-decree No. 30 ANKR.BK, dated April 09, 2002 on the Organization and Functioning of the National and Sub-National Committees for disaster management, sub-decree No. 61 ANKR.BK, dated June 29, 2006 on the establishment of the Commune Committee for Disaster Management (C.C.D.M), direction No. 315 NCDM, dated July 21, 2010 on the establishment of the Village Disaster Management Team (V.D.M.T) for the implementation of Community Based Disaster Risk Management (Hou, 2016, p.11).

There are some missing systems to be improved for better natural disaster management. Based on N.S.P.P.F, there is currently lack of systems to record data and information of poor people and people who is close poverty line and lack of data and information system which is used to collectively record (M.o.E.F, 2017, p.14). Those include Disaster Management Information System (D.M.I.S): lessons from the 2000 flood, Ketsana, and the 2011 flood, highlighted the need for improving inter agency or inter organizational coordination to deal with disasters. N.C.D.M needs assistance to improve its systems, procedures and capacity to prepare reports on damage and needs assessment. Such information is important if coordination is to be achieved (ADB, nd. p.5) and Public Awareness and Early Warning System: while local communities and authorities are already aware of flood disasters, little has been done to develop a systematic preparedness strategy. N.C.D.M has not been engaged in a public awareness program and does not have a public awareness strategy or plan which is a fundamental requirement. Hence, a priority need is to develop a medium term strategy for improving public awareness and preparedness, including being suitably equipped with

financial and technical capacity to implement the strategy (A.D.B, nd., pp5-6).

E. Strategies

The royal government of Cambodia has produced strategies and plans for managing natural disaster management. Those plans include Cambodia national disaster management, strategic national action plan on disaster risk reduction and community-based disaster risk management (C.B.D.R.M) strategy.

Cambodia Disaster Management Plan: The Royal Government of Cambodia considers disaster management as a key component of its social and economic planning. Floods and droughts have caused serious damage and loss to Cambodia, and endanger the Royal Government's efforts to enhance the economy and well-being of Cambodian society. Cambodia's resources are very limited and these have to be shared across a wide range of development programs such as roads and bridges, and relief for affected communities. It is clear that natural calamities have worsened poverty in Cambodia and thus effective disaster management would be an important contribution to poverty reduction (GNDR, 2016. na)).

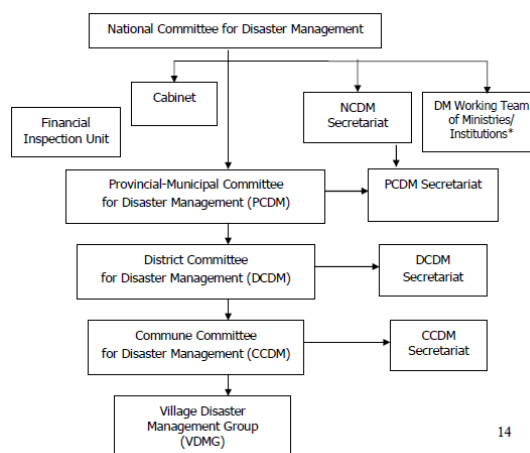
Strategic National Action Plan on Disaster Risk Reduction: National Strategic Development Plan (N.S.D.P) Update 2009-2013 and the Strategic National Action Plan on Disaster Risk Reduction (S.N.A.P) 2008-2013 work as the overarching frameworks, and provide strategic direction to disaster risk management for the country. The R.G.C has invested considerably to reduce disaster risks through its regular development programs at national and sub-national levels. The R.G.C passed the disaster management (D.M) Law in 2015 that is considered as the milestone in the Disaster Risk Reduction (D.R.R) fields (M.o.E, 2008, p.2).

Community Based Disaster Risk Management (C.B.D.R.M) Strategy: C.B.D.R.M is a strategy that builds upon existing capacities and coping mechanisms of communities to collectively design and implement appropriate and doable long-term risk reduction and disaster preparedness plans. The strategy involves the participation of local actors, particularly vulnerable communities, who actively work to identify causes of vulnerability and actions to mitigate the impact of vulnerability from these natural disasters. Additionally, the strategy empowers communities towards long-term capacity to adapt. With recurrent drought and flooding and threats from other natural disasters in Cambodia, CBDRM is seen as the way forward in minimizing enormous loss of life and property (N.G.D.R, 2016. p.na).

F. Structures

National Disaster Management Mechanism (N.C.D.M): N.C.D.M Mechanism structure has been established from the national level down to the commune and village levels with Sub-decree No. 30 ANKR.BK, dated April 09, 2002 on the Organization and Functioning of the National and Sub-National Committees for Disaster Management;

Sub-decree No. 61 ANKR.BK, dated June 29, 2006 on the establishment of the Commune Committee for Disaster Management (C.C.D.M); Direction No. 315 N.C.D.M, dated July 21, 2010 on the establishment of the Village Disaster Management Team (V.D.M.T) for the implementation of C.B.D.R.M (M.o.E, 2008, p.20).



14

Fig 3:

National Committee for Disaster Management

Source: M.o.E, 2008)

National Committee for Disaster Management (NCDM) is established for overall coordination for disaster management. Cambodia has set up necessary legal, policy and institutional foundations for disaster management. Headed by the Prime Minister, N.C.D.M was set up in 1995 that consists of 22 members from different Ministries, Cambodian Armed Forces, and Civil Aviation Authority as well as representatives of Cambodian Red Cross.

The N.C.D.M Secretariat was set up to lead and coordinate disaster management affairs and to provide support to N.C.D.M. As part of the decentralization process, disaster management institutions such as Provincial Committee for Disaster Management (P.C.D.M), District Committee for Disaster Management (D.C.D.M) and Commune Committee for Disaster Management (C.C.D.M) have been set up to lead disaster management at their respective levels. Village Disaster Management Group (V.D.M.G) is also in place as the lowest level body for disaster management.

G. Technical skills and competencies

The human resources are limited for addressing natural resource issues. The NSPPF states that the human resources are limited to prepare policies and program to address the issues (M.o.E.F, 2017, p.14). Moreover, Community Based-Disaster Risk Reduction (C.B.D.R.R) program beneficiaries are among the most vulnerable groups, and they are usually found in farming and fishing communities. Local capacities in all aspects of disaster managements are limited for many provinces. To improve capacity for risk management and emergency response, all CBDRM programs currently prioritize capacity building of committees for disaster management at the provincial, commune and village

levels. All Non-government organizations (N.G.Os) have invested heavily in training and capacity building activities on C.B.D.R.M for local authorities, implementing partners and communities (P.D.R.S, 2008, p 17).

V. CONCLUSION AND RECOMMENDATION

A. Conclusion

It was concluded that first the amounts of budget proposed for natural disaster management were limited while experiences of disaster impacts have been huge. The budget for national disaster at sub-national was less that could not able to address the cost of natural disaster impacts. The policy target poor people and vulnerable people as their beneficiaries. Second, there was lack of some data like lists of people with disabilities, the families who is very close to the poverty line. Some marginalized groups are not included in the policy. Third, the law and sub-degrees to form structure of natural disaster management have been developed. There were lack of systems to record data and information of poor people and people. Forth, the strategies and plans have been produced for managing natural disaster management. Those include strategies and plans for managing natural disaster management, Cambodia Disaster Management Plan, Royal Government of Cambodia considers, Strategic National Action Plan on Disaster Risk Reduction, Community Based Disaster Risk Management (CBDRM) Strategy, National Disaster Management Mechanism. Fifth, the human resources are limited for addressing natural resource issues.

B. Recommendation

Some recommendations are detailed below

- Identify the people with disabilities at the ground and lists of those data.
- Identify the people who are very close to the poverty line.
- People with AIDs and people with disabilities should be included in target beneficiaries
- The Royal of Cambodia should increase the budget amount for social protection.
- Increase the budget to be shared across a wide range of development programs such as roads and bridges, and relief for affected communities.
- The budget should be decentralized to sub-national level in order that the budget can be used directly with beneficiaries.

ACKNOWLEDGEMENTS

Thanks Gina Lopez, Dean of Tony Fernandes School of Business, the University of Cambodia for her advice and Mr. Hay Saing for his comments on this research.

REFERENCES

- [1]. Asean Development Bank. (nd). Disaster Risk Management in Cambodia Retrieved from <https://www.adb.org/sites/default/files/linked/46009-003-sd-02.pdf> on 17th July 2017.
- [2]. Chheang, V. (2014). Social Protection in Cambodia. Paper presented at the Workshop on Social Protection in Asia the Japan's Institute of International Affairs (JIIA). Tokyo, 1 September.
- [3]. García, B. & Gruat, J. (2003). Social Protection A Life Cycle Continuum Investment for Social Justice, Poverty Reduction and Sustainable Development. Geneva: International Labor Organization.
- [4]. Global Network of Civil Society Organization for Disaster Reduction. (2016). Cambodia Country Report Frontline 2015-16. Phnom Penh: Global Network of Civil Society Organization for Disaster Reduction.
- [5]. Handayani, S. (2014). Measuring Social Protection Expenditures in Southeast Asia: Estimates Using the Social Protection Index. Metro Manila, Philippines: Asian Development Bank
- [6]. HOU, T. (2016). Country Report of Cambodia Disaster Risk Reduction. Retrieved from www.unescap.org/sites/.../Cambodia%20Country%20Presentation.pdf on 17th July 2017.
- [7]. Kay, M. & Franks T. (2003). Capacity Needs Assessment Methodology and Processes. Retrieved from <http://ftp.fao.org/docrep/fao/008/y5899e/y5899e01.pdf> on 17th July 2017.
- [8]. Ministry of Economic and Finance. (2017). National Social Protection Policy Framework. Phnom Penh: Ministry of Economic and Finance.
- [9]. Ministry of Planning. (2008). *Strategic National Action Plan for Disaster Risk Reduction 2008-2013*. Retrieved from www.adrc.asia/.../KHM/Plan/Cambodia_SNAP-DRR_2008-2013_Eng.pdf on 17th July 2017.
- [10]. Partnerships for Disaster Reduction-South East Asia. (2008). Monitoring and Reporting Progress on Community-Based Disaster Risk Management in Cambodia. Retrieved from www.adpc.net/v2007/Programs/CBDRM/.../final_crcambodia_23nov.pdf on 17th July 2017.
- [11]. PreventionWeb: (2015). Cambodia: Law on Disaster Management. Retrieved from <http://www.preventionweb.net/english/professional/policies> on 17th July 2017.
- [12]. Royal Government of Cambodia. (nd). National Social Protection Strategy. Phnom Penh: unicef.
- [13]. School of Business, University of Cambodia (2017: Academic Research Paper Writing Presentation, semester 2, Phnom Penh: University of Cambodia.
- [14]. School of Business, University of Cambodia. (2017). Document Analysis in Secondary Research. Phnom Penh: University of Cambodia.
- [15]. United Nation Development Program. (2015). Strategy Paper for Adaptive Social Protection in Cambodia. Cambodia: United Nation Development Program.

Author Profile



Mr. Narith POR is a PhD Candidate of Fernandes Business School of The University of Cambodia. He has conducted some researches

- Fishery Resource-Based Management in Coastal Zone (Bachelor Degree)
- Report on Impact of Globalisation on Socio Economics of Indigenous Peoples
- Fishery Resource and Community Livelihoods in Ram Sar Site
- Sekong River-Based Livelihood in Stung Treng province (this was done when I worked for CEPAC)
- Potential Impacts of Foreign Sanction on Cambodia Economics (University of Cambodia)
- Comparative Analysis of Foreign Direct Investments in Garment Sectors (Cambodia, Laos PDR, Vietnam and Burma)
- Employee's Social Media Uses for Promoting MVi Goal
- Research on Factors of Staff Resignation
- Assessment on Staff Satisfaction
- Potential Impacts of Indigenous Community Livelihood as Results of Resettlement Site Project