

## Annual Project Review Report

DATE: December 18, 2006

Award ID: 00037213

Description: Partnership For Gender Equity, Phase II

Implementing Partner: Ministry of Women's Affairs

Period Covered: 1 January 2006 – 31 December 2006

### 1. Project Risks and Issues

<p>The status of Project Risks &amp; Risk Management Strategies is as follows:</p> <p><b>Risk 1: Joint Advisor: difficulties in responding to the three involved agencies</b>  Update: Joint Advisor started work Sept 2006.  Recommended actions:</p> <ul style="list-style-type: none"> <li>• To prepare an inception report with recommendations for 2007 Work Plan</li> <li>• Review of PGE staff/ human resources versus assigned responsibilities, work load and capacity</li> </ul> <p><b>Risk 2: Project Finance: delay in resource mobilisation</b>  Update: systematic efforts for resource mobilisation have not taken place yet and therefore additional funding has not been secured.  Recommended actions:</p> <ul style="list-style-type: none"> <li>• Agree on key activities for res. mobilisation for 2007</li> <li>• Prepare a business case/ promotion and advocacy materials</li> <li>• Develop res. mobilisation strategy and action plan with roles and responsibilities.</li> </ul> <p><b>Risk 3: Human Resources: delay in recruitment</b>  Update: Delay in recruitment of Advisor and Project Manager caused delay in implementation of activities, e.g. gender budgeting component and the development of NSDP M&amp;E framework.  Recommended Actions:</p> <ul style="list-style-type: none"> <li>• Improve planning and monitoring capacity</li> <li>• Training in Planning, as well as in UNDP Recruitment &amp; Procurement Policies and Procedures</li> </ul> <p><b>Risk 4: Public Administrative Reform and Civil Servants</b>  Update: Appointments under the new Ministerial structure for MOWA new Policy Unit have taken place in time and therefore this is no longer a risk for the project, however the capacity &amp; motivation of the newly appointed staff remain to be a factor of concern and should be supported and monitored closely.  Recommended Actions:</p> <ul style="list-style-type: none"> <li>• Look into possibilities for developing a more comprehensive Capacity Development Strategy for MoWA based on the work on HRD prepared by Silaka in 2005.</li> <li>• Performance assessment of PMG group to monitor progress</li> <li>• Evaluation of methodology used for capacity development</li> <li>• Training in capacity building, team building and performance assessment methodologies</li> <li>• Identify additional measures to retain qualified &amp; motivated ministry staff. Propose to include more staff of Gender Equality Dept as part of the PGE team.</li> </ul>	<p>The following new issues &amp; issue management strategies have been identified:</p> <p><b>Issue 1: Project extension</b>  Update: The formal approval of the PGE Phase II extension (May 2006) took longer than anticipated and delayed the implementation of activities.</p> <p><b>Issue 1: Lack of IT skills and IT staff in MOWA</b>  Update: regular IT problems at MOWA slowing down work. The ongoing work on the installation of a network will further require in-house IT capacity  Recommendations actions:</p> <ul style="list-style-type: none"> <li>• Support training for two MOWA IT staff (maintenance and trouble shooting)</li> </ul>
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## 2. Project Performance

### OUTPUT 1: National Policies and Programmes are Gender Responsive and Improved information and knowledge base for Gender Mainstreaming

2006 target: Gender Mainstreaming Action Plans developed at seven selected ministries, gender indicators system developed to monitor the NSDP and sectoral plans as part of the NSDP M&E framework; policy and programme monitoring and evaluation training module developed and training conducted for MoWA, line ministry and CSO staff; staff of MoWA and selected ministries trained in policy analysis

#### 2006 Achievement:

- NSDP is gender responsive: Three core gender monitoring indicators incorporated into the NSDP.
- Draft NSDP Gender Monitoring Strategy developed.
- Close working relationships established with MOP and NSDP Secretariat on gender mainstreaming, resulting in MOWA becoming member of Inter-Ministerial Senior Working Group and Core Working Group responsible for NSDP M&E (MOWA was initially excluded). This will enable MOWA to provide input for gender responsive measures
- Close working relationships established with seven new line ministries on gender mainstreaming (Health; Information; Rural Development; Industries, Mines and Energy; Water Resources and Meteorology; Commerce; and State Secretariat of Civil Service), in particular with members of Gender Mainstreaming Action Groups of the different line ministries including Ministry of Planning.
- Three Sectoral Gender Mainstreaming Action Plans approved and published: Health, Information, Rural Development,
- Four Sectoral Gender Mainstreaming Action Plans near completion (January 2007): Industry, Mines and Energy; Water Resources and Meteorology; Commerce; and State Secretariat of Civil Service.
- Policy Unit functional with new appointed PMG staff whose capacity has been enhanced in gender analysis, computer skills, presentation skills, gender mainstreaming in policies and qualitative research through training by PGE Policy Unit National Consultants.
- The Policy Unit has gained the respect and trust of MoWA and practical and effective advocacy strategy developed and successfully put into practice.
- Royal Government of Cambodia submitted and defended Cambodia's first report on CEDAW in New York.
- MOWA senior people attended CEDAW workshop together with Cambodian National Council of Women (Supported by PGEII) and jointly responded to the concluding comments to the report by the Division of Advancement of Women, UN New York.
- Establishment of Women's Civil Servants Association near completion. Draft statutes available, awaiting official approval. Core group consists of five ministries: MOWA, MOEYS, MOINFO, MOJ.
- The International Women's Day 2006 and the 16 day-campaign to eliminate violence against women and children have been successfully organized.

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#### Activity1: National policies, January –December 2006

##### Progress:

- MOWA through Policy Unit closely engaged in discussions on NSDP monitoring with MOP/NSDP working groups and donors
- MOWA through Policy Unit closely engaged in discussions on questionnaire of the 2008 Cambodia Census. Population Survey
- MOWA closely engaged in dialogue on Draft Organic Law and advocacy for engendering the draft Organic Law. Collaboration between PGE Policy and Management Advisor and Legal Advisor to MoWA on this.
- MOWA through Policy Unit is currently developing/has developed:
  - M&E strategy for NSDP monitoring from gender perspective and questionnaires for 2007 NSDP Sectoral Progress Reports
  - Public Investment Program (PIP); three year rolling budget
  - Assisted DoP at MoWA to meet with the Ministry of Planning
  - Four new PMG proposals for submission to CAR of which two have been approved already.
  - Two new Priority Action Plans (PAP) developed and submitted to MEF for the Departments of Econ. Dev and Women and Education
  - Annual Country Report to UN on status of gender mainstreaming within Royal Government of Cambodia
- Contribution to the improvement of English language of delegates to CEDAW conference in New York
- Technical support for mock trial workshop to defend CEDAW report.
- MOWA and NGO's engaged in discussion on how to follow up on CEDAW Concluding Comments after New York
- MOWA supported the publication of the Seila Summary Report on 'Gender and Decentralisation'.

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- Support to ASEAN management at MoWA to review 3 country reports on advancement of women for the ASEAN Ministerial meeting.
  - Supported MoWA in drafting Cambodia country report to ASEAN on experiences in gender mainstreaming in relation to the MDGs, Beijing Platform for Action and the CEDAW.

How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

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Activity 2: Capacity building in gender mainstreaming, January –December 2006

Progress:

- Ten staff appointed for Policy Unit PMG on 'Gender Mainstreaming in NSDP & Data Analysis', MoWA's Policy Unit
- Training materials prepared and training provided to Policy Unit PMG members in following areas:
  - gender concepts
  - use of CamInfo
  - gender analysis in education/health/agriculture and economic sectors
  - advocacy approaches: the NSDP experience
  - internet search for latest info on gender issues
  - study and analysis of Cambodia Inter Censal Population Survey 2004 and Cambodia Poverty Profile 2004
  - quantitative research methods (field study in Kampong Speu)
  - preparation of PMG proposals
- Training and guidance provided to MOWA training staff of Department of Women and Education on commune level training materials on 'social ethics and family values'
- Training and guidance provided to MOWA staff of Department of Economic Development on preparing an economic profile for Kampong Chhnang
- Training and guidance provided to GMAGs (Gender Mainstreaming Action groups) of above mentioned eight line ministries in:
  - gender assessment
  - development of gender mainstreaming policies

How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

OUTPUT 2: A critical mass of staff from MWA, PGE, and key line ministries effectively able to carry out their work in the promotion of gender equality in Cambodia.

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2006 Target: Women in civil service at provincial level trained in leadership and management skills

2006 Achievement:

- 72 Directors and Deputy Directors of Provincial Departments of Women's Affairs (PDOWA) and 20 Directors and Deputy Directors of MOWA have improved skills to become better leaders, managers and role models.
- Establishment of Women's Civil Servants Association near completion. Core group consists of five ministries: MOWA, MOEYS, MOINFO, MOJ.
- Thirty NGO Trainers capable of delivering training courses on 'Preparation of Women Candidates for Commune Elections'
- 450 Women Candidates have improved skills in decision-making and confidence to stand for Commune Elections in April 2007. Four MOWA staff joined the training and now have better understanding on how to support women in decision making roles through advocacy and training.
- Improved coordination and collaboration between donors and government departments on GM
- Graduates of the Women's Leadership Programme have been promoted to decision making positions after training
- Graduates are more capable of acting as facilitators in public forums

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Activity 3: PGE establishment, January –December 2006

Progress:

- Senior Policy and Management Advisor recruited, started work September 1<sup>st</sup> 2006
- Recruitment of National Project Manager near completion. Expected to start in January 2007.

How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

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Activity 5: Leadership training, January –December 2006

Progress:

- Leadership and management training ongoing, alumnae meetings and mentoring courses also ongoing
  - Study tour for trainees (focus on Tourism and Economic Development) successfully conducted
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- Evaluation of Women's Leadership Programme initiated, final Evaluation Report due in January 2007. Evaluation looks at impact of training, including effectiveness of the course and will include recommendations on future training content and format.
  - Statutes for the Women's Civil Servants' Association developed and waiting final approval and registration at MOI (PGE supported lawyer and workshop fees).
  - Training of women candidates on-going
  - Training of MOWA staff also on-going

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How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

Activity 9: English and other training, January –December 2006

Progress:

- Training in English language skills delivered (in total 181 students from 20 line ministries, ongoing)
- Training delivered in Log Frame (Logical Framework Approach) for mid- and senior level MOWA staff

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How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

OUTPUT 3: A MWA Five Year Strategy (Neary Rattanak II) and an Action Plan for GM, as well as improved organizational structures, management practices, human resource recruitment policy and development plan, and donor coordination policy and management plan

2006 Target: Improved coordination and GM monitoring capacity

2006 Achievement:

- MOWA HRD strategy developed and approved
- MOWA 2007 Action Plan (with benchmarks and indicators in Logframe format and linked to Neary Rattanak II & NSDP) developed and approved
- MOWA departmental Work Plans for 2007 developed and approved
- Improved capacity for procurement and contracting and establishment of standardised formats for procurement of services at MoWA
- TWG-G 2006 Action Plan, 2006 Resource Mobilisation Matrix and 2005 Report developed and approved
- Regular TWG meetings on Gender taken place with broad and active participation from government, UN agencies and CSO and with improved donor coordination.
- 3 Joint Monitoring Indicators have been developed and approved by the GDCC
- Annual progress report of TWGG

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Activity 10: MOWA Management, January –February 2006

Progress:

- HRD strategy (job descriptions, recruitment and training policy, training needs identified, and recommendations made for broad range of HR and Management issues) in place but implementation requires close follow up & monitoring
- MoWA Annual planning retreat in July 2006 to agree on Ministry's mission (mandate), 2007 Action Plan, departmental work plans, administration and management issues. Implementation of work plans requires close follow up & monitoring.

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How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

Activity 11: Support to TWG-G, January –December 2006

Progress:

- Consultant hired to support TWG-G Secretariat in preparation of the TWGG 2005 Annual Report and 2006 Action Plan
- Work initiated on development of 2007 action plan. Support to the secretariat, and between UNDP and JICA advisors to MoWA as representing the co-facilitators to the TWG-G.
- Improved coordination through standardised agenda with focus on the three Joint Monitoring Indicators
- Regular meetings between lead UN donors initiated for coordination purposes
- Informal Donor coordination meetings and small group meetings of TWGG held to discuss the agenda of TWGG meetings and draft of input for the organic law

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How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

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Activity ID: Activity12, Intranet at MOWA, January –December 2006

Progress:

- Establishment of Intranet to enhance MoWA's in-house communication and information sharing partly completed. Cable installation completed with PGE support, MOWA currently requesting financial support from other development partners for completion of network installation

How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

#### OUTPUT 4: Gender Advocacy and Communication

2007 Target: long term gender advocacy and communication strategy developed and information and communication campaign piloted

2006 Achievement:

- Enhanced cooperation, coordination and dialogue between UN agencies (UNFPA, UNIFEM and UNICEF) and MOWA on the development of the joint Gender Advocacy and Communication strategy.

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Activity 4: Development and implementation of Gender Advocacy and Communication strategy, January –December 2006

Progress:

- Terms of Reference developed.
- A Cambodian Research institution and an International Consultant hired to develop the strategy.
- Tentative workplan developed for consultancy input.
- Strategy expected to be finalised by second half 2007

How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment. MoWA need to involve this work with the GMAPs of Ministry of Information.

#### OUTPUT 5: Women in Development Centre

2006 Target (TRADE project): Upgraded WDC in Kampong Speu, sustainable market driven job skills training programme and business development services, and positive change in income generation opportunities and activities for women as measured against baseline

2006 Achievement:

- Enhanced cooperation, coordination and dialogue between UNDP, ADB and MOWA in the area of women's income generation;
- Joint approach to women development centres between UNDP and ADB
- Knowledge of income generation issues increased among PMG staff and capacity built for analysis as a result of field study (Economic survey)

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Activity 13: Restructuring & running of WDC services, July –December 2006

Progress:

- Recruitment of Micro and Small Enterprise Advisor near completion
- Increased collaboration between staff of Policy Unit and the department of 'Economic Development; UNDP, ADB and MOWA staff supporting the women's development centres
- Economic Survey conducted in Kampong Speu by Policy Unit as research exercise for PMG staff and as input for Kampong Speu market research (to be conducted in early 2007)

How has the gender dimension been addressed: focus of the work is gender mainstreaming and women's empowerment.

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### 3. Lessons Learned

Lessons Learned for Output 1:

- Gender Mainstreaming in the NSDP was successful because the Policy Unit advocated and approached the task in a systematic way, through coordination and facilitation of dialogue on policy development at the national level. A combination of formal and informal contacts with stakeholders was very important for gathering information and influencing stakeholders for advocacy purposes.
- Concerns about moving forward on GMAP implementation both in regard to motivation of key staff at the line ministries,

limited skills in gender analysis and gender mainstreaming and mobilisation of resources for the activities. Concerted efforts on capacity development, cooperation and coordination and resource mobilisation required. Workshop on lessons learned on GMAGs planned for first quarter important base-line for this.

- Data collection proved to be difficult. Informal channels had to be explored too in order to proceed with the work with the GMAGs.
- The right persons to advocate with were not really the gender focal points, but the director and deputy director of department of planning. The latter are usually the ones who write the plan.
- The sustainability of the Policy Unit itself may be jeopardised by not having all members of the Policy Unit in the PMG
- Gender-responsive RS & CMDGs helps the advocacy
- Considerable time is spent responding to requests from MoWA senior management on tasks that are not directly part of the PGEII, for example country reports for UN and international conferences as well as speeches within the country. Investigate option of setting up a group within MoWA to share the responsibility for this and strengthen their reporting and writing skills.

#### Lessons Learned for the Output 2:

As regards capacity building for MoWA staff, on the job training has proven very effective, especially for the PMG group. This has included mentoring and close consultation by the Policy Unit. Understanding of Gender Mainstreaming has increased and skills improved for qualitative research. PMG members also have improved skills in presentations as well as improved analytical and computer skills. MoWA selected people from the right levels to work with. Few members of PMG from Dept of Gender Equality. Workload high and limited staff and capacity at the dept of Gender Equality. By assigning a few more counterpart staff from the Dept of Gender Equality to the PGEII, they may be more involved, benefiting from the team's work, training and experience, and become more motivated.

The MoWA "HRD strategy" and work plans need to be followed up. Coordination and management still poor within and among many of the departments at MoWA. Information sharing is limited. MoWA could benefit from an overall capacity development plan, in line with its mandate along the principles of results based management, linking the many dept. plans to the NRII but including several levels: organisational and institutional.

GMAGs are proving to be a powerful mechanism for gender mainstreaming but they will need continued support both in capacity development and for monitoring the implementation of the action plans.

In the process of forming the groups and developing the action plans the following was noted:

- Staff at sub-national level already knew a lot more than expected about gender issues
- Good discussions can be achieved by mixing the members from different backgrounds

Need for training of trainers for GMAGs and for MoWA dept of Gender Equality. Only one of the Master Trainers remain within the Department. An overall framework for GM would facilitate streamlining of the training. This would form part of a document consolidating and describing existing strategies and plans as well as training tools and materials.

Regarding Political candidate training, some trainees appointed by the political parties to participate in the training were not really appropriate (some were too young, and some were illiterate, which goes against the regulations).

#### Lessons Learned for Output 3:

The PGE and MoWA's actions are based on the Neary Rattanak and NSDP.

For the sustainability of MoWA, there is a need for counterpart staff to involve the policy unit in the whole planning and policy analysis cycle.

PMG members will be invited to the team meetings of PGE in order to learn from the experience and discussions in the team.

So far considerable progress is made on increased cooperation and sharing of information among donor agencies within MoWA. The challenge still remains to bring this forward into joint interventions and concrete actions.

Need to support MoWA management in taking a lead in coordination as well as clearly communicating MoWA's mandate, also outside of the TWG-G meetings.

All the targets of the 2006 Action plan of TWG-G have not been reached, and some activities will have to be brought forward a second time to 2007. Highlights the Importance of setting targets that can be achieved within the one year cycle and within the realm of influence of MoWA and the TWG-G member group. (N.B. Some of the main constraints lay outside the influence or mandate of MoWA – for example with the Mol and MoJ)

#### Lessons Learned from Output 4:

Procurement of services and contracting has now been carried out by MoWA in accordance with internationally recognised procedures. - For procurement of services MoWA needs to improve the work on the ToRs, letter of invitation, and distribution lists as well, as this affects the ranking and contracting.

Concerns about the capacity and availability of MOWA staff to take a lead in the communication and advocacy strategy development. A task force needs to be formed with the active participation from the Ministry of Information and MoWA staff for the implementation of the strategy. Participation of MoWA dept of Information highly relevant too.

Lessons Learned from Output 5:

Joint intervention from all stakeholders required for the success of the Women Development Centres.

Findings from the field visit on the basic needs of the WDC may be useful for the inputs of Business development plan of WDC. Visits and findings indicate that there is limited contact and coordination between WDC, Provincial Government and the Provincial Department of Women's Affairs. This would need to improve. Other issues include incomplete training on food processing especially preservation, trainers at the centre have extremely low salaries, some trainees do not earn enough profit to live off from their acquired skills, so they have to find a job in the garment factory, information on selection of trainees has not been spread widely enough to reach remote villages., etc.

Overarching concerns and lessons learned in the process of recruiting and preparing for the WDC in Kampong Speu relates to the fact that Output 5 is entirely outside of the realm of the other work of PGE II on policy development, capacity development, management, coordination and gender mainstreaming. Other agencies have a long-standing relationship with MoWA on work in entrepreneurship and economic development including ADB, GTZ and JICA and others. For PGE to take on this whole new area of work will draw scarce human and financial resources from other priority areas of MOWA where few other donors are active and where internationally recognised success has been achieved with UNDP support (national policy development, leadership training, GMAGs etc) It will also reduce the credibility of UNDP support to MoWA on harmonisation and alignment when UNDP enters into overlap with other donors without PGE expertise in the field of entrepreneurship development and economics apart from a possible national advisor that is to be recruited and will work at the WDC in the Province. Look into options for transferring this to the UNDP Trade project??

4. Financial Report : Please find attached

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