



*Cambodia*

## **2009 ANNUAL PROJECT REPORT**

**United Nations Development Programme  
Cambodia**

**Project Title: Partnership for Gender Equity Phase II  
01 January 2008 – 31 December 2008**

Project ID: 00037213

Duration: April 2006 to December 2010

Component: Achieving the MDGs and Reducing of Human Poverty

(In 2008 the project was moved from the UNDP Poverty Cluster to the Governance cluster)

Total Budget: 4,767,608 US\$

Implementing Partners: Ministry of Women's Affairs

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## Executive Summary

The report is structured according to the five key components of the project. Capacity development and policy development cross-cut. The project objectives support the national framework priorities and goals as laid out in the RGC's Rectangular Strategy, and MOWA's 5 year strategy, the Neary Rattanak II. It directly relates to the MDG 3 – gender equality and the empowerment of women.

During 2008, the PGE project made remarkable achievements by successfully contributing to gender responsive national policies and programmes through technical advisory services, training, advocacy and lobbying internally with MOWA and together with MOWA with other relevant line ministries and national reform programmes.

In partnership with MOWA, the PGE project contributed to the monitoring and development of gender responsive national policies such as the integration of gender equality considerations in the mid-term review of the NSDP; the review of the draft Organic Law on D&D and gender responsive national programme; gender responsive budgeting through the GMAP of the finance sector and the roll out of the PFM reform programme - MOWA's Ministerial Action Plan for implementing the PFM; development of Gender Mainstreaming Action Plans (GMAPs) and capacity development in gender mainstreaming for MoWA and line ministries; support to gender responsive governance through work with the State Secretariat of Civil Service on Affirmative Action and Equal Opportunities; support to gender responsive curriculum at the Royal School of Administration; the completion and dissemination of the new Cambodia Gender Assessment (CGA) – evidence based gender research to inform policy development - at national and provincial levels; assisting the MoWA management in reviewing and reporting on the achievements of Neary Rattanak II and supporting the drafting process of Neary Rattanak III; supporting aid coordination and aid effectiveness through the Chair and Secretariat of TWG-Gender, to coordinate gender mainstreaming with other agencies; facilitating the understanding and introduction of a programme based approach for gender mainstreaming; mapping study and development of a joint programme on gender based violence; and the support on women's economic empowerment in Kampong Speu province.

The partnership for gender equity project at times faces the challenge of balancing the long-term goal of capacity development and sustainability issues with the immediate needs for technical input demanded by the situation and the pressure faced by often over-stretched MOWA staff. Whereas a case can be made for seizing opportunities and responding to the demand created by the success of many of the ongoing interventions - by using project officers, advisors and external technical assistant, it is recognised that this is not ideal to ensure true ownership and active participation by MOWA management and counterparts. A concerted effort was made this year to put in place a counterpart arrangement especially for the project officers.



## I. Context

### **Rationale:**

Women in Cambodia face significant challenges to their well-being and dignity. Gender inequalities are manifest in limited access to essential services of health and education for women, in particular in the rural areas. This results in high rates of maternal mortality and low levels of female literacy. Likewise there are gender disparities in Cambodia's labour markets, politics and decision making. Poverty is also greater among Cambodian women than men across all economic groups.

Gender equality and women's empowerment –Goal 3 of the Millennium Development Goals (MDGs), are at the core of all MDGs, not only as just and desirable ends in themselves, but as vehicles for the achievements of all the other Goals. The UN Country Team has prioritized gender equality as a cross cutting issue in the four areas of interventions, outlined in the United Nations Development Framework 2006-2010. In joint collaboration with other UN agencies, UNDP works to ensure that gender inequality is addressed in all our areas of intervention.

### **Objectives:**

UNDP has worked with the MoWA since 2003, through the Partnership for Gender Equity to support capacity development and the development of gender responsive national policies. The partnership project has been implemented in two phases. The second phase was revised and extended in both scope and duration, to cover support to further strengthening gender mainstreaming in national policies and strategies, promoting change in social values, and enhancing women's political and economic empowerment. The project activities focus on:

- building gender mainstreaming capacity of the Ministry of Women's Affairs and line ministries especially with regard to monitoring the implementation of the National Strategic Development Plan 2006-2010 and attainment of the Cambodia Millennium Development Goals;
- improving the knowledge and skills of key state and non-state actors to effectively advocate for change in traditional perceptions of women's status in the family, community and society at large;
- developing leadership and management skills of women-civil servants and women candidates for elections,
- promoting an enabling environment and improved skills training and business development services for women entrepreneurs.

It is expected that by the end of the project there will be a significantly strengthened base for informed gender-responsive policy making and capacity for gender research, improved skills and processes for policy and programme monitoring and public outreach and advocacy, a core group of women-leaders enhancing the effectiveness of gender mainstreaming and advocacy, and an institutional model of a sustainable skills training and business development service delivery for replication.

### **Key stakeholders and beneficiaries:**

The project activities are implemented in close coordination and cooperation with a broad range of actors, government and non-government, national and international. Identifying and scaling up the existing effective initiatives and products developed under gender-related interventions is an important dimension of the project.

The project also serves as a multi-donor channel of resource mobilization for effectiveness and reduced transaction costs for national partners. In PGEII -extension phase, support to TWG-Gender has been scaled up, and includes a stronger focus on support to implementing the aid effectiveness agenda, including the introduction of a programme based approach to gender mainstreaming.

The guiding principle of the project is to ensure national ownership and sustainability of results. The project is nationally owned and executed, - implemented by the Ministry of Women's Affairs.



The budget of the project extension is US \$4,767,608. The planned timeframe is 3 years from April 2006 to March 2009. In 2008, the PGE Project was extended to 2010 to be aligned with the CPAP, UNDAF and the NSDP.

## **II. Performance review**

### **Progress review**

#### **1. Overall progress towards the CPAP outcome and output(s) relating to the project**

The Partnership for Gender Equity directly addresses the CPAP/MYFF expected outcome: *"Policy statements and strategies incorporate gender equality statements"* by working with MOWA and other relevant institutions and national reform programmes on the development of gender responsive national and sectoral policies and strategies.

#### **2. Capacity development**

PGE has successfully supported national capacity development in a range of ways; through policy and management advisory services to the Minister and senior management; by supporting MOWA management and staff through specific training and consultations, as well as participation in international and regional workshops, training courses, and conferences. Capacity development support has also been provided by mentoring - through a counterpart arrangement for the UNDP/PGE project officers with MOWA staff, and more structured on the job-training through the priority mission group (PMG) system for the MOWA policy unit. Training sessions, facilitated consultations and dissemination workshops organised by PGE have also included line ministries and provincial level administration as with for example the facilitated consultations and disseminations on the Cambodia Gender Assessment and as well as the provincial consultations and dissemination workshops in cooperation with the State Secretariat of Civil Service.

Capacity development mechanisms and tools mentioned above have covered a full range of capacities and functional skills necessary for gender mainstreaming in policy development and monitoring, and for advocacy and research and on gender equality issues, - including policy and legal analysis (e.g. PFM reform programme and Organic Law on D&D), advocacy (e.g. NSDP Mid-term review and NIS - gender responsive statistical system), reporting, planning, (e.g. with GMAGs), research and statistics (e.g. the CGA, and work with NIS for the CSES 2009), to mention a few.

#### **3. Impact on direct and indirect beneficiaries**

The PGE project is well-established and well integrated at MOWA and the project advisors and staffs have achieved a good working relationship and mutual trust with MOWA staff and management over the years. MOWA staff constitutes the main target group, and more recently now also line ministry staff through their Gender Mainstreaming Groups, NIS/MOP staff, and staff of line ministries engaged in the government reform programmes such as the PFM, D&D, PAR etc. The effective participation of MOWA in project planning and the alignment with government systems and mechanisms ensures good coverage and the right target groups to achieve mutually agreed results.

### **Implementation strategy review**

#### **1. Participatory/consultative processes**

Regular participation, discussion and agreement with project counterparts and partners in identifying priorities, activities and developing the work-plan, as well as in the implementation are the norm for PGE.



## 2. Quality of partnerships

The partnership between MOWA and UNDP for PGE has worked well and has been further strengthened this year through substantive participation of PGE staff and advisors in the review of the 5 year strategic plan Neary Rattanak 2, and the development of the Cambodia Gender Assessment as these activities involved working closely with all the senior management and departments at MOWA - also beyond the Department of Gender Equality.

The PGE project is well placed in coordinating with other agencies, through PGE's active support as co-facilitator of the TWG-Gender. This has resulted in close cooperation with JICA on aid management and inputs into the development of JICA's support to MOWA, and cooperation with GTZ on gender based violence, and continued strengthening of the cooperation with UNIFEM and UNFPA on gender mainstreaming and playing an active role in the UN Gender Theme Group.

This year the PGE has also explored and strengthened linkages with other UNDP projects - especially the Access to Justice Programme - in the design of PGE component 4: joint UN support to gender based violence, and for PGE component 5: the support to WDC in Kampong Speu - with links to the UNDP TRADE project and exploring cooperation with ITC. PGE has also worked more closely with UNDP supported PSDD project in advocating for support to gender mainstreaming in the national programme on D&D, and with the projects on support to Elections and Parliament - especially for the workshops on *women in politics* at the time of the national elections. The partnership strategy can be developed further, especially the roles and responsibilities vis a vis UNIFEM can be explored further.

## 3. National ownership

The Minister and senior staff of MOWA display strong ownership. PGE has further strengthened joint decision-making with national counterparts at MOWA and the GMAG members in line ministries. National counterparts have been involved in the definition of priorities, planning of project resources allocation and reporting. During this year individual counterparts were designated for the UNDP contracted project officers. A Priority Mission Group (PMG) made up of MOWA staff was formed according to the guidelines from CAR and the group were coached and received training by the Project Officers and PGE staff. A work-plan and capacity development targets were established for the group.

For every intervention or project supported by PGE, individuals among MOWA senior management were identified to take the lead and to work with PGE policy advisor or project officers. The project officers are "embedded" in the Policy Unit of MOWA and the MOWA National Project Director takes overall responsibility for planning and resources allocation. The Project Manager/Advisor has ensured regular joint planning and reporting, in an inclusive and participatory way. Joint monitoring and evaluation has also taken place for the review of the implementation of the MOWA five year strategic plan for the MOWA Congress, including PGE involvement in planning for the new MOWA 5 year strategic plan and for specific PGE activities, such as the consultative process used for the review of the support to GMAGs carried out by an external consultant in cooperation with MOWA and PGE.

## 4. Sustainability

Capacities, ownership and partnerships are all linked. PGE has addressed sustainability by supporting national capacity, thereby strengthening ownership and has supported better partnerships among donors as well as line ministries for more effective cooperation and aid management but also for more lasting development results on gender equality. This is the essence of gender mainstreaming.

PGE has worked through the government systems in strengthening the reform programmes and government institutions, for example, this year the project moved from providing leadership



training for women civil servants to address "women and decision-making" through a "gender and governance" approach - more holistically - with support to Royal School of Administration, State Secretariat of Civil Service etc and tailor made training to selected staff on gender and governance, including training of trainers.

As mentioned above, the PGE project works through the government systems, but for gender mainstreaming PGE has actually been part of setting up these systems, and is now providing continued support, as for example with the GMAGs and their GMAPs. However, further work is necessary on a coherent and defined exit strategy.

## **Management effectiveness review**

### **1. Quality of monitoring**

A ToR has been developed and consulted on for the mid-term review of the project due to take place early 2009. Since two of the five components are only being developed recently, and comprehensive evaluations and reviews have taken place within the last 18 months of the two other components, the MTR will apart from reviewing the achievements and results, focus also on strategic directions forward, partnership opportunities and exit strategies – with specific attention to capacity development.

The recommendations from the evaluation of the Women's Leadership programme in 2007 informed the new direction on support to gender and governance mentioned above. The recommendations from the review of the GMAPs informed the work with GMAPs and the continued support to GMAGs for further detailed action plans, and resource mobilisation and integration into sector strategies.

### **2. Timely delivery of outputs**

The PGE successfully achieved the vast majority of its annual output targets in accordance with the schedule in the AWP. The project experienced some delays early in the process of contracting four national project officers and in developing detailed specific ToRs and identifying counterparts, and delays towards the end of the year in the procurement of consultancy services and the limited availability or changes to the schedules of the consultants. PGE responded to an expressed wish from MOWA, Minister and senior management to have a limited number of international consultants and if possible for longer or intermittent periods, and mainly experts with previous work experience from Cambodia. This was adhered to for three out of four of the international gender specialists that supported the project this year, and was much appreciated by all parties.

### **3. Resources allocation**

PGE works mainly on policy development and capacity development, therefore the proportional costs for advisory services, consultants and staff are high relative to other development activity costs.

### **4. Cost-effective use of inputs**

The project is cost-effective. Effective coordination was carried out on for example transport. Use of in-house capacity and resources was high. At times high level consultations were held at luxury hotels whereas MOWA facilities could have been adequate, but when high level representation such as Deputy Prime Ministers and parliamentarians participate, this was expected according to government protocol. Planning and reporting was not always as cost-effective from a time management point of view. MOWA administration, management and information sharing still needs strengthening and led to delays and repeated interventions of PGE administrative staff.

## **III. Project results summary**



**PGE Output 1:** Capacity for gender sensitive analysis, monitoring and reporting on NSDP enhanced at MoWA and select LMs; and MoWA senior management well informed and advocating for gender responsive policy development and implementation.

#### *NSDP monitoring and reporting*

- Supported MoWA Policy Unit to work with GMAG & LMs on NSDP monitoring, including drafting and consultations on MOWA report on progress on gender equality and women's empowerment for the mid-term report on the NSDP as well as recommendations to MOP for gender sensitive indicators.
- Worked with line ministries to include gender considerations in their sector reports. A shorter version of the MOWA report was included in the MTR report.
- Made recommendations on revision of indicators but MOP opted not to revise any of the core indicators. Briefed and lobbied with MOWA senior management to advocate for changes to the indicators during the inter-ministerial consultation workshops on NSDP MTR.
- The progress and issues relating to the NSDP monitoring from a gender perspective was presented in the 24<sup>th</sup> TWG-G for information sharing and advocacy purposes.

#### *Gender responsive national statistical system and survey instruments*

- Supported development of a gender responsive national statistical system - three missions of the Gender and Statistics resource person from the UNDP Regional Office in Colombo took place with good results and recommendations for further strategic actions.
- Knowledge base and capacity of MoWA and NIS staff enhanced through three training workshops on Gender and Statistics with a focus on CSES 2009.
- Provided recommendations and held follow up advocacy meetings with NIS and Statistics Sweden for the CSES 2009 questionnaire and process. All of the recommendations were accepted.
- Discussions with NIS senior management and key development partners were held to advocate for broad support for Gender and Statistics and the development of a proposal on Multi-Stage Training to be submitted to WB Institute or OECD. Many development partners raised the need to develop a pool of national gender and statistics specialists as a way to ensure sustainability.

#### *Development of Gender Mainstreaming Action Plans (GMAP) and support to Action Groups*

- Supported the development and consultations on the GMAP for the Finance Sector and the consultation workshop with high level MEF representation. The narrative analytical section of the GMAP of the Finance Sector was revised after the consultations, and the activities revised also to include elements of gender budgeting recommended for the PFM reform program.
- Assisted the Ministry of Environment on GMAP development and supported them in concept notes for resource mobilization.
- Technical support provided to GMAG of MLVT in cooperation with ILO to develop the GMAP of Labour, and to prepare for and hold the dissemination workshop of the GMAP. PGE also played an important facilitation role to ensure smooth coordination between ILO and MLVT.
- Supported launch of the GMAP of SSCS and assisted the GMAG of SSCS in conducting workshops on the dissemination of GMAG and guideline on quotas for women in civil service. According to the Guideline, women shall constitute 20-50% of new recruits in line ministries.
- A revision of the first draft has been carried out of the National Framework on Gender Mainstreaming to include the new and updated information from the review of GMAGs/GMAPs, the findings of the 2008 CGA, as well as the Organic Laws on D&D, and gender budgeting –PFMRP.

**PGE 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



**2008 targets:** engender the civil service, through introduction of affirmative action and equal opportunities principles in work of 3 key national institutions (SCS, CAR, RSA) and capacity development of targeted women in decision making positions

#### *Women's Leadership/Gender and Governance*

- Supported MoWA to work with Royal School of Administration & CAR on engendering the curriculum and increase enrolment of women. Agreement was reached with RSA on how to mainstream gender into the school's curriculum and to increase enrolment. A working group of MoWA has been formed to work with RSA.
- With support from the prime minister and advocacy from MoWA and relevant stakeholders, SSCS has issued a quota guideline for all line ministries that women must make up from 20 to 50 percent of new recruits. Got feedback from HR units of key line ministries regarding the increase of female proportion in the civil service through quota.
- Supported GMAG of SSCS in disseminating its GMAP, the above-mentioned guideline, and how to collect sex-disaggregated data at the central level with the participation of all line ministries and institutions.
- Expert consultant on Gender and Governance recruited and working with MOWA on developing training manual, conducting training sessions for MOWA and SSCS as well as key line ministries, and later, Training of Trainers on gender responsive governance.
- Supported the women's leadership training programme alumnae and the Women's Civil Servants' Association to hold meetings (First Congress held late 2007), to develop action plan and on study tour to develop capacity and to seek and share experience with the local decision-makers in Siem Reap and Kampong Thom provinces. The topic for the study tour was "women in decision-making" at sub-national level.
- English language training provided for MOWA staff. This constitutes strategic support to increase their opportunities to avail of information in English and to participate in regional and international networks and training opportunities.
- Supported Minister and senior management in participation in international and regional conferences and in international networking.

#### **Output 3:** Support organizational development of MOWA

**2008 targets:** to strengthen the capacity of the TWG-G secretariat, to move forward in gender and aid-effectiveness agenda, to introduce programme based approach to gender mainstreaming

#### *Support development of NR III*

- The key areas for MoWA future direction have been identified in MoWA congress and presented in Government 5 years Congress in late May 2008 facilitated by PGE and senior policy advisor to MOWA. Many informal discussions with MoWA management for elaborating these key areas took place in addition to the formal consultations.
- Advisory support for the process, consultations and drafting of the Neary Rattanak 3. Work-plan and working groups established. A very first rough draft is available in Khmer.

#### *Support for TWG-G*

- PGE provided both technical and financial support to the Secretariat of TWG-Gender to fulfill its tasks, and briefings for the Chairperson and donor co-facilitators.
- Supported the preparations of annual action plans, and the TWG-G meetings, the GDCC and the CDCF,
- Supported drafting of the progress reports to CDC, reports for the High Level Forum in Accra, provided comments on the Technical Cooperation Study and the aid effectiveness evaluation.
- Facilitated TWGG small group discussions on engendering statistics - recommendations for the CSES 2009, and separate session on gender indicators for the NSDP mid-term review.



- Held preparatory donor meetings on PBA and Policy Advisor gave a presentation PBA for gender mainstreaming at the TWG-G meeting. Briefings for senior management – Dept of Planning and Statistics and Dept of Gender Equality on PBA and first draft of possible road map.
- Provided backstopping for Secretariat participation in CDC training on aid management (SWAp,PBA) and participated in meeting and drafted presentation for Cambodian delegation attending the OECD DAC Gendernet meeting in Paris on aid effectiveness.
- Advised on and facilitated discussions on the restructuring of the Secretariat. New organisational set-up endorsed and submitted to CDC.

#### *Donor coordination*

- Donor coordination at MOWA improved, - introduced regular advisors' meetings for information sharing.
- Supported resource mobilisation and harmonisation of ODA for MOWA - for UNIFEM support to MOWA Cabinet and to DV Conference. Resource mobilisation and project formulation for ADB support to gender and local governance and to AECID project formulation; cooperation and coordination with UNIFEM and UNFPA on GM and DV (see below)
- Supported negotiations and project proposal development with JICA on new long-term project on gender mainstreaming at MOWA.

#### *Cambodia Gender Assessment 2008*

- Supported the planning, coordination, technical editing, consultations, peer review, revision, resource mobilization, procurement of printing house and printing, as well as the national and provincial level dissemination of the Cambodia Gender Assessment (CGA).
- Executive summary of the CGA was launched for International Women's Day and the National Workshop to disseminate CGA held in December with high level government and development partner representation.
- Four provincial workshops held with facilitated consultations to disseminate the CGA and discuss implementation of the recommendations.

**Comments:** Completion of the CGA more time-consuming than anticipated. CGA working group is less effective to support this development once the major substantive consultations and revisions on the content had taken place. Senior Policy Advisor and project manager/advisor as well as all the project officers and support staff spent an enormous amount of time to complete the document, for cross-checking, layout and editing, as well as supporting the resource mobilization and procurement of printing house and the dissemination.

**PGE Output 4:** Gender advocacy and communication (Joint Programme for GBV). A Joint Programme of GBV will contribute to the successful implementation of the National Action Plan to combat violence against women.

- Completed a mapping study to gain an overview of current activities on GBV by UN, other development partners and local organizations.
- Needs assessment completed to identify strategic interventions that build on existing work required to address GBV through an expanded integrated collaborative joint programme. A final report available with a set of recommendation. Report shared and discussed with UN Gender Theme Group. Further discussion of the proposed interventions will take place, including consultation and dialogue with other key stakeholders.
- Supported the consultations with the regional joint UN GBV programme on working with men and boys as allies.
- Participation and support to establishment and functioning of UN Gender Theme Group and UN Gender and HIV theme group



- Supported analysis and recommendations on changes to manual for programme on social morality and Khmer family values, responding to concerns raised by UNAIDS and UNFPA on content of public health information in the manual.

**PGE Output 5:** Pilot a sustainable model of a Women's Development Center in Kampong Speu: To support and institutionally viable and financially sustainable model of skills training and business development services for women as a pilot for replication – target Kampong Speu WDC

- Based on the market research conducted in late 2007, several consultations were held with different key stakeholders to develop the concept note on economic empowerment for women in Cambodia which outlines four strategic areas to support women economic development in Kg. Speu including market driven skills training together with social services, support to local business development service providers and local business and employment generation, and support to core government institutions in facilitation and coordination of local economic development.
- Support MoWA in cooperation and negotiations with International Trade Centre to identify ITC assistance to the project component.
- One week field visit by ITC team to identify its support to Kg. Speu. Proposed ITC 2009 work plan to assist to support women economic in Kg. Speu appreciated by MOWA and UNDP senior management. Endorsement letter is needed for ITC to move forward.
- Value chain analysis carried out for handicraft (Krama), food processing (sugar palm, snack food), and garment/tailoring (products made from fabric waste of garment factory, tailoring shop)
- Organizational development review Ongoing with recommendations for the WDC
- Supported the WDC in conducting 8 training sessions on food processing to local women in selected communes in Kg Speu Province.
- Strengthened network and information exchange with different local and international agencies and companies and local government institutions, private sector and other NGOs network both at Phnom Penh and Kg. Speu.
- Supported WDC to link and market their products both within local market and specific women's network
- Supported administrative staff in Kg. Speu WDC on computer training.
- Strengthened coordination and cooperation with Dept of Economic Dev MOWA

#### IV. Implementation challenges

##### Project risks and actions

PGE experienced a slow start up of the year due to the need to recruit for three of the project officer positions and the ensuing induction period. Appointment of new counterparts also took time, and the election period mid 2008 meant that there was limited access to senior management at MOWA and other line ministries for an extended period, also waiting for the new government to be formed.

Availability of consultants led to delay in implementation of activities in governance, and in GMAP. The unexpected timing – (short notice) of the consultations and roll out of government reform programmes for D&D and for PFM - had to take priority for policy advice to Minister and senior management - over PGE work-plan - leading to delays in other areas such as capacity assessments and NGMF etc.

PGE often experiences high transaction costs – both logistically and time wise – for coordination between MOWA departments but especially with other government institutions e.g. NIS for statistics work and with MOP on the NSDP MTR. High transaction costs for time consuming negotiating and consulting on procurement procedures around joint interventions with development partners were experienced both in the cooperation with GTZ for the joint support to



the follow up study to the VAW baseline, as well as in cooperation with JICA on project formulation and consultations.

Lack of incentives and other motivational measures are limited for MOWA staff which affects their level of involvement in activities and hence the implementation.

### Project issues and actions

UNDP staffing issues at project level include the heavy workload on managing the increasingly diverse and growing project with recruitment of staff and consultants whereas the project officers still require guidance and support in their new roles and do not all work independently. Suggest to have a national advisor position and separate post for project manager, especially now with the development and start of the implementation of the two new components (GBV and the WDC), and to allow for policy advisory services for programme based approach to gender mainstreaming by the international advisor.

UNDP Country Office support and strategic guidance initially affected by high turnover of staff for positions of programme analyst and programme assistant, and head of cluster and head of programme - all in one year.

New staff all the same year, among agencies that are key gender equality champions and key development partners, included initially higher transaction costs for their induction period. These included new people for UNIFEM, World Bank, ADB, and new advisors to MOWA for GTZ and JICA.

PMG has not proven to be an effective system. The expected output is not reached and the group is not effectively able to support the implementation of project – the achievement of the results. The capacity development roles for the project officers vs need to deliver results is experienced as a trade-off when the workload is heavy and motivation of PMG members low. Need to re-evaluate role of PMG – and composition of PMG team – need staff from relevant departments.

### V. Lessons learnt and next steps

The PGE has achieved great results this year. Some of the successes factors relate to the timing of interventions – opportunity for work on gender mainstreaming in reform programmes PFM – are now at stage where gender mainstreaming is possible, building on previous efforts and interventions.

Political support has played a role. The Prime Minister has made strong statements in favour of gender budgeting and promotion of gender equality, no doubt as a result of advocacy from MOWA but now MOWA can implement these recommendations (with the high level support). Examples of this include the SSCS and guidelines on quotas, the PFM reform and gender budgeting, that all reports from LM should mention on the progress on gender equality.

Changes in leadership in UNDP country office and stronger links with UNIFEM and support of UN reform provided opportunities for joint programmes and partnerships as well as GM in other UNDP programmes. (TRADE project, environment project (Tonle Sap), Support to parliament, Elections project, A2J.)

### VI. Financial status and utilization

**Table 1: Contribution Overview (2006-2010)**

Donor Name	Contributions	
	Committed	Received
UNDP Trac	4,767,608	1,525,573.18
<b>TOTAL</b>	<b>4,767,608</b>	<b>1,525,573.18</b>

**Table 2: Funding Status (as of the end of 2008)**



Figure is based on CDR

Donor	Received	Expenditures				Project Balance (Received-Expenditure)	Available fund as of January 2009	Remark
		2006	2007	2008	Total			
UNDP Trac	1,525,573.18	542,908.56	472,124.62	475,072.42**	1,490,105.6	35,467.58	886,640.00	Based on approved work-plan for 2009
UNICEF	2,310						2,310	Funding left from other project
<b>Total</b>	<b>1,525,573.18</b>	<b>542,908.56</b>	<b>472,124.62</b>	<b>475,072.42</b>	<b>1,490,105.6</b>	<b>35,467.58</b>	<b>888,950.00</b>	

\*\* Government disbursement is \$91,766.23. UNDP disbursement is \$383,306.19.

**Table 3: Annual Expenditure by activity (January-December 2008)**

Activities (Component)	Approved Budget for 2008 (GO7)	Expensed As of 31 Dec 2008	Balance	Delivery Rate
Act1: To assist the Management Team with National Policies.	29,500	9,472.34	20,027.66	31.1
Act2: Capacity Development in Gender Mainstreaming	81,400	56,665.24	24,734.76	69.61
Act3: PGE Establishment/Programme operations support	187,640	275,032.51	-87,392.51	146.57
Act4: Women's Leadership and Management Programme and other training	72,800	42,319.53	30,480.47	58.13
Act5: Assist with HDR Strategy	25,500	2,400	23,100	9.41
Act6: Support for TWG-Gender	10,000	3,362.6	6,637.4	33.62
Act7: Establish intranet in MoWA	8,000	26,011.89	-18,011.89	325.14
Act8: Strategy development and content design	22,700	21,238.25	1,461.75	93.56
Act9: Pilot a sustainable model WDC	73,000	38,499.78	34,500.21	52.74
Act11: Admin and technical support	0	49.56	-49.56	-
Act13: WDC services	0	20.72	-20.72	-
Act: Advance	140,060.93 (authorized)	91,766.23	48,294.7	65.51
<b>Total</b>	<b>510,540</b>	<b>475,072.42</b>	<b>35,467.58</b>	<b>93.05%</b>

**Table 4: Annual Budget for 2009**

Outputs	Approved Budget for 2009
PGE Overall Output 1: National policies and programmes are gender responsive	156,800.00
PGE Overall Output 2: A critical mass of staff from MoWA and other government ministries and institutions capable of carrying out work in promotion of gender equality in Cambodia	127,800.00
PGE Overall Output 3: Organisational development of MOWA	39,300.00
PGE Overall Output 4: Gender Advocacy and Communication	6,500.00
PGE Overall Output 5: Women's Development Centres	203,000.00
Project Implementation Support	277,740.00
<b>Total</b>	<b>869,640.00</b>



