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FINAL PROJECT REPORT

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Partnership for Gender Equity Project- Phase II Extension

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"From Introductory and Orientation Course to Upgrading Dyeing, Sewing, and Weaving Skills".
Kampong Speu Women Development Center, MoWA, December, 2010.

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Abbreviation

CDC	Council for Development Cooperation
CGA	Cambodia Gender Assessment
CIDA	Canadian International Development Agency
CMDGs	Cambodian Millennium Development Goals
CNCW	Cambodia National Council for Women
COMBI	Communication for Behavioural Impact
CPAP	Country Programme Action Plan
CSES	Cambodia Socio-Economic Survey
D&D	Decentralization and Deconcentration
GBV	Gender-Based Violence
GDCC	Government-Donor Cooperation Committee
GMAGs	Gender Mainstreaming Action Groups
GMAPs	Gender Mainstreaming Action Plans
GTZ	German International Development Agency
HRD	Human Resource Development
HRM	Human Resource Management
JMIs	Joint Monitoring Indicators
MDGs	Millennium Development Goals
MEF	Ministry of Economy and Finance
MLMUPC	Ministry of Land Management, Urbanization Planning and Construction
MLVT	Ministry of Labour and Vocational Training
MoE	Ministry of Environment
MoP	Ministry of Planning
MoSAVY	Ministry of Social Affairs, Veterans' Affairs and Youth Rehabilitation
MoT	Ministry of Tourism
MoWA	Ministry of Women's Affairs
NIS	National Institute of Statistics
NSDP	National Strategic Development Plan
OCM	Office of the Council of Ministers
PAR	Public Administrative Reform
PBA	Programme-Based Approach
PFM	Public Financial Management
PFMRP	Public Financial Management Reform Programme
PGE	Partnership for Gender Equity
PSDD	Project to Support Decentralization and Deconcentration
RGC	Royal Government of Cambodia
RSA	Royal School of Administration
SSCS	State Secretariat of Civil Services
TORs	Term of References
TWG-G	Technical Working Group on Gender
UN	United Nations
UNDAF	United Nation Development Assistant Framework
UNDP	United Nation Development Programme
UNFPA	United Nations Population Fund
UNIFEM	United Nations Fund for Women
WB	World Bank
WDC	Women's Development Centre
WLP	Women's Leadership Programme

Executive summary

The Partnership for Gender Equity (PGE) Project Phase 2 Extension 2006-2010 aims to strengthen MoWA's capacity to effectively fulfil its mandate and build the knowledge base and technical capacity of the RGC for gender mainstreaming and advocacy.

The PGE's outcomes and outputs have contributed to the achievements of priority 3 of the United Nation Development Assistance Framework 2006-2010 outcome, and the UNDP's Country Programme Action Plan outcome: "***national and local authorities are better able to manage development effectiveness***", and output "***capacity of government and mechanisms for gender mainstreaming strengthened***".

Overall, the project's outputs have been significantly achieved. The following section reports key achievements of the project against its specific outputs.

The project output 1: National and sector policies and key reform programmes are gender responsive

Key government policies and strategies such as the 2006 National Strategic Development Plan (NSDP) Progress Report, NSDP update, Organic Law, 10 Year Decentralization and Deconcentration (D&D) National Action Plan, and the D&D Three Year Implementation Plan 2011-2013 are gender responsive. Gender analysis and concerns were also included in the draft National Youth Policy and draft National Housing Policy.

The project support to development of Gender Mainstreaming Action Plans (GMAPs) in 13 line-ministries represents a remarkable success. For the first time ever, these ministries undertook gender analysis in their respective sectors and integrated gender concerns and needs into their GMAPs, and some of which were later successfully integrated into core ministries' strategies/action plan.

Through the Project support, Ministry of Women's Affaires (MoWA) built an effective and strategic cooperation and partnership with key government ministries/institutions, including National Institute of Statistics (NIS), Royal School of Administration (RSA), State Secretariat of Civil Services (SSCS) and Ministry of Planning (MoP). For example, the project supported MoWA in working closely with NIS/MoP. As a result, Cambodia Socio-Economic Survey (CSES) 2009 survey instruments were gender responsive, and monitoring indicators for the NSDP 2006 and the NSDP update were well engendered.

Furthermore, throughout the project's advocacy effort and strategic engagement with the State Secretariat of Civil Services (SSCS), it successfully resulted in the issuance of a new civil service guideline in 2007 which indicates all new recruitments of civil servants shall reserve a quota of at least from 20% to 50% for female. As a result, the proportion of female civil servants in the civil service has increase from a 32% to 34% in 2009.

The project output 2 "Capacity for gender mainstreaming and leadership skills increased among MoWA and line ministry staff" was significantly achieved, and the key results are as follows:

The support to the Women's Leadership Programme carries significant change and impact upon the participants' knowledge, leadership and confidence in fulfilling their roles and responsibilities in the civil service. 245 female leaders from 24 government ministries and institutions benefited from the training program. Moreover, the programme enabled the participants to be promoted to a higher position in their ministries.

Providing gender training to the RSA represent a strategic entry point for increasing gender related awareness among current and future senior civil servants of the Royal Government of Cambodia (RGC). The project supported a series of 25-hours gender training in key related topics to about 300 government officials.

Capacity for gender mainstreaming and leadership skills among MoWA senior management and staff has been strengthened through trainings and adhoc sessions. For example, 72 Directors and Deputy Directors of Provincial Department of Women's Affairs and other 20 Directors and Deputy Directors of MoWA's departments benefited from the trainings.

The PGE's strategic support contributed to promoting more women in elective bodies. Trainings provided to 450 women candidates for the 2007 Commune Council Elections to equip them with communication, facilitation, leadership and advocacy skills.

The "Training Manual on Making Governance Gender Responsive" to improve the knowledge of government officials in the key areas of gender responsive governance was developed and is available for training.

The project output 3: Organizational development of MoWA and aid management through the TWG-G improved.

The project output 3 was achieved. Key achievements were made by the project in supporting organizational capacity development for MoWA, effective functioning of the Technical Working Group on Gender (TWG-G), and providing strategic policy advice to minister and senior management of MoWA.

A Capacity Assessment was undertaken to analyze MoWA current capacity to deliver its mandate and outputs as set out in the Neary Rattanak III. The findings for the assessment revealed concrete and practical recommendations as well as effectively guided the development of the Capacity Development Strategy. The strategy will provide an opportunity to harmonize supports among development partners to various MoWA initiatives and departments towards implementing the programme based approach.

The TWG-G, through the project, has become an active and effective mechanism for multi-stakeholder coordination, information sharing, aid harmonization and development as well as reporting on Joint Monitoring Indicators (JMIs) on gender among line ministries, Development Partners and civil society organizations. The fact that more than 31 meetings of such were organized represents improved capacity of the TWG-G Secretariat and continued technical support of the project.

Significant supports of the project resulted in the establishment of government policy which provides a vision and goals for RGC on gender equality, Neary Rattanak III. The project supported the MoWA Congress to review the Neary Rattanak II, the result of which contributed to development of Neary Rattanak III. The project also supported MoWA to develop its annual action plan in 2007 and 2008. As a result of support and improved capacity, MoWA continues the practice in developing its own work plan by itself from 2009. Likewise, unlike the development of previous Neary Rattanak II, Neary Rattanak III was led by MoWA.

The project made remarkable achievements in the output 4 "strengthened advocacy and communication skill among MoWA and line ministry staff".

The MoWA Communication and Advocacy Strategy was developed. The strategy is currently being used to guide the ministry's communication and advocacy work both at the strategic and operational levels. It was a result of participatory process involving other development partners,

including United Nations Population Fund (UNFPA) and United Nations Fund for Women (UNIFEM).

A Communication for Behavioural Impact (COMBI) manual was developed and training was provided to key MoWA and other 8 line ministry staff. The COMBI action plan with particular focus on promoting recruitment of more women in the civil service was also developed for MoWA to advocate with SSCS and other line ministries for the increase of women in public administration.

The Project provided advisory and coordination support to MoWA in the development of the Cambodia Gender Assessment (CGA) 2008. CGA is an evidence-based document and serves as an important tool for advocacy, communication and information campaign. It has been widely used by line ministries, Development Partners and civil society in developing policies and plans as well as demonstrating critical gender concerns.

The project output 5: Organizational management of the Women's Development Centre improved and income generation and vocational skills of women producer groups and potential exporters increased

The output 5 was successfully achieved. Technical and organizational supports were provided to the Women's Development Centre (WDC) in Kampong Speu to improve its organizational management structure and capacity to undertake key roles in promoting women economic empowerment and to provide market- oriented vocational skill trainings to poor young women and women producer groups from communities in Kampong Speu Province.

High quality assessments and analysis undertaken through the project supports indicate key areas of economic opportunity for women in Kampong Speu and the needs for organizational development for WDC to support women's economic development, including a provincial Market Assessment (2007); Value Chain Analysis on Food processing, Krama Production, Garment Making (2008); Opportunity Study for Krama and Doormats Made From Garment Waste (2009); and Opportunity Study for Kampong Speu Palm Sugar (2009).

One of the most significant supports and achievements is the development of a 2011-2013 business plan, an operation manual and a proposal for resource mobilization for WDC. The business plan provides strategic and financially sustainable medium and long-term development plan for the WDC.

The organizational development process has allowed all WDC staff to benefit from various trainings based on their individual capacity development plan and terms of reference within the newly developed organizational structure, to build capacity and improve institutional performance of WDC.

Significant strategic supports were provided to the WDC, women producer groups as well as women from communities in Kampong Speu to upgrade market oriented vocational skills, services and products on Sewing, Dyeing and Weaving Skills. This significantly contributes to increase of income generation and production capacity of poor women and women producer groups.

The cooperation between International Trade Center and the MOWA, through the UNDP/PGE, to support income generation activities for women producer groups and capacity building of women entrepreneurs and potential exporters on business management and development has resulted in a feasibility study on the establishment of the Women Trade Unit. The study report is being finalized.

Despite the progress, there are some project risks and issues occurred over the course of the project implementation. The project risks included cancellation of Government's incentives and salary supplements, delay in resource mobilization, and capacity of MoWA staff. Likewise, the

project issues included project staffing and staff turn-over, delay in procurement, gender training programme in land and labour Sector, capacity development strategy, and the delay in GMAP development of the Office of the Council of Ministers (please see the project risks and issues for detail).

There are a number of good lessons learnt over the course of the project implementation. These have contributed to project's achievements including, but not limited to leadership and political support from the RGC, development and existence of a "gender mainstreaming system", MoWA leadership and credibility, positive ways of working by PGE, strategic and timely decisions by PGE management (please see the lessons learnt section for detail).

The recommendations below concern the focus that the United Nation Development Programme (UNDP) shall consider for its future interventions. Project stakeholders, and particularly the national counterparts, have made clear that there is a need to continue the support by building on the project's good achievements and approaches to fulfilling current commitments and supporting priority and strategic initiatives of the MoWA. The following are key summarized points of recommendations:

1. Support to GMAPs in implementation, capacity building and funding.
2. Continue the work on strategic initiatives with key government institutions and reform programmes including, but not limited to Public Administrative Reform (PAR), Public Financial Management (PFM), RSA, SSCS, Human Resource Management (HRM), Human Resource Development (HRD).
3. Support to WDC to implement the three-year business plan 2011-213, to support a three-year capacity building strategy and plan based on the three year business plan, refurbish its equipment, facilities and re-start entrepreneur-centred training programmes, and to support MoWA in the establishment of the Women Trade Unit.
4. Development and improvement of the effective project management systems
5. Support capacity and organizational development of MoWA.

I. Context

The National Strategic Development Plan (NSDP) 2006-2010, as well as the Government's Rectangular Strategy, recognizes women as a precious stone and foundation for Cambodia's society and economy. It also underscores the gender disparities that permeate in society across all sectors. The NSDP therefore focus its priorities and attention on:

- Building commitment and capacity at all levels, including all government policies and programmes, in relations to gender sensitivity and mainstreaming;
- Promoting economic empowerment of women; and
- Enhance legal protection for women.¹

The project's objectives strategically aim to support the RGC to deliver the above priorities and goals and the Cambodian Millenniums Development Goals.

The priority 3 of the United Nation Development Assistant Framework (UNDAF) 2006-2010 outcome targets the improved health, nutritional and education status and gender equity of rural poor and vulnerable groups. Thus, the project contributes to the UNDAF outcome by enhancing gender responsiveness in national policies and strategies so as to improve the status of women in Cambodia.

One of the key outcomes of the UNDP Country Programme Action Plan (CPAP) 2006-2010 is to contribute to improve the capacity of the ***national and local authorities in managing development effectiveness***. This CPAP output, "***capacity of government and mechanisms for gender mainstreaming strengthened***", developed under the above outcome provided a clear basis for project direction and implementation.

The Ministry of Women's Affairs is mandated by the RGC to support line ministries to mainstream gender into their sectors, policies and strategies as well as to monitor, report and evaluate the progress. As a relatively newly established ministry, MoWA requires substantial and strategic capacity development to advocate for and support the line ministries to undertake gender mainstreaming in their respective sectors. The needs from line ministries are increasing in quantity and quality, so are the diverse capacity needs for MoWA to support them.

PGE Project therefore aims to strengthen MoWA's capacity to effectively fulfill its mandate and build the knowledge base and technical capacity of the RGC for gender mainstreaming and advocacy. At the same time, MoWA is the Implementing Partner of the Project and is responsible and accountable to both the Government and UNDP for its management, the achievement of project outputs and the effective use of the Project's resources.

The Project Phase 2 Extension, building upon Phase 1 (2001-2003) and Phase 2 (2004-2006), aims to:

1. work with Royal Government of Cambodia, through MoWA, to ensure that all national policies and programs are gender responsive
2. build the skills of MoWA, project and key line ministry staff to carry out their work more effectively in the promotion of gender equity in Cambodia
3. work with MoWA in reviewing and refining its Five Year Strategy and Action Plan for Gender Mainstreaming and to improve its organizational structures and management practices to ensure greater efficiency and effectiveness in carrying out its mandate

¹ NSDP 2006-2010 (p.64).

4. build capacity for gender advocacy and communication, including the formulation of a gender advocacy and communication strategy
5. create an institutionally viable and financially sustainable model of skills training and business development service for women as a pilot for replication.

The primary beneficiary of the Project is MoWA and line ministry staff. PGE aims to strengthen MoWA's capacities to support gender mainstreaming in the RGC with the objective of engendering its policies, project and processes. Moreover, line ministries, government agencies and related departments, particularly at the provincial and district levels constitute the secondary beneficiaries of the Project. The Project also concerns other indirect beneficiaries such as bilateral and multi-lateral development agencies and organizations that support RGC in its efforts to promote gender equality; and international and national non-governmental organizations working to empower women and promote gender equality. Ultimately, the project aims to benefit the women of Cambodia.

II. Performance review

Progress review

1. Overall progress towards the UNDAF outcome

The PGE's outcomes and outputs have contributed to the achievements of priority 3 of the UNDAF 2006-2010 outcome "improved health, nutritional and education status and gender equity of rural poor and vulnerable groups" to the extent that the Project has significantly enhanced gender responsiveness in national policies and strategies, social service institutions and providers; and increased equitable access to, and utilization of, quality social services. It has also increased efficiency and effectiveness of the public administration to deliver basic services.

In addition, UNDP together with other UN agencies has helped Cambodia to develop a sophisticated institutional structure for gender mainstreaming in government ministries. This structure is unique in both the developing world and the developed world. Gender Mainstreaming Action Groups (GMAGs) have been set up in all ministries and to date 18 of them have already produced Gender Mainstreaming Action Plans, some of which have received budget support from the Ministry of Economy and Finance. However, the national capacity to manage this structure is limited. The most significant capacity development has occurred in the MoWA based on support from UNDP/PGE over the past five years, but the Ministry does not have enough human resources to provide technical support to all line ministries/GMAG.²

Furthermore, MoWA and PGE have contributed to UNDAF 2006-2010 in improving and strengthening aid coordination and effectiveness with respective partners, particularly in terms of MoWA leadership of and PGE support to the TWG-G.

In addition, both MoWA and PGE have successfully advocated for the inclusion of gender equality as one of the five outcomes of the UNDAF 2011-2015.

2. Overall progress towards the CPAP outcome and output(s) relating to your project

The PGE project's results and outputs have potentially contributed to the achievement of the CPAP at the outcome in contributing to improving the capacity of the ***national and local authorities are better to manage development effectiveness*** as well as output levels in terms of ***strengthening***

² Assessment for Development Results: Evaluation of UNDP contribution in Cambodia, May 2010.

the capacity of government and mechanisms for gender mainstreaming. In overall, the project has significantly achieved indicators set out in the CPAP 2006-2010 outcome (please refer to key achievements of the project). The project has also well complemented other UNDP projects towards the deliveries of the CPAP outcome through enhanced collaboration, strategic advice relative to gender equality, technical support including, but not limited to many other UNDP projects such as Cambodian Millennium Development Goal (CMDG) Project, Project to Support Decentralization and Deconcentration (PSDD), TRADE project, environment project (Tonle Sap), Support to parliament, Elections project, Access to Justice Project (A2J). The following table is an overview of the key achievements of the PGE towards CPAP outcome and output:

PROGRESS TOWARDS CPAP OUTCOME 5: National and local authorities are better able to manage development effectiveness			
CPAP Output: Strengthening the capacity of government and mechanisms for gender mainstreaming			
<i>Target 2009*</i>	<i>Achievement* 2009</i>	<i>Target 2010</i>	<i>Achievement 2010</i>
1. 4 line ministries (Ministry of Tourism, Ministry of Land Management, Urban Planning and Construction, Ministry of Information and Ministry of Labour and Vocational Training) have DETAILED action plans ready for resource mobilization and implementation.	1) PGE/MoWA has provided support to Ministry of Land Management, Urban Planning and Construction (MLMUPC), Ministry of Tourism (MoT) and Ministry of Labour and Vocational Training (MVLTV) to successfully developed their detailed action plans for resource mobilization to implement their respective GMAPs.	1) 2 new line Ministries/Government institution have GMAP (MoSAVY and Office Council of Ministers);	1. The first draft of GMAP of the Office of Council of Ministers is available and shared with OCM for comments. The final document is expected to be finalized by early 2011. The GMAP of the Ministry of Social Affairs, Veterans and Youth was finalized and approved by its Minister in December 2010. The dissemination workshop is planned for early 2011.
2. RSA has developed gender responsive curriculum and female enrolment rate increased.	2) The Royal School of Administration (RSA) has developed training materials and incorporated gender sensitive sessions in its training curriculum for 22 hours per semester since October 2009. A series of gender equality sessions were delivered to approx. 300 government officials and 50 students. Pre and post test results revealed an increased understanding of participants on gender issues.	2) Curriculum on Making Governance Gender Responsive available for training use by the MoWA;	2) The draft manual was finalized after a number of consultations and piloting sessions with MoWA's master trainers and a final edition is now completed.
3. Ministry of Women's Affairs as part of the Neary Rattanak 3 strategic plan commits to developing a PBA and work on roadmap initiated	3) The five year national strategic plan "Neary Rattanak III" had been finalized, approved and eventually launched for a broad dissemination and implementation among key stakeholders.	3) Capacity assessment of MoWA conducted and results presented to MoWA's senior management for further actions	3. This indicator was successfully achieved. The capacity assessment of MoWA was completed. The Assessment Report has been shared and discussed with MoWA's management through a series of meetings. Most of the recommendations

			have been approved by the Minister.
Target 2007	Achievement 2007	Target 2008	Achievement 2008
Cambodia Gender Assessment and its Policy Briefs updated.	A working group consisting of senior MOWA staff from different departments was established to manage and coordinate the development of the new Cambodia Gender Assessment, as well as the development of an advocacy and communication strategy for the MOWA. The first draft of the country gender assessment is completed and the final report is expected to be launched early 2008.	Engendered programme budgets formulated and piloted in at least 2 key– ministries.	Gender responsive budgeting through the GMAP of the finance sector and the roll out of the PFM reform program and MOWA's Ministerial Action Plan for implementing the PFM;
Gender Mainstreaming Action Plans extended to# more ministries.	National Gender Mainstreaming Framework has also been developed to document the gender mainstreaming processes at national and sub national level and best practices.	GMAG/GMAP experience assessed and a strategy for engendering– development plans drafted.	<ul style="list-style-type: none"> • Development of Gender Mainstreaming Action Plans (GMAPs) and capacity development in gender mainstreaming for MoWA and line ministries; • 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 program; 5.Support to gender responsive governance through work with the State Secretariat of Civil Service on Affirmative Action and Equal Opportunities; 6.Support to gender responsive curriculum at the Royal School of Administration;
– Long-term gender advocacy and communication strategy developed, and– information and communication campaign piloted.	The advocacy and communication strategy is also completed and will be used for designing future communications activities.	Information and communication campaign assessed gender advocacy and– communication strategy fine-tuned and handed-over to MoWA and MoInfo.	<ul style="list-style-type: none"> • The completion and dissemination of the new Cambodia Gender Assessment (CGA) at national and provincial levels; • Assistance to MoWA management in reviewing and reporting on the achievements of Neary Rattanak II and support of the drafting process

			of Neary Rattanak III.
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Note: * All targets and achievements from 2007 to 2010 reported above are from "CPAP Output indicator by years" of the project.

3. Capacity development

The Project's objective is to strengthen MoWA's capacity to effectively fulfill its mandate and build the knowledge based and technical capacity of the RGC for gender mainstreaming and advocacy. Moreover, capacity building both through trainings and on-the-job mentoring and coaching is integrated into all processes of the project implementation.

Over the course of the PGE Phase II Extension, the project has substantially contributed to capacity building of the national counterparts as well as other indirect beneficiaries in promoting gender mainstreaming and equality process. The Project has developed capacity of MoWA staff at different levels and contributed to development of its strategic plan direction, and improvements to MoWA organizational structures and management practices as well as donor coordination and harmonization through supports to the TWG-G Secretariat. As a result, the MoWA staff has shown their improved knowledge and capacity to exercise their leadership, thus suggesting a favorable condition for ownership and sustainability. For instance, MoWA staff, particularly the Department of Gender Equality and Department of Planning, effectively led and provided a gender training to incorporate gender analysis and concepts into CSES 2009 process with theNIS; the development of Neary Rattanak III, the MoWA Capacity Assessment process, MoWA Capacity Development Strategy, the Gender and Statistics Training at MoP/NIS; and support to engendering the NSDP Update 2009-2013, the Organic Law, the 10 YearD&D National Action Plan, and the D&D Three Year Implementation Programme 2011-2013. This is no small achievement and indicates a significant improvement in MoWA staff capacity and confidence as they are now capable to undertake gender mainstreaming activities with minimal support.

Substantial supports of the project through MoWA in the development of GMAPs in 13 line-ministries have clearly exhibited a potential and strategic entry point in capacity building, and have proven effective and quite successful process. MoWA and the project assisted GMAG members in a participatory process to undertake gender analysis in their respective sectors as well as in their own institutions to identify needs and concerns for women and strategic areas for action. This process clearly entailed capacity building of GMAG members in gender analysis and strategic planning as well as advocacy to gain support and organizational buy-in from their senior officials. It also inculcated their increased commitment towards gender mainstreaming and equality. For instance, some ministries have taken their initiatives and efforts to integrate their GMAPs into their respective ministries' strategies/action plans targeted for budget support for implementation. This is a clear indication that MoWA and line ministries have internalized gender issues to the degree that they can advocate for recognition and support.

The Project's support to the Women's Leadership Programme (WLP) enabled the participants to be promoted to senior levels in their ministries. 17 out of the former 32 participants of WLP were promoted to various positions such as Secretary of State, Under Secretary of State as well as Director and Deputy Director.³

The WDC in Kampong Speu has benefited substantially from various capacity development plans and strategies to improve its institutional performance and to upgrade market oriented vocational skills, services and products. A 3-year business plan, an operation manual and a proposal for resource mobilization for WDC were developed. This technical support is a prerequisite for the sustainable WDC in the future.

³ The project conducted a short survey in February 2010 of former WLP participants from five ministries.

4. Impact on direct and indirect beneficiaries

The Project has made significant impacts upon direct and indirect beneficiaries. As the Project is capacity building driven initiative, the impact of which on beneficiaries are manifold and at different levels.

The direct beneficiary of the PGE is MoWA and line ministry staff. PGE has strengthened MoWA's capacity to support gender mainstreaming through engendering and promoting gender equality concerns into the RGC's policies and strategies.

The fact that the Minister of MoWA indicated that about 80% of MoWA's achievements are attributable to the PGE's support clearly speaks for itself.⁴ Firstly, it indicates potential impacts of the project upon MoWA in delivering its outputs and achieving its mandate as well as strategic plan. Secondly, the project has rightly reached the target group and beneficiaries. With significant impact of the project, the level of satisfaction is far high and it has clearly made a difference. MoWA is seen as an important force and catalyst with the PGE support behind the backdrop of its achievements.

As mentioned above and below, national counterparts and stakeholders have demonstrated improved knowledge and capacity in making gender analysis and integrating gender perspectives into national policies and strategies. They have also assumed leadership and commitment in advancing gender equality in their respective ministries. The MoWA staff are also able to working closely with and strengthening the capacity of other line ministry staff to integrate and address gender concerns through a number of mechanisms. GMAGs and GMAPs, the TWG-G are clearly a case in point.

The reviews of the establishment of GMAGs/GMAPs appear as "a successful initiative which could be emulated in other countries. In Cambodia itself it is important to promote this experience with other donors, as the GMAGs/GMAPs provide a ready-made mechanism through which donors can express their commitments to mainstreaming gender equality. GMAG members were very appreciative of the support received from the PGE staff in drafting the GMAPs, and to MoWA colleagues for the training conducted".⁵

The Project has impacted on its indirect beneficiaries including, but not limited to, sub-national levels and bilateral and multilateral development partners and organizations. These organizations have contributed to as well as benefited from the project in coordination, facilitation, information sharing, and communication.

Implementation strategy review

1. Participatory/consultative processes

The project approach is participatory and consultative oriented. Over the project course, the project was able to inculcate as well as establish participatory and consultative ways of working in MoWA. For instance, the Project put forward a strategy of having internal working groups whose composition comprised of staff from relevant MoWA departments in undertaking key tasks within MoWA that could lead to particular achievements such as developing the MoWA Capacity Assessment, MoWA Capacity Development Strategy, the NSDP update, Neary Rattanak III and

⁴ Meeting with the Minister of MoWA during the PGE Project Mid-Term Review 2009.

⁵ Haile, 2007. Review and Assessment of Gender Mainstreaming Action Plans (GMAPs) in Seven Line Ministries: recommendations for future implementation.

engendering CSES 2009, Cambodia Gender Assessment, MoWA Advocacy and Communication Strategy, and organizing the the first National Forum on Female at Sub-National Level, with the support of PGE staff as well as other development partners. Such approach also provided opportunities for effective staff capacity building and strengthening coordination and facilitation among MoWA's department.

Support to the development of MoWA communication and advocacy strategy was a good example of participatory and consultative process which involved an establishment of a MoWA working group composed of directors of all relevant departments and another advisory group consisted of development partners, including UNFPA, UNIFEM, Canadian International Development Agency (CIDA) and the MoWA. The process also involved stakeholders effectively in the identification of priorities with timeline of activities and deliveries, including situation analysis, research on stakeholder perceptions on gender issues in Cambodia and MoWA mandate and policies, needs assessment and training of MoWA staff.

2. Quality of partnerships

Over the course of the project, PGE built a productive and strategic partnership with government ministries/institutions at all levels from central to sub-national levels. The project also forged a good partnership with other UN agencies, bilateral and multi-lateral development agencies and civil society organizations working to empower women and promote gender equality.

The achievements of the project, as elaborated in the project result summary below, clearly proved the benefits the project gained from the partnership, which is mutually reinforcing. For example, the project provided support to the TWG-G Secretariat and the development of the GMAPs through GMAGs. As a result, the MoWA, through the project, was able to engage them to advocate for inclusion of gender indicators for monitoring in the NSDP Update. Furthermore, the productive partnership with the MoP allowed the project to engender the CSEC 2009; and with SSCS to promote the position of women in civil service.

As MoWA is the core national framework for gender equality and in line with its mandate for coordinating and monitoring the government's efforts to reduce gender disparities and the priorities of the Paris Declaration, line ministries and development partners, mostly through TWG-G, also have a stake in the project's success and in sharing information, coordinating and communicating, particularly in aid effectiveness and coordination. These beneficiaries stand to gain from the increased capacity of MoWA and other line ministries in their efforts to promote gender equality in Cambodia.

3. National ownership

Through the project support, MoWA has proven its leadership and ownership in undertaking major activities from prioritizing, planning, making decision to monitoring and evaluation. The national counterparts are also given key roles in decision making. For example, the capacity assessment process was effectively and successfully led by the MoWA's Minister, and facilitated by a working group that brought together relevant senior management and staff through consultation with and decision making from MoWA. This process led by MoWA also bred leadership and ownership for further actions. For example, MoWA, based on some of the suggested recommendations of the Capacity Assessment Findings, was able to mobilize resource from a development partner to support a training to build capacity of MoWA senior management.

MoWA's leadership and ownership are conducive to the project in achieving its outcomes and outputs. The national counterparts also found PGE approach cooperative and participatory. MoWA and beneficiaries (e.g. GMAP development) effectively took the lead in developing and implementing activities while the Project providing technical support and advice. These approaches were also applied in the development of Neary Rattanak III, the Communications and

Advocacy strategy, NSDP update, CSES 2009 engendering, Capacity Assessment as mentioned above.

The Project's support to the establishment of GMAPs for 13 line ministries and their disseminations provided a basis for ownership and accountability in the RGC and among GMAG members in analyzing and addressing gender concerns, needs and relations in their respective sectors. Many of these GMAGs took initiative and leadership in advocating for GMAPs to be integrated into ministries' strategic plans and mobilized for budget allocation and support.

4. Sustainability

Over the course of the project, PGE inculcated and developed approach and system which have the promise to sustainability such as: contributing to development of the gender mainstreaming system and strengthening capacity of MoWA and line ministries.

As mentioned above and in detail below, there is significant improvement in MoWA capacity and confidence as they can undertake gender mainstreaming activities with minimal support. MoWA has demonstrated that it excises leadership and ownership in major activities from prioritizing, planning, making decision to monitoring and evaluation. Though requiring further strengthening of capacity due to increasingly evolving needs in different sectors and newly emerging gender issues given different phases of gender mainstreaming, this promoted the sustainability of capacity for future gender mainstreaming.

The availability of the gender mainstreaming system (e.g. GMAGs, GMAPs, TWG-G and other gender focal points at sub-national levels), the development of which was largely attributable to PGE's support, reinforces the sustainable infrastructure for mainstreaming gender and promoting gender equality in Cambodia. With further support in specific capacity building, these carry the potential for sustainability.

Effective working approaches, initiated by the project through working with MoWA and other stakeholders and as elaborated in the lessons learnt, will continue to be used in future initiatives, and this is already evident in the achievements.

Management effectiveness review

1. Quality of monitoring

The UNDP CPAP 2006-2010 and the PGE Project Document Results and Resource Framework provide a clear basis for follow-up, monitoring and evaluation on the progress of activity implementation against the project planned and output targets. The annual and quarterly work-plans and progress reports allow the project team to follow up, report and check the progress in a timely basis relating to what have been or have not been achieved and to reflect them in the next cycle of work plan. This also provided a framework for accountability and a milestone for regular review of progress.

Project Board meetings usually held two times a year provided a useful oversight and direction over the Project's performance, achievements and budget delivery. The meetings also approved proposed work-plans and budget, provided opportunities for participatory decision making on project's specific issues and provided strategic recommendations for actions.

The Mid-Term Review undertaken in early 2010 was to assess the performance and achievements of the project, including identification of operational issues and factors that influence performances of the project. The exercise provided the Project Board, Implementing Partner, the Project team as well as UNDP important and external views on the project' strategies,

implementation modalities (e.g. project management structure and arrangement, project design etc..) and directions. After the review, an Adhoc Project Board meeting was soon organized to discuss and make decision on the findings. This indicated serious consideration and action of Implementation Partner, UNDP and the project team in complying with and implementing the suggested recommendations, in making quality monitoring, and timely effective project management response.

The MoWA also played key roles in ensuring quality of monitoring through project staff meetings and various ways of communication to ensure that suggestions are followed up and recommendations implemented. For example, an annual audit report included some areas for improvement of project performance in terms of financial management. The national counterparts took urgent decisions and corrective actions. As a result, the implementation of and compliance with the recommendations were indicated in an external Spot Check that followed later in the year.

At the project management level, it has demonstrated that it can exercise timely and effective decisions to identify, learn from as well as revisit any project's inefficient practices or modalities and also to strategically move the Project forward. For instance, evaluation of the Women's Leadership Programme commissioned by the Project indicated that while the programme itself resulted in improved confidence and leadership, the achievement of which merely covered those who participated. As a result, the Project reoriented its strategy to extend impact broader on promoting the position and roles of women in the civil service by working closely with both RSA and SSCS.

2. Timely delivery of outputs

Overall, the Project has made significant achievements as indicated in the Project Results and Resources Framework. MoWA, with the support of PGE, has successfully worked with RGC to promote gender equality through the establishment of gender policies, such as Neary Rattanak III, and 11 GMAPs in line ministries and the inclusion of gender analysis and concerns in major national policies and programmes (e.g., 2006 NSDP Progress Report, NSDP update 2009-2013, Organic Law, 10 Year D&D National Action Plan and strategic plans of select line ministries).

3. Resources allocation

The project's approved budget over the Phase II Extension from 2006 to 2010 is **USD 3,012,658.96**. As of December 2010, the project disbursed a total of **USD 2,877,410.690**, about **96%** of the agreed budget. It was technically complicated to determine the proportion of other project costs vs. development activity costs, due in part to the format in which the budget plan was developed. For example, the costs for project staff (both international and national staff) and running costs were included in every activity of the work plan, making it difficult to identify the summation of the costs spent for the development activities and project's operation. The comment was made during the first PGE mid-term review in late 2009 to improve the way how the budget work plan is made to separate the project running costs and development activity costs.

4. Cost-effective use of inputs

The project management sustained efforts to make use of the approved budget in a very cost-effective and accountable manner. The project had effective cost sharing in many activities with many other partners, including with UNFPA on the Joint Senior Policy Advisor and development of advocacy and communication strategy, to name just a few.

Due to limitation of technical experts in Cambodia, it shall be noted that some major costs were spent on a number of senior experts recruited to support the project implementation. However, the project management exercised its diligence in utilizing budget together with the cost and the effectiveness of assignment. For instance, the project management took the recommendations from the audit and spot check findings seriously and complied with them in a timely manner.

Overall, the significant results and achievements of the project can well commensurate with the budget invested and spent over the life span of the project.

III. Project results summary

The following are the key summaries of the project results reported against the outcome of outputs of the CPAP 2006-2010.

CPAP 2006-2010 Expected Outcome: National and local authorities are better able to manage development effectiveness

As mentioned above, the project's result and outputs have significantly contributed to the achievement of the CPAP 2006-2010 both at the outcome, and output levels in terms of "**Capacity of government and mechanisms for gender mainstreaming strengthened**". The project also achieved the output targets in 2010, thus contributing to the Country Programme Output.

The following section reports achievements and progress of the project against its specific outputs:

3.1 The project output 1: National and sector policies and key reform programmes are gender responsive

The project's output 1 was successfully achieved and contributed to the attainment of the above CPAP expected output.

Key achievements of this project output are as follows:

Main government policies and strategies such as the 2006 NSDP Progress Report, NSDP update, Organic Law, 10 Year D&D National Action Plan, and the D&D Three Year Implementation Plan 2011-2013 were gender responsive through integration and incorporation of gender concerns and indicators for monitoring. Gender analysis and concerns were also included in the draft National Youth Policy and draft National Housing Policy. These key achievements are particularly noteworthy and served as an important basis for further gender mainstreaming process. It also represents RGC commitments towards reinforcing gender mainstreaming and promoting gender equality in Cambodia.

The project's supports and efforts to the development of GMAPs in 13 line-ministries represent a remarkable success. For the first time ever, these ministries undertook gender analysis in their respective sectors and integrated gender concerns and needs into their GMAPs, and some of which were later successfully integrated into core ministries' strategies/action plan. GMAG members highly satisfied and appreciated the project's support in the GMAP development. Furthermore, efforts have been made by the GMAGs to mobilize resource for support in the implementation of GMAPs. MoWA with PGE support undertook an intense work with Ministry of Labor and Vocational Training (MLVT), Ministry of Land, Urbanization Planning and Construction (MLUPC), Ministry of Tourism (MoT) and SSCS to review their GMAPs and to identify key implementation issues so as to improve the implementation and reflect them into next GMAP development and implementation.

PGE's Key Achievement in Support to GMAPs' Development and Implementation

"An impressive amount of high quality work has gone into the development of these plans which can provide a model to be followed by other countries".

"It was striking to the consultant that so many senior officials, both men and women were prepared to spend a considerable amount of time discussing gender equality issues, and that they appeared well-informed, motivated to continue the work of implementing the GMAPs, and analytical about the positive and negative aspects of their experience so far. The establishment of GMAGs/GMAPs appears overall to be a successful initiative which could be emulated in other countries. In Cambodia itself it is important to promote this experience with other donors, as the GMAGs/GMAPs provide a ready-made mechanism through which donors can express their commitments to mainstreaming gender equality".

"GMAG members were very appreciative of the support received from the PGE staff in drafting the GMAPs, and to MoWA colleagues for the training conducted".

Excerpts from the Report of the Review and Assessment of GMAPs in Seven Line Ministries and recommendations for future implementation by Jane Haile, 2007.

A core gender indicator of the NSDP (2006-2010) was that all line ministries/institutions were to have a GMAP and 15 would be implementing their GMAPs by 2010. This goal has been largely met, in part to MoWA and the support provided by PGE. The Project provided technical assistance, training and mentoring support to GMAGs who led the drafting, finalization and approval of their respective plans.

With tremendous efforts, through the Project support, MoWA has built an effective and strategic cooperation and partnership with key government ministries/institutions, including NIS, RSA, SSCS and MoP. The productive working relations with these ministries/institutions represent potential impact on engendering national policies/strategies and on gender mainstreaming opportunities.

The strategic cooperation and partnership with the above ministries/institutions have produced significant results as mentioned above and below. For example, the project supported MoWA in working closely with NIS/MoP on engendering the national statistics including provision of technical assistance to NIS on the design of the 2009 CSES and training of NIS staff on gender and statistics as well as CSES enumerators. As a result, survey instruments are gender responsive in such areas as land ownership, age of marriage, domestic violence, and women's economic activities as well as survey design and implementation. Another important example of success is the support to MoWA to engage MoP and other government ministries/institutions in including gender indicators for monitoring into the NSDP 2006 and the NSDP update. Furthermore, MoWA, through the PGE support, and in collaboration with the NIS/MOP, organized a gender and statistics analysis training for MoWA and NIS/MoP statistics team. This training resulted in a gender analysis report on Cambodia Socio-Economic Survey 2009, which is a remarkable result of the training and close collaboration.

Furthermore, throughout the project's intense advocacy effort and strategic engagement with the SSCS, it successfully resulted in a new civil service guideline, which is not only being engendered but also has the potential to produce a long-term impact on promoting more women in the civil service. The project was able to engage the SSCS to obtain the support from the RGC to issue the guideline in 2007 which indicates all new recruitments of civil servants shall reserve a quota of at least from 20% to 50% for female. As a result, the proportion of female civil servants in the civil service has increase from a 32% to 34% in 2009. It clearly emphasizes that in the case of the shortage of the female candidates or newly recruited female civil servant to meet the requirement, the recruiting ministries/institutions shall not fill up the gap with the male candidates.

The project has also made key strategic entry into key RGC reform programmes by engaging with the Council of Administrative Reform to engender the PAR and HRD Policy and to D&D policies through the National Committee on D&D.

Case Study

PGE's Key Achievement on Engendering the National Strategic Development Plan (NSDP): 2009-2013 Update

Achievement

Inclusion of gender concerns in NSDP as a separate chapter, in narrative of 8 other sectors as well as 13 gender indicators/targets, which represents an improvement in comparison to the 2006 NSDP.

Significance

- NSDP is a national plan for the whole country thereby representing RGC commitment
- 15 line ministries included gender concerns in their NSDP contributions
- MoP issued gender guidelines to line ministries and requested MoWA for assistance
- strategic entry to key national planning process; acts as reference document and advocacy tool for MoWA, particularly for mobilizing RGC financial resources, as well as for Development Partners
- follow on from previous MoWA work with MoP on 2006 NSDP and development of gender responsive monitoring framework

MoWA Contribution

- MoWA advocated for inclusion of gender concerns with senior RGC officials as well as with line ministries
- MoWA provided two rounds of comments all of which were incorporated into NSDP
- MoWA established and led internal, cross department working group allowing for capacity building of MoWA staff, developed strong network among line ministries

PGE Contribution

- PGE prepared senior MoWA officials to advocate with senior RGC officials and line ministries as well as MoWA staff on technical issues
- supported internal MoWA working group
- coordinated with advisors of line ministries

Source: PGE's Mid-Term Review Report 2009 by Franz Wong and Lay Samkol.

Support to the development of GMAP of Ministry of Economy and Finance (MEF) contributed to further understanding and consideration of gender concerns and analysis among the leadership of MEF, and has the potential for eventual introduction and application of gender sensitive budgeting into the national budget development process. The MEF's GMAP was developed and launched with the support from the project through MoWA. This is a remarkable achievement. The GMAP's MEF is a potential entry point for MoWA and PGE's future support in engendering the PFM reform process. As part of the process, the project supported MoWA in advocacy with and participation in the technical working group on Financial Management Reform Programme (PFMRP) and support to MEF to develop its GMAP that resulted in strategic entry to engendering of PFMRP Phase 2. PFMRP Phase 2 addresses social equity more generally as well as three specific areas of integrating poverty reduction and gender equality considerations into budget formulation and reporting processes, strengthening institutional mechanisms for addressing cross-cutting issues and increasing the role of women in PFM operations and leadership.

The project also supported the World Bank (WB) in reviewing World Bank's research publications "Where did all the day care centres go?", "Gender Parity in the Civil service", and "Making motherhood safer". This was an example of PGE's extended efforts and engagement on areas that can have implication on the women's roles and needs and that could bring up the discussion on gender responsive budgeting.

3.2 The project output 2: Capacity for gender mainstreaming and leadership skills increased among MoWA and line ministry staff

The output 2 was significantly achieved. The following are key achievements.

In the process of support to development and implementation of GMAPs for line-ministries, the PGE provided training in gender responsive budgeting and monitoring and evaluation to GMAG members as well as supported them in gender analysis, planning, donor coordination and resource mobilization. MoWA and line ministry staff have more understanding on the national budgetary process. As a result, 18 GMAGs integrated GMAP or gender concerns in their respective ministries' strategic and actions plans, and 11 GMAPs received budget support for implementing some activities of the GMAPs. This budget, however, was limited and given on an adhoc basis, thus could not cover many activities of GMAPs. Further advocacy for resource mobilization and national budget allocation is needed so as to implement GMAPs effectively as indicated in the NSDP Update's indicators.

The support to the Women's Leadership Programme (WLP) carries significant change and impact upon the participants' knowledge, leadership and confidence in fulfilling their roles and responsibilities in the civil service. The programme provided a series of 11 training topics/courses to 245 female leaders from 24 government ministries and institutions. It is instrumental for them in undertaking their work more effectively to promoting gender equality in Cambodia. An evaluation and later a survey of the programme conducted to identify its possible impact as well as assess the designed approach and result. The evaluation findings found a major change of confidence and awareness of the trained female civil servants. Moreover, the survey findings interestingly found the WLP enabled the participants to be promoted to a higher position in their ministries. As mentioned above, 17 out of the WLP's 32 participants surveyed were promoted to positions of Secretary of State, Under Secretary of State as well as Director and Deputy Director.

An establishment of Women Civil Servant Association was a noteworthy outcome of the initiative of the WLP's participants. It was established by a Sub-Decree, and its annual meetings are organized through support of PGE. This represents an opportunity and mechanism for strengthening as well as promoting women's roles, leadership and position in public services.

As mentioned above, a productive cooperation and effective advocacy effort with SSCS resulted in issuance of the guideline to determine a quota for women (20% to 50%) in recruitment of civil service. This has contributed to increase of proportion of women civil servants.

As part of advocacy effort to promote gender equality in civil service as well as understanding on gender issues in civil service relative to recruitment (i.e. quota), promotion and capacity development, the project supported the implementation and dissemination of SSCS's GMAP to 17 provinces that brought together about a thousand participants from sub-national level including governors of provinces and districts and directors and provincial departments.

Providing gender training to the RSA represent a strategic entry point for increasing gender related awareness among current and future senior civil servants of the RGC, having the promise for future promotion of women civil servants and their position in the RGC. These high-ranking officials, with increased awareness on gender, have the potential to assume commitment and leadership to promoting gender equality in civil service and making policy and strategy more gender responsive, contributing to a more gender responsive civil service. The project supported a series of 25-hours gender training in key related topics to about 300 government officials.

Case Study

PGE's Key Achievement on Engendering of Curricula Royal School of Administration (RSA)

Achievement

- designed and delivered 25 hours of gender training for 300 government officials attending RSA and 50 additional students
- plans to integrate gender concerns in eight subjects delivered by RSA as part of curriculum review

Significance

- main government institution training existing and future high ranking officials
- RSA has requested MoWA assistance in review of their curriculum
- follows on from previous PGE efforts to advocate with RSA more gender aware training for senior government officials

MoWA Contribution

- MoWA staff developed and delivered training which included establishment of a team of master trainers comprised of senior MoWA officials and staff representing different MoWA departments

PGE Contribution

- PGE advisors supported and coached master trainers and assisted in curriculum development and training delivery.

Source: PGE's Mid-Term Review Report 2009 by Franz Wong and Lay Samkol.

Capacity for gender mainstreaming and leadership skills among MoWA senior management and staff has been strengthened through trainings and adhoc sessions. For example, 72 Directors and Deputy Directors of Provincial Department of Women's Affairs and other 20 Directors and Deputy Directors of MoWA's departments benefited from the trainings supported by the project to improve their skills to exercise leadership, management and role models. Regular briefing sessions were also organized with MoWA senior management to bring them to the attention of evolving and emerging gender issues both in national and international context including, but not limited to, aid effectiveness, Programme-Based Approach (PBA), Gender-Based Violence (GVB), and MDGs.

The PGE's strategic support contributed to promoting more women in elective bodies. Trainings provided to 450 women candidates for the 2007 Commune Council Election to equip them with communication, facilitation, leadership and advocacy skills. This significantly prepared them to advocate their political parties leaders to register their names in the higher list, most desirably the top, thus reinforcing their chance of being elected, and as well as to promote their confidence in the passage to and during the campaign of election.

The project supported the development of the "Training Manual on Making Governance Gender Responsive" to improve the limited knowledge of government officials in the key areas of gender responsive governance. The manual was developed and is available for training.

3.3 The project output 3: Organizational development of MoWA and aid management through the TWG-G improved

The project output 3 was achieved. Key achievements were made by the project in supporting organizational capacity development for MoWA, effective functioning of the TWG-G, and providing strategic policy advice to minister and senior management of MoWA.

In supporting the organizational development of MoWA, a Capacity Assessment exercise was undertaken to analyze MoWA current capacity to deliver its mandate and outputs as set out in the Neary Rattanak III. The findings for the assessment revealed concrete and practical recommendations as well as effectively guided the development of the Capacity Development Strategy. The achievement of the two exercises is particularly noteworthy in terms of process and result. For instance, the capacity assessment process involved highly active participation and support from MoWA's most department heads, staff and senior management facilitated by a working group established and led the Minister. This built on ownership and resulted in a well-agreed course of action to implementing the assessment's recommendations and undertaking the Capacity Development Strategy.

The MoWA also benefited from various project supports through advisory advice, coaching and mentoring, which in overall contributed to its capacity development. For instance, the establishment of a MoWA HRD strategy, and review of Term of References (TORs) of International Cooperation Department, Planning and statistics Department, Gender Equality Department and Administration Department suggested the overlapping functions and the need for improving management practices of these departments.

Equally important, the project support contributed to improving inter-departmental cooperation, establishing of government policy on gender equality and joint programming through such mechanisms as internal working groups for initiatives such as, CGA and NSDP Update, and Neary Rattanak III (NRIII). In this regards, improved organizational capacity and participatory approach of working has built up ownership, leadership and accountability among MoWA senior management and staff.

The TWG-G, through the project support in providing hands-on assistance and back-stopping for the Chair and the Secretariat itself, has become an active and effective mechanism and a venue for multi-stakeholder coordination, information sharing, aid harmonization and development as well as reporting on JMIs on gender among line ministries, Development Partners and civil society organizations. The project supported the Secretariate in preparation and coordination of meetings, establishment and facilitation of working groups. The fact that more than 32 meetings of such were organized represents improved capacity of the TWG-G Secretariat and continued technical support of the project.

MoWA and the project has in return substantially benefited from their support. For instance, MoWA was able to receive inputs from and support of TWG-G for the development NSDP update and the CGA.

Through the TWG-G, the MoWA and the project have made good progress with the Council for Development Cooperation (CDC) on the introduction of a PBA in general and in gender mainstreaming in particular. For example, the Prime Minister recently issued a decision to promote implementation of PBA, with an attached concept note indicating that gender area shall be a preferable pilot for introducing and implementing the PBA. The concept on PBA Clinics was agreed among TWGs and will be organized for TWG-G in preparation for the PBA pilot.

Case Study

PGE's Achievements and Supports to the Technical Working Group-Gender

Achievement

- functioning coordination group chaired by the Minister of Women's Affairs with UNDP and JICA as co-donor facilitators
- reportedly most active of the TWGs

Significance

- plays a credible coordination role among and for ministries, Development Partners and civil society e.g., MoP required that inputs by Development Partners for the NSDP update be first channeled through and endorsed by TWG-G
- provides venue for input by ministries, Development Partners and civil society thereby contributing to aid coordination and harmonization
- provides gender focus for GMAGs and other TWGs. Gender Focal Points are appointed in the other TWGs
- JMI are identified annually by the TWGs and endorsed by the GDCC¹
- demonstrates RGC's commitment to and ownership for the promotion of gender equality
- evolved ways of working with establishment of working groups
- increased understanding of gender mainstreaming among TWG-G members.
- TWG-G acts as internal coordinating mechanism for aid coordination within MoWA as other departments report to Department of Gender Equality

MoWA Contribution

- MoWA acts as TWG-G secretariat but requires constant support (see below)

PGE Contribution

- provides regular back-stopping and hands-on assistance
- contributes to strategic thinking of TWG-G

Source: PGE's Mid-Term Review Report 2009 by Franz Wong and Lay Samkol.

3.4 The project output 4: strengthened advocacy and communication skill among MoWA and line ministry staff

The project made remarkable achievements in the output 4 "strengthened advocacy and communication skill among MoWA and line ministry staff", thereby contributing in a large degree to the attainment of the CPAP output.

The development of MoWA Communication and Advocacy Strategy was no small achievement. The strategy is currently being used to guide the ministry's communication and advocacy work both at the strategic and operational levels. It was a result of participatory process involving other development partners, including UNFPA, UNIFEM, CIDA, and a series of effort and work leading to the development of such, including situation analysis, research on stakeholder perceptions on gender issues in Cambodia and MoWA mandate and policies, needs assessment and training of MoWA staff.

Based on the needs assessment findings which indicate the needs for improving the understanding and awareness among MoWA and line ministry staff on how to use the effective communication for behavioral impact for promotion of gender equality, a Communication for

Behavioural Impact (COMBI) Training was developed and provided to key MoWA and other 8 line ministry staff. The COMBI action plan with particular focus on promoting recruitment of more women in the civil service was also developed for MoWA, thus creating a building block of knowledge on communication and behavioral change as well as to provide further effective support to the implementation the action plan.

The PGE provided strategic and effective support to development partners in developing and implementing information and communication strategies and campaigns relating to GBV, HIV/AIDS and women welfare. This brought about major accomplishments. For example, the project provided technical support to UNIFEM and UNFPA in conducting a mapping study on current activities on GBV in Cambodia; a needs assessment to identify strategic interventions; provided financial support to the development of an advocacy manual and training for all the provincial departments of women's affairs, which was led by MoWA with UNFPA; presentation of findings and financial and technical support to a follow-up Survey on Violence Against Women, with German International Development Agency (GTZ), UNIFEM; supported to the development of MoWA policy and strategy on HIV/AIDS, women and the girl child through a UNDP/UNFPA joint advisor; and review of the WB publications as mentioned above. These represent both intensive technical support to and participatory collaboration with development partners having like-minded objective to increase joint efforts gender quality.

The Project provided intensive technical, advisory and coordination support to MoWA in the development of the Cambodia Gender Assessment: A Fair Share for Women (2008). This is a significant achievement of the project's efforts. CGA is an official and evidence-based document which provides most up-to-date overview and analysis on gender status relative to key development sectors in Cambodia, including health, education, GBV, economy, and decision making. CGA serves as an important tool for advocacy, communication and information campaign. It has been widely used by line ministries, Development Partners and civil society in developing policies and plans as well as demonstrating critical gender concerns. Having mentioned this, CGA thus carries potential weight for a medium term advocacy effort.

The project grasped a successful opportunity to provide financial support to an outsourced civil society organization to conduct a CGA dissemination campaign. Key messages from the CGA were delivered to university students and high schools in Phnom Penh, Takeo and Svay Rieng, followed by two walking campaigns and concerts in Takeo and Kampong Cham. The campaign reached around 8,000 young women, youth and students and people in the local communities.

The achievements of the project's outputs 3 and 5 above have in overall contributed to the CPAP and the UNDAF 2006-2010 as mentioned in section 1 and section 5 above.

3.5 The project output 5: Organizational management of the Women's Development Centre improved and income generation and vocational skills of women producer groups and potential exporters increased

Over the course of the project, substantial technical and organizational supports have been provided to the WDC to improve its organizational management and capacity to undertake key roles in women economic development and empowerment and to provide markets based vocational skill trainings to WDC and women producer groups from communities in Kampong Speu Province. The output 5 was successfully achieved. The following are key achievements of the project.

High quality assessments and analysis undertaken through the project supports indicate key areas of economic opportunity for women in Kampong Speu and the needs for organizational development for WDC to support women's economic development, including a provincial Market Assessment (2007); Value Chain Analysis on Food processing, Krama Production, Garment Making (2008); Opportunity Study for Krama and Doormats Made From Garment Waste (2009); and Opportunity Study for Kampong Speu Palm Sugar (2009).

One of the most significant supports and achievements is the development of a 2011-2013 business plan, an operation manual and a proposal for resource mobilization for WDC, which were just completed before the project end in December 2010. The business plan provides strategic and financially sustainable medium and long-term development plan for the WDC, which covers key areas such as WDC's potential services, market analysis, marketing strategy, financial analysis and sources of funding, and three year implementation programme. The concept note on promoting women's economic and social empowerment was also developed to provide a potential avenue for resource mobilization for WDC. Likewise, the operational manual provides clear principles, practices and procedures for WDC staff to operate and govern the WDC facilities. The manual provides the WDC with high quality standards of effective operation, management and integrity.

The initiation of an organizational development process has allowed all WDC staff to benefit from various trainings based on their individual capacity development plan and terms of reference within the newly developed organizational structure, all of which were supported through the project to build capacity and improve institutional performance of WDC. The strategic capacity building supports, which were successfully undertaken, include English and computer trainings, communication skills, practical sale for success, fundraising and proposal writings, planning and report writing skills, administration and finance skills. As the institutional development process has just undertaken, it holds much hope that these skills are applied at WDC after the trainings and substantially contribute to improving the operation and management of the WDC to undertake its functions, particularly the above business plan, and to achieve objectives effectively.

The project also supported the market research and market opportunity studies in Kampong Speu for handicraft (Krama), food processing (sugar palm, snack food) and garment/tailoring (products made from garment factory and tailoring shop waste) and operational action plan to implement the studies' recommendations. Moreover, a training manual on food processing was developed for the WDC for its future use with trainings and possible application of such for income generating activities.

Significant supports were provided to the WDC, women producer groups as well as women from communities in Kampong Speu to upgrade market oriented vocational skills, services and products on Sewing, Dyeing and Weaving Skills. This significantly contributes to increase of income generation and production capacity of women entrepreneurs through applying the markets based skills benefited from the trainings. There is room for good expectation from the trainings. Due to improved market based skills on dyeing and weaving, a number of international and local potential exporters and buyers have placed their initial interests in the WDC to produce weaved Kramas, though limited in number but carrying an optimism for a future result in increasing economic opportunities for women that will bring about.

The cooperation between International Trade Center and the MOWA, through the UNDP/PGE, to support income generation activities for women producer groups and capacity building of women entrepreneurs and potential exporters on business management and development has produced results. Throughout a series of discussion meetings, a consultative workshop with all WDC directors and relevant departments of MoWA was organized in 2010 to discuss possibility of the establishment of Women and Trade Unit at MoWA, and to identify future potential areas of support to WDC, including experiences/lessons learnt from International Trade Center, challenges, value chains and women entrepreneurship. As a result, the feasibility study on the establishment of the above unit was completed and the report of which was being finalized.

Weaving for a better future: a case of Chor Vichara

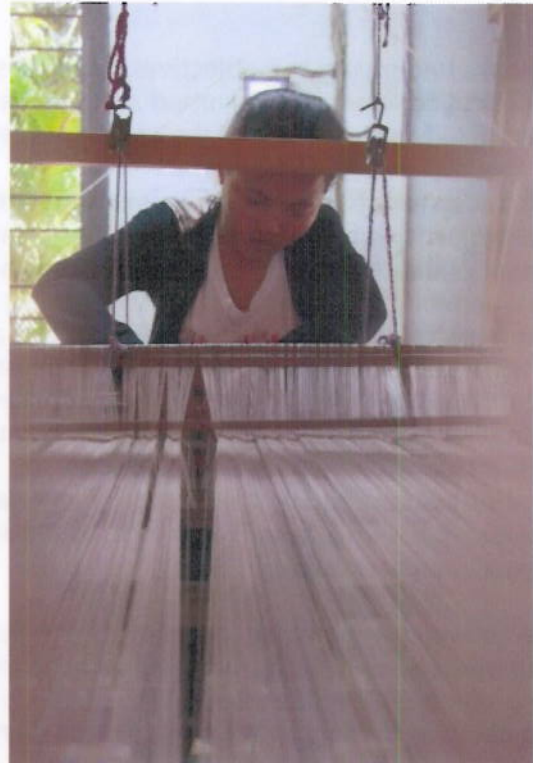
As her family could no longer support her study, **Chor Vichara**, did just as many underprivileged Cambodian women would do- abandoned school to take a job at a garment factory. She earned about US\$70 a month and was able to send some money home to support her family. After three years, however, she called it quits. "The work at the factory gave me no hope. I could learn nothing from it to build a good future. "There I was assigned to sew shirt sleeves. That was it," she said recalling the routine she had for three years". That's why I came here," said Vichara, 22, from Boseth district of Kampong Speu province, 40 kilometres from Phnom Penh.

With her feet working the wooden pedals of a loom and her hands dicing the reel back and forth, Vichara is learning to weave a better future at the Women Development Centre in the province.

"Women's empowerment is possible only when women take part in earning income to support their family. And they can do that when they have their own skills. This is what the centre is aiming to achieve – to provide them the skills that they can use to make money and they can do it at home," Ms. Chorn Yoeurn, the centre's director, said.

Chor Vichara is the oldest of three children in her family. Her father is a teacher and her mother is a homemaker. In 2007, Chor Vichera decided to drop out of 10th Grade to relieve the financial burden so that her two brothers could pursue their studies. She quit the job early this year. In March, she signed up for the training at WDC after learning about the skills it offered. She was among the 35 women who then received a six-month basic training in weaving and sewing. Twenty of them, including her, were selected for a three-month extended training to upgrade their skills and prepare them to become trainers in the field. "This upgraded course is good in a way that it teaches them to be more patient, to acquire new skills and to think more about customers' needs; and they have been working even harder than they are required to because they hope that they can use the skills for their future," the centre's director, Ms. Chorn Yoeurn, said.

Like her classmate Chor Vichera, 29-year-old Kim Khemara spent five years working at a garment factory. And she said she didn't learn anything more than the parts of clothes she was required to sew. Now she has learnt to sew dresses and hand bags from her own design. "Now I possess a real skill to earn my living in the future," she said while working, her hand trying to stabilize a handbag as the electrical sewing machine punched its needle through it. ***A case reproduced from a full story developed the Communication Unit, UNDP Cambodia (December 2010).***



IV. Implementation challenges

Project risks and actions

The risks underlying the objectives, strategies and implementation of the project, as identified in the Risks Log, were well assumed and understood to mitigate implications that could be resulted from such over the course of the project implementation.

Risk 1: Cancellation of Government's incentives and salary supplements

The project's implementation modality clearly indicated that MoWA is the key implementing partner of the project and is responsible and accountable to both the government and UNDP for its management, achievements of the project outputs, effective resource utilizations. MoWA's counterparts, in return, benefited from the agreed incentives provided by the project for their participation in and implementation of the project activities. However, the government's decision in 2010 on the cancellation of all kind of incentives, including Merit Based Payment Incentive and Priority Mission Group, and salary supplements provided by development partners for government staff participating in projects funded by development partners entailed implications and constituted a potential challenge to the project staff and counterparts in activity implementation. This affected some degree of the commitment, motivation, performance and participation in the project implementation.

The above direction also came with the suspension of new recruitment of civil servants and promotion/appointment into government ministries/institutions. This has had some impacts on the project's objective and efforts to building capacity of female civil servants and promoting them into decision making positions in ministries and institutions.

Actions taken: The project management maintained its utmost efforts to work closely with the project counterparts to ensure that the project counterparts continue to provide their minimum engagement in the project implementation and to mitigate implications arising from the absence as well as delay in the provision of incentives.

Discussions were also made with MoWA to consider possible negative consequences of these measures, PGE has internally discussed with MoWA management to prioritize only on the key activities for the implementation of action plan in 2010 and to identify non-monetary incentives to motivate staff and counterpart involvement. 2010 work-plan activities were discussed and prioritized to mitigate implications and risks resulted from the cancellation.

On the suspension of recruitment and appointment, the project made consultations with MoWA, UNDP and other development partners to identify solution to address these issues. However, it is the government's decision which is beyond the intervention of MoWA and UNDP management.

Risk 2: Delay in resource mobilization

The delay in resource mobilization during the early start up of the project had a relative short-term impact on the activities planned to take place right after the project approval.

Actions taken: Systematic efforts for resource mobilization were undertaken to secure funding for activity implementation, including discussion and agreement on key activities for resource mobilization for 2007, preparation of a business case/ promotion and advocacy materials, and development of resource mobilization strategy and action plan with clear roles and responsibilities of those involved.

Risk 3: Capacity of MoWA

Under a new MoWA structure, the Policy Unit of the Gender Equality Department was established. The Policy Unit worked closely with the project to support the activity implementation in gender

mainstreaming. Staff recruitments and appointments for the unit were taken place in schedule. However, the capacity and motivation of the newly appointed staff were limited and could affect the performance of the project.

Actions taken: The project management discussed and explored opportunities and approaches in developing a more comprehensive Capacity Development Strategy for MoWA. As a result, the performance assessment and evaluation methodology were developed and applied for their capacity development.

Project issues and actions

Issue 1: Project Staffing and Staff Turn-Over

The project faced delay in recruitment of a number of key positions, including Senior Policy Advisor, Project Manager and some project officers, during the start up of the project, which caused some delay in implementation of activities, e.g. gender budgeting component, GMAP development, and the development of NSDP Monitoring and Evaluation framework. Likewise, final year of the project in 2010 also saw similar potential challenge of staff turn-over as Senior Policy Advisor, Project Manager and three project officers left the project. This increased a heavy extra workload for the remaining staff to implement project activities as well as to coordinate on the recruitments for replacement.

Actions taken: the project made its efforts to improve planning and monitoring capacity. The PGE and MoWA management agreed to revise the 2010 annual work plan and reprioritize the key activities for remaining period of the project. The recruitment of the replacements of these positions were completed.

Issue 2: Delay of Procurement

The project experienced, from time to time, some delay in procurement processes in the recruitment of international and national consultants. The process took longer than expected and this resulted in delay in implementation of some activities of the project.

Actions taken: the project discussed the issues with the unit and the UNDP Country Office to come up with effective solution. It sought high level invention from the UNDP management for the allocation of enough staff in the procurement unit and provision of clear guidance to the project staff on procurement issues.

Issue 3: Gender Training Programme in Land and Labor Sector

The agreed target on the development of gender training programme in Land Sector and Labor and Vocational Training Sector could not be achieved due to unavailability of the GMAG of Ministry of Land Management, Planning, Urbanisation and Construction.

Actions taken: Given the time constraint and a high turn-over of the project staff, MoWA and PGE project management decided to postpone the implementation of this activity. However, MoWA management suggested that the activity should be considered for any future UNDP support on gender equality. Furthermore, during the PGE Project Board Meeting in September 2009, the Board encouraged the project to continue to have a discussion with GMAG at the MLMUPC to seek the possibility to undertake this activity in the future.

Issue 4: GMAP development of the Office of the Council of Ministers

The process of GMAP development of the Office of the Council of Ministers (OCM) took more time than expected. It was planned to be developed by the end of the project. However, only the first complete draft of GMAP is made available by the end of the year.

Actions taken: The project team made a concerted effort to accelerate the development process. MoWA, through the project, sent out an official letter to the Deputy Prime Minister in charge of

OCM and to the head of GMAG of OCM to request for a meeting to discuss on the progress as well as to encourage them to speed up the data and information collection process from all key line departments and councils of OCM. As OCM has many councils and national authorities under it, it is understandable that it took quite amount of time to facilitate the GMAP development process.

Issue 5: Capacity Development Strategy

The development of the MoWA capacity development strategy was undertaken in late 2010 in accordance with the key recommendations in the MoWA capacity assessment. A MoWA Capacity Development Strategy Group was established and signed by the Minister, and the first meeting of the group. However, the capacity development strategy was not yet developed at the time of the project end due to many technical reasons. For example, during the course of the discussions it became clear that the Capacity Assessment Recommendations needed to be more widely shared and discussed within MoWA itself. Moreover, It was planned that Capacity Assessment Recommendations would be discussed in detail during the MoWA Retreat, which was already held late in the year (13-14 December,2010), which made it difficult for the group, with the support from an international consultant, to come up with a draft capacity development strategy.

Action taken: discussion was made between the project team and MoWA on the progress of the capacity development strategy. As the outcomes of the above MoWA Retreat will be reviewed again in January 2011, this will feed into the Capacity Development Strategy and will form the basis for the next phase of the development of such to be resumed in 2011.

V. Lessons learnt and next steps

Lessons learnt

There are a number of good lessons learnt over the course of the project implementation, which are summarized below:

Leadership and political support from the RGC

Over the course of the project implementation, one of the key lessons learnt is that, it is prerequisite to inculcate as well as strengthen the leadership and initiative of senior government officials in mainstreaming gender and promoting gender equality at all stages and processes. In this regards, MoWA deserves the mention of its significant contribution and advocacy role in fostering and cultivating senior government leadership and initiative. This has benefited the project in its implementation and achievements. For example, the leadership and initiative of senior government officials, particularly the Prime Minister, are a key signal as well as message to government officials that the RGC is committed to the promotion of gender equality and the improvement of the position of women in Cambodia. The Prime Minister's issuance of the direction in 2008 on the appointment of at least one female deputy provincial governor in all provinces and one female deputy governor at all districts/municipalities is a case in point.

Moreover, political support is at play and instrumental in creating gender mainstreaming system as elaborated below, organizational buy-in and "walking the talk". For instance, the Prime Minister made strong statements in favour of gender budgeting and promotion of gender equality; issuance of SSCS guideline on quotas for new recruitment; the PFM reform and gender budgeting; and reports from line ministry that should mention the progress on gender equality.

Development and existence of a "gender mainstreaming system"

The availability of the Cambodia National Council for Women (CNCW), TWG-G, GMAGs and sub-national networks, which constitutes a national gender mainstreaming system, clearly resulted from and demonstrated the above advocacy efforts, leadership and initiative. Within the system, the Project has effectively benefited from the system by using, working and enhancing the "system". For example, in the development process of NSDP update, the project worked intensively with MoP GMAG and to advocate line ministries, through the TWG-G, to establish gender guidelines for line ministries and to work with them to engender the NSDP update, the result of which made NSDP update much engendered, enhanced stakeholders understanding and capacity to support similar and future process of engendering national policy and strategy.

MoWA Leadership and Credibility

One key lesson learnt is that the leadership and credibility of MoWA are conducive to project implementation and has contributed to the project's achievements. MoWA, and particularly the Minister, has established itself as a professional and credible ministry within RGC. For example, it was emphasized that the Prime Minister's support for the promotion of women within the government would not have been possible if there was not the confidence in MoWA to deliver on its strategy.

Moreover, MoWA senior management has effectively exercised its leadership role in advocacy and support in gender mainstreaming. For example, line ministries now have acknowledged MoWA as a credible mechanism and are requesting for assistance from MoWA. They also recognize their responsibility of mainstreaming gender into their respective institutions, and the MoWA's role in assisting and supporting them. This is yet another example of how gender mainstreaming system, established by MoWA through the support of PGE, is mutually reinforcing. With the Project's support, MoWA demonstrated the need for line ministries to engender their policy and programmes, which in turn strengthened ministries, motivated them to establish GMAPs and

contributed to their realization of their needs to mainstream gender resulting to requests for MoWA for assistance and enhanced working relations.

This development also poses a challenge to MoWA as it needs to develop its own capacities and efficiencies to meet these emerging needs and increasing sophistication and complexity.

Positive ways of working by PGE

Another good lesson learnt is that effective participatory approach of working and leadership breed concrete capacity building process, ownership and accountability within MoWA senior management and staff; through which PGE is of course a catalyst behind this. For example, the Project started working through internal working groups that consisted of MoWA staff from different departments, where relevant staff lead the process with PGE staff providing support and facilitation. The development of Capacity Development Strategy, MoWA Capacity Assessment, Neary Rattanak III, NSDP update and the Communications and Advocacy strategy, and CSES does only build a deeper and relevant engagement by MoWA staff, but also build up capacity, ownership and accountability among them.

The national counterparts emphasized that PGE has exercised many good approaches to working with MoWA. For example, the project is seen by MoWA as strategically responsive, cooperative, participatory, encouraging, persevering, hard-working and active. This has been conducive to the project's significant achievements.

Strategic and timely decisions by PGE management

The last lesson learnt, but not least, is that the strategic and timely decisions by the project management could allow the project to review and revisit its approach and design, but also to address any deficiency and ineffectiveness, learn from it and strategically move the Project forward in a right direction. For example, as mentioned above, the evaluation findings of the WLP led the Project to change its strategy from providing trainings for female civil servants through such programme to working strategically with both RSA and SSCS so that it could have the potential to cover and affect the position of women in the civil service in a greater impact.

In similar case, PGE realized that in the earlier process of support to the development of GMAPs was a product-oriented approach, not a process. In other cases, Project team took the lead in developing the GMAP at the expense of capacity building and ownership of GMAG members. As a result, PGE changed its approach in working with GMAGs, and incorporated a stronger capacity building element and reoriented its role as a facilitator.

Recommendations

The recommendations below concern the focus that the UNDP shall consider for its future interventions. Project stakeholders, and particularly the national counterparts, have made clear that there is a need to continue the support by building on the project's good achievements and approaches to fulfilling current commitments and supporting priority and strategic initiatives of the MoWA.

1. Support to GMAPs: implementation, capacity building and funding

The effective implementation of GMAPs requires sufficient capacity, human resource and funding. As Most GMAPs ended in 2010, this is an expressed need of reviewing and revising the GMAP. Without support, it will leave GMAPs' future in limbo. Moreover, though most of GMAPs demonstrated leadership and commitment to implementing these GMAPs, they were not able to implement their plans due to the lack of capacity, human resource and budget.

The recommendations from the 2007 GMAG/GMAP review and the lessons learned from work with MLUMPC, MLVT and MoT can provide a clear basis for future focus support to GMAPs. The effective implementation of GMAP requires improving capacity of line ministries with committed human and financial resources. At the same time, MoWA's staff capacity shall be further strengthened to advocate for and support line ministries to implement GMAPs. As far as GMAGs' capacity is concerned, specific gender analysis and planning capacities specific to their respective sectors are needed so as to further integrate GMAPs with ministries' strategic plans and to build capacity of GMAGs to undertake programme development and resource mobilization to secure resources to implement activities. Priority should be provided to those line ministries that have demonstrated commitment, ownership and initiative and GMAGs/GMAPs that have not received support from Development Partners or RGC.

2. Continue the work on strategic initiatives with key government institutions

The project, as well as MoWA, has recently built a strategic and productive work with key government ministries/institutions on strategic initiatives such as CSES, PAR (CAR), PFR (MEF), D&D (NCDD), Economic Census and Agricultural Census (NIS), engendering curriculum (RSA), improving the position of women in the civil service (SSCS), NSDP Update (MoP) and donor coordination and harmonization (TWG-G). These are key initiatives as well as key RGC reform processes, and further gender mainstreaming in these work will have a multiplier effect to promote gender equality in the future. Consideration should be to support MoWA to:

- further strengthen the TWG-G secretariat to be able to support the TWG-G with minimal external assistance, which requires further development and implementation of a capacity development plan with specific follow-up indicators and assessment; work with RSA to review, revise and fully engender of
- work with SSCS to promote gender awareness on human resource management and promotion of women in the civil service and with CAR on engendering the PAR and Human Resource Development Policy and Human Resource Management Policy;
- RSA curriculum in order to make it an integral and regular session of the RSA under which the RSA will effectively exercise its leadership, ownership and accountability towards delivering the training; and
- focus on newly emerging issues within the RGC by undertaking research and advocacy such as climate change and gender mainstreaming for emerging priority issues.

3. Support to WDC

There is a promise to further support the WDC to make it as a potential and viable service provider for women's economic development. A three-year commitment to support WDC is essentially desirable and realistic to implement the newly developed three-year business plan, to support a three-year capacity building strategy and plan, and to refurbish its equipment, facilities and re-start entrepreneur-centred training programmes. The following are key considerations:

- Support MoWA in the establishment of the Women Trade Unit.
- build the capacity of the WDC to establish producer groups and link them, through enhanced value chains, to Cambodian and international markets, wherever possible and appropriate.
- the competencies and approach needed to support WDC, its organizational development, and its plans to be a service provider for women's economic empowerment need to be identified.
- exclusively use methodologies and processes that aim to economically empower women. This should include, but not limited to, improving the access to, and control of, increased income and income generating activities.
- complement and support the WDC workplan, which should be the basis and reference point for any work with the WDC, and to ensure that any work with producer groups does not dominate or distract the organizational development of the WDC.

4. Project Management Systems

Development and improvement of the effective project management systems will substantially benefit the implementation and management of the project including, but not limited to, establishment of baseline data, monitoring and evaluation systems, reporting and documentation. Equality important, it requires strengthening MoWA management capacity and capacities of project staff, including performance measurement framework as a basis for planning and managing the project. The Result Based Management shall be applied to ensure a standardized management practice and approach that allow for quality of implementation and management.

5. Capacity and organizational development of MoWA

Now that the MoWA Capacity Assessment was undertaken, a future support of organizational development of MoWA shall aim to finalize the development of the Capacity Development Strategy and to implement it for optimizing internal organizational structures as well as management policies and practices.

The future project would benefit more from the development of capacity building tools and strategy such as competency-based education and learner centred methodologies, different approaches to learning other than training as well as standardized practices such as learner needs and post-learning assessments. Introducing a Management Information System would help to track participants and create synergies among capacity building efforts. Standardized tools for designing, managing and monitoring capacity development, such as workshop templates, learning contracts, training needs assessments and training evaluation forms, should be developed.

A future initiative needs to clearly distinguish between the capacity building of MoWA for advocacy and coordinating gender mainstreaming in RGC, and the role and responsibility of line ministries to mainstream gender in their own sectors. Furthermore, capacity building of relevant departments of MoWA and line ministries shall include the establishment of a standardized capacity building approaches applicable to all project components to ensure quality, consistency and efficiencies as well as specific capacity building activities to address common and specific needs of project stakeholders and participants.

VI. Financial status and utilization

Financial status

Table: Contribution overview [01-April-2006 – 31-December-2010]

Donor Name	Contributions	
	Committed	Received
UNDP TRAC	3,012,507.84	3,010,348.96
UNICEF	2,310.00	2,310.00
TOTAL	3,014,817.84	3,012,658.96

Financial utilization

As of December 10, 2010, the delivery rate of the project implementation is estimated at 96% of the total received budget, which is very significant. The overall budget expenditure will meet the target of 100% when the pending payments for procured services in 2010 are made.

Table 2: Expenditure by activity from 01-April-2006 – 31-December-2010

Activity*	Description	Total Project Budget 2006-2010	Cumulative Expenditure** 2006-2010	Balance	Delivery Rate (%)
Act. 1	Support MoWA to work with GMAGs and planning Dept. in LM in developing sectoral gender indicators, and advocating for inclusion in NSDP monitoring framework	76,551.63	94355.62	-17,803.99	123
Act.1.1	Support MoWA in working with MoP/NIS (MoP GMAG) on engendering the statistical system and NSDP Development	29,000.00	1156.81	27,843.19	4
Act. 2	Capacity Development in Gender Mainstreaming	458,530.91	474445.85	-15,914.94	103
Act. 2.3.1	Support GMAP Development and Implementation	59,500.00	22346.77	37,153.23	38
Act. 2.6	Assist select GMAGs in intergrating action plan into sectoral plan or strategy	3,000.00	0	3,000.00	100
Act. 2.8	Policy advice to Minister	56,000.00	51980.76	4,019.24	93
Act. 3	PGE establishment	646,378.66	646378.66	0.00	100
Act. 4	Women leadership and Management programme	167,851.59	167851.59	0.00	100
Act. 4.1	work with GMAG of Secreteriat of CIVIL Service and select LM on HR &gender equality and CEDAW concepts (using MoWA gender analysis training	38,300.00	32370.98	5,929.02	85

	manual)				
Act. 4.2	In close cooperation with Royal School of Administration & CAR, agree on and implement activities to engender the curriculum and increase enrollment of women	3,000.00	0	3,000.00	100
Act. 4.5	Assist MoWA in provision of english language training for select women leader and MoWA staff	8,000.00	4043	3,957.00	51
Act. 4.6	International and regional networking and study tours (including south-south cooperation)	28,000.00	26743.55	1,256.45	96
Act. 5	Support Development of NR III and capacity development of MWA staff	170,958.18	162958.18	8,000.00	95
Act. 6	Meeting, course/retreat, training (including the job training) of TWG-G Secretariate	240,318.54	292597.27	-52,278.73	122
Act. 6.3	Briefing ,meeting and follow up on capacity assessment of MoWA/capacity development strategy	54,000.00	22881	31,119.00	42
Act. 7	Establish intranet in MoWA	28,491.56	28874.28	-382.72	101
Act. 7.1	Dissemination of CGA	23,200.00	20827.47	2,372.53	90
Act. 8	Strategy development and content design	56,628.05	56628.05	0.00	100
Act. 8.1	support 16 Days campaign activities	4,000.00	4000	0.00	100
Act. 8.2	Training on COMBI	22,000.00	20117.53	1,882.47	91
Act. 9	Pilot a sustainable WDC	258,853.78	226799.52	32,054.26	88
Act. 9.1	Value chain analysis and organizational development	101,080.00	69861.58	31,218.42	69
Act. 10	Assist MWA management	6,937.48	4627.48	2,310.00	67
Act. 11	Project implementation support	463,255.18	436741.34	26,513.84	94
Act. 12	Establish intranet in MoWA	3,974.68	3974.68	0.00	100
Act. 13	WDC services	4,848.72	4848.72	0.00	100
Total		3,012,658.96	2,877,410.69	135,248.27	96

Note: * the numbering of an activity can be either similar or different from one annual work-plan to other, thus there may have redundancy in name of activity (for example, activity 7 and 12).

** The budget expenditure status in year 2010 is as of December 10, 2010.