



Royal Government of Cambodia
United Nations Development Programme
Ministry of Women and Veterans' Affairs
Partnership for Gender Equity - Phase II

The project – Partnership for Gender Equity, Phase II- focuses on strengthening the national response in support of gender equality through capacity development interventions aimed at mainstreaming gender in national policy, programming, budgeting, implementation and monitoring frameworks. Using the Cambodian Millennium Development Goals and the National Poverty Reduction Strategy as the main policy frames, PGE II will pursue gender mainstreaming through three mutually supportive objectives, namely: (i) ensuring that all national policies and programs are gender responsive; (ii) building the skills of MoWVA, project and key line ministry staff to carry out their work more effectively in the promotion of gender equity in Cambodia; (iii) reviewing and refining the MoWVA 5-year Strategy and Action Plan for GM, as well as improving the ministry's organizational structure and management practices to ensure greater efficiency and effectiveness in carrying out its mandate.

Kingdom of Cambodia

UNDAF Outcome(s)/Indicator(s): N/A

Expected Outcome(s)/Indicator (s):
(SRF Outcomes) Policy statements and strategies incorporate gender equality as a specific objective¹.

Expected Output(s)/Indicator(s): (I) National policies and programmes are gender responsive

(II) A critical mass of staff from MoWVA, PGE and key line ministry effectively carrying out their work in the promotion of gender equality in Cambodia

(III) A MoWVA 5-year Strategy (i.e. Neary Rattanak II) and Action Plan for GM, as well as improved organizational structures, management practices, human resource recruitment policy and development plan, and donor coordination policy and mgt. plan, capable of enhancing the delivery of the mandate of the MoWVA.

Implementing partner:
(designated institution) Ministry of Women and Veteran's Affairs

Other Partners:
formerly implementing agencies N/A

Programme Period: 01/04/2004 – 31/03/2007
 Programme Component: Achieving the MDGs and Reducing Human Poverty.
 Project Title: Partnership for Gender Equity – Phase II
 Project Code:
 Project Duration: 3 years
 Management Arrangements: NEX

Total budget: US\$899,992
 General Management Support Fees (GMSF): TBD
 Allocated resources: US\$ 899,992 -
 • Government In-kind contributions
 • Regular US\$ 500,000 -
 • Other:(including in-kind contributions)
 ○ Donor TBD
 ○ Donor TBD
 ○ Donor TBD
 Unfunded budget: US\$ 399,992 +GMSF

Agreed by:

	Date	Signature
Government Name: H.E. Mr. Keat Chhon Senior Minister, Vice Chair of the CDC	10 MAY 04	
Implementing partner Name: H.E Ms. Mu Sochua Minister of Women's and Veterans' Affairs	17/04/04	
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¹ SRF/ROAR Outcomes and Outputs for Cambodia

ACRONYMS/ABBREVIATIONS

CAR	Council for Administrative Reform
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CCF	Country Co-operation Framework
CMDG	Cambodia Millennium Development Goals
CNCW	Cambodian National Council for Women
GM	Gender Mainstreaming
IFAPER	Integrated Fiduciary Assessment and Public Expenditure Review
MDGs	Millennium Development Goals
MoWVA	Ministry of Women's and Veterans' Affairs
MTEF	Medium-Term Expenditure Framework
MYFF	Multi Year Funding Framework
NEX	National Execution
NPRS	National Poverty Reduction Strategy
RGC	Royal Government of Cambodia
SBAA	Standard Basic Assistance Agreement
SEDP II	Second Socio-Economic Development Plan (2001-2005)
SRF	Strategic Result Framework
UN	United Nations
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNDAF	United Nation Development Assistance Framework
UNDG	United Nation Development Group

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Section I – Elaboration of the Narrative

Part I. Situation Analysis

1. Over the past decade Cambodia has re-established conditions of peace and security across the country and re-integrated into the regional and global financial and economic systems². Public goods and social capital are gradually being restored, albeit with significant challenges due to the tragic loss of human life and break down in political, social and economic systems during the Khmer Rouge regime, and a decade long isolation from the international community thereafter. The Human Development Index (HDI) has improved over the years from the “low human development” category in 1990³ to the “medium human development” one. With a HDI score of 0.556 in 2001, the country ranks 130th out of 175 internationally, and the worst but two in Southeast Asia⁴. Despite these tremendous achievements, there is little evidence that the growing economy has translated into any significant reduction in income poverty, human deprivation and inequality. An estimated 36 % of the population lives on approx. US\$ 0.50 cents a day, the majority of whom are concentrated in the rural areas. The Human Poverty Index⁵ stands at a high 42.8%, ranking the country 73 out of 94 developing countries, and the worst in the region.
2. Gender inequality is high by regional and global standards⁶. With a Gender-related Development Index (GDI) of 0.551, the country ranks 105 out of 144 countries. Health related indicators point to significant challenges. Women are disadvantaged in accessing basic health services; and are more likely than men to be malnourished. The maternal mortality ratio is estimated at 437 per 100,000 live births, amongst the highest in Asia. The prevalence of HIV/AIDS among adults has dropped from 3.3% in 1998 to 2.6% in 2002. However, parent-to-child and husband-to-wife transmission is increasing. While some encouraging progress has been achieved in respect of primary and lower secondary school net enrolment rates, there are significant gender gaps at all levels, particularly in secondary and tertiary education. The overall quality of schooling is still a concern, and illiteracy remains high with 50.4% of men and 70.8 percent of women being functionally illiterate. Gender inequality is endemic in the labor market, with 14% of women engaged in paid employment (compared to 19% of men), essentially in the garment sector. The persistent gender gap in educational attainment constrains employment opportunities available to women and on average men's wages are 33 percent higher than women's. Equitable access to rural productive resources, including land, credit, inputs, technology and markets is a critical development issue as well as a gender one.
3. Cambodia Gender Empowerment Measure is among the lowest in Asia, reflecting the extremely low representation of women in government, parliament, the judiciary and at the commune and village levels. Social, legal and political institutions as well as norms perpetuate gender discrimination and vulnerability, including the incidence of gender-based violence (trafficking, domestic violence, rape, sexual exploitation), the transmission of HIV as well as the reported increase in the number of women and children trafficked into neighboring countries.

Legal framework for Gender Equality

² Cambodia became a member of the Association of South-East Asian Nations (ASEAN) in 1999 and is currently awaiting parliamentary ratification of WTO accession as approved by the WTO Ministerial Conference at Cancun (September 2003).

³ UNDP, Human Development Report, 2001

⁴ UNDP, Human Development report, 2003.

⁵ Human Poverty Index measures deprivation in the three basic dimensions of human development, i.e. vulnerability to death at a relatively early age, adult illiteracy rate, and lack of access to overall economic provisioning.

⁶ For more information, see also MoWVA, WB, AsDB, UNIFEM, UNDP, A Fair Share for Women, Phnom Penh, 2004.

4. The Constitution of 1993 clearly reflects the principle of gender equality and Cambodia is a signatory to several international agreements including the Convention on Elimination of All Forms of Discrimination Against Women (CEDAW). Several laws and amendments have been passed, including the 1997 Labor Code recognizing gender specific concerns and affording liberal rights to women in employment, inheritance laws and to counter human trafficking. A law to address domestic violence is currently awaiting parliamentary approval. However, socio-cultural norms and a weak enforcement capability mean that these laws are rarely implemented.

Policy Framework for Gender Equality

5. The MoWVA 's Five Year Strategy, Neary Rattanak "Women are Precious Gems" (1999-2004) has provided thus far the over-arching framework for guiding gender equality in development policy. However, the Strategy lacks broad-based ownership and focuses essentially on women in development related issues. The Ministry intends to prepare a revised Strategy, Neary Rattanak II and a related GM Action Plan in the months ahead.
6. Over the past few years, the RGC and her development partners have pursued work towards mainstreaming gender in key policy frameworks, both at the national and sector levels. In particular, the Cambodia Millennium Development Goals Report (2003), the Second Socio -Economic Development Plan (SEDP II, 2001-2005) and the National Poverty Reduction Strategy (NPRS, 2003-2005) acknowledge the centrality of gender mainstreaming in policies and programmes. However much remains to be done by way of effective GM in all priority sectors, at the planning, budgeting, implementation and monitoring level. Nevertheless, the mainstreaming of gender in national policy is gradually taking root and provides an emerging policy framework for gender equality in Cambodia. Furthermore, the MoWVA, WB, AsDB, UNIFEM and UNDP initiated in 2003 a new partnership in the preparation of "A Fair Share for Women", which provides the most updated data and information on gender equality in Cambodia, including perspectives towards the realization of the CMDGs. Such a policy-oriented research effort provides added opportunities to expand and deepen the national policy framework for gender equality in the months/years ahead.
7. The Governance Action Plan (2001) includes gender equity as one of five cross-cutting areas and identifies four broad gender equity objectives aiming at: (i) promoting the rights of women and children, (ii) ensuring that reform programmes take fully into account the needs of women and children; (iii) recognizing women's contributions as full-fledged member of society; and (iv) promoting the leadership role of women. Some progress has been achieved, but there is still a long way to go to mainstream gender in the line ministries as well as increasing the number of women in decision-making positions.
8. A new Development Cooperation Partnership Paradigm was presented to the Donor Community at the Consultative Group meeting (May, 2000). The Government is determined to strengthen its leadership role in the implementation of the development agenda and to ensure that this agenda is nationally owned. Cambodia is a pilot country for both the OECD/DAC and UNDG harmonization and simplification of procedures initiatives. Cambodia is a Consultative Group country with a fairly developed system of annual and mid-year joint government-donor reviews. There are ongoing and informal consultations at country level to establish government-donors' technical working groups (TWG) organized around the MDGs/ NPRS priority areas, including a TWG on Gender.

Institutional Framework for Gender Equality

9. The national machinery for gender mainstreaming comprises the Ministry of Women's and Veterans' Affairs as well as the Cambodian National Council for Women (CNCW). The MoWVA became a full

ministry in 1996 and has a mandate to coordinate GM in sectors and monitor Government efforts to reduce gender disparities. At a National Congress held in April 2003, the MoWVA initiated a process towards a new Five Year Strategy, which focuses on five priority areas: poverty reduction amongst women and veterans; integration of demobilised soldiers and their families; promotion of good governance and decentralisation and deconcentration; judicial reform; and implementation of administrative reform and women in decision making. CNCW was established in March 2001 and is tasked with advocacy, monitoring and evaluation of laws, regulations and policies of the Government from a gender perspective, and monitoring compliance with international conventions. The Council consists of Secretaries of State from 14 ministries and has the potential to influence the development and implementation of gender-responsive policies and programmes within these ministries. However, the Secretariat of the Council has a generally weak capacity and over the past year has essentially focused on preparing Cambodia's first, second and third report on the CEDAW.

Part II. Strategy

10. The over-arching framework of UN/UNDP support to Cambodia builds upon the Millennium Declaration (Sept, 2000), and prioritized Millennium Development Goals. Gender equality cuts across the four areas of interventions outlined in the United Nations Development Assistance Framework (UNDAF, 2001-2005)⁷, the five practice areas⁸ of the UNDP Country Co-operation Framework (CCF, 2001-2005), as well as UNDP corporate second Multi-Year Funding Framework (MYFF, 2004-2007). The CCF for Cambodia spells out a clear strategy of support to gender equality, through upstream policy advice by way of (a) advocacy and awareness raising; (b) strengthening national development policy processes and analytical capacity; (c) knowledge networking; (d) development performance and result orientation; (e) strengthening leadership capacities, and (f) promoting development partnership through innovative arrangements.
11. During the period 2001-2003, UNDP extended advisory support to the MoWVA in advancing her mandate of GM, through the project: "Partnership for Gender Equity, PGE". An evaluation⁹ of the PGE project (Phase I), concluded in early 2004, confirmed the appropriateness of the project objectives as well as demonstrated considerable level of achievement in support of Cambodia's efforts towards *gender mainstreaming in national policies and programmes; enhanced public sector response to GM; and gradual strengthening of the capacity of the MoWVA's staff*. The evaluation recommended pursuing and deepening earlier efforts, albeit with some variations in objectives considering critical factors amenable to effective capacity development responses.
12. GM is considered the principal means to achieve Gender Equality. The proposed strategy entails significant development challenges, some of which belong to the realm of long-term efforts (e.g. societal transformation), or medium-term efforts (e.g. effective public administration reforms: motivation, incentives, salaries; parliamentary and judicial reforms; etc.) all of which are beyond the scope of this project. In the category of factors which are amenable to capacity development responses in the medium-term, the following have been singled out by the partners involved in the first phase of project: "*Partnership for Gender Equality (PGE I)*" as well as by the recently completed evaluation of the PGE I:

⁷ The four areas of intervention of UNDAF are: (i) Governance, peace and justice; (ii) Poverty reduction; (iii) Human development; (iv) Sustainable management of natural resources.

⁸ The UNDP Cambodia practice areas: Fostering democratic governance, Achieving the MDGs and reducing human poverty, Energy and environment for sustainable development; Crisis prevention and recovery, Responding to HIV/AIDS.

⁹ Melanie Beresford et al., Evaluation of Partnership for Gender Equality, Phnom Penh, February 2004.

- The weak human capacity in the MoWVA, ranging from basic skills (e.g. English language, computer literacy, writing skills, etc.) through to policy analysis, monitoring, as well as management and negotiation skills;
- The institutional capacity of the MoWVA towards effective strategic planning, management practices and aid coordination;
- The leadership capacity of both women and men in the civil service, as well as the weak appropriation of gender concepts and GM capacity across priority ministries and the legislature.

13. Accordingly, the objectives of PGE II are three fold and articulated as follows:

- ***To work with the RGC, through MoWVA, to ensure that all national policies and programmes are gender responsive.***
- The tremendous achievements of PGE I in mainstreaming gender in the CMDGs, NPRS, MTEF, IFAPER as well as early work towards engendering the statistical system, provide a sound partnership and institutional framework upon which to deepen related efforts. PGE II will carry on these efforts in mainstreaming gender in policy, programming and budgeting frameworks, including making use of the now finalized policy-oriented publication: "A Fair Share for Women" as a guiding reference for promoting gender responsive policy and programmes in Cambodia.
- ***To build the skills of MoWVA, project and key line ministry staff and parliamentarians to carry out their work more effectively in the promotion of gender equity in Cambodia.***
- GM is still perceived as the sole responsibility of MoWVA. There are indications that line ministries still confuse women's activities with a gender approach and consequently fail to assume responsibilities for mainstreaming gender in their sector policies and programmes. Greater exposure to gender concepts and GM is a prerequisite for both men and women in the public sector. Ongoing skills development will be pursued through task-oriented training for key line ministries (i.e. Education, Health, Social Affairs, MAFF, MRD, Land Management, Justice, Commerce). The criteria for selection of counterpart institutions include their participation in the MTEF process (i.e. Education, Health, MaFF, MRD, Justice), or their potential contribution in advancing gender equality in relation to critical socio-economic reforms (e.g. Land Management, Commerce, Social Affairs).
- PGE I achieved encouraging results in strengthening the leadership capacity of senior women civil servants. This effort will be pursued, albeit with some changes in approach to cater for the leadership needs of both women and men. Male predominance in senior public positions calls for a more gender balanced approach in leadership training as a means to promote a working environment conducive to change.
- MoWVA's senior managers/leaders have already undergone short training courses on Management Leadership at international institutions such as Harvard. However, these have been largely ineffective – probably on account of their inability to put the lessons learned into practice and the lack of specific Cambodia-related content. Accordingly, the project will facilitate Management and Leadership courses to be conducted in-country by a leading international institution. It should combine theoretical work with practical application in a modular form. Coursework should be designed both for leaders of the MoWVA as well as other ministries and adapted to the Cambodian environment. It will also include planning and negotiation skills. All efforts will be made to develop a partnership arrangement between the international training institution and a local one to achieve sustainability in the delivery of similar courses in the future.

- In addition efforts will be made to possibly link up the above courses (i.e. Leadership and Management courses for the senior management level of the civil service as well as Leadership and Management training for senior and middle ranking civil servants) with the broader Public Sector Human Resource Development strategy of CAR, including the WB facilitated three-level training program for civil servants.
- The project will sustain the legacy of PGE I in integrating gender studies in the curricula of tertiary education institutions as well as promoting/facilitating a review of their admission procedures to find ways to ease admission for talented women applicants. Potential partners include the Royal School of Administration, the National Institute of Management, the School of Judges and Prosecutors, Pannasastra University of Cambodia, etc.
- Courses in English language skills should be expanded to include key women from other partner ministries (i.e. Education, Health, Social Affairs, MAFF, MRD, Land Management, Justice, Commerce).
- ***To work with MoWVA in reviewing and refining its 5 Year Strategy and an Action Plan for Gender Mainstreaming, as well as improving its organizational structures and management practices to ensure greater efficiency and effectiveness in carrying out its mandate.***
- The development of a new Five Year Strategy for the Ministry and an Action Plan for GM will provide a framework to guide efforts towards a ministry-wide organizational restructuring and functional review; strengthening of managerial culture, practices and skills (see above Objective II on Management and Leadership capacity for Leaders of MoWVA and other ministries); designing of a Human Resource Development Strategy as well as a Recruitment Policy (the later will have to be coordinated with the Council for Administrative Reform); and enhancing donor coordination. The project will further focus on strengthening capacity and skills of ministry staff in policy analysis, monitoring and advocacy; donor coordination (project identification, design, planning and negotiation); and intra-institutional communication among all levels (senior management, permanent as well as project staff), including setting up an intranet to validate and enhance initial changes in management practices. It is anticipated that such an effort would provide a framework for the MoWVA to inform other restructuring options beyond the scope of this project, i.e. divestment in relation to micro-credit schemes and ultimately WID projects.
- The ability of the MoWVA to effectively promote GM is constrained by a generally weak analytical as well as advocacy capacity of the ministry's staff. There is scope to consolidate what is perceived as ad hoc training efforts through the establishment of a dedicated Policy Analysis and Monitoring Unit, which would: (i) contribute to developing the capacity of the ministry's staff; (ii) act as a role model for the ministry as a whole; (iii) act in a shadowing/mentoring role for the ministry's staff (particularly personnel of the Department of Planning and Statistics). The unit would initially draw its capacity from a national team of six consultants and should ultimately draw its capacity from the ministry itself. The establishment of Priority Mission Groups in the public sector would provide added opportunities to institutionalize the Policy Unit in the MoWVA.

The three proposed objectives are necessarily overlapping and mutually supportive. The detailed project work plan, including timeline for the first year of operation is attached as Annex I.

Part III. Management Arrangements

15. The project will be nationally executed (NEX). The Ministry of Women's and Veteran's Affairs (MoWVA) shall be the designated implementing partner. As implementing partner, the MoWVA will be primarily responsible for the planning and overall management and coordination of the project, including reporting, accounting, monitoring and evaluation, and for the management and audit of the

programme resources. The MoWVA will be accountable to the Government and to UNDP for the production of outputs, the achievement of programme objectives and for the use of UNDP resources. The MoWVA will designate a Secretary of State to serve as the National Project Coordinator. The National Project Coordinator will have overall responsibility for project liaison with Government, the implementing partner and UNDP on project technical and administrative matters; will coordinate preparation of three-monthly progress reports, Annual and Terminal Programme Reports and audit. The programme shall be audited every year, in accordance with UNDP rules and regulations.

16. UNDP will provide technical and financial support to the project, including NEX support services through the signing of a Letter of Agreement between the MoWVA and UNDP. UNDP will be responsible for monitoring the programme, ensuring the proper use of UNDP funds, and proper implementation of programme evaluation. A mix of direct payments and quarterly financial advances to the Implementing Partner will be applied.
17. There are emerging opportunities for MoWVA to lead a Technical Working Group on Gender (TWGG), which would include representatives of the major donors and their counterparts in government, possibly also some key NGOs. The proposed TWGG is part of ongoing and informal discussions among development partners to establish Technical Working Groups organized around the MDG/NPRS process and related priority areas of reforms. The TWGG would provide the MoWVA with a mechanism capable of better co-ordinating its GM mandate across government ministries and internally within the MoWVA. Informal arrangements include for the MoWVA to be responsible for organizing regular meetings of the TWGG and for co-ordination of the agenda. In the case that the TWGG is set-up, MoWVA will coordinate the implementation of PGE, together with other national reforms and programme of support for gender equality, through this partnership platform.
18. At the time of signing the project proposal, the MoWVA and UNDP are committed to expanding the partnership framework in support of PGE II and to actively promoting the development thrust of the initiative among the donor community as well as pursuing resource mobilization efforts.

Prior Obligations or Prerequisites

14. The MoWVA will ensure the following:
 - a) Gradual integration of ministry's staff into the Policy Analysis and Monitoring Unit as per the following schedule: 1 April 2005: 3 staff; 1 April 2006: 3 staff. The selection process will be open to all staff of the MoWVA, and following competitive criteria. The ministry's staff participating in the Policy Unit would be considered part of the Priority Mission Group (PMG) should the government opt to activate the PMG facility, or selected in the context of a revamped recruitment policy to fill critical capacity gaps in the MoWVA.
 - b) UNDP assistance to the programme will be provided subject to UNDP receiving satisfactory assurance that the above noted prerequisites have been or are likely to be fulfilled. When anticipated fulfillment of the prerequisite fails to materialize, UNDP may, at its discretion, either suspend or terminate its assistance.

Part IV. Monitoring and Evaluation

15. Monitoring and measurement of progress is the key for the success of the programme. The intended outputs are measurable and selectively identified to monitor changes and improvements. The programme will be subject to annual Tri-partite reviews (TPR, a joint review by the Implementing Partner, the donor, and UNDP). The Implementing Partner shall prepare and submit, through the UNDP Resident Representative, annual and terminal Progress Reports, as the basis for discussions at the tripartite reviews. This should be prepared one month before the review to give time for its distribution and study by all parties concerned before the meeting takes place. There will be a terminal evaluation of the project in year 2007.

Part V. Legal Context

16. This project document shall be the instrument referred to as such in Agreement between the Government of Cambodia and the United Nations Development Programme signed by both parties on 19 December 1994, which will remain in effect until such time that a new Standard Basic Assistance Agreement will have been signed between the RGC and UNDP. The host-country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that Agreement.
17. The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:
 - Revisions in, or addition to, any annexes of the project document,
 - Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs agreed to or by cost increases due to inflation; and,
 - Mandatory annual revisions, which rephrase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

Section II Results and Resources Framework

18. At the time of finalizing the project document new measures of monitoring and evaluation, i.e. the UNDAF Results Matrix and a new UNDP Country Programme, were not available. Accordingly the project will focus on the following outcome as outlined in the UNDP Strategic Results Framework, i.e. *Policy statements and strategies incorporate gender equality as a specific objective*¹⁰. The scheduled project outputs are: (i) National policies and Programmes are Gender Responsive; (ii) A critical mass of staff from MoWVA, PGE, key line ministry as well as parliamentarians capable of carrying out their work in the promotion of gender equality in Cambodia; (iii) A 5-year Strategy for the MoWVA and refined Action Plan for GM, as well as improved organizational structures, management practices, human resource recruitment policy and development plan, and donor coordination policy and mgt. plan, capable of enhancing the delivery of the mandate of the MoWVA. The detailed project activities and inputs are outlined in Section III (Total Workplan and Budget). The Project will be subject to a revision as the UNDAF Results Matrix and the new UNDP Country Programme (2006-2010) are in place.

¹⁰ SRF/ROAR Outcomes and Outputs for Cambodia

Section III—The total workplan and budget

EXPECTED OUTPUTS ¹¹ & MONITORING ACTIVITIES ¹²	Key Activities <i>List all the activities to be undertaken during the year towards stated output</i>	TIMEFRAME 2004				RESP. PARTNER	PLANNED BUDGET					
		Q1	Q2	Q3	Q4		FUND	DONOR	ACC.ID	BUD.ID	DESCRIPTION	AMOUNT
	International Policy and Mgt. Advisor (PGE Advisor)		x	x	x		04000	00012	71200	PERINT	PGE Advisor (w/m: 36 months)	\$360,000
	Project- Technical Assistant		x	x	x		04000	00012	71400	PERADM	Technical Assistant (w/m: 36 months)	\$ 28,800
	Project- Administrative Assistant		x	x	x		04000	00012	71400	PERADM	Administrative Assistant (w/m: 36 months)	\$17,532
	Driver		X	X	X		04000	00012	71400	PERADM	Project Driver (w/m: 36 months)	\$11,880
	Counterpart staff - Policy Unit						04000	00012	71300	PERLOC	Salary incentives Counterparts Policy Unit (w/m: 108 months)	\$16,200
	Counterpart staff - Project Coordination and Financial Management		x	x	x		04000	00012	71300	PERLOC	Salary incentives (w/m: 72 months)	\$10,080
	Expendable Equipment (including intranet)		X	X	X		04000	00012	72400	EQUIP		\$25,000
	Sundries		X	X	X		04000	00012	74500	MISC		\$20,000
Output 1: National policies and Programmes are Gender Responsive												\$489,492

¹¹ State the outputs that the project is expected to achieve/contribute to. Include relevant indicators/benchmarks

¹² List monitoring activities such as Field Monitoring Visits, Technical backstopping missions, Evaluations, Annual Project Report

	X	X	X	MoWVA/ UNDP		N/A
Link-up with the Council for Administrative Reform to develop synergies between the Public Sector Human Resource Development strategy and PGE facilitated courses on Leadership and Management for leaders as well senior civil servants.	x	x	x	MoWVA/ UNDP		N/A
Develop partnership arrangements with WB to ensure that gender concerns are an integral part of the latter's three-level training program for civil servants.						
<i>Sub-total Output 2:</i>						
Output 3: A MoWVA Five Year Strategy (Nearby Rattanak II) and an Action Plan for GM, as well as improved organizational structures, management practices, human resource recruitment policy and development plan, and donor coordination policy and mgt. plan, capable to enhance the delivery of the mandate of the MoWVA.						
Develop a MoWVA's Five Year Strategy and an Action Plan for GM in line ministries, as well as Veterans' Affairs	x	x	x	MoWVA MoWVA	04000 04000	74500 74500
Adoption of the MoWVA 5 Year Strategy and an Action Plan for GM and its effective implementation (see Objective I).				MoWVA/ RGC		MISC MISC
						Local consultant Workshop/meetings Printing costs
						\$25,000 \$5,000

18 February 2004

	Develop ToR, identify expert support and undertake an organizational and functional review of the MoWVA and design restructuring and functional options.	x	x	UNDP	04000	00012	71200	PERINT	Local Institution (w/m: 1 month) Workshops	\$10,000
					04000	00012	74500	MISC		\$2,000
	Adoption by the MoWVA of a revised organizational and functional framework and its effective implementation.	x		MoWVA						
	Develop ToR, identify expert support and design a Human Resource Recruitment Policy and Development Plan for the MoWVA.	x	x	UNDP	04000	00012	71200	PERINT	Local Institution (w/m: 2 weeks) Workshops	\$5,000
				MoWVA	04000	00012	74500	MISC		\$2,000
	Adoption by the MoWVA of the Human Resource Recruitment Policy as well as Development Plan and its effective implementation.			MoWVA						

18 February 2004

	Design ToR and staff profile for a Policy Analysis and Monitoring Unit in the MoWVA (Policy Unit)	x		UNDP	04000	00012	71200	PERINT	Same local institution as above (w/m: 1 week)	\$ 2,500
	Through competitive selection, recruit members of the Policy Unit. Identify also counterparts from the MoWVA who will be working with/trained by the Policy Unit	x	x	UNDP/ MoWVA	04000	00012	71300	PERLOC	National Consultants (w/m: 144 months)	\$ 144,000
	Establish a system of standards for monitoring GM in line ministries (e.g. engendered indicators, gender sensitive data collection processes, etc. at sector programme as well as national levels)	x	x	UNDP/ MoWVA	04000	00012	71300	PERINT	International Expert (w/m: 2 weeks) including tickets and DSA	\$ 10,000
	On-the-job training of staff of the Policy Unit in policy analysis and monitoring at sector (priority sector issues) and national level. Promote coaching/mentoring arrangements between Policy Unit and counterpart staff.	x	x	UNDP/ MoWVA						
	Develop and implement annual workplans for enhancing the policy monitoring, analysis and advocacy skills of the staff of the MoWVA and PGE.	x	x	UNDP	04000	00012	74500	MISC	Training workshops	\$ 10,000

Section IV

**LETTER OF AGREEMENT
BETWEEN UNDP AND THE ROYAL GOVERNMENT OF CAMBODIA FOR THE
PROVISION OF SUPPORT SERVICES**

Excellency,

1. Reference is made to consultations between officials of the Royal Government of Cambodia (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office to the nationally executed project KHM10 "Partnership for Gender Equity - Phase II". UNDP and the Government hereby agree that the UNDP country office will provide the Ministry of Women and Veteran's Affairs with the support services described hereunder.
2. The UNDP country office may provide support services for execution activities, such as assistance with substantive reporting requirements, monitoring and evaluation, procurement of technical assistance services, study tours, equipment and materials, and financial management services. In providing such support services, the UNDP country office shall ensure that the capacity of the Executing Agent is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the project administrative support budget.
3. In addition, the UNDP country office will provide, at the request of the Executing Agency, the following support services for implementation activities:
 - a) Identification and assistance with and/or recruitment of project and programme personnel;
 - b) Identification and facilitation of training activities including fellowship, short-term training and study tours;
 - c) Procurement of goods and services;
 - d) Access to UNDP-managed global information systems, the network of UNDP country offices and specialized systems containing operations information, including rosters of consultants and providers of development services.
4. The procurement of goods and services and the recruitment of project personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of the project, the annex to the project document will be revised with the mutual agreement of the UNDP Resident Representative and the Executing Agent.
5. The relevant provisions of the Standard Basic Assistance Agreement between the Royal Government of Cambodia and UNDP (the "SBAA"), signed by the two parties on 19 December 1994, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the execution of the project through its designated Executing Agent. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services.
6. Any third party claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this Letter shall be handled pursuant to the settlement of disputes provisions in the SBAA.
7. The manner and method of cost recovery by the UNDP country office in providing the support services described in paragraph 3 above are specified in Attachment 1 of this Letter of Agreement.

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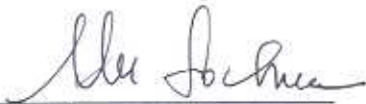
8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.
10. If you are in agreement with the provisions set forth above, please sign and return to this Office two signed copies of this Letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office to the nationally executed project KHM10 "Partnership for Gender Equity Phase II".

Please accept, Excellency, the assurances of my high consideration.

Signed on behalf of UNDP
-Ladislaus Byenkya-Abwooli

Resident Representative, a.i.

Date:-----



For the Government
H.E. Ms. Mu Sochua
Minister
Ministry of Women and Veterans' Affairs

ANNEX I

**Terms of Reference
Policy and Management Advisor
Partnership for Gender Equity – Phase II**

Duty Station: Phnom Penh, Cambodia
Duration: One year (with possibility of extension)
Starting Date: 1 April 2004

Background:

The Millennium declaration approved in 2000 mainstreams a set of inter-connected and mutually reinforcing development goals and targets in the global agenda. The declaration centres on eight major development goals, which derived from global conferences in the 1990s and a body of international law and norms. The Millennium Development Goals (MDGs) are now widely accepted as the framework for development action and for measuring development progress. The international community has identified the promotion of gender equality and empowerment of women as one of the primary goals for development in the new millennium.

With a legacy of human suffering and devastation Cambodia has understandably one of the lowest human development performances in the region. The country is characterized by entrenched inequality in many essential dimensions, spanning across gender status and geographical locations. Gender discrimination is the source of endemic poverty, low educational and health outcomes, high maternal and child mortality, increased husband-to-wife and parents-to-child transmission of HIV/AIDS, and of inadequate governance. In the recent years, the rapid increase in the number of sex workers, and trafficking of women and children has become acute problems. Since Cambodia has been recently admitted as a member of WTO (WTO Ministerial Conference, Cancun Sept 2003) increased gender vulnerability in relation to trade is of special relevance.

As recognized in the Beijing Platform for Action, the empowerment of women and equality between women and men are prerequisites for achieving political, social, economic, cultural and environmental security among all people.

As a follow up to the Millennium Declaration (Sept, 2000), Cambodia launched several initiatives to meet its global and national commitment to fight extreme poverty, including several policy and institutional reforms. The Cambodian MDGs provide for country specific goals and targets, including gradual integration of sex-disaggregated indicators. The MDGs are expected to guide the policy thrust of growth and equity captured in the medium-term strategic frameworks, i.e. the Second Socio-Economic Development Plan (2001-2005), the National Poverty Reduction Strategy (NPRS, 2003-2005) and related Medium-Term Expenditure Framework.

Duties and Responsibilities:

The incumbent will provide direct policy and development management advisory support to the Ministry of Women's and Veterans' Affairs in carrying out its mandate of Gender Mainstreaming in national policies and strategies. The Advisor will carrying out her/his assignment in the context of the Project: "Partnership for Gender Equality – Phase II". In carrying her /his mission the Advisor will also support the mainstreaming of gender in the operational frameworks of the UN (i.e. the CCA and UNDAF). The advisor will report to the Ministry of Women's and Veterans Affairs and work under the overall supervision and guidance of the DRR/P of the UNDP CO.

More specifically, the Advisor will perform the following tasks:

Leadership and Capacity Development

- Facilitate the development of a vision-based Five Year Strategy for MoWVA and Action Plan for GM, including identification of performance benchmarks and indicators.
- Provide performance-based development management advisory support towards the organizational restructuring and functional review of the MoWVA, including draft ToR and monitor expert support towards the development of: (i) a Human Resource Recruitment Policy and Development Plan; (ii) a Donor Coordination Policy and Mgt. Plan.
- Enhance the analytical capacity of the MoWVA for GM, by facilitating the design and implementation of a Policy Analysis and Monitoring Unit (the Policy Unit) in the MoWVA, including advise on staffing strategy; develop ToRs and monitor the design and implementation of a system of standards for monitoring GM in line ministries; develop and implement annual workplans for training of staff of the Policy Unit in GM. In addition, support the Policy Unit in imparting its GM knowledge to staff in the MoWVA and line ministries.
- Develop partnership arrangements with local universities to: (i) integrate gender studies in their curricula (including developing ToRs for expert support); (ii) review their admission policies/procedures to find ways to ease admission for talented women applicants
- Develop partnership arrangements with the Council for Administrative Reform to ensure that gender concerns are an integral part of the overall Human Resource Development strategy, including ensuring that gender concerns are integrated in the WB's three-level training program for civil servants.
- Develop ToRs and work out partnership arrangements (through competitive selection) with a local institute to deliver Leadership and Management training to senior civil servants (both men and women); facilitate the holding of regular alumnae meetings of graduates of the Leadership and Mgt. course at which invited speakers, including local institution's trainers, could sustain the trainees' learning process.
- Develop ToRs for a leading international institution and a local counterpart institute to design a tailored programme of Management Leadership for leaders of the MoWVA and other ministries in priority sectors (including modules on planning and negotiation skills)
- Develop and implement annual workplans to enhance basic skills of the staff of the Ministry and PGE staff (e.g. English, writing skills, computers, etc)

Development Planning, Implementation, Monitoring and Gender Responses

- Facilitate Cambodia's response to the MDGs, including follow-up to CEDAW and the Beijing Platform for Action from the perspective of advocacy, monitoring, reporting and assessment on key developmental sectors inter-linkages
- Using inclusive processes, facilitate Cambodia's efforts to engender the MDG/NPRS as well as budgetary systems (MTEF)
- Support the MoWVA's Policy Unit in monitoring/scrutinizing policy/action plans from line ministries from a gender perspective.

Advocacy and Communication for Development Effectiveness.

- Ensure total and constant sharing of all information/action with all development partners working on gender equality and achievement of the CMDGs, including through the proposed TWG on Gender and the UNCT MDG Advisory Committee;

- Support the Policy Unit of the MoWVA in drafting policy notes for communication/advocacy, including work closely with the UNRC Communication office in preparing for key national events related to the MDGs and UN international days (gender perspectives); DOES THIS HAVE BUDGET IMPLICATIONS?

Partnerships

- Facilitate the development of global and regional partnership networks for the MoWVA in line with the UN vision and values, and contribute to creative and practical ideas and approaches in dealing with challenging situations;
- Facilitate a broad partnership within government and among government, donors and UNCT for gender equality. In particular attend all strategic meetings of the aforementioned partner institutions.
- Assist the MoWVA in resource mobilisation in support of the delivery of its mandate, including in the context of the CG meetings;

Knowledge and Networking

- Participate actively in selected UNDP Corporate knowledge networks (e.g. Gender, MDG Net)
- Innovate new ideas/strategies, in support of Gender Equality.

Qualifications:

1. **Academic:** A minimum of a Master's degree in a development-related field e.g. socio-economic, developmental policies, political science, public administration, sociology, anthropology, gender studies.
2. **Experience:** The ideal candidate will have a strong practical experience and background in working on Gender and Policy Development. At least ten years of relevant working experience preferably in a developing country. Cambodia-specific field experience is an asset.
3. **Key competencies of the assignment:** A perfect command of English; French is an asset; computer literate; understanding of developing countries' developmental challenges, especially LDCs.

In addition to the above the following will also be an asset:

- Good knowledge of UNDP programming procedures;
- A good team player, with experience at building client relationships and networks, and strong advocacy skills;
- Excellent verbal and written communication skills;
- Ability and willingness to transfer skills, work independently and under time pressure to meet deadlines.

Female candidates are strongly encouraged to apply.

TERMS OF REFERENCE
Project Technical Assistant
Partnership for Gender Equity Phase II

Duration: One Year (with possible extension)

The Project Technical Assistant will provide specialist knowledge on gender and other technical support to the Partnership for Gender Equity: Phase II Team as assigned by supervisor(s). S/he will report to the Project Adviser.

Duties and responsibilities:

The Project Technical Assistant is to support the overall work of the PGE II project in performing the following tasks:

- Contribute expert technical knowledge on gender related issues to policy development and analysis
- Facilitate communication including at workshops and other meetings on gender analysis and policy development
- Develop advocacy approaches to decision-makers within MoWVA and other priority ministries
- Identify problem areas and remedial solutions in the implementation of project support services and engage programme Adviser and national counterparts accordingly
- Manage all aspects of relationships with service providers especially with regard to out-sourced training programmes
- Liaison with Policy Analysis Unit if established and take an active role in training in gender awareness, and analysis of national policy documents

Specific tasks:

- Track national policy development ensuring timely responses which involve senior and middle management of MoWVA
- Work with MoWVA to prepare meetings and workshops for consultations on gender issues and be available to lead or facilitate discussions as necessary in both English and Khmer
- Assist in the preparation of policy advice for senior management on a range of issues
- Contribute to the development of advocacy strategies to a range of stakeholders on a range of issues
- Manage the project's approach to and selection of service providers, monitor the progress and participation by project-sponsored participants, and ensure accounts are dealt with in a timely fashion
- If the Policy Unit is formed, act as the project's principal point of contact with the Unit, assist the Adviser to prepare training materials and monitor understanding of key concepts and analytical capacity

Reporting:

S/he will report to the Project Adviser.

Qualifications:

- Degree in the social sciences or humanities
- Cambodian national with leadership skills, strong inter-personal skills, team spirit and initiative

- A minimum of five years experience in gender-related work or development work with a strong gender component
- Computer skills and experience in word, excel, powerpoint, office, etc
- High proficiency in Khmer and English include capacity to make presentations and spontaneous interventions in English
- Advocacy skills