



**United Nations Development Programme (UNDP)  
Programme Document**

**Programme Title:** Partnership for Gender Equity, Phase III (2011-2015)  
**UNDAF Outcome:** **Outcome 3:** By 2015, all women, men, girls and boys are experiencing a reduction in gender disparities and progressively enjoying and exercising equal rights  
**CPAP Outcome(s):** **Outcome 6:** By 2015, gender disparities in participation and economic growth reduced  
**CPAP Output(s):** **Output 1:** Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored.  
**Output 2:** Increased access to gender-sensitive business development services for women small-business entrepreneurs  
**Output 3:** Preventive and remedial responses to GBV scaled up  
**Implementing Modality:** National Implementing Modality (NIM)  
**Implementing Partner:** Ministry of Women's Affairs (MoWA)  
**Responsible Parties:** Ministry of Interior, Ministry of Economy and Finance, Council of Ministers, State Secretariat of Civil Service, Royal School of Administration, Kampong Speu Women's Development Centre and others

Global debate on Millennium Development Goals (MDG) achievements has once again highlighted that 'investing in women and girls is shown to have strong multiple benefits for all MDGs'. Progress towards gender equality whilst not sufficient for the achievement of all other goals is certainly necessary.

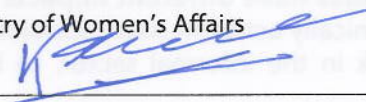
The next phase of UNDP's support to gender equality and empowerment of women in Cambodia aims to build on the achievements so far to ensure that the gender-sensitive policies and plans for MDG acceleration are actually implemented and make an impact on the status, rights and choices of Cambodian women. UNDP will:

1. scale up support to key sectors such as environment and climate change, decentralization, gender based budgeting in the Public Financial Management Reform (PFM), Public Administration Reform, and labour, thus contributing to recruit and retain more women in civil service at all levels; increase women participation in decision making; include their voices and concerns in local development plans; increase women's access to decent work and economic opportunities; identify strategically 'smart' investments in sector budgets impacting on CMDG achievement; and to promote equal opportunity for men and women to access to and manage natural resources.
2. increase access to gender-sensitive business development services for women small-business entrepreneurs providing them with technical and business skill.
3. scale up preventive and remedial responses to GBV.

Concretely, interventions on mainstreaming gender in national and sector policies, plans and implementation will 1) support an increase in the proportion of women civil servants by one percent every year as set by the National Strategic Development Plan; 2) annually equip 350 current and future civil servants with knowledge on gender issues in public administration and service delivery; 3) improve business and technical skills of at least 800 women in two provinces; 4) increase to 100 percent the proportion of people who are aware that GBV is a criminal act; and 5) equip at least 300 local authorities and representatives with knowledge and skills to address GBV in their local communities.

Programme Period:	2011-2015
Key Result Area (Strategic Plan):	Gender Equality and Empowerment of Women
Atlas Award ID:	
Start date:	February 2011
End Date:	December 2015
PAC Meeting Date:	05 November 2010

Total resources required:	5 million USD
Total allocated resources:	2.1 million USD
- UNDP TRAC	2 million USD
- UNDP Gender Equality Fund	100,000 USD
Unfunded budget:	2.9 million USD
In-kind contributions from Government:	Staff and office space

Agreed by (Implementing Partner): H.E. Dr. Ing Kantha Phavi, Minister, Ministry of Women's Affairs  


Agreed by UNDP: Ms. Elena Tischenko, Country Director  













## I. SITUATION ANALYSIS

Improvement has been evident in the gender equality policy framework and institutional mechanisms. At the same time, the recently released 2010 Human Development Report ranks Cambodia relatively low in the *Gender Inequality Index* (GII 0.672), compared with the world average and that of East Asia and the Pacific<sup>2</sup>. This new measure looks at three dimensions: empowerment, employment, and maternal health. The Cambodia MDG Update Report warns that Cambodia is at risk of missing its own targets in key gender-related areas. It suggests that while goals 4 and 6 are on track, the continuing high rate of maternal mortality (CMDG 5) is considered very unlikely to be achieved by the target date. Even though Cambodia has made remarkable progress in primary net enrolment rates and gender parity in all regions putting the country within reach of targets, addressing the persistent stagnation in primary flow rates and transition rates to lower secondary schooling remains a serious challenge to achieving goal 2. The poverty reduction goal (CMDG 1) will only be achieved as a result of major changes in approach and more focused attention starting immediately. CMDG 3 is lagging behind for some indicators including adult female literacy and women's political participation. While people are increasingly aware that domestic violence is a crime, the incidence of violence remains high compared with five years ago<sup>3</sup>; thus more work is needed to prevent such violence, to protect victims, and to hold perpetrators accountable.

In addition to CMDG 3, special attention is needed to address gender issues in other sectors of the CMDGs, which have been shown to be at the root of many development problems. As noted in the Cambodia MDG Update Report, lack of education, domestic violence and human trafficking are major factors that handicap women from realizing their full potential in contributing to socio-economic development<sup>4</sup>.

The Cambodian economy has undergone a profound structural transformation since 1991 as a result of greater integration with the global economy, a shift of jobs from agriculture to the service sectors, a demographic transition and migration from rural to urban areas<sup>5</sup>. Rapid growth has enabled Cambodia to significantly reduce poverty levels but the country remains one of the poorest in Asia, with persisting inequalities, and growing disparities between rich and poor, rural and urban households. These **disparities have different impacts on men and women**. While Cambodian women are one of the most economically active in Asia<sup>6</sup>, social indicators highlight specific hardships for women, who are more likely to work in the informal sector, to be without education, and in the rural sector to be responsible for

Cambodia Millennium Development Goals		Status
	Eradicate Extreme Poverty and Hunger	Off Track
	Achieve Universal Nine Year Basic Education	Needs Attention
	Promote Gender Equality and Empower Women	Needs Attention
	Reduce Child Mortality	On track
	Improve Maternal Health	Off Track
	Combat HIV/AIDS, Malaria and other diseases	On track
	Ensuring Environmental Sustainability	Off Track
	Develop a global partnership for development	
	De-mining, ERW and Victim Assistance	Moderately Off Track

Summary of Progress on CMDG3 Indicators <sup>1</sup>		
Indicator	Current	2015 Target
Ratio of girls to boys in upper secondary education	72.9	100
Ratio of females to males in tertiary education	57.5	85
Ratio of literate females to males 15-24 years old	95.7	100
Ratio of literate females to males 25-44 years old	85.9	100
Female share in wage employment in services	30	50
Proportion of seats held by women in National Assembly	22	30
Proportion of seats held by women in Senate	14.8	30
Proportion of female ministers	7.7	15
Proportion of female secretaries of state	8	18
Proportion of female under-secretaries of state	14.6	20
Proportion of female provincial governors	0	10
Proportion of female deputy provincial governors	16.5	15
Proportion of seats held by women in Commune Councils	14.6	25
Proportion of population aware that violence against women is wrong and criminal act	67	100

<sup>1</sup> Achieving CMDGs, 2010 Update, Ministry of Planning 2010

<sup>2</sup> Human Development Report 2010, the Real Wealth of Nations: Pathways to Human Development, 20<sup>th</sup> Anniversary Edition, UNDP 2010

<sup>3</sup> Violence Against Women, Baseline Survey, MoWA 2005 and Violence Against Women, Follow-up Survey, MoWA 2009

<sup>4</sup> Achieving CMDGs, 2010 Update, Ministry of Planning 2010

<sup>5</sup> Cambodia UNDAF (2011-2015)

<sup>6</sup> Cambodia Gender Assessment, MOWA 2008



production and household livelihood without formal income, recognition or protection<sup>7</sup>. Further, the global economic downturn has severely impacted Cambodia where a majority of the workforce are women in low-paid occupations such as textile industries, with limited or no social security. Few of the women working in the garment or tourism sectors possess the educational certification or capital to enable them to move into other jobs or stable self-employment.

According to data from Ministry of Economy and Finance, it is estimated that 80 percent of the labour force is in the informal economy in agriculture, industry and services; of whom women represent 82 percent<sup>8</sup>. However, many earn well below both national and world-standard poverty rates. For instance, in Phnom Penh women who engaged in informal employment earn net household revenues equivalent to 50 cents USD per capita per day; locked into this sector by illiteracy and by skills and capital deficits.<sup>9</sup> New data have shown that close to 40 percent of Cambodia's working-age women have received little or no education (compared with 17.4 percent of men). Unfortunately, in the five years since the previous official survey, this proportion has made little progress, barely down from 43 percent in 2004<sup>10</sup>. While Cambodia has made good progress in enrolling more girls in primary and lower secondary school, the impact of this accomplishment will not be felt in the labour force for another decade. Girls' attendance in secondary education remains low, with only 6.5 percent of them completing their studies<sup>11</sup>. It is clear that illiterate women currently in the workforce are unlikely to have adequate means to exercise rights and choices. Beyond the rights disparity, it is increasingly evident that without attention to female adult literacy and vocational education and training, Cambodia will not be able to meet its objectives of diversification and upgrading of the technological level of production and exports in the short and medium terms. **This highlights the need to accord more attention to adult education for the existing labour force, while not losing sight of other education goals.**

Although the country will not suffer the most dramatic climate events, like other countries in the region, Cambodia will experience higher temperatures, increased precipitation levels and intensity, rising sea levels, and distribution and frequency of weather-related disasters, posing risks for an already vulnerable agriculture sector, food and water supplies. Rural women, who provide 51 percent of the primary workforce in subsistence agriculture and 57 percent in market-oriented agriculture, while having less access and control over natural resources<sup>12</sup>, are disproportionately affected by the consequences on their daily life and work burden of climate change and natural resource degradation. The lack of access to clean energy is also a barrier to improving rural livelihoods, and dependency on wood energy is a driver for deforestation and an increasing drain on women's time. Reduction in forest coverage and low access to safe drinking water and sanitation are major impediments for Cambodia to attain MDG 7; **they also diminish chances of freeing girls and women to attend school and to participate in the income generation activities that are crucial to equitable work and educational opportunities for CMDGs 2 and 3.**

**Violence against women (VAW) deprives them of their human rights to live free from violence.** It has significant economic, physical, and psychological effects on victims, regardless of their economic status. Progress is evidenced by new laws and programmes to address domestic violence and violence against women<sup>13</sup>. At the same time, about 22.5 percent<sup>14</sup> of married women experienced violence within their home<sup>14</sup>, according to a recent survey. Notwithstanding considerable efforts made by the Government, development partners and civil society organizations to raise awareness, the perception that husbands have unquestioned authority within households persists according to the survey. This could hold back the CMDG VAW-related indicator<sup>15</sup>.

**In decision making, more women are progressively taking up the functions in public administration and elected bodies.** With the affirmative action guidelines requiring all Government institutions to have

<sup>7</sup> See Cambodia Gender Assessment, MoWA 2008, UNDP Cambodia CPD (2011-2015), Strategic Positioning Paper (2011-2015) and UNDAF (2011-15)

<sup>8</sup> Gender Mainstreaming Action Plan, Ministry of Economy and Finance, 2008

<sup>9</sup> ILO/Urban Sector Group 2006 [http://www.ilo.org/asia/whatwedo/publications/lang-en/docName-WCMS\\_103492/index.htm](http://www.ilo.org/asia/whatwedo/publications/lang-en/docName-WCMS_103492/index.htm)

<sup>10</sup> Press Release on Cambodia Socio-Economic Survey, National Institute of Statistic, November 2010

<sup>11</sup> Press Release on Cambodia Socio-Economic Survey, National Institute of Statistic, November 2010

<sup>12</sup> Cambodia Gender Assessment, MoWA 2008

<sup>13</sup> E.g. Law on Prevention of Domestic Violence and the Protection of the Victims, 2005 and the National Action Plan to Prevent Violence on Women, 2009

<sup>14</sup> Violence Against Women Follow-Up Survey, MoWA, 2009

<sup>15</sup> CMDG indicator 3.16: Proportion of population aware that violence against women is wrong and criminal.



women make up 20 to 50 percent of their new recruits, the proportion of female civil servants rose from 32 to 34 percent. The work of UNDP and other donors has also resulted in major achievements in women's access and empowerment, including an increased number of female commune councillors to 14.6 percent in the 2007 elections, up from 8.8 percent in 2002,<sup>16</sup> and increased number of women elected to the National Assembly to 22 percent in 2008. With only one National Election and Commune Election ahead of the 2015 CMDG target year, concerted effort and commitment are required if the CMDG 3 related targets are to be reached - 30 percent female representation in the National Assembly and 25 percent at the commune council level.

The Constitution provides that men and women are equal before the law and prohibits all forms of discrimination against women. It provides a legal framework for men and women to exercise equally their civil, political, economic, social and cultural rights. A number of laws were adopted, reinforcing this guarantee; e.g. the Law on the Prevention of Domestic Violence and Protection of the Victim, the Law on Suppression of Human Trafficking and Sexual Exploitation, the Election Law, the Labour Code, and the Land Law. Cambodia became a State Party to the Convention on the Elimination of all forms of Discrimination against Women (CEDAW) in 1992 and to its Optional Protocol in 2010 allowing individuals or groups of individuals to submit complaints to the Committee. Further, Cambodia is a signatory to the Beijing Declaration and Platform for Action (1995) and has signed the Declaration on the Elimination of Violence against Women in the ASEAN region. The Royal Government of Cambodia (RGC)'s *Rectangular Strategy for Growth, Employment, Equity and Efficiency* recognizes gender equity as a key component of capacity development and human resource development. It endorses the Ministry of Women's Affairs (MoWA) five-year strategic plans *Neary Rattanak (NR)*.

Cambodia has been recognized for its achievement in laying down a strong base for gender mainstreaming, which can facilitate the achievement of the MDGs<sup>17</sup>. Established as a full ministry in 1997, MoWA works to promote and protect the rights of women and their families and through its successive *Neary Rattanak* I, II and III plans, acts as a catalyst and advocate to encourage public institutions, civil society and the private sector to integrate gender equality into their policies and programmes<sup>18</sup>. The Cambodian National Council for Women (CNCW), established in 2001 as the national inter-ministerial council, has responsibility to facilitate, follow up and evaluate the implementation of national policies, laws and regulations in relation to the promotion of women. At sector level, the Technical Working Group on Gender (TWG-G), chaired by MoWA, provides a mechanism for bringing together line ministries, NGOs and donor agencies in developing a common plan for responding to gender concerns. With TWG-G support, the Gender Mainstreaming Action Groups (GMAGs) were set up in almost all line ministries to provide a mechanism for institutionalizing the development and monitoring of ministry-specific gender mainstreaming strategies and plans, and advocating for the integration of gender-responsive measures in sector programmes and policies.

Throughout this period, MoWA has established itself as a credible ministry. It has played critical roles in advocating for gender equality and in supporting and facilitating capacity development of sector ministries and institutions to integrate gender in their respective sectors. The work of MoWA has been a catalyst in ensuring that gender consideration is reflected in key policies and reform programmes. The TWG-G it chairs is one of the first TWGs to develop the Programme-based Approach (PBA), a shift from donor support to individual programmes and projects, to broader coordinated delivery. This development poses challenges for MoWA, which has to develop its own capacities to meet these emerging needs. While recognizing MoWA's support in strengthening sector capacity for gender mainstreaming, line ministries are increasingly requiring more practical and technical assistance that responds to their specific needs, which are becoming more complex and sophisticated. As a lead government agency in developing PBA for gender equality, MoWA needs to familiarize its staff with concepts of PBA and to enhance its role in planning and coordination<sup>19</sup>.

<sup>16</sup> UNDP, 2008 <http://www.un.org.kh/undp/pressroom/a-female-politician-shares-her-views-on-womens-leadership-in-cambodia>

<sup>17</sup> MDG Good Practices, UNDG, 2010

<sup>18</sup> Review of *Neary Rattanak* II, MoWA

<sup>19</sup> MoWA Capacity Assessment Report, MoWA 2010



Recognizing both development and institutional challenges, and the value added of gender equality in terms of bringing about inclusive growth, the National Strategic Development Plan Update (NSDP 2009-2013) and the *Neary Rattanak III* (2009-2013) reaffirm Government's commitment to address gender issues in selected sectors through **increasing education opportunities for women and their participation in decision-making, improving women's economic status and their health and preventing violence against women**<sup>20</sup>. Besides the strategic areas, *Neary Rattanak III* focuses on **gender mainstreaming in national and sector policies and plans, and in reform programmes**. With the challenge posed by a fragmented environment of aid delivery and limited use of government systems and procedures in implementing development cooperation activities, common to all sectors, the RGC is open to developing PBA<sup>21</sup>, with gender as one of the pilot sectors.

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## II. PROGRAMME SCOPE AND STRATEGY

The United Nations Development Assistance Framework (UNDAF 2011-2015) proposes to address national development challenges, identified in the Common Country Assessment (CCA) and agreed with the Government. Apart from being a cross-cutting theme, *gender equality* was identified as one of the five UNDAF outcomes<sup>22</sup>. This third UNDAF outcome aims at reducing gender disparities and more equal enjoyment of rights by men and women through i) strengthening existing gender mainstreaming mechanisms, ii) improving women's working conditions, iii) increasing their public participation, iv) addressing gender-based violence, and v) creating a harmonized aid environment that promotes gender equality<sup>23</sup>.

There is a growing understanding that if Cambodia is to have any chance of reaching its CEDAW commitment and the CMDG targets, a more strategic and coordinated approach is essential. The Cambodian gender mainstreaming architecture is recognized as a good practice. On this basis, it now needs to improve its capacity to undertake evidence-based gender-responsive policy development, planning, budgeting, implementation, monitoring and evaluation.

With five UN agencies working with MoWA, and as a co-facilitator of the TWG-G, the UN is in a unique position to support the Government to develop and facilitate a programme-based approach to promoting gender equality and the empowerment of women.

Drawing from the UNDAF, UNDP Country Programme (2011-2015) seeks to promote gender-responsive policies, plans, and budgets in key sectors that lead to increased women's participation, access to economic opportunities and reduction of gender-based violence (CPAP Outcome 6).

Since 2000, UNDP has supported MoWA in the implementation of its five year strategy, the *NR I, II and III*. Results produced by the UNDP Partnership for Gender Equity (PGE) have been cited for excellence by the United Nations Development Group (UNDG) in its MDG Good Practices Report of June 2010. Government and key stakeholders in Cambodia commend PGE as outstanding in its achievements supporting GMAGs and their Action Plans in 18 central and line ministries. Further, the TWG-G has evolved to become "the most effective, participatory and open TWG of all". Government has likewise expressed its satisfaction with these achievements of the working group.

The Mid-term Review (MTR) of PGE noted three elements that should be taken into consideration for the next phase: (1) *that the RGC is "in a different phase of Gender Mainstreaming than when PGE II started"*; (2) *that there are increasing levels and kinds of needs within the ministries – and these are being voiced repeatedly; and (3) that MoWA is not in a position on its own to address needs at this heightened level and scope*<sup>24</sup>.

Building on the achievements and taking into consideration the evolution and challenges, the next phase of UNDP's support (PGE III) aims to ensure that the gender-sensitive policies and plans for CMDG

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<sup>20</sup> NSDP Update and NR III

<sup>21</sup> The Cambodia Aid Effectiveness Report 2010, Council for the Development of Cambodia 2010

<sup>22</sup> The five UNDAF Outcomes are i) economic growth and sustainable development, ii) health and education, iii) **gender equality**, iv) governance and v) social protection

<sup>23</sup> See Outcome 3 of the UNDAF (2011-2015)

<sup>24</sup> Mid-Term Review of the Partnership for Gender Equity Project (Phase 2 Extension), Franz Wong and Samkol Lay. 2010  
<http://erc.undp.org/evaluationadmin/downloaddocument.html?docid=3974>



acceleration are actually implemented and make an impact on the status, rights and choices of Cambodian women. UNDP will:

1. Scale up support to key sectors such as environment and climate change, decentralization, gender-based budgeting in the Public Financial Management Reform Programme (PFM), Public Administration Reform, and labour, thereby contributing to recruit and retain more women in civil service at all levels; increase women's participation in decision making; include their voices and concerns in local development plans; increase women's access to decent work and economic opportunities; identify strategically 'smart' investments in sector budgets impacting on CMDG achievement; and to promote equal opportunity for men and women to access to and manage natural resources.
2. Increase access to gender-sensitive business development services for women small-business entrepreneurs providing them with technical and business skills (including adult women literacy)
3. Scale up preventive and remedial responses to Gender-based Violence (GBV) through a feasibility study on one-stop service centres and scaling up the GBV Community Capacity Enhancement methodology.

Concretely, interventions on mainstreaming gender in national and sector policies, plans and implementation will 1) *support an increase in the proportion of women civil servants by one percent every year as set by the NSDP*; 2) *annually equip 350 current and future civil servants with knowledge on gender issues in public administration and service delivery*; 3) *improve business and technical skills of at least 800 women in two provinces*; 4) *increase to 100 percent the proportion of people who are aware that gender-based violence is a criminal act*; and 5) *equip at least 300 local authorities and representatives with knowledge and skills to address GBV in their local communities*.

Global debate on MDG achievements has once again highlighted that *'investing in women and girls is shown to have strong multiple benefits for all MDGs'*<sup>25</sup>. Progress towards gender equality whilst not sufficient for the achievement of all other goals is certainly necessary. There is a need therefore not only to continue to work on those gender issues which have already been identified particularly with respect to MDG 2, 3, and 5 but to identify also those priority issues in the non-gender-specific goals. CMDG 3 is lagging behind in some of its indicators including literacy rates of adult women, wage employment in services, and the participation of women at decision-making levels<sup>26</sup>. In light of the limited progress on GBV as indicated in the recent MoWA survey, CMDG 3 could fall off track if violence is not rigorously addressed. While the UNDP democratic space programme will address issues of women's political participation, PGE III will provide support to national efforts to reduce GBV, and to improve female literacy and women's economic status.

The Programme will support MoWA to perform its gender mainstreaming oversight functions. These functions include improved capacity for sector gender analysis and mainstreaming, advocacy in PAR, PFM and D&D reform, aid coordination and monitoring, and other knowledge and capacities linked to these programmes. Building on the recent MoWA Capacity Assessment, a Capacity Development Strategy will underpin the implementation of NR III through further examination of skills and needs for a more precise strategic direction of the Ministry's roles. As to sector support, the Programme aims at supporting capacity development of selected sectors on budget analysis for smart investment that will produce better results, without necessarily increasing expenditure, and contribute to progress toward the CMDG targets. A central component and approach of the Programme is to foster through mentoring and side-by-side learning the building of a corps of gender sector specialists, based in the country.

The Programme which is nationally implemented and based at the Ministry of Women's Affairs will compliment and ensure synergy with MoWA's programmes and those of other UN agencies and development partners. The areas of collaboration include but not limited to the development of

<sup>25</sup> MDG Breakthrough Strategy –Accelerate and Sustain MDG Progress, UNDP 2010  
<sup>26</sup> CMDGs Report, 2010



Programme Based Approach, the support and coordination on the aid effectiveness agenda, researches and studies on one stop service centres and on female adult literacy, and evidence-based policies and programmes development such as the Cambodian Gender Assessment (IV) and the Neary Rattanak.

The Programme will contribute to **knowledge management and dissemination**. Activities include, but are not limited to the following:

- A research component on CMDG-related issues such as GBV and adult female illiteracy, and gender equality as a cross-cutting theme for CMDGs achievement.
- Using the research papers it produces, UNDP will facilitate or contribute to dialogues at national and sub-national levels. For instance, UNDP will host in 2011 a high-level dialogue on investing in gender equality and CMDG achievements. These research initiatives and national debates will be implemented through partnership and collaboration with other UNDP programmes and other stakeholders in the country and from the region<sup>27</sup>.
- On gender-responsive budgeting, using seed funding provided by the Regional Bureau of the Asia Pacific Gender Equality Trust Fund, UNDP will pilot gender sector analysis with one selected ministry in the first year. Success of the model demonstrated by its results in ensuring more gender-CMDG-effective expenditure at the sector level will be duplicated in other sector ministries in subsequent years. This approach will also have potential for collaboration and resource mobilization from donors<sup>28</sup> who are already working on PFM reform within selected sector ministries.

The Programme emphasises **south-south cooperation**:

- UNDP will assist the Government to assess the possibility of establishing one-stop service centres (OSSCs) for victims of GBV. Among the preparatory activities leading to the setup of the OSSCs, UNDP will identify and support knowledge networks and study tours to countries in the region that have such mechanisms in place including Thailand, Malaysia or Bangladesh.
- The Programme will also cooperate with the UN Joint Regional Programme Partners for Prevention (P4P) in the joint campaigns to address GBV, using its quantitative and qualitative research to inform related activities.
- For the upcoming ASEAN Inter-Parliamentary Assembly seminar in March 2011, which focuses on "Accelerating the Achievement of MDGs 4-5 through the Role of Women Parliamentarians", UNDP will support the Government to host this regional event and to mobilize experts in the country and from the region. Furthermore, UNDP will use the background analysis paper on progress toward gender equality in Cambodia and the achievement of CMDGs to generate debate.
- UNDP together with other development partners will collaborate with MoWA in the preparation and hosting of the Fourth East Asia Inter-Ministerial meeting on Gender Equality, expected in November 2011.
- As Cambodia will assume the position of ASEAN Chair in 2012, UNDP will support the country, especially MoWA and relevant line ministries, to convene dialogue on, to promote and to advocate for gender equality and achievement of the MDGs in the region.
- UNDP will help the Government in identifying good practices from other countries in the region such as Thailand and Vietnam in addressing adult female illiteracy.
- UNDP will explore business partnerships with the existing private sector in the country, link Women Development Centres (WDCs) to regional and international markets and expose WDC staff to other similar institutions in the Region to learn good practices.
- Besides learning from others' experience, the Programme will support Government and civil society organizations in sharing and promoting their good practices in establishing their national gender mainstreaming architecture and empowering women through different platforms including the UNDP Asia-Pacific Community of Practice on Gender.

Linkages will be established with the UNDP governance portfolio in support of the Sub-National Democratic Development (SNDD) and Strengthening Democracy Programme in areas of engendering PAR

<sup>27</sup> Under the GBV study, the Programme will collaborate with the joint regional programme, Partners for Prevention.

<sup>28</sup> The World Bank and IMF are key donors supporting PFM reform.



and D&D to address women's participation in the public sphere and local service delivery to women. It will cooperate with the CMDG programme to revisit and integrate gender into the revised CMDGs, the existing Commune Database, the NSDP Update mid-term review and the NSDP 2014-2018. While the UNDP environment portfolio will support the implementation of the GMAP of the Ministry of Environment, PGE III will strengthen the capacity of MoWA for gender analysis in environment and climate change. This will enable the Ministry to take an active role in and to advise the National Climate Change Committee (NCCC) on gender-related issues. Lastly, the Programme will be linked with UNDP local development initiatives to promote employment/ income generation in the poorest provinces.

The Programme puts strong emphasis on the development of national capacity to plan, implement and advocate for gender equality. Based at MoWA, the Programme will support the design of the MoWA Capacity Development Strategy and will facilitate capacity development of MoWA's relevant technical departments (*i.e. the Department of Gender Equality, the Department of International Cooperation, the Department of Planning and Statistics, the Department of Economic Development, Women's Development Centres, the Department of Education, and the Department of Legal Protection*) to fulfil their functions. Each programme component will be placed in and implemented under direct responsibility of the above selected departments. Fulltime specialists and short-term sector experts will be recruited through the Programme to work alongside MoWA selected staff and departments to deliver the Programme outputs and to strengthen their capacity at the same time.

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### III. PROGRAMME OUTPUTS (EXTRACTED FROM CPAP RRF)

The Partnership for Gender Equity III Programme is central to the UNDAF Outcome 3: *by 2015, women, men, girls and boys are experiencing a reduction in gender disparities and progressively enjoying and exercising equal rights*. It aims to contribute to UNDAF Country Programme Outcomes 1, 2, 3 and 5 through improving the enabling environment and enhancing the capacity of the authorities to promote and protect women's human rights. The entire Programme contributes to UNDP CPAP Outcome 6: *By 2015, gender disparities in participation and economic growth reduced*. It will focus on three outputs that are mutually reinforcing:

- Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored.
- Output 2: Increased access to gender-sensitive business development services for women small-business entrepreneurs
- Output 3: Preventive and remedial responses to GBV scaled up

#### ***Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored***

#### ***Deliverable 1.1: MoWA has improved capacity for sector gender analysis and strategic advocacy for engendering national and sectoral policies, plans, budgets and reform programmes***

The policy implication of the gender gap is a serious need to accord more attention to gender-sensitive policies, budgeting and planning. Cambodian sector investment and policies have not closed these gender gaps to date and MDGs reports warn that the country is at risk of missing its own targets in key gender-related areas. As the Asia Pacific Human Development Report (APHDR) notes, *"It is time to catalyze change by moving beyond partial attempts. This calls for strengthening policies and programmes on women's empowerment, including by embedding gender analysis as a routine requirement for framing them."*<sup>29</sup>

The ongoing reform programmes such as Public Administration Reform (PAR), Public Financial Management Reform (PFM) and Decentralization and De-concentration Reform (D&D) with its recently approved 10-year National Programme on Sub-National Democratic Development (NP-SNDD) provide important entry points for the advancement of women and gender equality in Cambodia. While MoWA has been a catalyst in integrating gender considerations within a number of areas of these key reform

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<sup>29</sup> Asia Pacific Human Development Report (APHDR), UNDP 2010



programmes, the latter have now moved to a different level. New agendas require continuous work to ensure that related gender considerations are duly reflected in each and every step of the reforms. In particular, in the five years leading up to 2015, it is also acknowledged that more work needs to be done to ensure that national development strategies such as NSDP and monitoring tools of development progress such as the CMDGs are reviewed in detail to refine the understanding and monitoring of specific indicators that would ensure coverage of the gender dimensions of these tracking tools. This sub-component proposes to continue **engendering each and every step of these reform programmes (PFM, PAR, D&D), CMDGs and NSDP.**

### ***Gender-responsive PFM reform programme for linking CMDG priorities to sector budget planning and implementation***

Cambodia has embarked on a "4-platform" programme to reform its management of public finance to increase the effectiveness of spending, particularly with the urgency of achieving specific CMDGs for the 2015 target. The PFM reform agenda emphasizes strengthening government's ability to lead a staged approach, and coordinated support by donors. UNDP as one of the signatories to the PFM Programme Partnership Principles<sup>30</sup> is in a good position to work with the donor-government financial management secretariats (the PFM Working Groups) in those activities with which it has close links. On the basis of parallel achievements in platforms 1 and 2, (greater budget credibility and evolving financial management information systems), the PFM working group is prepared to pilot parts of platform 3, "Improved linkage of priorities and service targets to budget planning and implementation". This stage, founded on sector analysis of service delivery, is the selected entry point for the scaling up of gender specialists' contributions to PFM practical results. In 2010 the Deputy Prime Minister (DPM) and Minister of Economy and Finance took personal action to seek commitment from ministry's senior management and development partners to support the implementation of the five-year strategic plan on gender mainstreaming in public finance<sup>31</sup>. Working with the MEF, PGE III will provide technical support for gender analysis of 'smart' budget priorities within agreed sectors for key CMDG acceleration. This will be partnered with development partners supporting PFM (WB, ADB, SIDA, and JICA) in the coordination of technical assistance in this sector analysis for budget development (see deliverable 1.2. for further detail).

In parallel, PGE will build the capacity of MoWA and its PFM working group to perform its gender mainstreaming functions in ensuring the PFM reform is gender responsive. These include **engendering the guideline on government's budget strategic and annual plan and capacity development<sup>32</sup> of PFM working groups and GMAGs of line ministries on gender-responsive budgeting.** Since 2007 UNDP has partnered with the Ministry of Economy and Finance to engender the PFM reform and to develop MEF GMAP. The momentum created by this high-level political commitment is an opportunity not to be missed to integrate gender in national budget formulation and reporting and to implement gender-responsive programmes in key sectors of importance for the attainment of the MDGs.

### ***Civil service reform engendered to increase, retain and empower women civil servants***

In 2008, the State Secretariat of the Civil Service issued Guidelines instructing all government agencies to apply temporary special measures targeting between 20 to 50 percent for women among all new recruits. The campaign supported by UNDP resulted in the increase proportion of women from 32 percent to 34 percent. With the current budget cut and the freeze of new civil servant recruitment, the potential to increase the proportion of female civil servants by one percent each year<sup>33</sup> has been proven to be slim. Furthermore, PAR has been slow in comparison with other reforms. Nevertheless, the Programme aims to provide support to an **increase in the proportion of female civil servants to 40% by 2015** through continuous assistance with the implementation of plans to recruit, retain and promote more women in the civil service, and to further develop gender-responsive legislation on the civil service at the sub-national

<sup>30</sup> The Cambodia Public Financial Management Reform Program Partnership Principles was signed by the RGC and 7 donor partners (Australian government, DfID, Government of France, JICA, SIDA, UNDP and the WB) in March 2005. It agreed on the platform approach, RGC leadership in the reform process, and coordination among donor partners in the programme. It remains open to other donor partners.

<sup>31</sup> MEF Gender Mainstreaming Action Plan, 2008-2012

<sup>32</sup> This output is addressed under deliverable 1.2

<sup>33</sup> According to the NSDP Update (2009-2013), it is projected that the proportion of female civil servants would be increased by one percent each year or would be increased from 34 percent in 2009 to 38 percent in 2013.



level, using the D&D channel. The Programme will integrate gender dimensions in the public administration reform's policies including Human Resource Management, Human Resource Development, Capacity Building of Civil Servants and Redeployment. These could be achieved through collaboration with the Council of Administration Reform, State Secretariat of Civil Service and D&D stakeholders.

To prepare future civil servants to perform their functions in an inclusive manner, the Programme will engender the curriculum of the Royal School of Administration (RSA) and deliver each year gender training programmes to at least **350 students and current civil servants** attending continuous education programme at the School. To retain and enhance the capacity of female civil servants, the Programme will continue to provide leadership training to women, senior and middle managers in public administration.

***Decentralization and De-concentration (D&D) providing space and opportunity for both men and women to participate and to benefit from the reform***

The D&D reform has moved to another level with the recently approved 10-year national programme aiming to *"achieve democratic, inclusive and equitable development, improved access, quality and utilization of service delivery and contribution to poverty reduction"*. As a member of National Committee for Democratic Development (NCDD), MoWA is provided with an entry point to advocate for gender-responsive D&D reform. The Programme will work with MoWA and its D&D working group to **engender systems, procedures, guidelines and other operational tools** which will be developed in accordance with the 10-year national programme.

***Engendered National Strategic Development Plan (NSDP) and CMDGs to facilitate the achievement of development goals***

Apart from CMDG 3, other goals have the potential to bring about gender equality and improvements in women's status which in turn will facilitate the achievement of other CMDG targets. However, gender has not been specifically incorporated in some of these targets and indicators. The Programme proposes to help explicitly articulate the gender elements in key CMDGs. The NSDP, which has its own indicators in addition to those taken from the CMDGs, will be further reviewed to include gender analysis and indicators, within its Mid-term Review, progress reports and the subsequent NSDP for 2014-2018. These supports will be provided through coordination by MoWA/ TWG-G, the Ministry of Planning and sector ministries, through support on policy analysis and strategic advocacy and communications.

The Programme will also support MoWA's mission to monitor the government's progress in the implementation of gender sensitive policies,, strategies and programmes. This will entail the development of the M&E tools and capacity development of MoWA and line ministries staff for sector analysis and support to the preparation of reports to track the progress towards the achievements of NSDP's targets and especially the CMDG 3 and other CMDG goals.

***Aid effectiveness as a framework for assessing and strengthening government-led efforts towards greater gender equality and the achievement of the CMDGs***

The Programme-based Approach (PBA) for gender equality is identified by the UNDAF and by *Nary Rattanak III* as a means to manage and support coherent national capacity development, to integrate reforms and promote mutual accountability in results-based strategies. PGE will support the design of the PBA and other preparatory work leading to its finalization and implementation.

As a lead actor in gender mainstreaming and a chair of the TWG-G which is responsible for the coordination and monitoring of progress of development and implementation, MoWA will strengthen its capacity to perform this core function. The Programme will develop and support the implementation of the MoWA Capacity Development Strategy so that it will be able to independently coordinate and lead regular TWG-G meetings and tasks, leading a more in-depth discussion on sector gender issues at quarterly meetings and sub-groups, lead the design and coordinate implementation of PBA for gender equality, and complete the donor and resource mapping for the continued implementation of NR III.



As highlighted earlier, many elements of the government-donor development agenda and harmonization approach have already put strong emphasis on promotion of gender equality. These include the alignment and harmonization of the development programme around the NSDP towards the achievement of CMDGs and specifically CMDG3, establishment of Government-Donors Technical Working Group on Gender and the Joint Monitoring Indicators, establishment of Gender Mainstreaming Action Groups in all Line Ministries and the development of sector Gender Mainstreaming Action Plans. There is however a need to strengthen the linkage between the different strategies and policies, including M&E on gender equality. In addition to engendering CMDGs, NSDP and other policies, the Programme proposes to set up monitoring and evaluation system and tools and to develop national capacity for better coordinate monitoring and reporting on all Royal Government of Cambodia commitment to gender equality.

To deliver the above-mentioned results, the Programme will provide technical support to MoWA, its departments and line ministries to:

- Activity 1 Engender the three reform programmes 1) the guideline on government's budget strategic and annual plan, 2) legislation on civil service at sub-national level, Human Resource Management, Human Resource Development, Capacity Development of Civil Servants and Redeployment, and 3) D&D systems, procedures, guidelines and its operational tools
- Activity 2 Deliver gender equality training to Royal School of Administration trainees (350 per year)
- Activity 3 Engender the curriculum of the Royal School of Administration and deliver annual gender training for 350 new and current civil service students
- Activity 4 Provide leadership training programmes for women senior and middle managers in the public administration at national and sub-national levels
- Activity 5 Develop the MoWA and TWG-G Secretariat's autonomy and leadership in leading and coordinating the TWG-G
- Activity 6 Conduct a donor mapping and draft the PBA for gender equality for approval by the concerned stakeholders
- Activity 7 Identify and integrate gender indicators in key CMDGs and NSDP Update mid-term review and NSDP 2014-2018
- Activity 8 Support the development of MoWA's five-year strategic plan - Neary Rattanak IV (2014-2018)
- Activity 9 Support the development and publication of the Cambodia Gender Assessment 3
- Activity 10 Set up M&E tools for monitoring and reporting on progress on gender equality (through developing a manual and capacity building of MoWA and selected line ministries on gender-sensitive policy and programme M&E )
- Activity 11 Support the development of capacity development strategy of MoWA

***Deliverable 1.2: Key selected sector ministries are able to implement their plans and integrate gender in their respective sector plans and budgets for CMDG acceleration***

The 27 Gender Mainstreaming Action Groups (GMAGs) provide an institutional foundation to tackle gender issues at sector level and facilitate CMDG attainment. UNDP has supported the development of 12 of the 18 Gender Mainstreaming Action Plans (GMAPs). GMAGs are relatively new and continuous capacity development support is required to enable them to deliver their planned results, to report on progress and to use these foundation documents for practical planning within ministries.

Several key sectors and sub-sectors are identified based on UNDP's comparative advantage, programme linkages and on multi-sector components where specific actions are needed for CMDG acceleration: they may include but are not limited to environment and climate change, decentralization, gender-based budgeting in the Public Financial Management reform (PFM), Civil Service Reform, and labour, and sub-sectors within agriculture, rural development, infrastructure and energy. The implementation of these sector plans is expected to contribute to increased women's participation in public administration and decision making; better hearing of women's voices and inclusion of their concerns in local development



plans; increased women's access to decent work and economic opportunities; identification of strategically 'smart' investments in sector budgets that will impact on CMDG attainment; and to the promotion of equal opportunity for men and women to access and manage natural resources. This list is not exhaustive. The Programme will continue to identify and assess partner ministries based on their readiness and potential contribution to the 2015 CMDG targets.

The Programme proposes to support the sectors, based on the above-mentioned criteria. These sector supports are threefold: first, the majority of GMAPs will expire at the end of 2010, including in the key selected ministries<sup>34</sup>. The latter have repeatedly requested technical assistance not only to **update the GMAPs but to improve them to include measurable and monitorable indicators and targets**. This will also allow the sector ministries to better mobilize donor's and Government's budget for implementation.

Second, the Government<sup>35</sup> seeks to improve the effectiveness of investments to address CMDG bottlenecks and to ensure adequate allocation and spending in public services that deliver for men and women, through mainstreaming gender in the PFM reform agenda<sup>36</sup>. While the MEF can play a critical role in ensuring that sector plans and proposed budgets are gender responsive, the line ministries themselves have the technical expertise to identify specific gender concerns in their sector/ministry and to form effective strategic interventions to address these concerns. Therefore, collaboration between MEF and the sector ministries is significant for this purpose. To enable sector ministries' PFM and GMAG members to conduct results-based sector budget review and to integrate such analysis in their budget and plans, the Programme will facilitate the development of their capacity for sector gender-aware analysis and implementation through training and mentoring.

Third, the Programme will contribute to knowledge management through the development a pool of gender sector specialists and survey data analysts building upon the success of UNDP's support to sector gender analysis capacity, and its support to MoWA and to the National Institute of Statistic (NIS) in engendering the National Statistical System through the Cambodia Socio-Economic Survey (CSES) process; the Programme will extend its engagement to other survey instruments.

- Activity 1 Train and mentor GMAG members and sector ministries' PFM working groups on sector gender analysis and integration of gender considerations into their ministries' planning and budgeting
- Activity 2 As a result of the above training, up to 5 ministries conduct results-based sector budget review and integrate the analysis in the budget review and planning process
- Activity 3 Up to five sector ministries update GMAPs that contain measurable baseline, indicators and targets
- Activity 4 MoWA and line ministries take steps independently to initiate review with NIS of CSES rolling surveys (contents, methods and analysis)
- Activity 5 Establish a national pool of gender specialists and survey data analysts for CSES, the Agriculture Census, Demographic and Health Survey (DHS) and other survey instruments and data exercises.

**Output 2: Increased access to gender-sensitive business development services for women small business entrepreneurs**

Cambodia's female and male workforce is relatively evenly distributed in all economic sectors, given the high level of informal and non-wage activity. However, when we look specifically at wage employment in the non-agricultural sector, women's share is still low.<sup>37</sup> Most women are in the informal sector which is a vulnerable but critical source of their livelihood. Their economic opportunities are still constrained, with most credit, training extension and support programmes not sufficiently tailored to their needs. As highlighted in the Asia Pacific Human Development Report, *"training and skills development to acquire and*

<sup>34</sup> Amongst ministries that produced GMAPs for 2006-2010 are MLVT, Mol (department of local administration), MLMUPC, MoC, MoInfo, MIMF, MAFF, MRD etc.  
<sup>35</sup> Gender Mainstreaming Action Plan, the Ministry of Economy and Finance (2008-2012)

<sup>36</sup> For gender mainstreaming in PFM, especially in budget and planning guidelines, see the deliverables in Output 1.

<sup>37</sup> CSES 2009 data show that women have just 27 per cent of wage jobs in the non-agricultural sector (23 per cent in Industry, and 34 per cent in Services)



*manage assets, basic literacy and numeracy to build confidence, sense of ability and independence are important steps in pushing forward gender equality*". These options should be extended to informal sector workers and women outside the labour market<sup>38</sup>.

In Cambodia, socio-cultural attitudes are some of the obstacles for women to exercise economic autonomy. Many people still believe that women should stay at home, taking care of children and household tasks. Men's work is more highly valued than women's work. As noted in the Cambodia Gender Assessment 2008, male construction workers earn far more than women garment workers. Domestic work is overwhelmingly the responsibility of women. Ninety-one percent of the time spent on household and community care (reproductive work) is provided by women – in addition to their contributions to household livelihoods. Responsibility for reproductive work tends to limit where and when women can engage in productive work (home-based productive work, restrictions on travel to markets); and, women are often engaged in productive and reproductive work simultaneously<sup>39</sup>.

Women's lower level of literacy and education constrains the economic opportunities of those already in the labour force. Programmes that seek to reduce poverty by increasing workforce productivity must be adapted to this existing low level of education or risk excluding the vast majority of the workforce. There has been progress at provincial levels in providing skills training to rural poor women (Provincial Training Centre of the Ministry of Labour and Vocational Training - MLVT and the Women Development Centres of MoWA). However, these services remain limited and mostly centre-based, thus excluding women who are not able to leave their villages for extended periods of time. Information distributed in the form of leaflets or handouts often fails to take into consideration the low levels of literacy and education of the rural population, particularly women. Furthermore, the availability of skills training remains very limited, and tends to reflect traditional gender roles (i.e., motorcycle repair and electronics for males; sewing, weaving and hairdressing for females). Training tends to be supply-driven rather than market-led. Small business management training is only rarely included in vocational training curricula<sup>40</sup>.

Associations or networks can help raise the voice of women in micro-enterprise, particularly for market vendors and home-based workers in rural settings. However, very few of these exist. Where they do exist, these associations have generally been more active in male-dominated industries. Assistance to market vendors has been mainly focused on Phnom Penh. Some home-based workers are associated with NGO handicraft programs; however, many need to rely on market intermediaries for access to raw materials and markets. Even within the same village, producers rarely come together to explore ways they could work together to improve their bargaining power with intermediaries, or collectively access markets and training.

This output proposes to contribute to existing efforts in improving literacy of women who are currently in the workforce and to provide rural women with technical skills and market-oriented knowledge including better understanding of markets and marketing, and small business and entrepreneurial management skills. It seeks to improve access to markets and to increase the bargaining power of rural women producers through selected networks of women traders based in towns.

### ***Deliverable 2.1: Contributions to knowledge***

To increase to 100 the ratio of literate females to males as pledged in the CMDGs,<sup>41</sup> and to move toward a more diversified economy, one cannot ignore the people who will carry this economy. Addressing adult women's literacy and elevating their technical skills have proved to produce outstanding results in some neighbouring countries, such as Thailand and Vietnam. Will this work in Cambodia? To identify appropriate models and mechanisms to address this issue, UNDP will work with other agencies during the first years to analyze the situation of female adult illiteracy, existing facilities, obstacles and bottlenecks, and launch a search for the application of good practice models for Cambodia. Pulling together a focused

<sup>38</sup> Asia Pacific Human Development Report, 2010

<sup>39</sup> Cambodia Gender Assessment, MoWA 2008

<sup>40</sup> Ibid

<sup>41</sup> CMDG 3, target 3.3 and 3.4



study, which could be taken up by the right partners, would be a timely contribution to CMDG acceleration and women's human rights.

Employments for both men and women in the informal sector are significantly increasing with more than 80% of the labour forces represented in the sector (80% of women labour force are working in the informal sector). It plays significant roles for house income generation, in particular for women. However, most of labour forces are on micro and small-scale business, self-employed, informal workers with limited income or non-wage and unpaid family workers... In partnership with key stakeholders in this area such as ILO and ADB, the Programme will support MoWA to commission a study on situation of women in the informal sector, to assess risks and vulnerabilities they face and identify the coping mechanisms to address the issues and helps them to move out to the formal sectors. It is expected to provide inputs in the social protection policies and programmes.

- |            |   |
|------------|---|
| Activity 1 | Partnership and explore possible study on situation of adult women illiteracy, its root causes and existing facilities                  |
| Activity 2 | Partnership with relevant stakeholders to develop and implement a joint national campaign for female adult literacy, based on the study |
| Activity 3 | Partnership and explore possible study on situation of women in the informal sector   |

### ***Deliverable 2.2: Business development services for women entrepreneurs***

Currently, there are thirteen Women Development Centres (WDC) established by MoWA. Targeting primarily disadvantaged women within their provinces, most of the WDCs provide job skills training in traditional women-dominated activities such as sewing, weaving, dress-making and hairdressing. These courses are usually four to six months in length and typically require that women be housed at the Centres in dormitories on location. Located in the poorest districts with poverty rates often exceeding 65 percent, where women producers struggle to provide secondary sources of income through mostly home-based enterprises, the centres provide a strategic entry point for reaching out to the thousands of disadvantaged women that do not have access to the most basic social services and education programmes. Nonetheless, these centres are relatively weak in terms of human resources, market-oriented vocational and business development services capacities and there is need to not only strengthen the institutional capacity of the centres but to broaden the services they are providing to trainees.

Since 2007, UNDP has provided advisory and technical support to the Women Development Centre in Kampong Speu province aiming at promoting women's economic empowerment. From the end of 2009, UNDP has made a strong investment in developing the capacity of the Kampong Speu WDC to transform its operations to an integrated Centre, focusing on market-oriented technical training, micro-enterprise management, gender advocacy and life skills training. With this support, a 3-Year Business Plan was designed to provide the Centre with a practical, strategic and financially sustainable medium-term development plan for the organisation and its services. It aims to create a sustainable institutional model that would enable WDCs to deliver demand-driven and client-centred services. This Plan adopts a business model that is aligned with the current and emerging market demand for its core services and builds on the "Enterprise Development Approach" aiming at promoting women's entrepreneurship.

Building upon the current progress, PGE III will support the implementation of key main components of this Business Plan through 1) provision of market-oriented technical training skills, 2) training for micro, small and medium enterprise management and 3) providing gender advocacy and life skills courses. These three core education streams are integrated, complementary and mutually reinforcing, and will provide a holistic education experience that will enable trainees to fully develop their entrepreneurial talents. With PGE's support, it is expected that the WDC will be able to provide technical and business skills to at least 100 women each year. In addition to these education streams, the Programme will support these women beneficiaries to access affordable credit schemes, support their access to high-value domestic and export markets, assist them in forming associations of producers, gaining access to updated markets and social



protection information and access to income-generating opportunities linked with the WDC, and to establish home-based enterprises.

Based on the success of this model, PGE will expand its support to one more WDC during the third year of the Programme, 2013. The selection of the geographic location will be done through a broad consultation with MoWA and other partners and where there is a strong synergy and potential collaboration with other partners including the private sector that could provide greater impact in promoting the Centre as a self-sufficient business provider.

Within its support to the Ministry of Labour and Vocational Training (MLVT), the Programme will seek to engender MLVT's vocational training programme provided by its Provincial Training Centres and to ensure that women have equal opportunity to access to training and are protected from discrimination and labour exploitation.

Lastly, PGE III proposes cooperate with the business incubator programme of the World Bank to work toward the establishment of a women's wing adjacent to proposed premises. It is expected that the Women's Wing will make facilities available and assist MoWA to launch market-based consulting services and support. To the extent that such incubators spread to the provinces, WDCs would find the facilities of value in expanding networks and support services.

Activity 1	Engender MLVT's vocational training programme in Kampong Speu and one other province (to be determined)
Activity 2	Implement WDC Kampong Speu 3-Year Business Plan
Activity 3	Based on WDC Kampong Speu experience, support other WDC (TBD)
Activity 4	Engage with the World Bank to look at feasibility of establishing a women-friendly business environment linked with proposed business incubator projects.

### **Output 3: Preventive and remedial responses to GBV scaled up**

Laws and policies are in place to address GBV. More people are aware that violence against women is a criminal act. However, the recent survey published by MoWA revealed that **22.5 percent of female respondents suffered violence by the hand of their husband**. The prevalence of violence against women has remained largely unchanged since the survey in 1996 and in 2000. Violence against women is widely accepted and tolerated. Many people, men and women, still believe that men are entitled to different and more rights than women. Even local authorities believe that a husband is justified in engaging in the most extreme violence if a wife argues, does not obey him or does not show respect. Keeping quiet and doing nothing is by far the most common response to violence committed by a spouse. For those who seek help, commune and village authorities are their main avenue for help because they are more accessible<sup>42</sup>.

Limited services and inefficiency of response are commonly cited. Where there are services for victims, they are mainly located in the capital. Social work and counselling services which could assist vulnerable individuals and their families to improve their quality of life through a process of assessment, planning of interventions, and follow-up are lacking. While a range of social services are being provided, they are of variable quality and many do not take a comprehensive approach to working with victims. For example, some organizations providing counselling and psycho-social support replicate dominant responses to domestic violence by providing advice, scolding, moralizing and judging the victim. Many providers of social services do not adequately understand the social and psychological dynamics of gender-based violence and do not work actively to empower the victim to protect themselves or identify personal resources and a support system that would enable them to leave the violent situation<sup>43</sup>.

In the past years, several frameworks and mechanisms have been put in place to address GBV, including the 2005 law on domestic violence and the National Action Plan to Prevent Violence against Women. In

<sup>42</sup> See Violence Against Women, Follow-up Survey, MoWA 2009

<sup>43</sup> Cambodia Gender Assessment, Fair Share for Women, 2008



addition to Government agencies, many other civil society organizations and UN agencies<sup>44</sup> have been working to support the causes through legal and institutional reform, awareness campaigns, capacity development for authorities, provision of services to victims such as legal aid and counselling etc. In spite of these efforts, it remains a challenge to address attitudes and behaviour which underlie GBV and sexual exploitation, and stigmatization of victims, and to increase protection and counselling options available to victims<sup>45</sup>. While a lot of data are available, understanding of the different uses and value of these data is limited.

The proposed interventions under this programme component will complement with the support from other UN agencies and development partners and contribute to the achievements of the National Action Plan in promotion of preventive responses to the Violence Against Women: Strategy 1: *“raising public awareness and dissemination of the law to the public to change views and social attitude of the agencies/legal professionals in order to build up a society free of violence and help victims in receiving information and other services”*, through awareness campaign at community level and a number of research studies.

### **Deliverable 3.1: Research for evidence-based GBV programme**

UNDP seeks to complement the efforts of other stakeholders by working with and supporting them through joint research and studies. The Programme will commission a study/ research assignment to **document and analyze current data and information systems for storing GBV-related information** (qualitative and quantitative) and to mobilize a working team of GBV experts in the field to gain consensus among peer and UN agencies.

The Programme proposes to partner with the P4P Joint Programme to undertake an in-depth action research activity around the topic of gender-based violence and behaviour patterns. One of the studies will explore the **knowledge and attitudes of key implementers from the village to the national level towards violence against women**, in order to develop a deeper understanding of how we can support effective implementation of the National Action Plan to Prevent Violence against Women (2009-2012)<sup>46</sup> in Cambodia.

The Programme will initiate and lead a **feasibility study for the establishment of GBV one-stop service centres** (OSSCs) to meet the needs of victims. The study will look at the adaptability of the concept to the Cambodian context, followed by consultative workshops with key line ministries (Justice, Interior, Health, Social Affairs and Finance etc.) and stakeholders; by a review of best practices from the region in setting up such centres; and through field studies by officials from these key ministries to countries in the Asia and Pacific region.

- Activity 1: Commission study to document and analyze current data and information systems for storing, sharing and using GBV-related information
- Activity 2: Commission study on knowledge and attitudes of key implementers towards VAW, in partnership with P4P
- Activity 3: Commission feasibility study on the establishment of GBV OSSC
- Activity 4: Facilitate consultations among key stakeholders toward the establishment of OSSCs
- Activity 5: Coordinate and support south-south exchanges with other countries in the region (including study tours to countries where OSSCs are successfully operational)

### **Deliverable 3.2 - Preventive response**

Building on the success of the Community Capacity Enhancement (CCE) methodology to address HIV and AIDS prevalence and Gender Based Violence through community conversations at village level, UNDP will **scale up the initiative to another 100 villages**.

<sup>44</sup> Amongst the key stakeholders are UN Women, UNFPA, UNV, UNOHCHR, GTZ, PYD, AUSAID/ CCJAP, Legal Aid of Cambodia, Cambodia Women Crisis Center, ADHOC, LICADHO and GAD/C. CMDG Report, UNDP, 2010

<sup>46</sup> The National Action Plan comprises a range of activities focusing on all forms of violence against women inside and outside their homes. This Action Plan will facilitate the achievement of core indicators as described in the CMDGs i.e. Indicator 3.16 of CMDG 3: proportion of population aware that violence against women is wrong and criminal.



This CCE is used to coach and support “facilitators” to lead and facilitate community conversations on topics related to violence, in safe settings where they can build relationships, identify community concerns, make decisions and develop plans in a participatory manner. Under the UNDP Access to Justice Programme which has come to an end in May 2010, 272 village facilitators who were equipped with CCE skills formed 89 CCE groups in 52 communes in five provinces. In total, more than 3,000 villagers took part in the community conversations. The beneficiary survey showed a significant impact on people’s awareness in the pilot villages compared with villages which did not receive the trainings. The prevalence of domestic violence has been found to be decreasing in these pilot villages and the topic of domestic violence is now openly discussed in the community.

The Programme will scale up the use of CCE methodology in partnership with local authorities and civil society organizations that will reach a large and dispersed target population at minimal cost. Up to 300 selected village and commune chiefs, members of Commune Committees for Children and Women, other local authorities and members of civil society organizations from 100 villages will be equipped with CCE skills and methodology. These 300 selected persons will then conduct community conversations in their respective villages. The population from these 100 villages will be more aware and will better understand the root causes of and ways of dealing with GBV in their communities as a result of the community conversations. This initiative could at a later stage build the foundation of a community network of service providers and referral services (prevention, protection, counselling, health and legal advices etc.)

- Activity 1 Train and coach 300 selected local authorities and CSO members on CCE skills and methodology (10 modules) to become CCE facilitators
- Activity 2 Conduct community conversations in 100 villages
- Activity 3 Establish 100 CCE networks/ groups and link them with other networks of service providers and referral services (prevention, protection, counselling, health and legal advices etc.)



#### IV. RESULTS AND RESOURCES FRAMEWORK

##### Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 6: By 2015, gender disparities in participation and economic growth reduced

##### Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator	Baseline	Target	Sources of verification
1. Proportion of GMAGs accessing national budget to implement activities	1. 20% (2009)	1. 60% (2015)	1. UNDAF Report
2. Proportion of the Programme Based Approach to Gender funded	2. 0 (2009)	2. 30% (2015)	2. TWG-G
3. Proportion of population aware that violence against women is a wrongful behaviour and criminal act	3. 67% (2009)	3. 100% (2015)	3. CMDG Report
4. Ratio of literate females to males 25-44 years old	4. 85.9 (2008)	4. 100 (2015)	4. CMDG Report
5. Proportion of civil servants that are female	5. 34% (2009)	5. 40% (2015)	5. NSDP or SCS annual report

##### Applicable Key Result Area (from 2008-2013 Strategic Plan): Gender equality and women's empowerment

**Partnership Strategy:** the Programme will partner with other stakeholders to implement programme activities including gender budgeting, sector support and research (UN Women, UNFPA, UNICEF, WB, SIDA, EU, AusAIDS and Asia-Pacific Regional Centre etc.)

##### Programme title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	KEY DELIVERABLES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>No. of sector plans with gender-specific targets and budget allocation (2010: 0, 2015: 5)<sup>47</sup></li> <li>No. of RSA civil servant trainees receiving training on gender equality by MoWA (2010: N/A, 2015: 1750 or 350 annually)</li> <li>Gender-sensitive curriculum of RSA developed (2010: No, 2015: Yes)</li> <li>Capacity Development Strategy of MoWA developed (2010: No, 2015: Yes)</li> <li>PBA on gender equality and partnership agreement drafted (2010: No, 2015: Yes)</li> </ol>	<p><b>2011:</b></p> <ol style="list-style-type: none"> <li>Capacity development strategy of MoWA developed and approved</li> <li>Gender training provided by MoWA to 350 students at RSA.</li> <li>GMAP of Office of Council of Ministers* finalized</li> <li>GMAP of Ministry of Social Affairs, Veteran and Youth Rehabilitation launched*</li> <li>Gender Analysis Report of Cambodia Socio-Economic Survey developed and launched</li> </ol> <p><i>*these targets are part of the 2011-2015 targets below.</i></p> <p><b>2012:</b></p>	<p><b>Deliverable 1.1: MoWA has improved capacity for sector gender analysis and strategic advocacy for engendering national and sectoral policies, plans, budgets and reform programmes</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>Engender the three reform programmes 1) the guideline on government's budget strategic and annual plan, 2) legislation on civil service at sub-national level, Human Resource Management, Human Resource Development, Capacity Development of Civil Servants and Redeployment, and 3) D&amp;D systems, procedures, guidelines and its operational tools (2011-2015)</li> <li>Deliver gender equality training to RSA trainees (350 per years) (2011-2015)</li> <li>Engender curriculum of RSA and deliver annual gender training for 350 new and current civil service students (2011-2015)</li> <li>Provide leadership training programmes for women senior and middle managers in the</li> </ol>	<p>MoWA, WDCs in two provinces, TWG-G, NIS, line ministries and other institutions</p>	<ul style="list-style-type: none"> <li>Total: USD 5 million</li> <li>(UNDP: USD 2 million and USD 100,000 from Trust Fund)</li> </ul> <p><b>Total output 1: USD 3,335,500 (UNDP: USD 1,334,200)</b></p> <p>Staff (gender and policy advisor, programme management specialist, admin assistant, gender mainstreaming and budgeting specialist, gender specialist in public administration and D&amp;E, policy and aid effectiveness specialist, technical assistant and driver): 1,828,500</p> <p>POC scheme (programme manager, component coordinator, policy officer, gender mainstreaming officer, TWG-G and aid effectiveness officer, finance officer): 27,000</p>

<sup>47</sup> These sectors include but not limited to environment and climate changes, decentralization, PFM, PAR, and labour. 18 GMAPs in place but do not have measurable indicators, baselines and targets. Majority of GMAPs expire in 2010. Line ministries have limited capacity to analyze their sector budget from gender perspective.



<p>6. Selected gender-related CMDG indicators within Goals 1 and 7 identified and integrated in the revised CMDG document</p> <p>7. Training module on policy and programme monitoring and evaluation developed, delivered to MoWA and select GMAGs</p> <p>8. Gender-sensitive curriculum of RSA developed</p> <p><b>2013:</b></p> <p>9. Draft PBA on Gender Mainstreaming developed and partnership agreement with key donors drafted</p> <p>10. Leadership Programme for women middle and senior management developed and implemented in partnership with training institutions or local NGOs</p> <p>11. Cambodia Gender Assessment, 3, published</p> <p><b>2014:</b></p> <p>12. Neary Rattanak 4 developed</p> <p><b>2011-2015:</b></p> <p>13. 5 GMAPs updated with support from MoWA, that contain measurable baseline, indicators and targets</p> <p>14. Up to 5 ministries assess their sector budget and integrate gender analysis in their budgeting process with measurable, monitorable targets for "gender-MDG-smart [effective]" spending</p> <p>15. Government plan for recruitment, retention and promotion of female civil servants developed and</p>	<p>public administration at national and sub-national level (2011-2015)</p> <p>5. Develop MoWA and TWG-G Secretariat's autonomy and leadership in leading and coordinating TWG-G (2011-2015)</p> <p>6. Conduct donor mapping and draft PBA for gender mainstreaming, for approval by concerned stakeholders (2011-2013)</p> <p>7. Identify and integrate gender indicators in key CMDGs and NSDP Update mid-term review and NSDP 2014-2018 (2011-2013)</p> <p>8. Support development of MoWA's five year strategic plan - Neary Rattanak IV (2014-2018) (2013-2014)</p> <p>9. Support development and publication of Cambodia Gender Assessment 3 (2012-2013)</p> <p>10. Set up M&amp;E tools for monitoring and reporting on progress on gender equality through developing a manual and capacity building of MoWA and selected line ministries on gender-sensitive policy and programme M&amp;E(2012).</p> <p>11. Support development of capacity development strategy of MoWA (2011)</p> <p><b>Deliverable 1.2: Key selected sector ministries are able to implement their plans and integrate gender in their respective sector plans and budgets for CMDG acceleration</b></p> <p><b>ACTION:</b></p> <p>1. Train and mentor members of GMAG and selected ministries' PFM working groups on sector gender analysis and integration of gender considerations into ministries' planning and budgeting (2011-2015)</p> <p>2. As a result of above training, up to 5 ministries conduct results-based sector budget review and integrate the analysis in the budget review and planning process (2011-2015)</p> <p>3. Up to five sector ministries update GMAPs that contain measurable baseline, indicators and targets (2011-2015)</p> <p>4. MoWA and line ministries take steps independently to initiate review with NIS of CSES rolling surveys (contents, methods and analysis) (2013)</p>	<p>Consultancies: 700,000</p> <p>Workshops and seminars: 500,000</p> <p>Publications: 30,000</p> <p>Training/study tours: 100,000</p> <p>Office equipment: 100,000</p> <p>Operational costs: 50,000</p>
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<p><b>Output 2: Increased access to gender-sensitive business development services for women small-business entrepreneurs</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>No. of WDCs that are fully functional (2010: 0, 2015: 2)</li> <li>No. of women trained on market oriented business and technical skills (2010: 50, 2015: 800<sup>46</sup>)</li> </ol>	<p>approved by selected ministries</p> <p>16. Gender-sensitive curriculum adopted by the Royal School of Administration and delivered to 350 trainees per year</p> <p><b>2011:</b></p> <ol style="list-style-type: none"> <li>100 women trained on market-oriented business and technical skills at Kampong Speu WDC</li> <li>Curriculum on business management and services developed</li> <li>Training of trainers on business management skills provided to WDC's staff</li> <li>Life skills manual developed</li> <li>Training of trainers provided to WDC's staff</li> </ol> <p><b>2012:</b></p> <ol style="list-style-type: none"> <li>Completion of study on situation of adult women literacy</li> <li>MLVT's vocational training programme at provincial level in Kampong Speu engendered</li> <li>Women's wing set up, attached to business incubator project (with donor partners)</li> </ol> <p><b>2013:</b></p> <ol style="list-style-type: none"> <li>Contribution to joint national campaign or related action for adult women literacy</li> <li>3-Year Business Plan of WDC in Kampong Speu successfully implemented</li> <li>One more WDC identified and baseline assessment</li> </ol>	<p>5. Establish a national pool of gender specialists and survey data analysts for CSES, the Agriculture Census, DHS and other survey instruments and data exercises (2014)</p> <p><b>Deliverable 2.1: Contribution to knowledge</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>Partnership and explore possible study on situation of adult women illiteracy, its root causes and existing facilities (2011-2012)</li> <li>Partnership with relevant stakeholders to develop and implement joint national campaign for adult women literacy, based on the study (2012-2015)</li> <li>Partnership and explore possible study on situation of women in the informal sector (2012-2013)</li> </ol> <p><b>Deliverable 2.2: Business development services for women entrepreneurs</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>Engender MLVT's vocational training programme in Kampong Speu and one other province to be determined (2012 and 2014)</li> <li>Implement WDC Kampong Speu 3-Year Business Plan (2011-2013)</li> <li>Based on WDC Kampong Speu experience, identify and support one other WDC (TBD) (2013-2015)</li> <li>Engage with the World Bank to look at feasibility of establishing women-friendly business environment linked with proposed business incubator projects. (2011-2012)</li> </ol>	<p>MoWA, MLVT, WDCs, NGOs</p>	<p><b>Total Output 2: USD 645,100 (UNDP: USD 258,040)</b></p> <p>Women's economic empowerment specialist: 125,000</p> <p>POC scheme (component coordinator, economic development and literacy officer, WDC officers): 25,200</p> <p>Consultancies: 250,000</p> <p>Workshops and seminars: 84,900</p> <p>Publication: 10,000</p> <p>Training/study tours: 50,000</p> <p>Equipment: 100,000</p>
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<sup>46</sup> 500 trainees by Kampong Speu WDC and 300 trainees by another WDC, (to be identified)



<p><b>Output 3: Preventive and remedial responses to GBV scaled up</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Feasibility study report on establishment of One Stop Service Center (2010: No, 2015: Yes)</li> <li>2. Proportion of population in 100 target villages who are aware that GBV is wrong and criminal act (2011: TBD by the baseline survey, 2015: 100%)</li> <li>3. No. of village and commune chiefs, CWCC members, CSO representatives receiving TOT on GBV CCE skills and methodology (2010: 0, 2015: 300)</li> </ol>	<p>conducted</p> <p><b>2015:</b></p> <ol style="list-style-type: none"> <li>12. Scaled-up pilot support to 2<sup>nd</sup> WDC</li> <li>13. Total of 800 women trained in market-oriented business and technical skills at 2 WDCs (from 2011 to 2015)</li> </ol> <p><b>2011:</b></p> <ol style="list-style-type: none"> <li>1. Completion of GBV analysis study on knowledge and attitude of implementers</li> <li>2. A feasibility study on establishment of one stop crisis centres conducted</li> <li>3. A south-south exchange visit of MoWA and key partners to learn best practices of OSSCs facilitated</li> </ol> <p><b>2012:</b></p> <ol style="list-style-type: none"> <li>4. Completion of the study of use of the existing database and information on GBV and dissemination to government and partners; coordination mechanisms set up</li> </ol> <p><b>2011-2015:</b></p> <ol style="list-style-type: none"> <li>5. 300 selected village chiefs, commune chiefs, CWCC members, CSO representatives receive trainings on CCE methodologies</li> <li>6. Community conversations conducted in 100 villages</li> <li>7. 100 CCE groups formed</li> </ol>	<p><b>Deliverable 3.1: Research for evidence-based GBV programme</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>1. Commission study to document and analyze current data and information systems for storing, sharing and using GBV-related information (2012)</li> <li>2. Commission study on knowledge and attitudes of key implementers towards VAW, in partnership with P4P (2011)</li> <li>3. Commission feasibility study on the establishment of GBV one-stop service centres (2011)</li> <li>4. Facilitate consultations among key stakeholders toward the establishment of OSSCs (2011)</li> <li>5. Coordinate and support south-south exchanges with other countries in the region (including study tour to countries where OSSCs are successfully operational) (2011)</li> </ol> <p><b>Deliverable 3.2: Preventive response</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>1. Train and coach 300 selected local authorities and CSO members on CCE skills and methodology (10 modules) to become CCE facilitators</li> <li>2. Conduct Community Conversations in 100 villages</li> <li>3. Establish 100 CCE networks/ groups and link them with other community networks of service providers and referral services (prevention, protection, counselling, health and legal advices etc.)</li> </ol>	<p>MoWA, Inter-ministerial working group on VAW, NGO</p>	<p><b>Total Output 3: USD 1,019,400</b></p> <p><b>(UNDP: USD 407,760)</b></p> <p>Gender Based Violence Specialist: 125,000</p> <p>POC Scheme (component coordinator, GBV and community conversation officers): 14,400</p> <p>Consultancies: 300,000</p> <p>Workshops, seminars and training of CCE facilitators: 300,000</p> <p>Publication: 80,000</p> <p>Training/study tours: 200,000</p>
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## V. MANAGEMENT ARRANGEMENTS

### ***Programme Board and assurance roles:***

The Programme will be implemented by MoWA in line with UNDP's national implementation modality (NIM). The Programme Board is the main governing body of the Programme. The Programme Board is responsible for making by consensus management decisions when guidance is required by the Programme Manager, including recommendation for UNDP/Implementing Partner approval of programme plans and revisions. In order to ensure UNDP's ultimate accountability, Board decisions should be made that will ensure best value for money, fairness, integrity, transparency and effective international competition. In the event that a consensus cannot be reached, final decision shall rest with UNDP. The Board will be comprised of:

1. **Executive:** Minister of Women's Affairs representing the programme ownership; chairs the Board.
2. **Senior Supplier:** representing the interest of the parties concerned which provide funding and technical expertise (UNDP and donor) to the programme. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
3. **Senior beneficiary:** individual or group of individuals representing the interests of those who will ultimately benefit from the programme (MoWA departments, key line ministries, WDCs, CSOs to be determined). Their primary function is to ensure realization of programme results from the perspective of beneficiaries. Their participation is optional, depending on their relevance.

Programme reviews by the Board will be made every six months during the running of the programme or as necessary when requested by the Programme Manager.

The Board will be consulted by the Programme Team for decisions for which the Programme Director's/ Manager's tolerance (exceeding 10% variation of budget, or two-month delay in activity delivery) is exceeded.

Based on the approved annual work plan, the Board may review and approve plans when required and authorize any major deviation from the agreed plans.

The Board signs off the completion of each plan as well as authorizing the start of the next plan. It ensures that resources are committed and arbitrates any conflicts within the programme or negotiates a solution for any problem between the programme and external bodies.

Programme assurance is the Board's responsibility which has been delegated to UNDP. The UNDP Country Office will undertake the assurance roles and support the Programme Board by carrying out objective and independent programme oversight and monitoring functions. A UNDP Programme Analyst under the Governance Cluster holds the Programme Assurance role for this PGE III. This role will ensure that:

1. Appropriate programme management milestones are managed and completed.
2. Risks are controlled.
3. Tolerances are not exceeded.
4. Applicable UNDP rules and regulations are observed.
5. Adherence is maintained to UNDP Results Management Guide (RMG) monitoring and reporting requirements and standards.
6. Quality management procedures are properly followed.
7. The Programme Board's decisions are followed and revisions are managed in line with the required procedures.

### ***Implementing Partner – MoWA:***

The Ministry of Women's Affairs is in charge of the day-to-day implementation of the programme on behalf of the Executive with conditions laid down by the Board. The programme will be implemented by MoWA staff members that have a direct role in the delivery of programme activities.

The Secretary of State responsible for gender mainstreaming is a National Programme Director responsible for providing direction and guiding overall management of programme activities that are led by the Programme Manager with support from Programme Management Specialist, ensuring that they are consistent with the signed



Programme Document and complementary to the work plan of MoWA and aligning with the Programme-based Approach.

The Programme Manager who is an experienced and qualified MoWA staff will be responsible for day-to-day oversight and management, and will have the authority to run the programme and for decision-making for the programme. The Manager's primary responsibility is to ensure that the programme produces the results specified in the Programme Document, to the required standard of quality and within the specific constraints of time and costs. The Manager will ensure that the programme team undertakes activities and the delivery of results as specified in the annual work plan.

The Programme Manager will delegate his/ her management roles to the Programme Management Specialist who will be responsible for the day-to-day management, running of the programme, and report to the Manager who will maintain overall responsibility. Implementation of each programme component tasks will be delegated to the Component Coordinators at the discretion of the Programme Manager in consultation with the Programme Director.

The Programme will be coordinated by the Department of Gender Equality and will support and closely engage other technical departments responsible for delivering results of the Programme (i.e. Department of International Cooperation, Department of Planning and Statistics, Department of Legal Protection, Department of Education, Department of Economic Development and Women Development Centres (Kampong Speu and another province to be indentified)). The Programme consists of three components corresponding to the three outputs. Component 1 will be led by the Department of Gender Equality in close collaboration with the Department of International Cooperation and Department of Planning and Statistics and will also involve other key technical departments. Component 2 will be led by the Department of Economic Development, Women's Development Centres (Kampong Speu and another centre) and the Department of Education. Component 3 will be managed by the Department of Legal Protection with involvement of other technical departments.

Annual and quarterly reports, work plans and budgets will be prepared and presented to the Programme Director and the Programme Board for review and approval by the Programme Management Specialist with overall guidance from the Programme Manager.

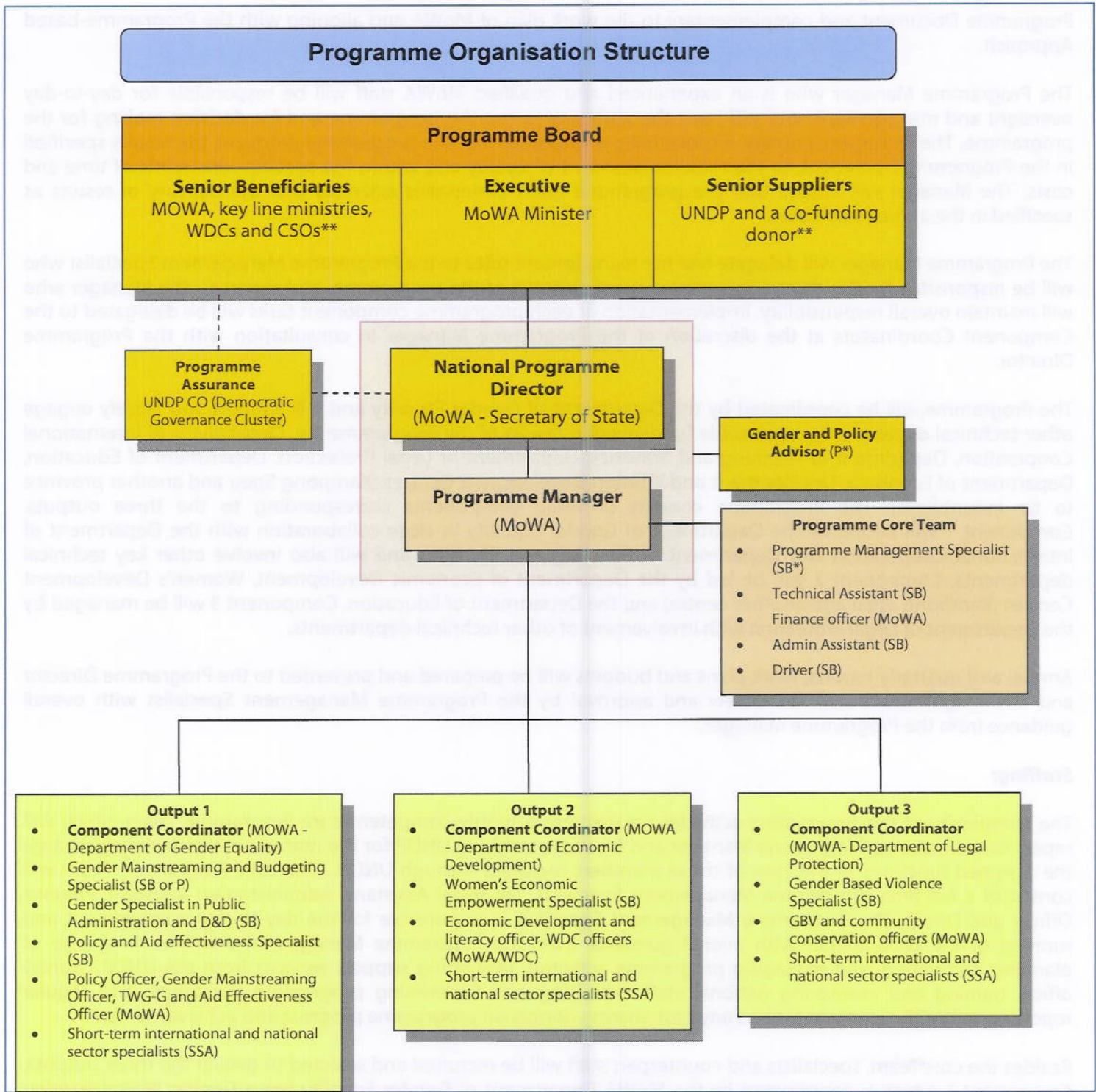
### **Staffing:**

The complexity of the programme activities necessitates a highly competent core Programme Team which will report to the National Programme Manager and be accountable to UNDP for the manner in which they discharge the assigned functions in the case of those members recruited through UNDP. The core Programme Team will consist of a full-time Programme Management Specialist, Technical Assistant, Administrative Assistant, Finance Officer and Driver. The Programme Management Specialist is responsible for the day-to-day management and running of the programme. With overall guidance from the Programme Manager, s/he will be in charge of planning, budgeting, and managing programme activities, facilitating support services from the UNDP country office, training and mentoring national staff, recruiting and supervising programme personnel, and regular reporting to UNDP, Government and any cost-sharing donors on programme progress and achievements.

Besides the core team, specialists and counterpart staff will be recruited and selected to deliver the three outputs. Component 1 which is coordinated by the MoWA Department of Gender Equality has a Gender Mainstreaming and Budgeting Specialist, a Gender and Public Administration Specialist, and a Policy and Aid Effectiveness Specialist who will work alongside MoWA staff. Component 2, coordinated by the Department of Economic Development, will be staffed with an Economic Empowerment Specialist and MoWA staff. Lastly, Component 3, coordinated by the Department of Legal Protection, will have a Gender-Based Violence Specialist and MoWA staff. National and international consultants/ sector experts will also be recruited to support GMAP implementation linked with the Public Financial Management Reform programme and to assist the operationalization of specific programme activities.

A resident international Gender and Policy Advisor will provide high-quality policy advisory and institutional development support to MoWA, and strategic direction and technical support to the implementation of programme activities, including but not limited to the aid effectiveness, PBA and sector supports.





\* P or SB are individuals recruited through UNDP to support the delivery of the outputs and counterpart staff capacity development.

\*\* Members of the Programme Board are to be determined after LPAC, depending on the interest of the institutions.

The Programme core and specialists team will be placed in MoWA and work alongside staff from relevant MoWA technical departments and senior management and line ministries. Counterpart staff from MoWA would be selected to work specifically with the Programme team based on the merit and their identified capacity development needs, against full job descriptions prepared for each post. They will receive adequate learning opportunities through mentoring, on the job training, specific training programmes, or exposures to other learning opportunities relevant to their prescribed functions in the Programme.

*Job descriptions of key functions are attached in Annex. Full and completed term of reference of all functions will be developed in the early stage of Programme implementation.*



*Programme Manager* who is staff of MoWA has the authority to manage the programme on behalf of the Programme Board within the constraints laid down by the Board. The Programme Manager is responsible for management and decision-making for the programme. With support from the Programme Management Specialist, the Programme Manager's prime responsibility is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

*Gender and Policy Advisor*: within PGE 3 framework, the Advisor works in close cooperation with the National Programme Director and Programme Manager to provide high level policy advice to the Ministry of Women's Affairs in carrying out its mandate of advocating, coordinating and monitoring gender mainstreaming in national policies, strategies and programmes. The Gender and Policy Advisor will be carrying out her/his assignment in the context of the Partnership for Gender Equity Programme (2011-2015): policy and institutional capacity development of MoWA, strategic advices for PGE implementation, and partnership building. S/he will also provide technical support to UNDP CO on gender related issues in programming, capacity development, policies and aid effectiveness. Gender and Policy Advisor will work under the overall guidance of the Minister of Women's Affairs and supervision of UNDP Deputy Country Director (Programme).

*Programme Management Specialist* will work under guidance of the Programme Manager and in close collaboration with the Gender and Policy Advisor. S/he will support the Programme Manager in ensuring that all activities are implemented in a timely and efficient manner: day-to-day operational management and delivery of outputs, monitoring, evaluation, planning and reporting, partnership building, human resources, finance and administrative management. S/he will develop Programme management and M&E system and tools, ensure the use of these tools and coach and mentor relevant MoWA staff on results based management and M&E.

*Gender Mainstreaming and Budgeting Specialist* will work under guidance from the Programme Manager, with technical advices from Gender and Policy Advisor. S/he will support gender mainstreaming in public and financial management reform, in closely working with MoWA, MEF and PFM working groups of key line ministries. S/he will support the update of GMAPs of selected line ministries. The Specialist will also oversee international and national sector specialists who will be recruited to support these initiatives and to develop capacity development of counterpart staff to analyse sector budgets and mobilize resources from the sector donors to sustain the programme activities. Effort will be made to recruit national specialist. In the absence of qualified national specialist, international recruitment will be considered.

*Gender Specialist in Public Administration and D&D* will work under guidance of Programme Manager, with technical guidance of the Gender and Policy advisor. S/he will support MoWA and its PAR working group to 1) work with CAR and other partners in integrating a gender equality strategy in PAR policies on HRM, HRD, CD and Redeployment 2) support and facilitate capacity development of the PAR working groups in key line ministries on gender-responsive governance, 3) provide guidance and technical support to the SSCS to review and implement the recruitment, retention and promotion plans for increasing the numbers of women in decision making, 4) support and coordinate with RSA to develop the gender curriculum of the school and 5) provide technical inputs and coordinate with private institutions or NGOs to develop and implement the Management and Leadership Programme for women senior and middle management in public administration. S/he will also facilitate and oversee short-term international experts who will be recruited for specific programme activities relevant to PAR and D&D.

*Gender and Aid Effectiveness Specialist* will work under guidance of Programme Manager with technical guidance of the Gender and Policy advisor. S/he will support key MoWA staff members in their work autonomously to manage the TWG-G Secretariat. S/he will coordinate the support of professionals in capacity development to develop the detailed, practical next steps in MoWA's capacity development exercise. S/he will work under direct guidance from Gender and Policy Advisor to support the development of PBA on gender and relevant capacity development of coordinating body, to develop and publish CGA III and *Neary Rattanak IV*.

*Women's Economic Empowerment Specialist* will work under guidance of Programme Manager with technical guidance of the Gender and Policy advisor to support MoWA departments (Economic Development, Education and WDCs) on the improvement of women's economic status: institutional support to WDCs, women's literacy, gender responsive vocational training programme, partnership building, and women friendly enterprise initiatives etc. S/he will coordinate and supervise short-term national and international experts or institutions recruited to deliver specific component activities.



*Gender-based Violence Specialist* will work under guidance of Programme Manager with technical guidance of the Gender and Policy advisor to support the Department of Legal Protection of MoWA and together will be responsible for the implementation of the GBV component at both national and sub-national level: coordinate the implementation of community capacity enhancement on GBV and commission, oversee and organize consultation on studies related to GBV. S/he will coordinate and supervise short-term national and international experts or institutions recruited to deliver specific component activities.

The size and functions of the programme support team will be reviewed by the Programme Board on an annual basis.

The services of other short-term experts (national and international) will be retained as required based on the agreed work plan and budget each year. The programme team is, however, expected to provide sufficient expertise to support all technical and operational roles; the retention of additional experts is usually associated with exercises that require an independent or impartial perspective (e.g. audits and evaluations) or are highly specialised.

Cash transfers for activities detailed in Annual Work Plans can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner, prior to the start of activities (direct cash transfer)
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner
3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners

HACT micro assessment carried out for the Department of Gender Equality, MoWA, in December 2010, had an overall scoring of "Significant Risk". MoWA, at present, does not have its policies and procedures in place for financial management, procurement and human resources management that meets the minimum standard required for the National Implementation Modality. Therefore, the Partnerships for Gender Equity 3 Programme will follow UNDP policies and procedures for financial management, procurement and human resources management as prescribed in the UNDP National Implementation Manual. The Implementing Partner is requested to review the observations and related recommendations of the HACT micro-assessment and take corrective actions accordingly.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Spot check will be carried out once every quarter, considering the "Significant Risk" rating of the HACT micro-assessment. UNDP CO will provide support services for the implementation of the programme. Please refer to the attached Letter of Agreement (LOA) signed with the Implementing Partner for provision of UNDP support services.

UNDP, as part of its assurance function, shall be responsible for arranging the annual external audit of this programme, including interim audits or spot-checks. The terms of reference for such audits shall follow UNDP requirements. The UNDP Country Office will draw up an annual audit plan for nationally implemented and NGO implemented projects by November each year and inform the respective Implementing Partner. Findings will be referred to the programme team for response and appropriate remedial action.

On 12 July 2010 The Royal Government of Cambodia (RGC) introduced a new salary incentive mechanism, Priority Operating Costs (POC), by Sub-Decree #66. UNDP has aligned itself with the UN Country Team which sees POC as a positive step in harmonizing and aligning incentive payments to one mechanism and one grid. The UN Country Team and the Development Partner community acknowledge that POC is an interim mechanism. Each POC will undergo a review prior to the 2011 Cambodia Development Cooperation Forum and all POC payments will cease on 30 June 2012.

For this programme, POC payment is eligible from the start of Programme date to 30 June 2012. POC is budgeted and reflected in the programme Annual Work Plan and Budget, which will be reviewed and approved by the



Programme Board. The Programme will fulfil all the requirements for establishing the POC scheme which are: POC Terms of Reference, management contract, position descriptions, merit-based selection, POC work plan, personal service contracts, and a system to manage performance and accountability. For more information on POC, please refer to the POC Guidance Note.

## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Users Guide, the Programme will be monitored through the following:

### Within the annual cycle

- Quarterly Progress Report (QPR). On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issues Log shall be activated in Atlas and updated by the Programme Manager in consultation with the Programme Management Specialist and Gender and Policy Advisor to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see Annex 1), a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect programme implementation.
- Based on the above information recorded in Atlas, a Programme Progress Report (PPR) shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot.
- A programme Lessons-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the programme
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Programme Management Specialist under the guidance of the Programme Manager with support from the Gender and Policy Advisor. The Report is shared with the Programme Board for review. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each of the above elements of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review.** Based on the above Report, an annual programme review shall be conducted during or soon after the fourth quarter of the year, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and the degree to which these remain aligned to appropriate outcomes.

**An independent mid-term review** of the overall activities and achievements of the Programme will be conducted in mid 2013, and if appropriate it will suggest adjustments to the Programme. Terms of Reference for this review and selection of the consultant(s) will be made in close consultation with donors. The Programme will also be subject to UNDP Outcome evaluation, scheduled in 2015.

The Programme Management Specialist will develop Programme management and M&E system and tools, strengthen their use, and coach and mentor relevant MoWA staff to apply these tools.

## Quality Management for Programme Activity Results

<b>Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored</b>		
<b>Deliverable 1.1 (Atlas Activity ID)</b>	MoWA has improved capacity for sector gender analysis and strategic advocacy for engendering national and sectoral policies, plans, budgets and reform programmes	Start Date: 1 January 2011 End Date: 31 December 2015
<b>Purpose</b>	Develop national capacity for gender mainstreaming in policies and reform programmes and for monitoring of progress	
<b>Description</b>	1. Engender the three reform programmes 1) the guideline on government's budget strategic and annual plan, 2) legislation on civil service at sub-national level, Human Resource Management, Human Resource Development, Capacity Development of Civil Servants and Redeployment, and 3) D&D systems,	



	<p>procedures, guidelines and its operational tools (2011-2015)</p> <ol style="list-style-type: none"> <li>2. Deliver gender equality training to RSA trainees (350 per years) (2011-2015)</li> <li>3. Engender curriculum of RSA and deliver annual gender training for 350 new and current civil service students (2011-2015)</li> <li>4. Provide leadership training programmes for women senior and middle managers in the public administration at national and sub-national level (2011-2015)</li> <li>5. Develop MoWA and TWG-G Secretariat's autonomy and leadership in leading and coordinating TWG-G (2011-2015)</li> <li>6. Conduct donor mapping and draft PBA for gender mainstreaming, for approval by concerned stakeholders (2011-2013)</li> <li>7. Identify and integrate gender indicators in key CMDGs and NSDP Update mid-term review and NSDP 2014-2018 (2011-2013)</li> <li>8. Support development of MoWA's five year strategic plan - Neary Rattanak IV (2014-2018) (2013-2014)</li> <li>9. Support development and publication of Cambodia Gender Assessment 3 (2012-2013)</li> <li>10. Set up M&amp;E tools for monitoring and reporting on progress on gender equality through developing a manual and capacity building of MoWA and selected line ministries on gender-sensitive policy and programme M&amp;E(2012).</li> <li>11. Support development of capacity development strategy of MoWA (2011)</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Indicator:</b> No. of sector plans (environment, D&D, PFM, PAR, labour) with gender-specific targets and budget allocations	Review of GMAPs and NR III report	Annually (December)
<b>Indicator:</b> No. of RSA civil servant trainees receiving training on gender equality by MoWA	Review of Programme report	Annually (December)
<b>Indicator:</b> Implementation status of Capacity Development Strategy of MoWA	Review of MoWA and Programme report	2011
<b>Indicator:</b> PBA on gender equality and partnership agreements	Review of NR III report	2013
<b>Deliverable 1.2 (Atlas Activity ID)</b>	Key selected sector ministries are able to implement their plans and integrate gender in their respective sector plans and budgets for CMDG acceleration	Start Date: 1 January 2011 End Date: 31 December 2015
<b>Purpose</b>	Develop national capacity for gender mainstreaming at sector level, including gender analysis, in planning, budgeting, implementation and monitoring	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Train and mentor members of GMAG and selected ministries' PFM working groups on sector gender analysis and integration of gender considerations into ministries' planning and budgeting (2011-2015)</li> <li>2. As a result of above training, up to 5 ministries conduct results-based sector budget review and integrate the analysis in the budget review and planning process (2011-2015)</li> <li>3. Up to five sector ministries update GMAPs that contain measurable baseline, indicators and targets (2011-2015)</li> <li>4. MoWA and line ministries take steps independently to initiate review with NIS of CSES rolling surveys (contents, methods and analysis) (2013)</li> <li>5. Establish a national pool of gender specialists and survey data analysts for CSES, the Agriculture Census, DHS and other survey instruments and data exercises (2014)</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Indicator:</b> No. of ministries that conduct results-based sector budget review and integrate the analysis in the budget review and planning process	Review of national and sector budgets, GMAPs and NR III report	Annually (December)
<b>Output 2: Increased access to gender-sensitive business development services for women small-business entrepreneurs</b>		
<b>Deliverable 2.1 (Atlas Activity ID)</b>	Contribution to knowledge	Start Date: 1 January 2011 End Date: 31 December 2015
<b>Purpose</b>	Increase women's economic status through improve women's literacy and better understanding on roles of and challenges faced by women in informal economy	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Partnership and explore possible study on situation of adult women illiteracy, its root causes and existing facilities (2011-2012)</li> <li>2. Partnership with relevant stakeholders to develop and implement joint national campaign for adult women literacy, based on the study (2012-2015)</li> <li>3. Partnership and explore a possible study on situation of women in the informal sector (2012-2013)</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Indicator:</b> ratio of literate females to males, 25 to 44 years old; and numbers of females and males (22-44) who have ever attended school (formal or informal)	CMDG report CSES annually	Annually (December)
<b>Deliverable 2.2 (Atlas Activity ID)</b>	Business Development services for women entrepreneurs	Start Date: 1 January 2011 End Date: 31 December 2015
<b>Purpose</b>	Improve women's economic status through accessible women-friendly technical and business skills centres	



<b>Description</b>	<ol style="list-style-type: none"> <li>1. Engender MLVT's vocational training programme in Kampong Speu and one other province to be determined (2012 and 2014)</li> <li>2. Implement WDC Kampong Speu 3-Year Business Plan (2011-2013)</li> <li>3. Based on WDC Kampong Speu experience, identify and support one other WDC (TBD) (2013-2015)</li> <li>4. Engage with the World Bank to look at feasibility of establishing women-friendly business environment linked with proposed business incubator projects. (2011-2012)</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Indicator:</b> No. of WDC that are functional	Programme report	Annually (December)
<b>Indicator:</b> No. of women trained in market-oriented business and technical skills	Programme report	Annually (December)
<b>Output 3: Preventive and remedial responses to GBV scaled up</b>		
<b>Deliverable 3.1 (Atlas Activity ID)</b>	Research for evidence-based GBV programme	Start Date: 1 January 2011 End Date: 31 December 2015
<b>Purpose</b>	Inform policy makers and implementers on issues and root causes of GBV and identify mechanisms for comprehensive service delivery to women victims of violence.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Commission study to document and analyze current data and information systems for storing, sharing and using GBV-related information (2012)</li> <li>2. Commission study on knowledge and attitudes of key implementers towards VAW, in partnership with P4P (2011)</li> <li>3. Commission feasibility study on the establishment of GBV one-stop service centres (2011)</li> <li>4. Facilitate consultations among key stakeholders toward the establishment of OSSCs (2011)</li> <li>5. Coordinate and support south-south exchanges with other countries in the region (including study tour to countries where OSSCs are successfully operational) (2011)</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Indicator:</b> Feasibility study on one-stop service centre	Programme report	2011
<b>Indicator:</b> study to document and analyze current data and information systems for storing GBV-related information	Programme report	2012-2013
<b>Deliverable 3.2 (Atlas Activity ID)</b>	Preventive response	Start Date: 1 January 2011 End Date: 31 December 2015
<b>Purpose</b>	Increase local communities' and authorities' awareness of GBV, its root causes and problem-solving approaches	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Train and coach 300 selected local authorities and CSO members in CCE skills and methodology (10 modules) to become CCE facilitators</li> <li>2. Conduct Community Conversations in 100 villages</li> <li>3. Establish 100 CCE networks/ groups and link them with other community networks of service providers and referral services (prevention, protection, counselling, health and legal advices etc.)</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<b>Indicator:</b> No. of people trained in CCE skills and methodologies	Programme report	Annually (December)
<b>Indicator:</b> Proportion of people in targeted villages who are aware that GBV is wrong	Programme report	Annually (December)

## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with SBAA Article III, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried out;
- b. assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.



The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document”.

Activity	Start Date	End Date	Responsible Party	Status
Activity 1.1: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.2: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.3: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.4: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.5: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.6: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.7: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.8: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.9: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.10: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.11: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.12: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.13: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.14: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.15: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.16: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.17: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.18: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.19: [Illegible]	2017	2017	[Illegible]	[Illegible]
Activity 1.20: [Illegible]	2017	2017	[Illegible]	[Illegible]

The document together with the UNDP report by the Government of UNDP which is incorporated by reference into the Standard Base Assistance Agreement (SBA) and all CAP procedures apply to this document.

UNDP agrees to ensure the safety and security of the implementing partner and its personnel and property and to UNDP's property in the implementing partner's country, and to the implementing partner.

The implementing partner shall:

- but in place an appropriate security plan and maintain the security plan taking into account the security situation in the country where the program is being carried out;
- define all risks and liabilities related to the implementing partner's security and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan where necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.



ANNEXES

- 1. Annual Work Plan
- 2. Risk Log
- 3. Terms of Reference of key positions
- 4. Letter of Appointment (see separate document)
- 5. Capacity Assessment (see separate document)

# ANNEXES



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**ANNEXES**

1. Annual Work Plan
2. Risk Log
3. Terms of Reference of key positions
4. Letter of Agreement (see separate document)
5. Capacity Assessment (see separate document)

ANNEXES







## ANNEX 1: ANNUAL WORK PLAN - Year 2011

EXPECTED OUTPUTS And baseline, indicators including annual targets	KEY DELIVERABLES List key deliverables (Activity ID in Atlas)	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount Total: USD 1 million
<p><b>Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>No. of sector plans with gender-specific targets and budget allocation (2010: 0, 2015: 5)<sup>49</sup></li> <li>No. of RSA civil servant trainees receiving training on gender equality by MoWA (2010: N/A, 2015: 1750 or 350 annually)</li> <li>Gender-sensitive curriculum of RSA developed (2010: No, 2015: Yes)</li> <li>Capacity Development Strategy of MoWA developed (2010: No, 2015: Yes)</li> <li>PBA on gender equality and partnership agreement drafted (2010: No, 2015: Yes)</li> </ol>	<p><b>Deliverable 1.1: MoWA has improved capacity for sector gender analysis and strategic advocacy for engendering national and sectoral policies, plans, budget and reform programmes</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>Engage with RSA to engender the curriculum</li> <li>Provide gender equality training to 350 students at RSA</li> <li>Conduct consultative meetings and support the drafting of capacity development strategy of MoWA</li> <li>Conduct donor mapping (for PBA)</li> <li>Support TWG-G: preparation of regular meetings, development of 2011 TWG-G Annual Action Plan, preparation of report to be submitted to CDC</li> <li>Identify local institution to develop (and provide in 2<sup>nd</sup> year) leadership training programmes for women senior and middle managers in the public administration</li> <li>Identify and integrate gender indicators in key CMDGs and NSDP Update mid-term review</li> </ol>	x	x	x	x	MoWA, TWG-G, NIS, line ministries and other institutions	UNDP and donor (to be mobilized)	Printing Launching events Meeting/workshop Consultancy Staffing (gender and policy advisor, programme management specialist, admin assistant, gender mainstreaming and budgeting specialist, gender specialist in public administration and D&D, policy and aid effectiveness specialist, technical assistant and driver)	Total: \$ 667,100
<p><b>Deliverable 1.2: Key selected sector ministries are able to implement their plans and integrate gender in their respective sector plan and budgets for CMDG acceleration</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>Finalize and launch Gender Analysis of CSES 2009</li> <li>Train and mentor members of one</li> </ol>	<p><b>Deliverable 1.2: Key selected sector ministries are able to implement their plans and integrate gender in their respective sector plan and budgets for CMDG acceleration</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>Finalize and launch Gender Analysis of CSES 2009</li> <li>Train and mentor members of one</li> </ol>	x	x	x	x	MoWA, Parliaments, NIS, MEF and other line ministries and other institutions	POC scheme (programme manager, component coordinator, policy officer, GM officer and aid effectiveness officer, finance officer)		

<sup>49</sup> These sectors include but not limited to environment and climate changes, decentralization, PFM, PAR, and labour. 18 GMAPs in place but do not have measurable indicators, baselines and targets. Majority of GMAPs expire in 2010. Line ministries have limited capacity to analyze their sector budget from gender perspective.



<p><b>Output 2: Increased access to gender-sensitive business development services for women small-business entrepreneurs</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>No. of WDCs that are fully functional (2010: 0, 2015: 2)</li> <li>No. of women trained on market oriented business and technical skills (2010: 50, 2015: 800<sup>50</sup>)</li> </ol>	<p>selected ministry's GMAG and PFM working group on sector gender analysis and integration of gender consideration into their ministry's planning and budgeting</p> <ol style="list-style-type: none"> <li>The above ministry conducts results-based sector budget review and integrates the analysis in the budget review, estimates and planning process</li> <li>Finalize GMAP of Office of Council of Ministers</li> <li>Help launch GMAP of Ministry of Social Affairs, Veterans and Youth Rehabilitation</li> <li>Support Parliament to organize Asian Women Inter-Parliamentary Assembly Annual Conference in March</li> <li>Support the Government to organize East Asia Gender Equality Ministerial Meeting in November.</li> </ol>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>MoWA, MLVT, Ministry of Education, UN and other institutions</p> <p>MoWA, WDC Kampong Speu, and other institutions</p>	<p>Study cost (including consultancy)</p> <p>Publication of studies</p> <p>Workshop/ meetings</p> <p>Staffing: Women's economic empowerment specialist</p> <p>POC scheme (component coordinator, gender and literacy officer, economic development officer, WDC officers)</p>	<p>Office equipment</p> <p>Total: \$129,020</p>
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<p><b>Output 3: Preventive and remedial responses to GBV scaled up</b></p> <p><b>Indicators:</b></p> <ol style="list-style-type: none"> <li>1. Feasibility study report on establishment of One Stop Service Center (2010: No, 2015: Yes)</li> <li>2. Proportion of population in 100 target villages who are aware that GBV is wrong and criminal act (2011: TBD by the baseline survey, 2015: 100%)</li> <li>3. No. of village and commune chiefs, CWCC members, CSO representatives receiving TOT on GBV CCE skills and methodology (2010: 0, 2015: 300)</li> </ol>	<p>6. WDC to train at least 100 women in technical and business skills</p> <p>7. Discuss with World Bank and other potential partners possibilities to establish women friendly business environment linked with proposed business incubator projects.</p> <p><b>Deliverable 3.1: Research for evidence-based GBV programme</b></p> <p><b>ACTION:</b></p> <ol style="list-style-type: none"> <li>1. Commission study on knowledge and attitudes of key implementers towards VAW, in partnership with P4P</li> <li>2. Commission feasibility study on the establishment of GBV one-stop service centres</li> <li>3. Facilitate consultations among key stakeholders toward the establishment of OSSC</li> <li>4. Coordinate and support south-south exchanges with other countries in the region (including study tour to countries where OSSCs are successfully operational)</li> </ol>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p> <p>x</p>	<p>MoWA, inter-ministerial working group on VAW, UN, DPs and other institutions</p> <p>MoWA, PDoWA, and other institutions</p>	<p>Studies costs (incl. consultancies)</p> <p>Publication of studies</p> <p>Study tours</p> <p>Consultation Workshops</p> <p>Staffing: Gender Based Violence Specialist</p> <p>POC Scheme (component coordinator, GBV and community conversation officers)</p> <p>Training of CCE facilitators and communities conversation costs</p>	<p>Total: \$ 203,880</p> <p>UNDP: \$81,552</p>
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ANNEX 2: RISK LOG

Partnerships for Gender Equity, Phase III					Award ID:		Date: January 2011		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	(Key deliverable 1.1) Capacity to lead the development of PBA	November 2010	Operational, organizational	Limited capacity of MoWA would lead to insecure funding/commitment from the development partners to implement PBA. Probability = 3 Impact = 5	MoWA Capacity Development group was formed to lead and coordinate the process, including the development and implementation of Capacity Development Strategy.	NPD/NPM and UNDP			
2	(Key deliverable 1.1) Public administration reform programme has been slow	November 2010	Political, Operational	The delay in development the HRM, HRD, CD and Deployment policies for the civil servant and the freezing of recruiting new civil servant due to budget limitation would affect the achievements of the programme interventions in promoting women in public decision making. Probability = 2 Impact = 4	To cooperate with CAR to ensure that policies and guidelines are gender responsive.	NPD/NPM			
3	(Key deliverable 1.1) Limited budget, leading to the freezing of new recruitment	Dec. 2010	Political	The potential to reach national target i.e. increase number of female officials to 40% by 2015 is slim. Probability = 3 Impact = 5	To put more focus on: 1) engendering D&D HR strategy, 2) recruitment of D&D civil servants, 3) retaining female civil servants, 4) replacement of retired civil servants by women,	NPD/NPM			
4	(Key deliverable 2.1) WDC still have limited long-term staff and lacks appropriate facilities/infrastructure to operate its activities.	November 2010	Operational, organizational	Without enough capable staff and appropriate facilities/ infrastructure placed at the Centre, WDC will not be able to develop itself as a self sufficient business service provider. Probability = 3 Impact = 5	UNDP will discuss with MoWA to ensure that more long term staff will be appointed to or retained at WDC and MoWA increases its financial contributions or seeks for funding from other partners for construction of appropriate facilities/ infrastructure of WDC.	NPD, NPM, WDC			
5	Not all development partners have yet confirmed their official position in providing the incentive scheme to government staff	November 2010	Political, Operational	Without an appropriate incentive scheme, counterpart staff's level of commitment and active engagement in Programme implementation would be limited. The Programme would risk limited success in achieving its intended targets. Probability = 2 Impact = 4	POC Scheme would last from 1 January 2011 to 30 June 2012. Discussions among development partners and with government should be started before the end of POC Scheme. National staff appointed to work with the Programme will work alongside with the specialists and	NPD and UNDP			



6	Delayed recruitment of the required national and international staff to carry out the programme activities	November 2010	Operational	Delay in recruitment process will impact implementation of the programme activities	advisors whose responsibilities are to develop counterpart capacities in addition to the delivery of results. Recruitment process of the Gender and Policy Advisor has been commenced and other positions expects to start in December 2010	UNDP			
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7	Delayed recruitment of the required national and international staff to carry out the programme activities	November 2010	Operational	Delay in recruitment process will impact implementation of the programme activities	advisors whose responsibilities are to develop counterpart capacities in addition to the delivery of results. Recruitment process of the Gender and Policy Advisor has been commenced and other positions expects to start in December 2010	UNDP			
8	Delayed recruitment of the required national and international staff to carry out the programme activities	November 2010	Operational	Delay in recruitment process will impact implementation of the programme activities	advisors whose responsibilities are to develop counterpart capacities in addition to the delivery of results. Recruitment process of the Gender and Policy Advisor has been commenced and other positions expects to start in December 2010	UNDP			
9	Delayed recruitment of the required national and international staff to carry out the programme activities	November 2010	Operational	Delay in recruitment process will impact implementation of the programme activities	advisors whose responsibilities are to develop counterpart capacities in addition to the delivery of results. Recruitment process of the Gender and Policy Advisor has been commenced and other positions expects to start in December 2010	UNDP			
10	Delayed recruitment of the required national and international staff to carry out the programme activities	November 2010	Operational	Delay in recruitment process will impact implementation of the programme activities	advisors whose responsibilities are to develop counterpart capacities in addition to the delivery of results. Recruitment process of the Gender and Policy Advisor has been commenced and other positions expects to start in December 2010	UNDP			



### Programme Manager (MoWA)

The Programme Manager has the authority to manage the programme on behalf of the Programme Board within the constraints laid down by the Board. The Programme Manager is responsible for management and decision-making for the programme. The Programme Manager's prime responsibility is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

*The Implementing Partner appoints the Programme Manager, who should be different from the Implementing Partner's representative in the Programme Board.*

With support from Programme Management Specialist and under guidance of the Programme Director, the Programme Manager is responsible for the following:

- Manage the realization of programme outputs through activities.
- Provide direction and guidance to programme team(s)/ responsible party (ies).
- Liaise with the Programme Board or its appointed Programme Assurance to assure the overall direction and integrity of the programme.
- Identify and obtain any support and advice required for the management, planning and control of the programme.
- Responsible for programme administration.
- Liaise with any suppliers.
- Plan the activities of the programme and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications.
- Monitor events, and update the plan as required.

<sup>52</sup> Detailed term of reference for all functions would be developed by the programme at the beginning of the programme implementation.



## **Gender and Policy Advisor (P5)**

Under the overall guidance of the Minister of Women's Affairs and supervision of UNDP Deputy Country Director (Programme), Gender and Policy Advisor works in close cooperation with the National Programme Director and Programme Manager to provide high level policy advice to the Ministry of Women's Affairs in carrying out its mandate of advocating, coordinating and monitoring gender mainstreaming in national policies, strategies and programmes. The Gender and Policy Advisor will be carrying out her/his assignment in the context of the Partnership for Gender Equity Programme (2011-2015). More specifically, the Gender and Policy Advisor will perform the following tasks:

### **A. Strategic advice and direction to MoWA and programme management for the implementation of the Programme**

#### **1. Policy and institutional capacity development**

- Provide technical advice and support to the MoWA Minister and Senior Management on institutional capacity development and management.
- Coordinate the development of MoWA Capacity Development Strategy, identify the needs and initiate capacity development interventions aimed at strengthening institutional structures, and the required functional skills, technical knowledge and leadership skills of MoWA Senior Management and staff. Key capacity building areas will include department level planning, gender-responsive policy development and programming from formulation to monitoring, communications and advocacy.
- Provide technical inputs in establishing and strengthening the capacity of an inter-departmental gender mainstreaming training team based on capacity assessment of MoWA.
- Facilitate effective functioning of the key technical departments as the direct partners with PGE III and particularly in support of the Policy Office of the Department of Gender Equality, the department of International Cooperation, Department of Planning and Statistics, Department of Economic Development, Department of Legal Protection and the TWG-Gender Secretariat.
- Prepare background and policy brief on emerging issues and synthesize national and international best practices and lessons learned relevant to MoWA and UNDP programme goals; identify sources of information related to policy-driven issues.
- Enhance capacity for gender mainstreaming and gender analysis of MoWA technical staff in the context of the PGE III, including to enable them to support the implementation of gender mainstreaming action plans of selected line ministries and to effectively monitoring and assess the implementation of national policies and strategies against gender-related targets and goals.
- Mentor and coach MoWA and programme staff in relation to gender sector analysis, gender mainstreaming, gender monitoring and advocacy.
- Perform other tasks as required.

#### **2. Strategic advice and direction for PGE implementation**

##### **a. Gender-responsive policies, plans and budgets and aid coordination**

- Enhance the gender analysis capacity of the MoWA for formulation and monitoring of the national policies and programmes (Nearby Rattanak, CMDGs, NSDP and government reform programmes on decentralization, public administration and public financial management).
- Provide strategic direction and advice to the Programme staff and specialists for support for selected GMAPs implementation, monitoring and resource mobilization with relevant sector development partners.
- Provide advisory support in delivering the Leadership and Management training to women senior and middle managers in the public administration.
- Support MoWA to facilitate and coordinate with other development partners for the development of the Cambodia Gender Assessment 2013.
- Provide technical inputs to the Minister as Chair of the Technical Working Group on Gender (TWG-G) with policy, technical and process advice on gender mainstreaming, aid effectiveness and aid coordination and facilitating donor harmonization processes.
- In support of MoWA, facilitate the development of a programme based approach on gender equality.



- Review and provide inputs to MoWA in identifying programmatic areas of cooperation with Development Partners (DPs) to further the Government's policy of mainstreaming gender within the context of harmonized approaches.
- Technical support to the TWG-G in developing its annual action plan, Joint Monitoring Indicators (JMIs), progress report and consistently applying tools for monitoring plan and JMIs to assist donor coordination through the GDCC mechanism.
- Perform other tasks as required.

**b. Improved access to gender sensitive business services for women and scaled up preventive and remedial response to GBV**

- Provide strategic advice to the programme specialists and staff to deliver Programme outputs relevant to women's economic empowerment and gender-based violence.
- Explore partnership with other stakeholders and development partners to conduct study on adult women literacy, to develop and implement the joint national campaign for adult women literacy, based on the study.
- Provide strategic guidance on support to Women's Development Centre in two select provinces to transform themselves as a one stop services centre for poor women and small entrepreneurs and to partner with the World Bank for the development of women's friendly environment in the business incubator.
- Advise on coordination of researches studies for evidence-based GBV and to explore the possibility for the establishment of the one-stop service centre for victims of GBV.
- Organize and lead consultations among development partners to explore possibility for the establishment of the one-stop service centre for victims of GBV and resource mobilization.
- Perform other tasks as required.

**3. Programme management support:**

- Ensure strategic direction of UNDP supported interventions in the context of the PGE III and its alignment with national priorities and UNDAF.
- Provide on-going high-level quality assurance for UNDP supported interventions, including advice on content and design of interventions.
- Provide on-going strategic advice and capacity development support through mentoring and coaching to the national Programme staff in carrying out their tasks.
- Assure quality of relevant PGE III progress reports.
- Constantly monitor and analyze the programme environment and advise on timely readjustment of supported strategies and activities.
- Perform other tasks as required.

**4. Strategic partnership:**

- Organize or contribute to discussion and dialogue with gender focal points of UN, donors, local and international NGOs to promote better coordination efforts, in the context of PGE III and beyond.
- Contribute to regular discussion on gender related issues at UNCT level.
- Develop and implement partnership and resources mobilization strategy with other UN agencies and development partners relevant to PFM.
- In support of MoWA and together with UNDP democratic space programme, create linkages and mobilize support for high level regional meetings on gender issues, including but not limited to Asian Women Inter-Parliamentary Assembly Annual Conference and Government to organize East Asia Gender Equality Ministerial Meeting.
- Perform other tasks as required.

**5. Knowledge management:**

- Provide overall guidance to specialists and short-term consultants on approach to capacity development of staff of MoWA and of selected line ministries in sector gender analysis, mainstreaming gender in plans and budgets, monitoring and assessment, and others.
- Advise and provide inputs in documentation of lessons and good practices in PBA, gender mainstreaming, gender budgeting, women's economic empowerment and others where relevant.
- Share global and regional reports relevant to gender and aid effectiveness, gender mainstreaming, gender budgeting, women's economic empowerment and others where relevant to MoWA, line ministries, civil society organizations and other stakeholders.



- Advise MoWA and other national counterparts in knowledge sharing with others through regional and global forums and through e-groups.
- Perform other tasks as required.

**B. Strategic Policy and Programming Advice to UNDP Country Office:**

- Provide technical inputs to UNDP on programming in the area of gender equality through policy notes that assess the status of gender equality and related policies, programmes and institutions in the country, identify emerging needs relevant to the agency mandates and recommend appropriate interventions.
- Advise and assist UNDP in strategically engaging in policy dialogue and specifically UNDP in fulfilling the responsibilities of the TWG-G Co-facilitator.
- Facilitate capacity development of UNDP Country Office staff by initiating/participating in in-house learning activities on gender related issues and knowledge sharing with the CO Gender Focal Point(s) through a structured process.
- Perform other tasks as required.



## **Programme Management Specialist (SB5)**

Under guidance of the Programme Manager and in close collaboration with the Gender and Policy Advisor, the Programme Management Specialist supports the Programme Manager in ensuring that all activities are implemented in a timely and efficient manner. S/he will assume the Programme Manager's functions when the latter is officially absent from the office.

### **I. Support the Programme Manager in the day-to-day operational management and the delivery of outputs in a timely and efficient**

- Ensure that all activities are implemented in a timely manner and results are delivered as planned.
- Coordinate the preparation of Annual Work Plans (AWP), Quarterly Work Plans (QWP), and Monitoring and Evaluation plans.
- Support the Programme Manager in the overall administration, guidance and supervision of the staff.
- Manage and monitor the programme issues and risks as initially identified in the Programme Document appraised by the LPAC, submit new issues and risks to the Programme Board for consideration and decision on possible actions if required; update the status of these issues and risks by maintaining the Programme Risks Log and Issues Log.
- Coordinate aspects of data collection, reporting and M&E aspects of the programme.
- Ensure full compliance of operations with UNDP rules, regulations and policies and monitoring of achievement of results.
- Keep abreast of gender related development dynamics especially in key reform programmes which will impact on delivery of the programme and potential follow-on programming.
- Perform other tasks as required.

### **II. Support the management of all monitoring and evaluation, planning and reporting responsibilities**

- Produce timely programme reports - both internal and external - following UNDP and programme requirements and established procedures and donors' guidelines where applicable.
- Establish and maintain Programme M&E system and tools and ensure full implementation of the M&E system.
- Oversee the organization of Programme Board meetings and coordinate all aspects of development of progress reports and other documentation as required.
- Work closely with UNDP CO staff to generate quarterly and annual Combined Delivery Reports (CDR) for signature and presentation to and discussion within the Programme Board.
- Support the Programme Manager in preparing the TORs and coordinating evaluation exercises as required.
- Perform other tasks as required.

### **III. Develop and maintain effective relations including with all programme partners and counterparts**

- Together with the Programme Manager and Gender and Policy Advisor maintain close coordination with the relevant line ministries partners, UN agencies and development partners on all aspects of PGE III implementation.
- Support the Programme Manager in representing PGE III in all relevant meetings, events and other activities.
- In close collaboration with the Programme Manager and the Advisor, contribute to the development of appropriate working relations with national stakeholders to advance buy-in and national ownership of relevant aspects of PGE III.
- Support the Programme Manager in liaising with contractors and other responsible partners to ensure programme outcomes are met in a timely manner.
- In close collaboration with the Programme Manager, liaise with UNDP management.
- Support the Programme Manager and Advisor in resource mobilization efforts by coordinating the preparation of quality reports and other such documents.
- Perform other tasks as required.

### **IV. Support the Programme Manager in coordinating all aspects of human resources (recruitment of programme staff, counterpart staff appointment and procurement of services)**

- Support the planning and day-to-day management of human resources.



- Ensure that the programme is optimally staffed.
- Coordinate individual staff work plans, work load and learning plan.
- Guide and oversee the work of the Programme staff and counterparts to ensure full compliance with the implementing rules, regulations, policies and strategies.
- Coordinate all national and international consultants to ensure that contracting processes are in accordance with planned schedules and deliverables.
- Maintain close contact with country office to ensure coordination on human resources administration of both national and international staff, as well as coordinate the recruitment process.
- Support the Programme Manager in the development of Terms of References of all required consultants and staff and actively participate in the recruitment process as required.
- Perform other tasks as required.

**V. Support the coordination, management and monitoring of financial, administrative, procurement and logistical matters**

- Ensure the implementation of the effective internal control, proper design and functioning of the financial resources management system.
- Prepare timely financial reports, thematic technical papers and policy notes for the UNDP Country Office.
- Ensure effective management of physical assets of the programme.
- In close coordination with MoWA Finance officer and UNDP Programme Associate prepare accurate and reliable financial reports.
- Coordinate and support all activities leading to the annual audit exercise and follow up of the audit recommendations.
- Perform other tasks as required.

**VI. Support the facilitation of knowledge building and knowledge sharing and capacity development**

- Coach and mentor relevant staff, from MoWA different departments, on programme management, monitoring, finance, and administration, especially to address issues raised by auditors.
- Coordinate with specialists and component coordinators the documentation of best practices and lessons learned on an ongoing basis.
- Contribution to the development of knowledge products.
- Coordinate contribution to knowledge networks and communities of practice.
- Perform other tasks as required.



## **Gender Mainstreaming and Budgeting Specialist (SB5 or P3)**

Under guidance from the Programme Manager, with technical advices from Gender and Policy Advisor, the Gender Mainstreaming and Budgeting Specialist will support gender mainstreaming in public and financial management reform, in closely working with MoWA, MEF and PFM working groups of key line ministries. S/he will support the update of GMAPs of selected line ministries. The Specialist will also oversee international and national sector specialists who will be recruited to support these initiatives and to develop capacity development of counterpart staff to analyse sector budgets and mobilize resources from the sector donors to sustain the programme activities.

### **I. Gender mainstreaming in sector plans and budgets**

- Support MoWA to work with MEF and PFM working groups of key line ministries to develop their capacity on gender-responsive budgeting linked with the Public Financial Management Reform Programme.
- Coordinate the development of and implement training programmes on gender-responsive budgeting.
- Coordinate the formulation of guideline for gender responsive programme budget and budget strategic plan.
- Consult with selected PFM working groups to plan cooperative support for identified (CMDG, NSDP) target acceleration agendas and partner ministries.
- Prepare PGE III support plan including analysis of identified sector and develop working arrangement and process with selected national sector specialists (e.g. field work, budget assessment)
- Provide ongoing support to selected GMAGs and PFM working groups to conduct results-based sector budget review and integrate the analysis in the budget review and planning process.
- Support initial drafting and update of quality GMAP with clear indicators and targets and subsequently identifying selected actions to be included in relevant ministry budget and plan.
- Create links with and mobilize supports from development partners working with selected line ministries.
- Perform other tasks as required.

### **II. Gender mainstreaming in national policies and plans**

- Coordinate identification and integration of gender related issues and indicators in key CMDG and NSDP Update mid-term review and NSDP 2014-2018.
- With MoWA and NIS, coordinate the gender review and analysis of CSES.
- Perform other tasks as required.

### **III. Capacity development**

- Identify and develop capacity of sector gender specialists from sector ministries and others on gender responsive budgeting.
- Work with MoWA, NIS and international consultant(s) to continue planning and development of gender-and-statistics training programme initiated under PGE II.
- Provide guidance to enable these sector specialists to work with MoWA and relevant line ministries to conduct gender-aware sector analysis within respective ministries, to identify priority expenditure interventions and assist with costing, to support and review budget implementation with respect to the agreed priorities, and to draw lessons for succeeding budget cycles.
- Coach and mentor Policy Officer and Gender Mainstreaming Officer on gender sector analysis and budgeting, on integration of gender issues in policies and plans, and on monitoring progress.
- Perform other tasks as required.

### **IV. Documentation and knowledge management**

- Document the process of consultation and participation with PFM working groups, government, and other donor partners.
- Coordinate development of gender budget knowledge products that can be shared as tools for next steps.
- Maintain e-group of sector specialists, Government and NGO partners to facilitate knowledge sharing, guidance, maintain contact and promote donor community knowledge of developing corps of national skills.
- Perform other tasks as required.



## Gender Specialist in Public Administration and D&D (SB4)

Under guidance of Programme Manager with technical guidance of the Gender and Policy advisor, the Specialist will support MoWA and its PAR working group. S/he will also facilitate and oversee short-term international experts who will be recruited for specific programme activities relevant to PAR and D&D.

### I. Support on mainstreaming gender in Public Administration and D&D Reform

- Support MoWA to work with CAR and other partners in integrating gender equality strategy in PAR policies on human resources management, human resources development, capacity development and redeployment.
- Coordinate and support the development of a gender-aware curriculum of RSA.
- Coordinate delivery of annual gender training for new and in-service civil service trainees.
- Coordinate with private institutions or NGOs to develop and implement the Management and Leadership Programme for women senior and middle management in public administration.
- Work with MoWA to support SSCS to develop and implement a programme for recruitment, retention and promotion of women in the civil service and at decision making level
- Support MoWA to work with NCDD to engender D&D system, policies, guidelines and operational tools.
- Support MoWA to work with SSCS and NCDD to engender and implement human resources strategy and related legislation on civil service at sub-national level.
- Perform other tasks as required.

### II. Capacity development and knowledge sharing

- Coordinate capacity development of MoWA PAR working group to work with line ministries' PAR working groups on gender-responsive governance.
- Document the process, lessons and good practices of engendering PAR reform at both national and sub-national level.
- Perform other tasks as required.



## **Gender and Aid Effectiveness Specialist (SB4)**

Under guidance of Programme Manager with technical guidance of the Gender and Policy advisor, **Gender and Aid Effectiveness Specialist** will support key MoWA staff members in their work autonomously to manage the TWG-G Secretariat. S/he will coordinate the support of professionals in capacity development to develop the detailed, practical next steps in MoWA's capacity development exercise. S/he will work under direct guidance from Gender and Policy Advisor to support the development of PBA on gender and relevant capacity development of coordinating body, to develop and publish CGA III and *Neary Rattanak IV*.

### **I. Support on institutional capacity development and technical support to TWG-G Secretariat**

- Coordinate support of professionals in capacity development, and on-going review of MoWA specific expectations and results-linked needs to develop the detailed, practical next steps in MoWA's capacity development exercise.
- Coordinate and provide inputs in the design and implementation of MoWA Capacity Development Strategy.
- Provide technical support to TWG-G Secretariat in coordinating TWG-G.
- Provide mentoring to foster autonomy and leadership among senior and middle-management staff to raise their abilities in leading and coordinating TWG-G.
- Perform other tasks as required.

### **II. Support to aid coordination (PBA and others)**

- Conduct donors mapping.
- Provide technical inputs and coordination support to the drafting process of PBA to gender mainstreaming.
- Perform other tasks as required.

### **III. Knowledge Management**

- Coordinate incorporation lessons from gender focal points of line ministries and others, and support MoWA in designing, articulating and writing its next five-year strategic plan – *the Neary Rattanak IV*.
- Provide technical support for development and publication of the Cambodia Gender Assessment (CGA), III.
- Perform other tasks as required.



## **Women's Economic Empowerment Specialist (SB5)**

Under guidance of Programme Manager with technical guidance of the Gender and Policy advisor, **Women's Economic Empowerment Specialist** will closely work with MoWA departments (Economic Development, Education and WDCs) and perform the following tasks. S/he will coordinate and supervise short-term national and international experts or institutions recruited to deliver specific component activities.

### **I. Institutional support to Women Development Centre (WDC)**

- Provide policy and technical advice to MoWA and selected WDCs on effective management of WDCs.
- Coordinate design and implement capacity development initiatives of selected WDCs including organizational management capacity and individual technical skills.
- Work with selected identified WDCs to assist them to professionalize, foster a more effective market orientation, and offer a broad range of business and life skills courses.
- Coordinate relevant studies and assessment in targeted provinces on issues pertinent to women's economic status.
- Perform other tasks as required.

### **II. Support to enabling environment for improved women's economic status**

- Work with relevant ministries (such as Education and Labour) and provincial/ local-level institutions to support strengthened and women-friendly, accessible vocational training programmes.
- Coordinate consultation with a wide range of stakeholders to provide catalytic action to examine the situation of female adult illiteracy in Cambodia:
  - identifying motivated partners to undertake scoping study of all agencies in the field (national and international departments, NGOs, foundations)
  - working with partners to ensure pilot consultation with working-age women, to initiate understanding of demand-side (client) constraints on raising literacy
  - working with partners to identify team to conduct study and to prepare report within first year of study, which will assess: (1) situation, views of women, views of ministries and key agencies; (2) range and activities of all actors in the field, availability of models of success within Cambodia and among neighbouring countries; (3) potential for next steps, identification of partners, modalities, and resources for the joint campaign on women's literacy programme
- Perform other tasks as required.

### **III. Networking and partnership building**

- Provide technical inputs to MoWA and the WDCs to develop functional links with potential partners in related fields, such as Provincial Training Centres, business incubator centres sponsored by various DPs, business women's associations in selected provinces and others.
- Maintain close working relationship in above activities, with concerned development partners in related programmes (such as WB, ILO, IFC, NGOs), to support efforts to create women-friendly enterprise initiatives and services.
- Collaborate with civil society organizations, private sector as well as government agencies for promoting women's entrepreneurship and income generation and exploring south-south cooperation with other countries in the region to learn the experiences and best practices for economic empowerment of women.
- Perform other tasks as required.

### **IV. Knowledge management and capacity development**

- Enhance capacity of MoWA Department of Economic Development to provide advisory supports to WDCs of the country.
- Coach and mentor selected WDCs' staff in areas of institutional management enhancement, WDCs' trainers on technical skills and on partnership and networking.
- Document WDC' support process/ approach, lessons learned and good practices ready for replication in other provinces.
- Perform other tasks as required.



## **Gender-based Violence Specialist (SB4)**

Under guidance of Programme Manager with technical guidance of the Gender and Policy advisor, **Gender-based Violence Specialist** will closely work with the Department of Legal Protection of MoWA and together will be responsible for the implementation of the GBV component at both national and sub-national level. S/he will coordinate and supervise short-term national and international experts or institutions recruited to deliver specific component activities.

### **I. Prevention and awareness raising on Gender-Based Violence at community level**

- Coordinate and support MoWA in expansion and oversee the implementation of the Community Capacity Enhancement (CCE) in partnership with government and CSO institutions.
  - Identify target villages and select facilitators.
  - From facilitators, form CCE networks/ groups and link them with other community networks of service providers and referral services (prevention, protection, counselling, health, legal advice, etc.)
  - Coordinate the conduct of baseline surveys and mid-point surveys in selected villages.
  - Supervise agencies for training and coaching of selected local authorities and CSO members on CCE skills and methodology to foster development of high-quality CCE facilitators.
  - Oversee conducting and monitor progress of Community Conversations in selected villages.
- Support and provide technical inputs in the development and review of CCE methodology, curriculum and manuals, reflecting local needs and context.
- Perform other tasks as required.

### **II. Development of knowledge base in selected institutional / documentation responses to GBV**

- Coordinate feasibility study on the establishment of GBV one stop service centres.
- Facilitate consultations among key stakeholders on the OSSC scope and approach.
- Coordinate and assist south-south sharing on preventive and protective approaches, including study tours to countries successfully operating OSSCs or other shelters.
- Provide technical support and inputs to study on knowledge and attitudes of authorities/ key implementers toward VAW, in partnership with Joint UN Programme, P4P.
- Work with the Gender Mainstreaming and Budgeting team on gender-and-statistics, coordinate and commission study to document and analyze current data and information systems for storing, sharing and building knowledge and skills for using GBV-related information.
- Perform other tasks as required.

### **III. Knowledge management and capacity development**

- Promote skills sharing/transfer between experienced and new village facilitators.
- Extract key issues emerging from the implementation to inform policy formulation process.
- Develop and coordinate networks with key stakeholders, including Ministry of Interior, local administration authorities, women's organizations and community-based organizations in order to mobilize their support and engagement in the community conversations.
- Coach and mentor counterpart staff on knowledge and skill relevant to women's rights, different aspect related to gender based violence (legal, social etc.), on CCE methodology and monitoring of progress.
- Document lessons and good practices in addressing GBV through community conversations.
- Share lessons and good practices to other interesting stakeholders in the country, region and globally.
- Participate and contribute to virtual discussion on GBV related issues.
- Perform other tasks as required.









EXCELLENCY,

**LETTER OF AGREEMENT  
BETWEEN  
UNITED NATIONS DEVELOPMENT PROGRAMME  
AND  
THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES**

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 for the nationally managed programme "Partnership for Gender Equity, III". UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through the Ministry of Women's Affairs (MoWA) which is designated as an implementing partner in the programme document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government (MoWA) 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 administrative budget of the office.
3. The UNDP country office may provide, at the request of the Implementing Partner, the following support services for the activities of the programme:
  - a) Identification and/or recruitment of programme personnel;
  - b) Identification and facilitation of training activities; and
  - c) Procurement of goods and services;
4. The procurement of goods and services and the recruitment of programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of "Partnership for Gender Equity, III", the annex to the programme document will be revised with the mutual agreement of the UNDP Country Director and the Implementing Partner.
5. The relevant provisions of the UNDP standard basic agreement with the Government (the "SBAA") signed by the two parties on 19<sup>th</sup> 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 nationally managed programme through MoWA. 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 detailed in the annex to the programme document.
6. Any 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 relevant provisions of 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 shall be specified in the annex to the programme document.

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 for nationally managed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP

Ms. Elena Tischenko

Country Director

Date: 24/02/2011



For the Government

H.E. Dr. Ing Kantha Phavi

Ministry of Women's Affairs

Date: 01/03/2011



## DESCRIPTION OF UNDP COUNTRY OFFICE SUPPORT SERVICES

1. Reference is made to consultations between the Ministry of Women's Affairs (MoWA), the Ministry designated by the Royal Government of Cambodia, and officials of UNDP with respect to the provision of support services by the UNDP country office for the nationally managed programme – Partnership for Gender Equity, III.

2. In accordance with the provisions of the letter of agreement signed on ..... and the programme document, the UNDP country office shall provide support services for the programme – Partnership for Gender Equity as described below.

3. Support services to be provided:

Support services	Schedule for the provision of the support services	Cost to UNDP of providing such support services will be on actual basis	Amount and method of reimbursement of UNDP
1. Identification and/or recruitment of programme personnel	Year 2011 to 2015	Actual Cost	AP, JV or GL
2. Identification and facilitation of training activities	Year 2011 to 2015	Actual Cost	AP, JV or GL
3. Procurement of goods and services	Year 2011 to 2015	Actual Cost	AP, JV or GL

4. Description of functions and responsibilities of the parties involved:

4.1 Programme counterpart is responsible for the development of terms of reference for the recruitment of personnel and for the procurement of services; identification of goods needed for the programme.

4.2 UNDP Human Resources Unit is responsible for the process of recruitment of programme personnel.

4.3 UNDP Procurement Unit is responsible for identification of suppliers of goods and services. Further, it is responsible for the procurement of goods and recruitment and contracting services.



**ANNEX 5:**

**CAPACITY ASSESSMENT**

<b>Programme Title</b>		<b>Partnerships for Gender Equity</b>
<b>Name of Institution</b>		<b>MoWA</b>
<b>Date of assessment</b>		<b>30 November 2010</b>
<b>INDICATOR</b>	<b>AREAS FOR ASSESSMENT</b>	<b>COMMENTS</b>
<b>PART I – REFERENCES AND PRELIMINARY CHECKS</b>		
<b>1.1 History and Compliance with International Resolutions/Standards</b>		
1.1.1 History	Date of creation and length in existence Has the institution gone through a recent re-organization/re-structuring?	MoWA was upgraded to a full ministry in 1996. In 2004 and 2007 MoWA restructured its organisational configuration to fit with its new mandate and the requirements of the government. Three new departments were developed; Gender Equality Department in 2004, and International Cooperation and Internal Audit Departments in 2007
1.1.2 United Nations Security Council 1267	Is the institution listed in any reference list?	N/A
1.1.3 Certification	Is the institution already certified through international standards?	N/A
<b>PART II. ASSESSING NATIONAL INSTITUTION CAPACITY FOR PROGRAMME MANAGEMENT</b>		
<b>2.1 Managerial Capacity</b>		
<i>Ability to plan, monitor and coordinate activities</i>		
Planning, Monitoring & Evaluation	Does the institution produce clear, internally consistent proposals and intervention frameworks, including detailed work-plans?  Does the institution hold regular programme or programme review meetings?  Are there measurable outputs/deliverables in the defined programme plans?  Was the institution previously exposed to UNDP RBM approach/methodology or equivalent in other donor agencies?	Annual work-plans of the Ministry are produced based on its Five-Year Strategic Plan, Neary Rattanak.  Ministry conducts its Annual Review through an annual retreat.  Previous UNDP/PGE programme board met regularly 2 times per year.  Both government-funded projects and donor-supported projects in MoWA have their own indicators and measurable outputs. MoWA has long working experience and partnership with various DPs and UN agencies that apply similar approaches and methodology to that of UNDP RMB.  MoWA uses government PFM reform programme guidelines to develop its plans/programmes and projects.
2.1.2 Reporting and performance track record	Does the institution monitor progress against well defined indicators and targets, and evaluate its programme/programme achievements?  Does the institution report to its stakeholders on a regular basis?	MoWA through TWG-G and GMAG mechanisms has monitored the progress on gender equality based on the gender-related indicators in NSDP and CMDGs goal3. MoWA quarterly and annually report to the Office of the Council of Ministers and its DPs. TWG-G also reports on a quarterly basis to CDC.
<b>2.2 Technical Capacity</b>		
2.2.1 Specialization	Does the institution have the technical skills required?  Does the institution have the knowledge needed?  Does the institution keep informed about the latest techniques/ competencies/policies/trends in its area of expertise?  Does the institution have the skills and competencies that complement those of UNDP?	Technical skills and knowledge exist but need further strengthening to effectively address emerging issues and needs.  Learning processes have been established and regular training schedules have been set up. However, these need to be improved.  MoWA staff have been regularly invited by other DPs to specific technical trainings in country and overseas.  Some of MoWA's technical skills complement those of UNDP (proven in previous phases of support)
2.2.2 Ability to monitor the technical aspects of the programme.	Does the institution have access to relevant information/resources and experience?  Does the institution have useful contacts and networks?  Does the institution know how to get baseline data, develop indicators?  Does it apply effective approaches to reach its targets	MoWA has access to various relevant resources and information through a high-quality TWG-G mechanism, donor-supported projects and partnered NGOs and other government sources.  MoWA has good contacts and networks with line ministries, civil societies and women's organization through a TWG-G mechanism that has been cited for its network depth and breadth.  MoWA has limited capacity to develop baseline data and indicators; however, in the previous Programme period it has begun specific work to improve its skills in these areas.  Outreach skills also well proven.



	(i.e participatory methods)?	M&E capacity needs to be further strengthened.
2.2.3 Human Resources	<p>Does the institution staff possess adequate expertise and experience?</p> <p>Does the institution use local capacities (financial/human/other resources)?</p> <p>What is the institution capacity to coordinate between its main office and decentralized entities/branches (if relevant)?</p> <p>Have staff been trained on programme management methodology?</p>	<p>Some capacity exists at MoWA but does not yet meet international requirements.</p> <p>MoWA has followed the government's administration, human, financial and procurement procedures personnel. It has a finance department and a personnel department.</p> <p>MoWA has line departments and offices down to the provinces and districts levels. MoWA provides policy and technical support to its line departments and offices to carry out its mandate with regular follow-up.</p> <p>Some staff have been trained on programme management and applied these skills in their daily work.</p>
<b>PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT</b>		
<b>3.1 Administrative capacity</b>		
<i>Ability to provide adequate logistical support and infrastructure</i>		
3.1.1 Ability to manage and maintain infrastructure and equipment	<p>Does the institution possess logistical infrastructure and equipment?</p> <p>Can the institution manage and maintain equipment?</p>	<p>MoWA has good logistical infrastructure especially office space and buildings. However, it does not possess good equipment.</p> <p>The system is established within the institution (asset management etc). Each programme also sets up its own asset management system.</p>
3.1.2 Ability to procure goods services and works on a transparent and competitive basis.	<p>Does the institution have the ability to procure goods, services and works on a transparent and competitive basis?</p> <p>Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution's interests and are enforceable?</p> <p>Does the institution have the authority to enter into contracts?</p>	<p>MoWA has its own procurement function based on government procedures. However, this is not clearly written down as internal procurement procedures or guidelines.</p> <p>No standard contract is in place. Previous UNDP/PGE projects followed UNDP procedures. Both TA and goods are procured by UNDP office with consultation with programme management.</p> <p>MoWA is a legal entity of RGC that can enter into contracts with appropriate entities.</p>
3.1.3 Ability to recruit and manage the best-qualified personnel on a transparent and competitive basis.	<p>Is the institution able to staff the programme and enter into contracts with personnel?</p> <p>Does the institution use written job descriptions for consultants or experts?</p>	<p>MoWA has annually hired its government staff based on government's guidelines &amp; on a competitive basis. Consultants and experts are recruited based on written ToRs and job descriptions by MoWA for some donor-supported programmes, but this is not often the case.</p>
<b>3.2 Financial Capacity</b>		
<i>Ability to ensure appropriate management of funds</i>		
<p>In addition to the following questions, see also the questionnaire provided in the Guidelines on Micro-assessment of the Framework on Harmonized Approach for Cash Transfer (HACT):</p> <p><a href="http://www.undg.org/archive_docs/7110-Framework%20for%20Cash%20Transfers%20to%20Implementing%20Partners.doc">http://www.undg.org/archive_docs/7110-Framework for Cash Transfers to Implementing Partners.doc</a> (ANNEX 3)</p> <p>The assessment report is reviewed by the UN agencies to select the most suitable cash transfer modality, and establish appropriate cash transfer procedures and assurance activities to be used with the Implementing Partner.</p>		
3.2.1 Financial management and funding resources	<p>Is there a regular budget cycle?</p> <p>Does the institution produce programme and programme budgets?</p> <p>What is the maximum amount of money the institution has managed?</p> <p>Does the institution ensure physical security of advances, cash and records?</p> <p>Does the institution disburse funds in a timely and effective manner?</p> <p>Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds?</p> <p>Does the institution have a record of financial stability and reliability?</p>	<p><b>HACT assessment scheduled for late December 2010</b></p> <p>Government Financial Year is from Jan-Dec</p> <p>Yes</p>
3.2.2. Accounting System	<p>Does the institution keep good, accurate and informative accounts?</p> <p>Does the institution have the ability to ensure proper financial recording and reporting?</p>	<p>Yes.</p> <p>Previous UNDP/PGE projects made use of project procedures for project fund management (NIM)</p>
3.2.3. Knowledge of UNDP financial system	<p>Does the institution have staff familiar with Atlas through External Access?</p>	<p>No use of Atlas</p>







## LIST OF ACRONYMS/ ABBREVIATIONS

ADB	Asia Development Bank
APHDR	Asia Pacific Human Development Report
ASEAN	Association of Southeast Asian Nations
AWP	Annual Workplan
CCA	Common Country Assessment
CCE	Community Capacity Enhancement
CDC	Council for the Development of Cambodia
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CMDGs	Cambodia Millennium Development Goals
CNCW	Cambodian National Council for Women
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSES	Cambodia Socio-Economic Survey
CSO	Civil Society Organisation
DHS	Demographic and Health Survey
D&D	Decentralization and De-concentration
GBV	Gender-Based Violence
GII	Gender Inequality Index
GMAG	Gender Mainstreaming Action Group
GMAP	Gender Mainstreaming Action Plan
HACT	Harmonized Approach to Cash Transfers
ILO	International Labour Organisation
JICA	Japan International Cooperation Agency
JMI	Joint Monitoring Indicator
MDGs	Millennium Development Goals
MAFF	Ministry of Agriculture, Forestry and Fisheries
MEF	Ministry of Economy and Finance
M&E	Monitoring and Evaluation
MIME	Ministry of Industry, Mines, and Energy
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MoC	Ministry of Commerce
MoE	Ministry of Environment
Mol	Ministry of Interior
MoP	Ministry of Planning
MoWA	Ministry of Women's Affairs
MRD	Ministry of Rural Development
MTR	Mid-term Review
NCDD	National Committee for Sub-National Democratic Development
NGO	Non-Governmental Organizations
NIM	National Implementing Modality
NIS	National Institute of Statistics



NP-SNDD	10-year National Programme for Sub-National Democratic Development
NR	Neary Rattanak
NSDP	National Strategic Development Plan
OSSC	One Stop Service Centre
P4P	Partners for Prevention
PAC	Programme Appraisal Committee
PAR	Public Administration Reform Programme
PBA	Programme-Based Approach
PFM	Public Financial Management Reform Programme
PGE	Partnership for Gender Equity Programme
RGC	Royal Government of Cambodia
RS	Rectangular Strategy
RSA	Royal School of Administration
Sida	Swedish International Development Agency
SNDD	Sub-National Democratic Development
TWGs	Technical Working Groups
TWG-G	Technical Working Group on Gender
UN	United Nations
UN Women	United Nations for Gender Equality and the Empowerment of Women
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
VAW	Violence against women
WB	The World Bank
WDC	Women's Development Centre