



**ANNUAL PROGRESS REPORT –2012**

**DRAFT**

**United Nations Development Programme Cambodia**

**Project title: Partnership for Gender Equity-Phase 3**

**Report period: January 1, 2012 – December 31, 2012**

**Project ID:** 00077135

**Duration:** March 2011-December 2015

**Implementing Partners/Responsible parties:** Ministry of Women's Affairs

**Country Programme Outcome 6:** By 2015, gender-responsive policies, plans, budgets in key sectors lead to increased women's participation, access to economic opportunities and reduction of gender-based violence (GBV)

**Total resources required (2011-2015):** USD 4,965,100.00

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## **I. Executive summary**

The Partnership for Gender Equity Project (Phase III) is a project implemented by the Ministry of Women's Affairs (MoWA) with support from UNDP since 2001. It aims to ensure that the gender-sensitive policies and plans for CMDG achievement are implemented and make an impact on the status, rights and choices of Cambodian women. To this end, UNDP seeks to 1) scale up support to key sectors such as environment and climate change, decentralization, gender-responsive budgeting in support of 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 achievements; 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 entrepreneurs providing them with adequate technical and business skills; 3) scale up preventive and remedial responses to Gender-based Violence (GBV) exploring through a feasibility study integrated models to protect GBV survivors such as one-stop service centres and Community Capacity Enhancement to combat GBV.

### **Overall Coordination and Management**

PBA on Gender is one of the emerging initiatives being undertaken by MoWA. PBA concept paper and roadmap were finalised through the broad consultations within TWG-G including concerned partners. PBA proposal outlining potential progress and next steps of PBA work were developed and submitted to SIDA for funding. As a result, partnership agreements between SIDA, MoWA and UNDP were signed to provide the total commitment of USD 1.2 million for the period of 2012-2013, which could also close the funding gap of PGE III. At the Project Board Meeting in February 2012, where SIDA represented as observer, 2012 AWP was approved with total estimated budget of USD 1,120,004.24. The actual disbursement of SIDA Funding was in May 2012.

Full project team was on board including active engagement of international and national consultants to assist a number of challenging assignments and they were able to provide effective support to the MoWA counterparts to manage and implement all planned activities. At the project retreat in November 2012, MoWA's senior management has acknowledged positive contributions of UNDP/PGE III for the achievements of MoWA's top priorities in 2012, for instance, guidance and support to GMAGs and TWG-G on GMAPs, PBA, Millennium Acceleration Framework (MAF) on Women's Economic Development, JMIs, Mid-Term Review of Neary Rattanak 3 and NSDP Update 2009-2013, MoWA's capacity development strategic plan and new approach for the design of NR4 etc.

The second Project Board meeting was convened in August 2012 to assess the progress for the past seven months and reinforce the new initiatives for the rest of the year. PBA theme on Women's Economic Empowerment was opted and PBA elements, in particular management arrangement and responsibilities, capacity development strategy and financing framework were the subjects of discussion and for further follow-up. The board has acknowledged that MTR of NR3 and MAF exercise are likely the approach for the design of NR4 and PBA work on Gender.

As part of two years rolling work plan, 2013 AWP was crafted after the project retreat. This formed an entry point for further review of the Board, provisionally scheduled in quarter one of 2013.

### **Summary of 2012 Key Achievements**

Over year of 2012, the PGE project has made good progress and achievements. The overall achievements of the Project have contributed to the CPAP outputs and outcome in making gender-responsive policies, plans, budgets in key sectors which are expected to lead to increased women's participation, access to economic opportunities and reduction of gender-based violence. The following are snapshot of key achievements in 2012:

#### **Engender the Public Administration and D&D Reforms**

- 2012 saw a significant result of advocacy efforts with the RSA. RSA agreed that gender trainings should be built in permanently in the school's curriculum, by making it a subject that requires trainees to take exam at the end of the course.
- 231 trainees of Royal School of Administration (RSA) received gender training, and as a result, are well aware of gender policy issues and mechanisms in Cambodia.
- 100 newly recruited civil servants (57 of whom are female) were trained on gender concepts and gender dimensions in the civil service through a training course jointly delivered by MoWA and the State Secretariat for Civil Service.

#### **Integrate gender strategy/indicators in national policies**

- The GMAPs of Ministry of Rural Development and Ministry of Commerce were successfully updated, printed and disseminated with around 100 participants in each dissemination event. PGE also supported the development, printing and dissemination of the Ministry of Cults and Religion's GMAP. The GMAP of MIME has been updated, printed and disseminated. Gender in SME was analyzed to reflect the actual situation.
- PGE worked with the counterparts to prepare comments and inputs for the 2012 Annual Report for NSDP (2009-2013) report, which was fully accepted by the MOP. In addition, Inputs for the Approach Paper for NSDP 2014-2018 were prepared and well received by the MOP.

#### **Coordinate support to TWG-G and development of Programme Based Approach on Gender**

- PBA Roadmap was revised, a Matrix for Capacity Development, ToRs for a MoWA Working Group on PBA, ToRs for a TWG-G sub-group on PBA, ToRs for Capacity Assessment of selected GMAGs of Line Ministries and other relevant institutions were developed.
- In reviewing progress and enhancing capacities of TWG-G Secretariat in 2012, MoWA/PGE achieved the results as follows: i) the TWG retreat organized on 28 February by CDC for all TWGs to reflect on aid coordination modalities and practice as well as to exchange lessons learned on PBA pilots; ii) the preparation of the annual TWG-G action plan 2012 and its debate among a TWG-G small group; and iii) the preparation of the TWG-G 35th, 36th, 37th, and Special TWG-G meeting for NR3 MTR.
- PBA Committee and Secretariat established

- Draft MOWA's Capacity Development Strategic Plan (CDSP) developed.
- The Neary Rattanak 3 Mid-Term Review (NR3 MTR) report finalized.
- A first internal draft concept note of NRIV was developed with technical support from PGE team/counterparts.
- MAF (MDG Acceleration Framework) Report and Action Plan for CMDG3 and Women's Economic Development are being finalized.

**GM into the PFM-RP, Budget Strategic Plan, Budget Plan, and PB to promote equitable development for MDG acceleration and alignment with D&D Reform Programme (Activity 8.1)**

- 3 sessions of GRB ToTs were successfully organized for the participants from MoWA, MEF and CNCW. Overall, the GRB ToTs are effective and results driven. Evidently, a pool of GRB trainers has been identified out of the participants participated, and is ready to roll out the GRB initiative in 3 selected ministries/sectors in 2013.
- The GRB Guide in both English and Khmer are completed and ready for printing.

**OSSC Study Tour to Bangladesh**

- OSSC Study Tour to Bangladesh was organized from March 11-16, 2012. 14 relevant government officials including 5 Secretaries of State and 3 Under-Secretaries of State from MoWA and line Ministries participated.
- Study tour report was developed and PGE organized a consultation meeting with the head of the delegation and the legal protection department to receive their comments. The findings and lessons learnt from the study tour were widely shared at the meeting; and this enhanced understanding of OSSC process among MOWA senior management.

**CCE Concept note developed and manual of CCE added and printed.**

- For CCE preparatory work, PGE team developed a concept note, milestones and other necessary documents for effective consultation with stakeholders. PGE team conducted interviews to select 30 CCE facilitators in 10 villages based on a set of criteria in Odor Meanchey. In implementing the CCE initiative, PGE provided a wide range of technical supports for the service provider-Legal Aid of Cambodia (LAC). For example, PGE conducted several technical meetings to improve the quality of training documents developed for CCE activity, including the inception report, the analysis report, the supplemental documents, the manual (Topic 1-8), the session plans for ToTs (1-8) and the agenda for ToTs, the pre-tests for CCE facilitators, the pre-test for community conversation participants, the monitoring plan and the form for the monitoring team, 2 ToT reports, 2 reflection training reports, 2 reflection training session plans and 2 community conversation monitoring reports.

**Forum on Women's Entrepreneurship Promotion (Activity 9.1)**

- In promoting women's economic empowerment, MoWA/PGE organised a forum on Women's Entrepreneurship Promotion on 06 June, 2012. 94 participants (26 men) attended the forum. Specific results of the forum included: i) identification of different types of challenges that women entrepreneurs experience; ii) good practices to

overcome challenges identified; iii) services that women's business associations can provide their members discussed; and iv) ways to run business successfully.

- The second forum on Network of Women Entrepreneurs was organised on 20 November to follow up the outcomes of the above first forum. The forum identified activities to expand women entrepreneurs' current network.

#### **Engender the Government Private Sector Forum, SME programmes supported by international organisations (Activity 10.1 and 01.2)**

- A guide to the integration of gender aspects in SME programmes was developed. Line ministries and key NGOs were interviewed to collect good practices in terms of gender equality promotion in the context of SME development. Comments for further improvement were obtained from a consultative meeting held on December 20, 2012. The guide is now being finalized.

#### **Engender MLVT's vocational training services/programme (Activity 11)**

- A Guide on Gender Mainstreaming in Technical Vocational Training was developed by a team of 11 members from PGE, MoWA, and MLVT. A consultative meeting with relevant MLVT and MoWA officials to improve the draft guide was held on 28 December 2012 in Siem Reap province.

#### **Technical assistance to WDC KS in providing market-oriented skills to women in KS taking on board major recommendations from the market survey (Act. 12.1)**

- In order to shift their traditional focus to a demand-based approach, PGE provided practical guidance to WDC KS to identify kind of services that their target group needs. The first service that WDC KS provided its target group was the establishment of four Self Help Groups (SHGs) for 96 households.
- Capacity development for these SHGs was the second PGE achievement to ensure that these groups will be sustained. A field visit to see a successful SHG in Kep province was organized for SHG managers, WDC Director and staff. A workshop to strengthen these SHGs was organized on 25 December 2012, aiming to provide them with opportunities to share their experiences, and identify their strengths and weaknesses to overcome challenges/weaknesses.
- Support to Public Private Partnerships (PPPs) initiative in MoWA: A mission of two specialists from UNDP/APRC was conducted in October 1-5, 2012. At the conclusion of the mission, a mapping of good "partnership" practices and opportunities on a) national capacity development for institutional and organizational development; b) micro and small enterprise development; and c) women's vocational training etc. was developed, and recommendations on how PPP for service delivery and other private sector-related approaches can be utilized and integrated into the implementation of the CMDG3 acceleration action plan where appropriate were put forward to MoWA and UNDP Cambodia.

## II. Implementation progress

### PROGRESS TOWARDS PROJECT OUTPUTS

<b>Output 1: Gender-responsive policies, plans and budgets of key sectors developed and their implementation monitored</b>		
<b>Annual Output Indicators</b>	<b>Baseline/Background</b>	<b>Current status/Remark<sup>1</sup></b>
1. Fifty six female civil servants in senior and middle management positions from line ministries are trained on leadership and management.	<ul style="list-style-type: none"> <li>Leadership and management skills are important to promote women's capacity to perform better as well as promote more opportunity in decision making.</li> </ul>	<ul style="list-style-type: none"> <li>On-going: A qualified local training institution, VBANK, has been selected to provide training on leadership and management. Participants from line ministries have been nominated and training needs assessment has been done.</li> </ul>
2. 350 government staff and new students of RSA are sensitized to gender issues.	<ul style="list-style-type: none"> <li>The current trainees of RSA need training on gender.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved.</li> <li>Curriculum development for training next year's is under way.</li> </ul>
3. GMAPs of MoInfo and MIME updated; GMAP of MoR developed.	<ul style="list-style-type: none"> <li>GMAP of MoInfo requires updating, and GMAPs of MoCR and MIME to be developed.</li> </ul>	<ul style="list-style-type: none"> <li>GMAP of MoCR has been developed.</li> <li>GMAP of MIME has been updated.</li> <li>Update of GMAP of MoInfo has been postponed to next year.</li> </ul>
4. Statute of Civil Servants at the sub national level is gender-responsive.	<ul style="list-style-type: none"> <li>Statute of Civil Servants at the sub national level is not yet gender-responsive.</li> </ul>	<ul style="list-style-type: none"> <li>The release of the Statute has been uncertain, and therefore was dropped from the workplan in Q4.</li> </ul>
5. Newly-recruited civil servants are sensitized to gender issues.	<ul style="list-style-type: none"> <li>Newly-recruited civil servants have rarely been sensitized to gender.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved.</li> <li>100 newly recruited civil servants trained on gender</li> </ul>
6. Gender responsive budgeting manual developed.	<ul style="list-style-type: none"> <li>There is no gender responsive budgeting manual.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved: The GRB guide in both English and Khmer is completed and ready for printing.</li> </ul>
7. Capacity of MoWA, MEF and Labour has been strengthened on GRB and PFM.	<ul style="list-style-type: none"> <li>Limited capacity on GRB.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved: 3 sessions of ToTs on GRB were concluded for officials from MoWA, MEF and CNCW to strengthen their capacity.</li> </ul>
8. A Pool of GRB Trainers has been established in MoWA and MEF.	<ul style="list-style-type: none"> <li>A Pool of GRB Trainers needs to be established.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved: a pool of trainers/facilitators is available to provide further training to three line ministries in 2013.</li> </ul>
9. Budget Strategic plan and Programme Budgeting of Ministry of Labour are gender responsive.	<ul style="list-style-type: none"> <li>One ministry/sector to be selected for the exercise.</li> </ul>	<ul style="list-style-type: none"> <li>In progress: it will be undertaken in first six months of 2013.</li> </ul>

<sup>1</sup> Remarks: Ongoing; Target Achieved; Delay; Moving to Next Quarter; Planned for the Next Quarter.

10. GMAP of MRD, MLVT, MOC have been updated;	<ul style="list-style-type: none"> <li>• GMAP of MRD, MLVT, MOC need to be updated.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved: GMAP of MRD and MoC.</li> <li>• On-going: GMAP MLVT to be completed in 2013.</li> </ul>
11. Capacity Development Strategy for MoWA initiated.	<ul style="list-style-type: none"> <li>• MoWA Capacity Development Strategy (CDS) is not yet developed.</li> <li>• MoWA Capacity Assessment of approved.</li> </ul>	<ul style="list-style-type: none"> <li>• First draft of MoWA Capacity Development Strategic Plan developed.</li> </ul>
12. PBA working group has been established.	<ul style="list-style-type: none"> <li>• PBA working group is not established in MoWA yet.</li> </ul>	<ul style="list-style-type: none"> <li>• PBA Committee and its Secretariat established.</li> </ul>
<b>Cumulative expenditure:</b>		..... USD

**Detailed Report by Activity:**

**Engender the Public Administration and D&D Reforms (Activity 1.4)**

- **2012 saw a significant result of advocacy efforts with the RSA.**<sup>2</sup> MoWA's representatives and the Director of RSA met in June 2012 to discuss key areas of cooperation. The result of the meeting is encouraging and a steppingstone in making curriculum of the RSA gender integrated. RSA agreed that gender trainings should be made permanent in the school's curriculum, by making it a subject that requires trainees to take exam at the end of the course. From 2013 onward, RSA will allow for one full quarter per year to gender training, increasing the training duration to 15 hours per class of four classes of around 200 trainees per year.
- **231 trainees of Royal School of Administration (RSA) received gender training**, and as a result, are well aware of gender issues in Cambodia. Main gender issues in the five strategic areas in Neary Rattanak 3 were presented. They are also well aware of gender dimensions within the national policies and mechanisms for promoting gender equality in Cambodia including Rectangular Strategy, CMDGs, CEDAW, the National Strategic Development Plan, Neary Rattanak 3, MoWA, CNCW, TWG-G and GMAGs of line ministries.
- In preparation for the training on gender at RSA and to ensure the quality of training, MoWA has formed a working group to develop a curriculum, taking into account on-the-job coaching and training skills of MoWA's core trainers. A national consultant has also been contracted to assist the above team. By end of December 2012, a course outline had been produced and supporting documents were collected for the curriculum development. The curriculum's contents include a wide range of gender-related topics that are most updated and relevant to the needs of the trainees. The training is aimed at increasing the knowledge of government administrators so that they become more gender responsive in their decision-making.
- 100 newly recruited civil servants (57 of whom are female) were trained on gender concepts and gender dimensions in the civil service through a two-day training course

<sup>2</sup> There was a decision of the RSA in early 2012 to reduce the training session from around 12 hours in the previous years to just 3 hours this year.



jointly delivered by MoWA and the State Secretariat for Civil Service. This gender training is meant to improve their knowledge on gender and take gender mainstreaming more seriously as they progress through their career path in the public services, which would well contribute to promoting gender quality and women in public functions. It was noted that some of these newly graduated, particularly young men, have limited knowledge on the relevance of gender equality to their work. However, they are more open to change and more enthusiastic to learn new things. As follow-up recommendation, such training should continue for all new civil servants from all line ministries/institutions. The above-mentioned number is just a portion of the total.

- The capacity building on leadership and management for female senior and mid-level managers from line ministries is well underway. VBNK, a well known local training institution for training in this area, has been selected to provide the training. Sixty women from 28 line ministries/institutions have been nominated according to a set of criteria developed by MoWA. The actual training will be conducted in quarter 1, 2013 with a post-training assessment to be conducted six months after the training completion. It is expected that the course enables participants to perform better in terms of leadership and management in their daily work at their respective ministries, thus contributing to increasing women's participation and influence in decision-making in public sector.

### **Integrate gender strategy/indicators in national policies (Activity 2.3)**

- In supports to GMAGs to update/revise their respective GMAPs, the GMAPs of Ministry of Rural Development and Ministry of Commerce were successfully updated, printed and disseminated with around 100 participants in each dissemination event. PGE also supported the development, printing and dissemination of the Ministry of Cults and Religion's GMAP.
- The GMAP of MIME has been updated, printed and disseminated. Gender in SME was analyzed to reflect the actual situation. The GMAG is now working on its operational plan and seeking financial support from different sources so that the plan can be implemented. The GMAP is meant to help increase women's participation in the industry, mine and energy sectors at all levels.
- As for the 2012 Annual Report for NSDP (2009-2013), PGE worked with the counterparts to prepare comments and inputs for the report, which was fully accepted by the MOP. In addition, the preparation for the new NSDP 2014-2018 is underway. Inputs for the Approach Paper for NSDP 2014-2018 were prepared and well received by the MOP. During the GMAGs Annual Workshop, all GMAGs of line ministries have been informed on this important task so that they will be well prepared, and actively involved in mainstreaming gender into their respective sectors.
- The workshop which was planned to mainstream gender in the draft statute for the sub-national civil servants was not conducted in Quarter 3 because it was not yet released for consultation.
- The updating of the GMAP of MoInfo has been postponed to Q1, 2013 due to heavy workload of the people in charge and lack of relevant data. Likewise, progress of

updating the GMAP of MLVT was slow due to the time constraint. The support is planned for 2013.

### **Technical Support for MoWA's Working Group on Climate Change (Activity 3.3)**

- UNDP/PGE provided financial support to the MoWA's Gender and Climate Change Committee (GCCC) to build capacity of its members on gender and climate change. Upon the funding, a series of ToTs on Climate Change Vulnerability and Adaptation/Mitigation Capacity Analysis, and Planning from Gender Perspectives were provided to GCCC members, resulting in improved knowledge and capacity. This support is essential and a steppingstone as GCCC is in the process of developing the Cambodia Climate Change Strategic Plan (CCSSP) so that they have the capacity implementing it effectively.
- PGE also provided technical comments to the draft proposal and preparation on the development of CCSSP. The first draft CCSSP is being shared by comment by end of 2012.

### **Coordinate support to TWG-G and development of Programme Based Approach (PBA) on Gender, and Supports to MoWA on NR3 MTR and concept note for Neary Rattanak IV (Activity 4.1 and 5):**

- There have been good progress and achievements towards development of PBA. PBA Roadmap was revised through a consultancy on gender and aid effectiveness supported by UNDP/PfDR and jointly managed by PGE and CDC. Other key outputs of the consultancy included: A matrix for Capacity Development, ToRs for a MoWA Working Group on PBA, ToRs for a TWG-G sub-group on PBA, ToRs for Capacity Assessment of selected GMAGs of Line Ministries and other relevant institutions.
- A PBA clinic was jointly prepared by PGE and CDC and conducted with active participation of H.E the MoWA Minister. The half day workshop targeted MoWA senior managers and took place on March 27th, 2012. This PBA clinic is the first of a series of workshops aiming to improve a better understanding of the programme based approach across MoWA as well as to get key staff and decision makers in MoWA to exercise its practical application to gender priorities.
- In reviewing progress and enhancing capacities of TWG-G Secretariat in 2012, MoWA/PGE achieved the results as follows: i) the TWG retreat organized on 28 February by CDC for all TWGs to reflect on aid coordination modalities and practice as well as to exchange lessons learned on PBA pilots; ii) the preparation of the annual TWG-G action plan 2012 and its debate among a TWG-G small group; and iii) the preparation of the TWG-G 35<sup>th</sup>, 36<sup>th</sup>, 37<sup>th</sup>, and Special TWG-G meeting for NR3 MTR.
- UNDP/PGE/MoWA received funding support from the Swedish International Agency for Development (SIDA) for two years (2012-2013) for key initiatives to develop and apply Programme-Based Approach (PBA) for gender equality Throughout 2012, UNDP and MoWA/PGE has achieved several key milestones as outlined under the framework of funding support as follows:

- **PBA Committee and Secretariat established (PBAC and PBACS hereinafter):** PGE contributed to the development and functioning of institutional mechanism which is envisaged to offer facilitative leadership in the development and implementation of gender equality programme within the ambit of Neary Rattanak IV (NR IV). We see this as a prerequisite for national ownership and sustainability .PGE advocated for the issuance of the ministerial decision to establish PBAC and PBACS and engaged in dialogue processes with MoWA senior managers and DPs on the draft decision in order to seek their feedbacks. PBAC and PBACS were established in October 2012. PBAC is chaired by H.E Minister of MoWA with all the Secretaries of State as full-fledged members of Secretariat to support the Chair. The objectives/outcomes of PBAC are to develop and apply PBA for gender equality.
- **MOWA's Capacity Development Strategic Plan (CDSP) developed:** CDSP is about the development of MOWA's organizational, institutional and human resource capacities to deliver for gender equality in the context of aid effectiveness for gender equality. In order to effectively and efficiently achieve the objectives and outcomes of gender equality, MOWA will be required to develop and strengthen its facilitative leadership in coordinating all relevant line ministries and DPs in policy formulation, monitoring and evaluation, and reporting. For this purpose, CDSP will have three major pillars, namely (1) institutional capacity development of PBAC and PBACS; (2) MOWA's internal capacity development to deliver for gender equality: and (3) capacity development of GMAGs of line ministries. Sharing the common understanding of PBA in the context of gender equality is considered to be the highest priority for MOWA. MOWA's CDSP was developed and shared for comments (late December 2012). Capacity development needs of five GMAGs were also assessed to be incorporated into MOWA's CDSP. Annualized workplans for MOWA's departments will be shared early in 2013, leading to the development of MOWA's Training Calendar after incorporating feedback.
- **The Neary Rattanak 3 Mid-Term Review (NR3 MTR) report completed.** The final draft report of was presented in the special TWG-G meeting after several consultations with stakeholders including line ministries, DPs and CSOs. Overall, the participants commended the efforts in conducting the MTR and endorsed, in principles, key findings of the MTR. The participants supported MoWA's decision to move forward PBA on gender equality in the area of women economic empowerment. The meeting sent a strong message to all stakeholders, particularly GMAGs of line ministries, that their active participation will be sought after in the development of the Neary Rattanak IV concept note to ensure the alignment of their components to NR IV by applying PBA as the coordinating mechanism. The publications are now available in Khmer and English. Relevant officials of MoWA participated actively in the processes of the MTR and have gained insights into strategic planning method for results. MTR generated important lessons learnt and recommendations for MoWA and other stakeholders to plan their next steps in a more coordinated and comprehensive manner.
- In support to the development and update of the Cambodia Gender Assessment

(CGA 3), a concept note is being drafted and will be shared for comment by early 2013. The concept note will spell out proposed plan and schedule, internal arrangements, and budget for the whole process of CGA development.

- As of the end of 2012, a rough internal draft concept note of NRIV was developed with technical support from PGE team/counterparts. As a process, on July 05, 2012, a meeting of MoWA team was chaired by H.E Chamroeun and attended by key director generals, deputy director generals, department heads and PGE team to discuss next priorities and steps for the development of NRIV concept note. Two working groups will be established to lead and coordinate the development processes. All participants also agreed to develop Strategic Plan for the promotion of gender equality in Cambodia 2013-2023 at the development of NRIV, which will be a long-term vision paper for gender equality promotion in Cambodia with which NRIV, and possibly NRV will be aligned accordingly.

**Support MoWA to convene and conduct a MAF (MDG Acceleration Framework) workshop and consultations on the bottleneck/priority: Women's economic empowerment (Activity 10.3 in component 2)**

- The MoWA recognized that the time is very fast approaching from now till 2015 to achieve the third Cambodia Millennium Development Goal (CMDG 3). With technical support from the UNDP HQ in New York, MoWA rose to the challenge of applying MAF approach/initiative to fast track the promotion and achievement of CMDG3 in the area of women's economic development/empowerment. As mentioned earlier, MAF on Women's Economic Empowerment would become the first programme under NRIV by PBA application. The MoWA's recent decision in the establishment of PBAC and PBACS demonstrated clearly that women's economic development would become the first theme for programme development and implementation. MAF was designed and developed timely for the current SIDA funding support to UNDP/PGE which is envisaged to develop and apply PBA for gender equality.
- As part of the MAF Process, mapping of current and pipeline projects/programme to develop and promote rural livelihoods and income generating activities was carried out with the following outputs: 1) identification of programmes/projects implemented by line ministries, NGOs in all provinces in Cambodia; and 2) identification of MAF potential partners (line ministries and development partners, NGOs) based on their relevant programmes. Public-Private Partnership features MAF, including the advocacy with CWEA at Government-Private Sector Forum (G-PSF).
- The first MAF Methodological Workshop was held from 24 - 25 July, 2012 at Phnom Penh Hotel, focusing on women's economic empowerment to accelerate the achievement of CMDG 3 for the next three years. Eighty-four delegates participated in the event, representing 11 line-ministries, development partners, NGOs and private sector. The workshop itself arrived at a preliminary identification of three key intervention areas: *i) provision of training for jobs; ii) promoting micro SME development; and iii) improving livelihoods, especially in rural areas.*
- Following the first MAF Methodological Workshop, MAF Expert Group (EG) was

established under the leadership of MoWA. Before the second MAF Workshop, a TWG-G meeting was organized on 12 September, 2012 to introduce draft MAF Action Plan and request feedback from relevant stakeholders.

- The second MAF Validation Workshop was organized on 19 September, 2012 to in order to validate the MAF bottlenecks and proposed solutions. One hundred two women attended the event (including 47 women) from seven government ministries, DPs and private sector. Senior managers of line ministries, DPs and private sector offered comments for the draft MAF Action Plan. MAF report is now being translated into Khmer. After the completion of translation and copyediting, it will undergo approval processes.

**GM into the PFM-RP, Budget Strategic Plan, Budget Plan, and PB to promote equitable development for MDG acceleration and alignment with D&D Reform Programme (Activity 8.1)**

- For 2011 and 2012, through funding from the UNDP Asia Pacific Regional Center, MoWA/PGE has undertaken a GRB initiative to mainstream gender into the PFM-RP, Budget Strategic Plan, and particularly to make strategic/action plans of at least 5 selected sectors gender responsive, with developed implementation, monitoring and evaluation indicators. The following are results in 2012:
  - 3 sessions of GRB ToTs were successfully organized for the participants from MoWA, MEF and CNCW. They commended that the trainings were very useful and they have learned new GRB related concepts, tools, and strategies from different countries. They actively discussed how to apply these tools and strategies in line ministries. During the ToTs' practical exercise sessions, the participants drafted the training agenda for MLVT, which will be selected for GRB piloting in early 2013. Equally interesting, during the session on budget analysis in the Programme Budgeting of MLVT, a practical exercise was given and it was clear that most of the participants could identify the issues with ease in terms of gender-blind vs. gender sensitive budget plan. This proves that their capacity on GRB has been strengthened and may apply the knowledge and transfer it to line ministries in their daily work.
  - Overall, the GRB ToTs are effective and results driven. Evidently, a pool of GRB trainers has been identified out of the participants participated, and is ready to roll out the GRB initiative in 3 selected ministries/sectors.
  - The GRB Guide in both English and Khmer are completed and ready for printing. During the development process, comments and inputs from development partners (WB and ADB), UNDP, government institutions (MoWA, MEF, MLVT, and CNCW) and CSOs (KIND, CAMBO, WfP, SILAKA, and NGO on CEDAW) were incorporated. Feedbacks from the ToTs' participants have also been considered in order make it user-friendly and fit into Cambodian context.
- Despite of achievements, there is a setback. The cascade training for MLVT planned for 2012 could not happen due to the time constraint of the participants. Nevertheless, MoWA/PGE will strive to ensure that a GRB training to MLVT before the next cycle of

budgeting will be conducted in Q1 of 2013 so as to provide inputs into the 2014-2015 strategic budget plan process and to make it gender responsive.		
<input type="checkbox"/> delivery exceeds plan	<input checked="" type="checkbox"/> delivery in line with plan	<input type="checkbox"/> delivery below plan

<b>OUTPUT 2: Increased access to gender-sensitive business development services for women small business entrepreneurs</b>		
<b>Annual Output Indicators</b>	<b>Baseline/Background</b>	<b>Current status/Remark</b>
1. At least 30 women entrepreneurs and one women's business association using knowledge, exchange and networking from the forum.	<ul style="list-style-type: none"> <li>Women entrepreneurs face different sorts of challenges with their business activities, including access to financial resources, access to skills training, poor networking to share business information.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. Forum on Women entrepreneurs Promotion was successfully organized on June 06, 2012.</li> <li>Follow up workshop was organized, it showed that women entrepreneurs used their network to exchange knowledge, business information.</li> </ul>
2. SME programmes of up to three international organizations are gender responsive.	<ul style="list-style-type: none"> <li>There is no existing tool for gender mainstreaming in SME programmes</li> </ul>	<ul style="list-style-type: none"> <li>SMEs tool was finally developed using consultative process.</li> <li>Capacity development for GMAGs of line ministries has not taken place yet.</li> </ul>
3. Module to engender 25 MLVT's vocational training centres prepared and tested	<ul style="list-style-type: none"> <li>MLVT does not have a written guideline to integrate gender aspects in their vocational training services.</li> </ul>	<ul style="list-style-type: none"> <li>Guideline for the integration of gender aspects into MLVT vocational training services developed.</li> </ul>
4. At least 35 women applied new technical skills and knowledge provided.	<ul style="list-style-type: none"> <li>Their productivity is low as women have very limited access to skills training (following traditional method), equipment used.</li> </ul>	<ul style="list-style-type: none"> <li>Needs analysis was conducted with female businesspersons in Kampong Speu (target areas of WDC)</li> <li>3-day training provided to all WDC staff and a number of staff from Economic Development Department on Self-Help Group Formation and Management.</li> <li>Four SHGs have been established for WDC KS.</li> <li>Capacity development for</li> </ul>

		Self Help Group leaders was organized.
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**Detailed Report:**

**Forum on Women's Entrepreneurship Promotion (Activity 9.1)**

- In promoting women's economic empowerment, MoWA/PGE organised a forum on Women's Entrepreneurship Promotion on 06 June, 2012 at Phnom Penh Hotel. The aim of the forum is 3 folds: i) to provide an update on the needs of women's business groups and female entrepreneurs; ii) to launch a platform for synergies between the private sector, notably women's business groups, women entrepreneurs and business associations, and government ministries, particular with MoWA; and iii) to identify actions to address constraints. 94 participants (26 men) attended the forum. Specific results of the forum included: i) identification of different types of challenges that women entrepreneurs experience; ii) good practices to overcome challenges identified; iii) services that women's business associations can provide their members discussed; and iv) ways to run business successfully.
- The second forum on Network of Women Entrepreneurs was organised on 20 November to follow up the outcomes of the above first forum. It also aimed to promoting women's entrepreneurship development by providing women entrepreneurs, women's business association, and women's producer groups with opportunities to share their experiences. The forum identified activities to expand women entrepreneurs' current network. The following are summarized outcomes as follow-up to the first forum in June, 2012:
  - Women entrepreneurs used their network to exchange business information such as: prices of products and raw materials before selecting suppliers or selling their products.
  - Forming cooperatives is an activity of which the participants have achieved after the first forum. For example, when the price of pigs and chickens went down sharply because more of which were imported from Thailand, Vietnam, Chicken Producer Group in Kep province contacted the Agriculture Development Cooperative in Svay Rieng province to get their feedbacks on how to form a cooperative so that they can apply for an official license to export their product to other provinces.
  - Expansion of self-help groups within the business associations, cooperatives, and producers' groups to help women entrepreneurs to have more access to financial resources is a good achievement. In each group, the number of their members and savings increase significantly as compared to time before they participated in the first forum.

**Engender the Government Private Sector Forum, SME programmes supported by international organisations (Activity 10.1 and 01.2)**

- A guide to the integration of gender aspects in SME programmes was developed using consultative approach. Line ministries and key NGOs were consulted/interviewed to collect good practices in terms of gender equality promotion in the context of SME

development. After receiving the first draft, PGE and MoWA key staff provided feedback/comments. Comments for further improvement were obtained from a consultative meeting held on December 20, 2012. The guide is now being finalized.

- Initial discussions were held to prepare the groundwork to engender the women entrepreneurs' associations/voices into the government private sector forum. However, PGE could not complete the activity in 2012 due to the fact that the PGE responsible staff was engaged in providing extensive support to the Millennium Acceleration Framework (MAF) initiative, which was not planned in the AWP 2012, and was proposed by H.E the Minister of Women's Affairs to the UNDP Office in New York on the sideline of her participation in the Commission on the Status of Women CSW56.
- As part of UNDP/MoWA/PGE's strategies to increase business development services for women entrepreneurs, a workshop on micro and small enterprise (MSE) development was organized to establish a network of organizations working for the promotion of their target group's economic activities. 33 participants representing 18 organizations took part in the workshop on 19-20 January, 2012 in Kampong Cham province. This workshop discussed issues related to gender mainstreaming in SME programmes, and provided opportunities for these organizations to share their experiences in the promotion of income generating activities of their target group in rural areas.

#### **Engender MLVT's vocational training services/programme (Activity 11)**

- The MLVT is a leading agency in providing vocational skills training services. To eliminate gender gap in this area, PGE/MOWA team had initial discussions with ADB and MLVT senior managers. It was agreed that having a guide on gender mainstreaming in skills training services would serve as a useful tool to overcome such constraint. To that end, a Guide on Gender Mainstreaming in Technical Vocational Training was developed by a team of 11 members from PGE, MoWA, and MLVT. A consultative meeting with relevant MLVT and MoWA officials to improve the draft guide was held on 28 December 2012 in Siem Reap province.

#### **Technical assistance to WDC KS in providing market-oriented skills to women in KS taking on board major recommendations from the market survey (Act. 12.1)**

- In order to shift their traditional focus to a demand-based approach, PGE provided practical guidance to WDC KS to identify kind of services that their target group needs. Needs assessment was the first step. This study showed that WDC's target group had limited access to financial resource; it was a key constraint that hindered their income generating activities. Following up to this study, WDC KS Director and trainers were trained on how to establish self-help groups. The first service that WDC KS provided its target group was the establishment of four Self Help Groups (SHGs) for 96 households.
- Capacity development for these SHGs was the second PGE achievement to ensure that these groups will be sustained. A field visit to see a successful SHG in Kep province was organized for SHG managers, WDC Director and staff. After the visit, the four groups decided to increase their earned savings so that their members received bigger loans for their business activities. A workshop to strengthen these SHGs was organized on 25 December 2012, aiming to provide them with opportunities to share their experiences,



and identify their strengths and weaknesses to overcome challenges/weaknesses.

- A monitoring system to measure progress of these SHGs has been developed. Based on report from WDC, the four groups function very well during the last four months. All members deposit their savings regularly, pay back their loans and interest on time. When seeing their success, a lot of people in the four villages express their interest to join these groups.
- **Support to Public Private Partnerships (PPPs) initiative in MoWA:** In August, UNDP Cambodia and MOWA articulated the need to the UNDP Asia-Pacific Regional Centre (APRC) to conduct an initial mapping on potential areas to engage (corporate) private sector in development initiatives. One of the focus areas under consideration has been Public Private Partnerships (PPPs) that would seek to outline the full range of actions that business can take to support and promote women’s socio-economic rights and income generating opportunities. As a result, a mission of two advisors from the PPP for Social Delivery and Inclusive Growth and Poverty Reduction teams from APRC, was conducted in October 1-5, 2012. At the conclusion of the mission, a mapping of good “partnership” practices and opportunities on a) national capacity development for institutional and organizational development; b) micro and small enterprise development; and c) women’s vocational training etc. was developed, and recommendations on how PPP for service delivery and other private sector-related approaches can be utilized and integrated into the implementation of the CMDG3 acceleration action plan where appropriate were put forwarded to MoWA and UNDP Cambodia.

**Case study**

- After joining a SHG in Tareach Village, Kong Pisey District, Kok Pean felt that her business is much more successful at the present for two reasons. With loan from the group (1.5 million riels – USD375.00), she is able to buy a second-hand motorbike. Her family never received such big loan before as they had no assets for collateral required. Her sales now increase a lot as she is able to travel to different villages every day by her motorbike. Secondly, she does not have to pay very high interest to the group like she did in the past when she took loan from individual money lender.
- Ms. Top Sophorn is a leader of this group. In general, she thinks that the establishment of SHG helps develop income generating activities in her village. She said that people used to purchase raw materials in credit in the past. It was time consuming to get loans from microfinance institution as people have very limited education, they spent lots of time fulfilling document and having it approved by village chiefs. However, her group members do not encounter such constrain now as their savings are big enough for their members to take loans when needed.

<input type="checkbox"/> delivery <i>exceeds</i> plan	<input checked="" type="checkbox"/> delivery <i>in line with</i> plan	<input type="checkbox"/> delivery <i>below</i> plan
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Output 3 : Preventive and remedial responses to GBV scaled up		
Annual Output Indicators	Baseline/Background	Current status/Remark

1. The study tour to Bangladesh conducted.	<ul style="list-style-type: none"> <li>The Study tour was not conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. The study tour was successfully conducted and the study tour report was created.</li> </ul>
2. The Study on knowledge and attitudes of key implementers towards Violence Against Women in partnership with P4P is conducted and the quality of the report is improved.	<ul style="list-style-type: none"> <li>The Study on knowledge and attitudes of key implementers towards Violence Against Women was not conducted.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. The study was completed with high quality based on technical support and comments provided from PGE. PGE will continue providing support for P4P's other studies including masculinity and GBV.</li> </ul>
3. MoWA relevant authorities are informed and equipped to take action on recommendations provided in the feasibility study report.	<ul style="list-style-type: none"> <li>OSSC Feasibility study report and programme formulation reports have been created but have not endorsed by H.E. Minister yet. MoWA and relevant stakeholders have limited understanding (or thorough knowledge) of the newly completed Feasibility Study on OSSC.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. MoWA authorities are well informed through numerous opportunities and technical support from PGE and enhanced their understanding of OSSC approach. MoWA relevant authorities are equipped and initiated the pilot project with support from development partners.</li> </ul>
4. CCE Concept note developed and manual of CCE added and printed.	<ul style="list-style-type: none"> <li>CCE concept note was not developed and the manual of CCE was not added</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. CCE concept note and manual are created and printed and 2 sets of TOT and 2 reflection trainings and monitoring of 2 community conversation was completed.</li> </ul>

**Detailed Report:**

**OSSC Study Tour to Bangladesh**

**Process:** PGE developed all necessary documents for Study tour. The programme of the study tour was developed based on numerous communications with the Government of Bangladesh and UNDP Bangladesh. PGE provided technical support to financial proposals developed for agencies supporting the study tour including UNICEF, GIZ and UNFPA. An orientation meeting was organized by PGE on February 27, 2012 and presentation on the recommendation of OSSC and necessary information on study tour were presented to participants.

**Results:** OSSC Study Tour to Bangladesh was organized from March 11-16, 2012. 14 relevant government officials including 5 Secretaries of State and 3 Under-Secretaries of State from MoWA and line Ministries participated. Despite some security concerns PGE

successfully supported MOWA to organize the study tour and completed all 14 visits as planned. The visits included the One Stop Crisis Center, Victim Support Center, Ministry of Children and Women's Affairs, District committee on VAW and relevant NGOs. All the participants were satisfied with the content of study tour and the final day discussion was very fruitful. The objective of study tour was successfully achieved and the participants got first-hand experience and deeper understanding of Bangladesh's approach on OSC. MOCAWA kindly offered future necessary technical advice and support for the Cambodian government.

Study tour report was developed and PGE organized a consultation meeting with the head of the delegation and the legal protection department to receive their comments on the draft report. The report was shared with all participants of the study tour for review and endorsement. Based on request from H.E. Minister, PGE presented the study tour report at the MoWA senior management meeting. The findings and lesson learnt from the study tour were widely shared at the meeting; and this enhanced understanding of OSSC process among MOWA senior management.

○ Challenges/constraints, lesson learnt, recommendations

Due to two big political demonstrations in Bangladesh during the study tour, PGE has to pay special attention to security situation. Prior and during the study tour numerous communication and consultation occurred between PGE and UNDP in Bangladesh, the Bangladesh government and the head of delegation.

Due to the different financial regulations and requirement from different organizations consultations on financial matters was quite time consuming.

It was extremely difficult and time consuming for PGE to receive all the comments and endorsement from all participants due to their occupation with the commune election 2012, and many of participants of the study tour participated another study tour to Tanzania.

**The Study on knowledge and attitudes of key implementers towards Violence Against Women in partnership with P4P is conducted and the quality of the report is improved.**

Through national working group workshops to verify the research results on analysis of the NAPVAW implementation with government officials and the expert from P4P regional office, PGE provided technical comments to improve the quality of the report, including clarification of linkage between research findings and recommendations, recommendation of this study and ongoing activities and policies related to VAW, and inclusion of recommendations of OSSC Feasibility Study. Also, P4P almost completed GBV and masculinity research, and PGE will continue providing technical support in 2013 as a member of P4P.

**MoWA relevant authorities are informed and equipped to take action on recommendations provided in the feasibility study report.**

The final Feasibility Study Report and the Programme Formulation Report were endorsed by H.E Minister. Reports in Khmer and English were printed for sharing among stakeholders. After completing the studies, PGE has been providing technical support to

MoWA to utilize the studies and take step forward in implementation of recommendations. For example, PGE had consultations with the technical advisors from MoWA Cabinet to discuss how MoWA can move forward the implementation of OSSC's recommendations, and created a briefing note for H.E Minister to discuss with other donors. Furthermore, PGE presented the outcome of the feasibility study and recommendation at numerous meetings, including UN gender theme group and GBV sub-group of TWG-G.

PGE has been providing technical support to the new national action plan on GVB (NAP on VAW) and the newly established national mechanism, GBV Sub-group of TWG-G, to ensure OSSC factors will be included in new NAP on VAW. PGE presented the recommendation from the OSSC Program Formulation at the MoWA consultative workshop on development of the new NAP on VAW. 1st Draft recommendations were developed based on discussion at the workshop. Furthermore, PGE has been providing further technical support to the briefing note to the Secretary of State for lower Mekong initiative. NAP on VAW is an important strategic document for Cambodia on the issue of VAW, and therefore PGE will continue providing technical support to GBV sub-group of TWG-G and sub-committees on service delivery and primary prevention in 2013.

The report linking One Stop Service Centre for GBV Survivors with HIV services has been developed. PGE provided technical support to the UNDP regional office. In December 2012 PGE supported MoWA to organize a training of linkage between GBV and HIV to further share recommendations from OSSC and develop recommendations of HIV-GBV linkage for new NAP on VAW for relevant government authorities, development partners and civil society organizations with other UN partners. The workshop was conducted successfully, and recommendations were developed for the new NAP on VAW. This HIV- GBV support will be continued in 2013.

- Challenges/constraints, lesson learnt, recommendations

PGE made successful follow-ups to the feasibility study on OSSC, though the process was fairly time intensive. UNDP is not planning to financially support the implementation of the OSSC recommendations, thus it is challenging to make sure all recommendations will be implemented. Through efforts, the AusAID's 5-year EVAW program's design document included many recommendations from the study. Therefore, PGE is confident to say that UNDP utilized expertise in the field of research and provided technical support and coordination work to MoWA and development partners, which enable MoWA to initiate implementation of recommendations.

**CCE Concept note developed and manual of CCE added and printed.**

PGE team identified target province, communes, and villages for CCE initiative based on research from various studies, statistics and consultations with relevant stakeholders. After identifying target areas, a meeting with MoWA Secretary of State in charge of legal protection was organized; and a consultation with Odor Meanchey provincial office of department of women's affairs, legal protection department, and other relevant stakeholders was conducted.

For CCE preparatory work, PGE team developed a concept note, milestones and other

necessary documents for effective consultation with stakeholders. PGE team conducted interviews to choose 30 CCE facilitators based on a set of criteria in Odor Meanchey. As a result we selected good and committed facilitators for the CCE activity. It is important as this factor will affect not only the success of the activity but also the sustainability of it after the program ends. Also, PGE researched and analyzed the existing manuals on the current manual talking about domestic violence and other manuals from GIZ on DV.

In implementing the CCE initiative, PGE provided a wide range of technical supports for the service provider Legal Aid of Cambodia (LAC). For example, PGE conducted several technical meetings to improve the quality of training documents developed for CCE activity, including the inception report, the analysis report, the supplemental documents, the manual (Topic 1-8), the session plans for ToTs (1-8) and the agenda for ToTs, the pre-tests for CCE facilitators, the pre-test for community conversation participants, the monitoring plan and the form for the monitoring team , 2 ToT reports, 2 reflection training reports, 2 reflection training session plans and 2 community conversation monitoring reports. The good quality of documents would contribute to effective full implementation of CCE, which will be handled by MoWA in 2013.

In addition, PGE organized an opening workshop on CCE with 60 stakeholders and provided technical support for the 1<sup>st</sup> and 2<sup>nd</sup> ToTs. Each ToTs consists of a 4-topic/5 day training to enhance knowledge and skills of 30 CCE facilitators and gender focal points from CCWC so that they can organize community conversations in their respective villages. Also, two trips of monitoring of community conversations in 10 villages were conducted, and two reflection trainings (2 days each) were conducted to refresh CCE facilitators' knowledge to organize community conversation effectively.

Lastly, capacity building of MoWA, PDoWA, and DoWA counterparts on CCE initiative for next year's full swing implementation has been made and transferred to from the beginning.

○ Challenges

The recruitment process of service provider took more time than expected. This intensified the efforts in Q3 and particularly in Q4. MoWA counterparts' schedule was quite busy due to other ministry works, requiring them to extend tremendous efforts to accomplish planned activities in 2012. This activity will continue with the service provider by June. Also, the preparation of full implementation of CCE by MoWA will also require extensive support from PGE in 2013.

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**PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTPUT (to be updated)**

- **% of GMAGs accessing national budget to implement activities:** based on the annual GMAG meeting held December 2011, with support from PGE and UNFPA, it was initially reported by GMAG members that about 36% of GMAGs have received a national budget to implement gender activities in their ministry.

- **% of civil servants who are female:** The percentage of female civil servant was 34% in 2010. The updated figure in 2012 was not yet made available during this reporting as SSCS is still in the process of collecting data from line ministries, and thus would need a few more weeks to finalize the data. Normally, the data would be made available before the CNCW annual congress and IWD.
- **% of Cambodians aware that violence against women is a wrong and a criminal act**
- **Ratio of literate females to males 25-44 years**

<b>Outcome 6: By 2015, gender disparities in participation and economic growth reduced (as indicated in CPAP).</b>	
<b>Output Indicators</b>	<b>Current status/Remark</b>
Capacity Development Strategy of MoWA developed (initiated).	•
No. of the Royal School of Administration civil servant trainees receiving training on gender equality by MOWA	• Achieved.
No. of sector plans with gender specific targets and budget allocation.	• On-going.
No. of Women Development Centres that are fully functional	• <b>Note:</b> Given that the indicator on the " number of WDCs that are fully functional" is outside the scope of action of PGE and hardly dependent on PGE activities, the annual target was revised as "At least 30 women entrepreneurs and one women's business association are using knowledge, exchange and networking from the forum". This was agreed by H.E the Minister following the PGE Board Meeting in February 2012.
No. of women trained on market oriented business and technical skills per centre per year	• <b>Note:</b> the annual target was revised as "at least 35 women applied new technical skills and knowledge provided". This was agreed by H.E the Minister following the PGE Board Meeting in February 2012.
No. of community representatives that received Training of Trainers on Gender-Based Violence Community Capacity Enhancement skills	• As planned in the 2012 AWP, PGE is conducting CCE in 10 villages initially. This will be ended by June 2012. The 20 new target villages are planned in 2013.
<b>Overall comment on progress:</b> the above output indicators are geared towards achieving the overall outcome of the CPAP in contribution to reducing gender disparities in participation and economic growth By 2015.	

### III. Project Implementation Challenges, and Lesson Learnt

#### a. Project risks, actions and lessons learnt

- **Vacancy of the UNDP/PGE Policy/Gender Advisor since the end of September 2012:** this caused some potential constraints to the project implementation in terms of efforts to achieve annual deliverables/target and review key policy/strategic outputs being drafted in the absence of policy advice and technical support from the incumbent. Moreover, it also affects some degree of annual budget delivery as the overall annual remuneration of the post is about 20% of the total annual budget.

**Follow-up action:** The project management provides constant follow-up, and has regular discussion with the team to mitigate some risks and ensure that there is no major impediment to the implementation. Extensive efforts have been made to follow up various on-going initiatives and activities in the absence of policy/advisory supports as mentioned.

- **Termination of Priority Operating Cost (POC) Support to MoWA:** in light of the POC guidelines, UNDP support for POC to MoWA was ended in June 2012. In the absence of such, the level of support and engagement from MoWA's counterparts could be affected to a varying degree. Moreover, the latest change of UNDP's position on DSA for government counterparts to its funded projects

**Follow-up action:** The project management reported the risk to the Board meeting held in February 2012. The Board acknowledged that it is likely to be difficult to mobilize MoWA staff to work with PGE in full support without POC due to the low government salaries. Without a new direction/guideline on POC from the Royal Government, the future however remains uncertain. Efforts have been made to ensure that close engagement and active support from MoWA is maintained at the maximum level to achieve the planned annual targets/outputs.

- **Engendering the Statute of Civil Servants at the Sub-National Level:** this is included as annual target of the project. However, this activity was not possible in 2012 as it depends largely on the progress of collaboration between the State Secretariat of Civil Services (SSCS) and the sub-programme 3 of the NCDD-S. As of the end of quarter 4, the draft sub-statute is not yet available for sharing. PGE Team is in close contact with the GMAG of SSCS to update progress.

#### **b. Project issues, actions and lessons learnt**

- **Constraints in Mobilizing Human Resources:** the recruitment of consultants/staff has been a lengthy process, taking months rather than weeks. Thus could essentially delay some of the deliverables, but budget and activity, planned in 2012. Furthermore, even when the administrative steps are rolled out in reasonable delays, getting qualified applications is often very challenging. For example, in the case of selecting a national consultant for the GRB process, though with an extended application dateline, we were able to invite only a very few qualified applicants. This constrained the roll-out of the activity altogether. This was also the case of leadership training for female civil servants,

NRIV concept note development and policy and aid effectiveness specialist (PEAS), and administrative assistance, all of which but one have to go through at least two times of extended recruitment process. For instance, after two times of recruitment of a consultant for NRIV concept note development, started in August 2012, it was not successful to get qualified candidates as required by MoWA Senior management for the assignment. For the post PEAS, the recruitment has not been completed yet, starting since second quarter 2012.

**Follow-up action:** PGE team developed and regularly updated an annual consultancy plan. This was shared with all project staff members for information, monitoring and follow-up. Planning ahead of time for the recruitment process of consultancy, including ToRs development and feedback process, is suggested for all project staff to ease the potential delay of key deliverables.

- **PGE Internal Guideline for Consultancy Development and Management Process:** to redress the complexity in the process of managing, PGE introduced an internal guideline to define steps and process of consultancy development and management, starting from ToR drafting to the end of consultancy. The guideline is now implemented.
- **Gender Responsive Budgeting:** In general, the recruitment is a time-consuming process as it was challenging to identify qualified experts nationally and internationally. Therefore, the UNDP CO would consider creating a roster of experts in key thematic areas, including GRB.
  - This initiative was designed to target core technical staff at a decision-making level from the MoWA, CNCW and MoEF. While the involvement from MoWA and CNCW has proven very effective, it was assessed, nevertheless, as medium for the MoEF, who is one of the most important actors for the GRB initiative in PFM-RP. Hence, the need for advocacy support has been sought to fast track the initiative; and a high level advocacy effort is required to ensure that the MoEF would extend further effective support on the GRB initiative, together with MoWA. In the wrap-up meeting of GRB ToTs training, the PGE project management brought this to the attention of H.E Minister.
  - The TOT was designed in a series of 3 sessions (2 days each). It was, however, noted that those core technical officials were much occupied with their routines, resulting in the some delays from one training session to another. Consequently, the training for the MoLVT which was planned by the end of 2012 was not happened. Despite the fact this activity was incomplete, MLVT remains be able to catch up the next national budget cycle when the training is provided in Q1 2013.

**Follow-up action:** As recommended by H.E Minister, the GRB training should be given to all line ministries and their GMAGs. However, as for 2013, the GRB trainer team will



provide trainings and relevant technical supports to three line ministries, which are currently implementing Programme Budgeting, namely the Ministry of Rural Development (MRD), the Ministry of Land Management, Urban Planning and Construction (MoLMUPC) and the Ministry of Labour and Vocational Training (MoLVT).

- A high level policy advocacy on GRB is required in order to gain more support on the application of GRB tools and its institutionalization into the budget system, using different platforms including meetings, workshops, TWG-G, and PFM-RP.
  - Strategically, MoWA will embark on an effort to engender the Call Circular for the Budget Strategic Plan and Annual Budget Plan, issued by the MoEF, using TWG-G mechanism and other planned advocacy efforts and dialogue.
  - To refresh and enhance the capacity of the GRB trainer team, an international study tour or training is envisaged in 2013 through south-south cooperation.
- **Engender SME programmes supported by international organisations:** PGE faced some challenges during the guide development process. The draft guide required broader consultation across stakeholders within MoWA, several line ministries and development partners, thus taking extensive time to solicit and consolidate feedbacks. Upon starting the assignment, the level of consultation of consultant with MoWA's relevant stakeholders was minimal. Moreover, the quality of Khmer translation of this guide is quite below expectation, requiring more time and efforts for substantive review and editing.
    - Two lessons learned drawn from the above exercise are as follows: i) building up common agreement/understanding among key stakeholders early on in the process when embarking on the assignment is a prerequisite to its achievement and good quality, e.g. potential users and structures etc.; and ii) involvement of MoWA counterparts and relevant stakeholders is required throughout the process, particularly during the recruitment of consultant if possible.

#### IV. Financial Status and Utilization for 2012

ACTIVITY	Approved	Expenditures	Balance	Delivery
	budget	US\$	US\$	
<b>Activity1.4:</b> Engender the Public Administration and D&D Reforms	35,732.00	38,289.34	2,557.34	107%
<b>Activity2.3:</b> Integrate gender strategy/indicators in national policies	20,000.00	17,428.86	2,571.14	87%
<b>Activity3.3:</b> Technical Support MoWA's Working Group on Climate Change	17,150.00	10,372.24	6,777.76	60%
<b>Activity4.1:</b> Coordinate support to TWG-G and development of Programme Based Approach on Gender	37,637.79	32,846.33	4,791.47	87%
<b>Activity 5:</b> Supports MoWA on NR3 MTR and concept for NR4	26,592.90	28,467.46	1,874.56	107%
<b>Activity 6.1:</b> Capacity Development for MoWA initiated and its role on emerging themes strengthened	9,333.62	6,326.38	3,007.24	68%
<b>Activity7:</b> Support MoWA on common management arrangements	0.00	405.00	405.00	0%
<b>Activity 8.1:</b> GM into the PFM-RP, Budget Strategic Plan, Budget Plan, and PB to promote equitable development for MDG acceleration and alignment with D&D Reform Programme	0.00	0.00	0.00	0.00%
<b>Activity 9.1:</b> Forum for Women's Business Associations	12,445.00	8,579.57	3,865.43	68.94%
<b>Activity 10:</b> Engender the Government Private Sector Forum, SME programmes supported by international organizations and conduct a MAF on Women's economic empowerment	13,500.00	4,829.96	8,670.04	35.78%
<b>Activity10.2:</b> Related to MAF activities	46,878.50	50,713.47	3,834.97	108.18%
<b>Activity 11:</b> Engender MLVT's 25 Vocational Training Programmes	8,045.46	5,321.46	2,724.00	66.14%
<b>Activity 12:</b> Support WDC KS	40,000.00	38,426.50	1,573.50	96.07%
<b>Activity13:</b> Follow-up Support on OSSC	28,083.20	27,034.26	1,048.94	96.26%
<b>Activity14:</b> Preparation for Community Conversation Enhancement Initiatives	51,715.20	48,985.84	2,729.36	94.72%
<b>Activity15:</b> Programme support staff and operation	286,383.46	220,319.85	66,063.61	76.93%
<b>Activity15.1:</b> Programme support staff and operation	119,650.00	103,320.76	16,329.24	86.35%
<b>Total</b>	<b>753,147.13</b>	<b>641,667.27</b>	<b>111,479.86</b>	<b>85%</b>

**Budget Delivery by Funders in 2012**

<b>Funder</b>	<b>Planned budget (G05)</b>	<b>Delivery</b>	<b>Balance</b>
<b>SIDA</b>	USD 406,826.27	<b>To be added</b>	<b>To be added</b>
<b>UNDP APRC</b>	USD 79,000	-	-
<b>Tract Fund</b>	USD 346,320.86	-	-
<b>Total</b>	<b>753,147.13</b>	<b>641,667.27</b>	<b>111,479.86</b>