

Royal Government of Cambodia
Ministry of Women's Affairs (MOWA)

Project on Gender Mainstreaming for
Women's Economic Empowerment
(PGM-WEE)

Project Completion Report
First Batch

June 2018

Japan International Cooperation Agency

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(JICA foreign exchange rate in June 2018)

Pictures: Project Activities during the First Batch



Courtesy call on the Minister of Women's Affairs at the beginning of the Project (April 2017)



First Joint Coordinating Committee (JCC) meeting (July 2017)



Second WEE Working Group (WEE-WG) meeting in Kampong Cham Province (November 2017)



Third PGM method workshop in Siem Reap Province (December 2017)



Follow-Up Activities in Kampong Cham Province (January 2018)



Group Interview during the Rapid Feasibility Study in Kampong Chhnang Province (March 2018)

**Project on Gender Mainstreaming for Women's Economic Empowerment
(PGM-WEE)**

Project Completion Report (First Batch)
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List of Abbreviations

AHW	Animal Health Worker
CGA	Cambodia Gender Assessment
C/P	Counterpart
DAC	Development Assistance Committee of the Organization for Economic Cooperation and Development
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMAG	Gender Mainstreaming Action Group
GMAP	Gender Mainstreaming Action Plan
IFAD	International Fund for Agricultural Development
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MOC	Ministry of Commerce
MOWA	Ministry of Women's Affairs
PDAFF	Department of Agriculture, Forestry and Fisheries
PDM	Project Design Matrix
PDs	Provincial Departments
PDOC	Provincial Department of Commerce
PDWA	Provincial Department of Women's Affairs
PGM	Project on Gender Mainstreaming
PGM1	Project on Gender Mainstreaming and Policy Development through Upgrading Information and Research Capacity
PGM2	Project on Gender Mainstreaming Phase 2
PO	Plan of Operation
PWG-WEE	Provincial Working Group on Women's Economic Empowerment
RGC	Royal Government of Cambodia
TCD	Technical Coordination Desk
TWG-G	Technical Working Group on Gender
TWG-G WEE	Women's Economic Empowerment Sub-Group of Technical Working Group on Gender
WCCC	Women and Children Consultative Committee
WEE	Women's Economic Empowerment
WEE-WG	WEE Working Group

1. Basic Information of the Project

1.1 Country

Kingdom of Cambodia

1.2 Title of the Project

Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)

1.3 Duration of the Project

First batch: February 27, 2017 to July 15, 2018

Second batch: mid-August 2018 to late February 2022

1.4. Background

The Royal Government of Cambodia (RGC) recognizes women's roles and the importance of gender equality during a time of rapid economic development in Cambodia. The RGC has also implemented various programs and projects for promoting gender equality and women's empowerment. These initiatives are based on national policies, such as the Rectangular Strategy, National Strategic Development Plan, and Neary Rattanak IV (Five-Year Strategic Plan of the Ministry of Women's Affairs). The Ministry of Women's Affairs (MOWA) and the Japan International Cooperation Agency (JICA) have worked together since the 1990s and have implemented the Project on Gender Mainstreaming and Policy Development through Upgrading Information and Research Capacity (PGM1) and the Project on Gender Mainstreaming (PGM2) to promote women's empowerment. PGM1 (2003–2008) through its activities, led to the development of the PGM method, a gender mainstreaming tool.

PGM2 (2010–2015), employing the PGM method, developed a mechanism to enhance women's economic empowerment (WEE) through the gender-responsive projects and programs. Policy recommendations were formulated by MOWA/Provincial Department of Women's Affairs (PDWA) and the partner line ministries/provincial departments in Cambodia.

In February 2015, the terminal evaluation study of PGM2 concluded that the function and capacity of MOWA/PDWA to advocate and coordinate the partner line ministries at the national and sub-national levels had been strengthened. The study also found that the capacity and mechanism to deliver gender-responsive services for enhancing WEE were strengthened at the sub-national level by applying the PGM methods while implementing the pilot projects in Kampong Cham Province. Moreover, the Provincial Three-year Rolling Investment Programs of Kampong Cham Province became more gender-responsive as a result of PGM2.

The achievements of PGM2 include the following.

- An increase in household income and improvement of living standards for both women and men (economic impact)
- Improved gender relationships in households, harmony in couples, reduced gender-based violence, women's empowerment, and an enhanced familial and community awareness of

women's worth (social impact regarding gender)

The PGM method, an important gender mainstreaming mechanism in Cambodia, promotes both vertical and horizontal gender mainstreaming at the national and sub-national levels. In August 2014, the RGC requested the Government of Japan for assistance in strengthening and expanding this gender mainstreaming mechanism across wider regions.

PGM-WEE, in following and building upon PGM1 and PGM2 achievements, aims at contributing to women's economic empowerment in Cambodia by strengthening the capacity of MOWA and PDWA and establishing a sustainable gender mainstreaming mechanism.

1.5 Overall Goal and Project Purpose

1.5.1 Overall Goal

Women's economic empowerment (WEE) is promoted through gender-responsive programs and projects implemented by line ministries/departments through advocacy and coordination by MOWA/PDWA in all the 25 capital and provinces in Cambodia.

【Objectively verifiable indicator】 Gender-responsive programs and projects are planned and implemented by line ministries through improved PGM Methods workshops facilitated by MOWA/PDWA in all the 25 capital and provinces.

1.5.2 Project Purpose

Gender mainstreaming mechanisms are strengthened to promote women's economic empowerment (WEE) at the sub-national levels by the partner line ministries/departments through advocacy and coordination by MOWA/PDWA.

【Objectively verifiable indicator 1】 The "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" are authorized and distributed.

【Objectively verifiable indicator 2】 The scaling-up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Rattanak (the Five Year Strategic Plan) of MOWA.

1.5.3 Outputs

Output 1: The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.

Output 2: Gender mainstreaming mechanisms established by PGM2 is strengthened to promote women's economic empowerment (WEE) with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.

Output 3: Gender mainstreaming mechanisms are established to promote women's economic empowerment (WEE) in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.

Chart 1-1 illustrates the relations among the Overall Goal, Project Purpose, Outputs, and project activities. To achieve these project objectives, PGM-WEE works to build a gender mainstreaming mechanism (indicated by the green line), partnerships among stakeholders, and a strengthening

of gender mainstreaming mechanism through the implementation of scale-up and pilot projects at the sub-national level. The gender mainstreaming mechanism includes government policies, MOWA, Technical Working Group on Gender (TWG), WEE sub-group of TWG-G (TWG-G WEE), partner line ministries at the national level, PDWA, partner line departments, and provincial administration bodies at the sub-national level. The private sector plays an important role in women's economic empowerment at both levels. Actors from the private sector serve as business partners and advisors for men and women in affected communities, the ultimate beneficiaries of the Project. The gender mainstreaming mechanism also positions the private sector as partners of the government for economic development.

PGM-WEE efforts focus on establishing an effective and sustainable gender mainstreaming mechanism. At the sub-national level, a mechanism centered on the WEE Working Group (WEE-WG) will be established (Output 2 and 3). These activities will strengthen technical capacity and coordination between MOWA and PDWA (Output 1). Development tools, such as various manuals and guidelines, are integral parts of the mechanism and will enhance gender mainstreaming.

To achieve the Overall Goal (shown on the right-hand side of the chart below), MOWA and the partner line ministries will collaboratively make a scale-up plan and disseminate the results of the project activities to the public. They will accomplish this through such means as a result-sharing workshop, the websites of MOWA and the JICA Cambodia Office, and social networking service. To ensure that this gender mainstreaming mechanism is recognized by ministries and provinces not partnered with the Project, and to facilitate planning and implementation of gender-responsive projects and programs in all provinces, MOWA in cooperation with partner line ministries will implement the scale-up plan and keep informing the wider public of the benefits of gender mainstreaming.

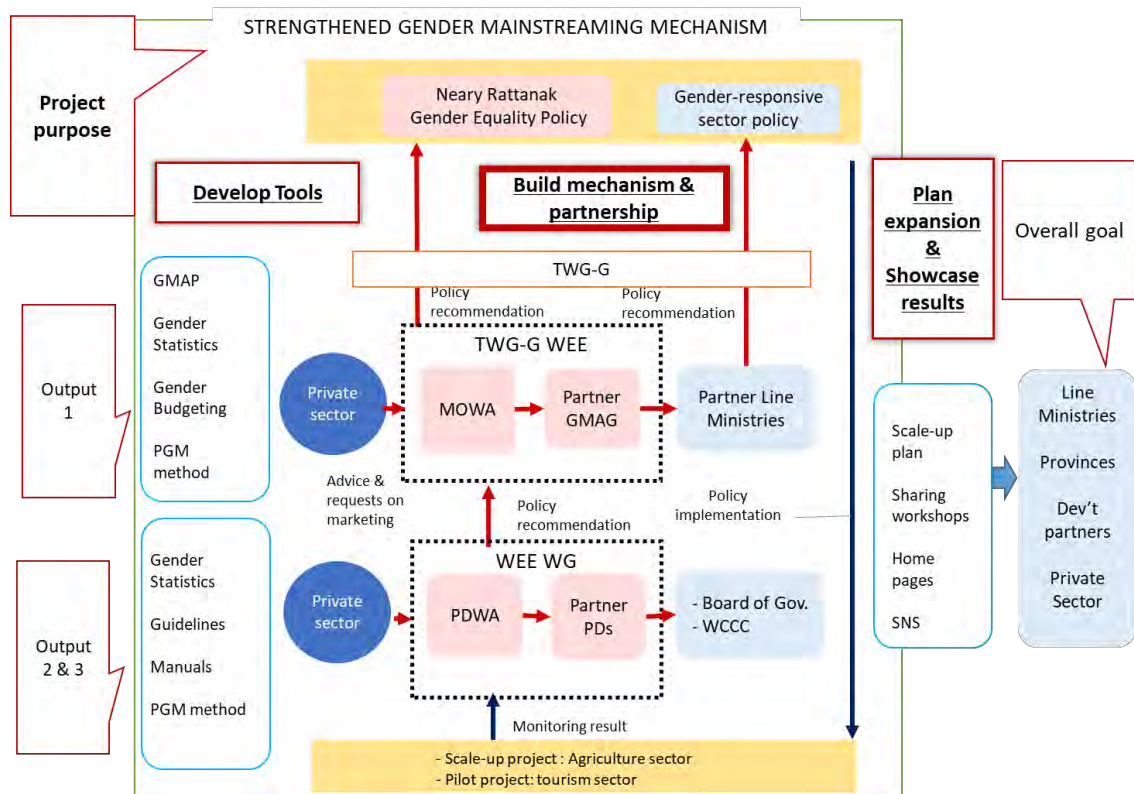


Chart 1-1: Conceptual Framework of PGM-WEE

1.6 Implementing Agency

MOWA and PDWAs implement the project activities in cooperation with their partner line ministries/provincial departments.

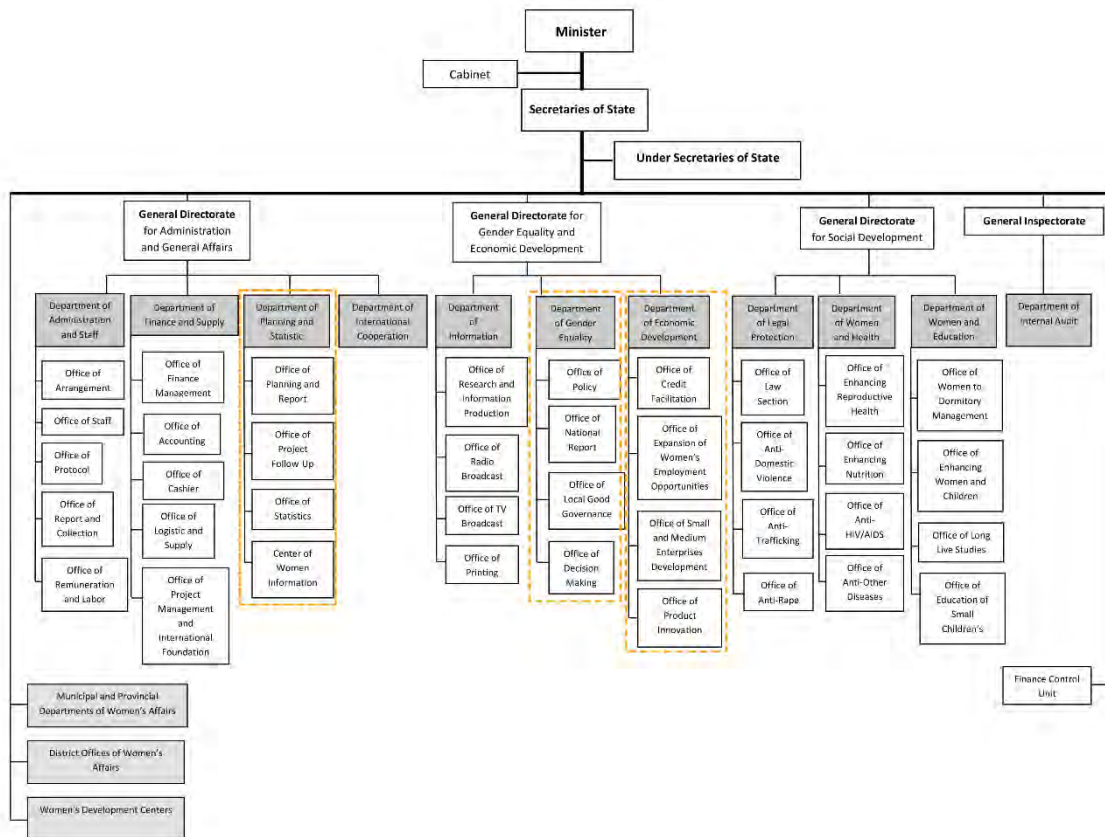


Chart 1-2: Organization Chart of MOWA

1.6.1 Implementing agency

Planning and Statistics Department, Economic Development Department, and Gender Equality Department of MOWA

Provincial Department of Women's Affairs (PDWA) of four provinces (project sites) and Kampong Cham Province (model site)

Chairperson of Joint Coordinating Committee (JCC): Minister, MOWA

Project Director: Secretary of State in charge of economic development, MOWA

Project Manager: Director, Planning and Statistics Department, MOWA

1.6.2 Partner agencies

(1) Partner line ministries at the national level

Ministry of Planning; Ministry of Agriculture, Forestry and Fisheries; Ministry of Industry and Handicrafts; Ministry of Commerce; Ministry of Rural Development; Ministry of Labor and Vocational Training; and Ministry of Tourism

(2) Partner provincial departments (PDs) at the sub-national level

Target province:

Department of Planning; Department of Agriculture, Forestry and Fisheries; Department of Industry and Handicrafts; Department of Commerce; Department of Rural Development; and Department of Labor and Vocational Training

Pilot province:

Department of Planning; Department of Agriculture, Forestry and Fisheries; Department of Industry and Handicrafts; Department of Commerce; Department of Rural Development; Department of Labor and Vocational Training; and Department of Tourism

1.7 Target areas

Phnom Penh

Model province: Kampong Cham

Target provinces: Kampong Chhnang, Kampong Thom, Tbong Khmum

Pilot province: Siem Reap

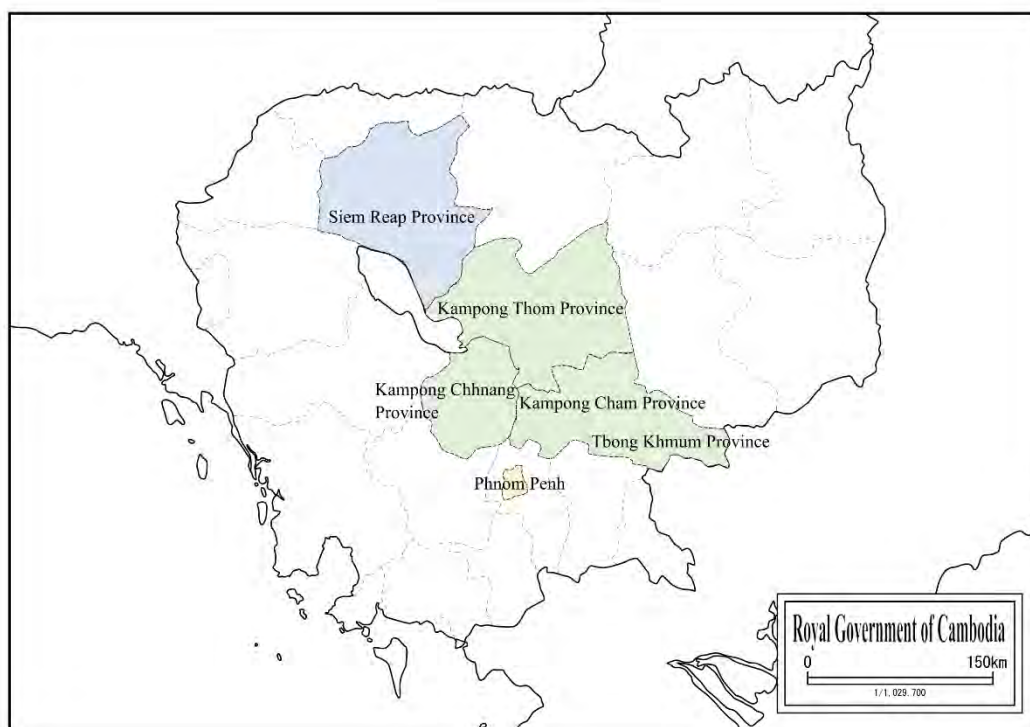


Chart 1-3: Map of the Project Sites

2. Results of the Project

2.1 Results of the Project

2.1.1 Inputs by the Japanese side

Japan's input, including the dispatch of eight experts, was provided as planned with only a small delay in procurement of two units of project vehicles. Beside the activities in Phnom Penh and the target provinces, a third-country training visit was held in the Philippines. Annex 1 shows the details of inputs provision.

Table 2-1: Summary of Inputs by the Japanese Side

Dispatch of Japanese experts	8 experts (Chief Advisor/Gender Mainstreaming ¹ , Deputy Chief Advisor/Gender Mainstreaming ² , Institutional Development/Governance, Women's Economic Empowerment, Market Business Development, Coordinator/Training Management) Total 33.70 M/M
Local staff	5 staff (including 2 Assistant Coordinators, 1 Field Assistant, 1 Senior Coordinator, and 1 Driver)
Technical assistance deliverables	6,000 copies of gender statistics leaflet 2018 were published in both English and Khmer and distributed on International Women's Day.
Equipment	1 multi-function printer, 1 desktop computer, and 4 laptop computers were provided. The total cost of the equipment was 6,090 USD except for two units of vehicles (ISUZU MU-X MY2018) that were procured by the JICA Cambodia Office.

2.1.2 Inputs by the Cambodian side (planned and actual)

A total of 84 personnel from both the national and subnational levels were assigned to implement project activities. Thirteen Focal Persons of MOWA C/Ps were also appointed to coordinate with PDWAs and implement project activities at the sub-national level. Annex 1 provides the list of assigned personnel.

Table 2-2: Summary of Inputs Provided by the Cambodian Side

Counterparts of MOWA	21 counterparts were assigned from the Planning and Statistics Department, Gender Equality Department, and Economic Development Department. 13 counterparts were assigned as Focal Points of each target province to strengthen coordination between the national and subnational levels.
WEE-WG Members	15 members in Kampong Cham Province, 20 in Kampong Chhnang Province, and 28 in Siem Reap Province were selected from PDWAs and partner provincial departments
Facilities	Project offices within MOWA and PDWAs' in target provinces

2.1.3 Outline of the activities

The first batch was dedicated to preparatory activities at the central level. Scale-up and pilot projects planning were performed to strengthen the gender mainstreaming mechanism developed by PGM1 and PGM2. At the sub-national level, the scale-up project plan was based on the lessons and achievements of PGM2 in Kampong Cham Province. The experiences of activities of WEE-WG, the successor to the Pilot Project Coordinating Committee, has provided ideas on the gender

mainstreaming mechanism which the Project aims at, and the future structure and functions of sustainable WEE-WG, that is, an inter-sectoral administration body at the sub-national level to discuss and learn a wide range of WEE related issues to promote WEE on a regular basis. The members incorporate a gender perspective into their own activities and the provincial development plan and formulate policy recommendations based on the experiences on the ground.

Table 2-3 shows the planning and implementation aspects of first-batch activities. The steps were implemented as planned, albeit with some minor changes in timing. The activities under Output 3 started earlier than the original plan because tourism is a new field for MOWA, which anticipated needing more time than initially allotted.

Table 2-3: Planned and Implemented Project Activities¹

Activities		Period	1st batch																	
			2017												2018					
			2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7
【1st batch: February 2017 to July 2018】																				
Cross-sectional activities																				
(1)	Project plan (1st batch) prepared and submitted after consultation	Plan																		
	Actual																			
(2)	Work plan (1st batch) and Monitoring Sheet prepared and submitted after consultation	Plan																		
	Actual																			
(3)	JCC establishment supported	Plan																		
	Actual																			
(4)	Information collection and analysis on the capacity of the counterparts and relevant government systems	Plan																		
	Actual																			
(5)	Competition report (1st batch) prepared and submitted after consultation	Plan																		
	Actual																			
Activities under Output 1																				
(6)	TWG-G WEE subgroup activities supported (Activity 1-1)	Plan																		
	Actual																			
(7)	Revision of gender terminology booklet and gender statistics leaflet	Plan																		
	Actual																			
(8)	GMAP revision (Activity 1-9)	Plan																		
	Actual																			
Activities under Output 2																				
(9)	Review and analysis of the past activities (Activity 2-1)	Plan																		
	Actual																			
(10)	Gender-responsive value chain survey and analysis (Activitiy 2-2)	Plan																		
	Actual																			
(11)	Supplementary activities for marketing (Activity 2-3 and 2-4)	Plan																		
	Actual																			
(12)	Establishing the implementation structure of scale-up projects	Plan																		
	Actual																			
(25)	Planning, implementation and monitoring of the scale-up projects	Plan																		
	Actual																			
Activities under Output 3																				
(27)	Planning, implementaiton and monitoring of the pilot project in the tourism	Plan																		
	Actual																			
Others																				
	Third country training	Plan																		
	Actual																			

¹ Based on Annex 2 of the Project Plan

2.1.4 Cross-sectional issues

Most first-batch activities were completed as planned.

(1) Project plan and work plan

The plan, for the first year of the project, was prepared in Japanese. The Office for Gender Equality and Poverty Reduction, Infrastructure and Peacebuilding Department of JICA approved the plan, while PGM-WEE and JICA sharing and agreeing upon implementation strategies and methodologies. At the end of May 2017, PGM-WEE prepared the Work Plan for the initial year of the first batch (in Japanese, English and Khmer) and submitted it to JICA. This work plan was approved in the first Joint Coordinating Committee (JCC) meeting on July 13, 2017.

(2) Monitoring sheet

Monitoring sheets were prepared in cooperation with MOWA C/P and submitted to the Office for Gender Equality and Poverty Reduction, Infrastructure and Peacebuilding Department of JICA and the JICA Cambodia Office. This occurred in March and September 2017, and March 2018. The sheets were prepared to help monitor and manage the progress of activities and achievements of the project objectives.

(3) Joint Coordinating Committee (JCC)

Two JCC meetings were held during the first batch. The table below summarizes the meetings. For agendas and minutes of meetings, please see Annex 5.

Table 2-4: Summary of JCC Meetings

Chairperson	Participants' affiliation	Discussion Topics	Results
First meeting: July 13, 2017			
Minister, MOWA	MOWA Partner ministries Kampong Cham JICA	<ul style="list-style-type: none"> Outline of PGM-WEE and action plan of the first batch Summary and preliminary results of the review survey in Kampong Cham 	Approval of the work plan of the first batch (PDM version 0)
Second meeting: June 5, 2018			
Minister, MOWA	MOWA Partner ministries Kampong Cham, Kampong Chhnang, Siem Reap JICA	<ul style="list-style-type: none"> Progress and achievements of PGM-WEE Scale-up and pilot projects plan in the second batch 	Shared understanding on the achievements in the first batch, Approval of the plan for the second batch

(4) Analysis of the capacity of C/Ps and relevant government systems

1) Survey on institutional structure

First-batch activities started with the following survey and analysis. The results were used for: (i) planning of the set-up of sustainable WEE-WG and (ii) strategic selection of target and pilot provinces.

Table 2-5: Results of Survey on Institutional Structure (First Batch)

Theme	Time	Survey contents
Government systems related to establishment of WEE-WG	Jun.–Jul. 2017	Reviewed laws and regulations relevant to establishment of WEE-WG to identify appropriate positioning of WEE-WG
Status and challenges of WEE-WG	Dec. 2017 Jan. 2018 Mar. 2018	1) Progress of project support 2) Current activities and activities after the end of the Project 3) Emerging challenges
Dialogues on WEE-WG (Kampong Cham) activity plan	Nov. 2017	Exchanged views on WEE-WG's long-term vision among Chair of Women and Children Consultative Committee (WCCC), Deputy Governor, PDWA Director, MOWA C/P and Japanese experts
Survey on candidate provinces for target/pilot projects	May–Aug. 2017	1) Number of personnel, 2) mandate, 3) organizational chart, 4) relevant projects/programs funded by other donors, 5) training of WCCC, PDWA and other provincial departments, and 6) tourism development plan, 7) migration situation of the four candidate provinces.
Capacity assessment of the candidate provinces' project implementation structure	Jun.–Jul. 2017	Assessed the core capacity for project implementation of WCCC, PDWA, and partner provincial departments of the four candidate provinces.
Rating the target provinces to decide on the implementation order	Jul. 2017	Set criteria to decide the implementation order of the three target provinces and assessed these provinces.
Status of the public financial management reform of Cambodia	Jul.–Aug. 2017	Government budget program and outlines of the public investment budget, progress and analysis of program budget system

Source: Project expert

(5) Project implementation structure

By the end of the first batch, the implementation structure was developed as shown in Chart 2-1 below. At the central level, JCC (consisting of MOWA and partner line ministries) takes charge of overall management. At the sub-national level, WEE-WG (a group of PDWA, WCCC, and partner provincial departments headed by the Deputy Governor) shall implement scale-up and pilot projects. Lessons learned from the experiences of scale-up and pilot projects will be shared with TWG-G WEE to bring policy recommendations to partner line ministries and TWG-G for incorporation into national policies.

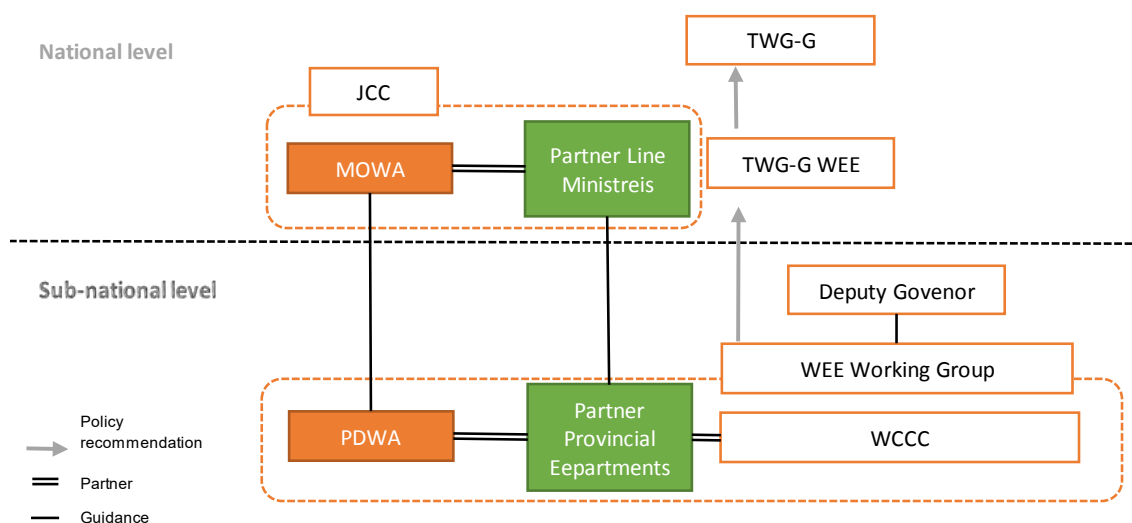


Chart 2-1: Implementation Structure of Scale-Up and Pilot Projects

Chart 2-2 below displays the overall structure of the project and the persons in charge of activities at the national and sub-national levels. MOWA C/P, Japanese experts, and project local staff hold weekly meetings to discuss, plan, and coordinate project activities. For central-level activities, a senior coordinator and one assistant coordinator are placed in charge of technical assistance for cross-sectional activities. Among MOWA C/P, two to three focal points are assigned to each target/pilot province to support sub-national level activities. There will be a pair of field coordinators to provide technical assistance and an assistant coordinator for accounting of scale-up projects and pilot project.²

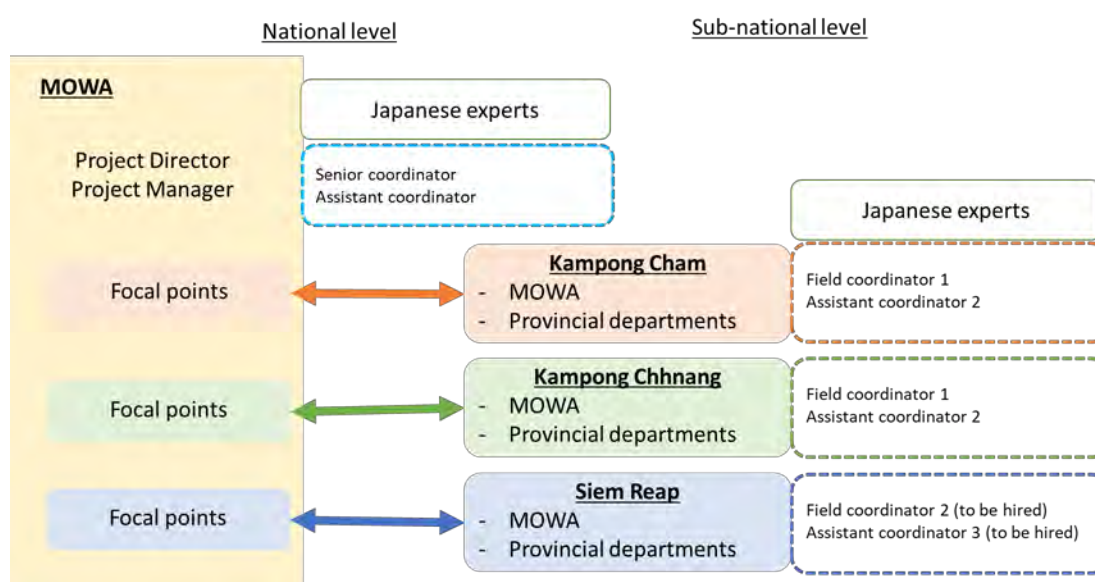


Chart 2-2: Project Management Structure

² The field coordinator and the assistant coordinator for Siem Reap Province will be recruited locally at the beginning of the second batch.

(6) Extension of the first batch

The Cambodian general election is slated for July 2018 and will likely affect project activity implementation before and after it. To avoid such an undesirable situation and ensure effective implementation, the contract period was modified as follows. Part of the activities planned in the second batch and their corresponding funds were moved to the first batch, along with detailed instructions and an amended contract.

Table 2-6: Change in Contract Periods

Original	First batch: Feb. 27, 2017 to mid-Apr. 2018 Second batch: mid-May 2018 to late Feb. 2022
New contract	First batch: Feb. 27, 2017 to mid-Jul. 2018 Second batch: mid-Aug. 2018 to late Feb. 2022

2.1.5 Output 1

Policy recommendations, based on the results of Output 2 and 3 at the sub-national level, shall be incorporated into national policies through TWG-G WEE and partner line ministries. This is an integral part of the gender mainstreaming mechanism of PGM-WEE; therefore, the gender mainstreaming mechanism is required to strengthen TWG-G WEE's functions and support GMAP revisions. However, when PGM-WEE started, it was found that TWG-G WEE activity, a prerequisite for this mechanism, had been dormant for years. After discussions, MOWA and the Project agreed to use the TWG-G WEE system. Meetings of PGM-WEE partner GMAG members as a TWG-G WEE small meeting (not a full TWG-G WEE) will be held. Table 2-7 summarizes the status of the planned Output 1 activities.

Table 2-7: Status of Output 1 Activities

PDM Activity number	Planned activity	Status
1-1	Encourage participation of the private sector in TWG-G WEE	PGM-WEE continued working resumption of TWG-G WEE; TWG-G WEE was not resumed and participation of the private sector in TWG-G WEE was not realized.
1-2	Participation of stakeholders at the sub-national level in TWG-G WEE	TWG-G WEE meetings were not held.
1-3	Participation of TWG-G WEE in activities at the sub-national level	GMAG members of the partner line ministries participated in workshops.
1-4	Revision of gender terminology booklet	To be implemented in the second batch. Planning was done.
1-5	Revision of gender statistics leaflet	Implementation planned in the second batch but implemented in the first batch.
1-9	Support to GMAP revision	Planning was done.

(1) Support to resumption of TWG-G WEE (Activity 1-1, 1-2, 1-3)

TWG-G WEE activities were established with the support of PGM2 and stopped after the end of PGM2. Since the commencement of activities in March 2017, PGM-WEE has worked to resume TWG-G WEE activities in cooperation with the Economic Development Department and prepared the list of its members and the TOR of the new TWG-G WEE. PGM-WEE worked towards private sector involvement as well. PGM-WEE discussed private sector participation in

TWG-G WEE with the Economic Development Department and met the private sector actors. However, TWG-G WEE did not re-start and PGM-WEE was not able to implement its activities at the sub-national level involving TWG-G WEE. Instead, GMAG members of the partner line ministries of PGM-WEE, who are to be TWG-G WEE members, were invited to participate in PGM method workshops to provide technical inputs and gain further understanding on the activities in the provinces.

Near the end of the first batch, MOWA informed PGM-WEE of its decision that it would not resume TWG-G WEE full-scale meetings but instead organize thematic meetings for the time being. Thematic meetings will be held on an ad hoc basis among stakeholders from the public and private sectors, including donors, to discuss specific issues of interest. Full-scale TWG-G WEE meetings will convene for discussion on high-level policies/strategies, such as Neary Rattanak, the five-year strategic policy of MOWA.

Consequently, PGM-WEE proposed to hold TWG-G WEE thematic meetings among GMAG members of the partner line ministries of PGM-WEE³ and this was accepted by the Economic Development Department and the General Directorate for Gender Equality and Economic Development. This TWG-G WEE thematic meetings will provide advice to sub-national-level activities and facilitate incorporation of the insights gained from activities into national policies. PGM-WEE plans to hold meetings twice a year to discuss progress and issues associated with PGM-WEE project activities and policies. PGM-WEE, will work with MOWA for the sustainability of this TWG-G WEE activity.

(2) Revision of gender statistics leaflets and gender terminology booklets (Activity 1-4, 1-5)

The gender statistics leaflets and gender terminology booklets are tools of MOWA/PDWA staff that promote gender equality and women's empowerment. Gender statistics can demonstrate the justification of such programs. Gender equality and gender terminology booklets also help MOWA/PDWA staff better understand gender issues.

Gender statistics leaflet revision was initially planned for the second batch. However, PGM-WEE started revision preparation at the end of 2017 so that the leaflets could be distributed on International Women's Day 2018. Revised leaflets (4,000 copies in Khmer and 2,000 copies in English) were distributed at the event of International Women's Day 2018 and the MOWA annual conference on March 27 and 28, 2018.

Gender terminology booklets will be revised during the second batch. PGM-WEE discussed the procedure within MOWA. PGM-WEE and the General Directorate for Gender Equality and Economic Development agreed that the booklets will be a part of the Cambodia Gender Assessment (CGA), which is scheduled to be revised in 2018. An external expert will be recruited to support MOWA.

³ Participants of these meetings will not be limited to GMAG members of PGM-WEE partner ministries but will include other stakeholders such as the private sector.

(3) Support to GMAP Revision (Activity 1-9)

From the beginning, among the seven partner line ministries, the Ministry of Commerce (MOC), Ministry of Rural Development, and Ministry of Industry and Handicrafts requested PGM-WEE's full-scale support in revising their gender mainstreaming action plans (GMAPs). Their requests included financial support, such as consultant funding, holding meetings in Phnom Penh (among other provinces), and printing. All of this is beyond the Project budget and not conducive to the sustainability of GMAPs. In July 2017, JICA headquarters staff, MOWA C/P, and a Japanese expert discussed these issues. They agreed that PGM-WEE would provide technical assistance only. Following this agreement, individual and group meetings were held with the above three ministries. Each ministry will organize internal meetings to review and revise its GMAP. PGM-WEE and MOWA staff will participate in such meetings and provide technical inputs. MOC started the process in April 2018. PGM-WEE will continue coordination and cooperation with the three ministries for GMAP revision.

2.1.6 Output 2

The planned activities under Output 2, to extract lessons learned from the experiences of PGM2 activities in Kampong Cham Province and to plan scale-up projects, were completed during the first batch. Specifically, PGM-WEE conducted a review survey to assess the achievements of PGM2 in Kampong Cham Province, analyzed the results, and identified issues to consider during the scale-up project plan. In Kampong Cham Province, PGM-WEE conducted supplementary activities, started monitoring activities by WEE-WG, and facilitated information exchanges on WEE. These experiences, along with support from the provincial department of Kampong Cham Province, were used in planning of the scale-up project. WEE-WG was established in Kampong Chhnang Province, one of the three target provinces, and other preparatory activities followed. Most activities were implemented as planned, excluding a few changes in scheduled activities. Scale-up activities, such as a baseline survey, training, and monitoring, will start in the second batch. Table 2-8 shows the status of the progress of the planned activities.

Table 2-8: Status of Output 2 Activities

PDM Activity number	Planned activity	Status
Kampong Cham Province		
2-1	Socio-economic impact survey (review survey)	Completed
2-2	Gender-responsive value chain analysis	Completed
2-3	Monitoring plan development	Completed
2-4	Chicken raising supplementary activities	Completed
2-5	Establishment of WEE-WG	Completed
2-6	Sharing and discussion of monitoring results by WEE-WG	Completed
2-7	Monitoring guidelines revision	Completed
2-8	Gender-responsive marketing manual development	Completed
Scale-up activities (Kampong Chhnang Province)		
2-9	Scale-up plan development	Completed
2-10	Selection of target provinces	Completed
2-11	Establishment of WEE-WG	Completed
2-12	PGM method workshop (Step 1 to 4)	Completed
2-13	Gender-responsive value chain analysis	Completed
2-14	PGM method workshop (Step 5)	Completed

(1) Results of Socio-Economic Impact Survey (Review Survey) in Kampong Cham (Activity2-1)

In Kampong Cham Province, the previous project, PGM2 implemented a pilot project of agriculture (chicken-raising). The purpose of this survey was to confirm the effectiveness of the pilot project of PGM2, while gathering lessons learned, that would contribute to the scaling-up projects of chicken-raising in PGM-WEE. The survey consisted of (i) questionnaires, (ii) focus group discussions, (iii) interviews with commune and village chiefs, and (iv) value chain analysis.

The questionnaire survey was conducted from June 19 to July 6, 2017. The target was 203 farmers (118 women and 85 men) from seven villages in Kampong Cham Province who were trained during PGM2. To grasp detailed information and qualitative changes that could not be obtained from the questionnaire survey, focus group discussions were conducted with 32 farmers (16 women and 16 men). However, the living conditions in Kampong Cham Province changed significantly compared to the time of PGM2, which was a result of rapid economic development in Cambodia. Concurrently, PGM-WEE interviewed commune and village chiefs in the survey target area to obtain fresh data that reveal the socio-economic status of the villages.

Table 2-9: Target Villages of Review Survey

District	Commune	Village	Active period during PGM2
Chamkar Leu	Cheyyou	(1) Cheyyou	Nov. 2013–Aug. 2014
		(2) Trapeang Lpv	
	Svay Teab	(3) Srae Preal	
		(4) Veal Ri Kaeut	
Prey Chhor	Tong Rong	(5) Tong Rong	Nov. 2011–Oct. 2012 (Two extra training sessions were done in Feb. and Mar. 2013)
	Sour Saen	(6) Trapeang Tnaot	
		(7) Trapeang Reang	

(2) Gender-responsive Value Chain Analysis Workshop (Activity 2-2)

During a workshop in Kampong Cham Province on October 18 and 19, 2017, PGM-WEE implemented a gender-responsive value chain analysis in agriculture. Twenty-three officials (seven from MOWA and 16 WEE-WG members from PDWA and partner PDs) took part in the workshop. The contents were developed based on the results of the market survey conducted by PGM2, and the business and the marketing parts of the technical manual about family chicken-raising and the implementation guide for Women's Economic Empowerment in Agriculture both developed by PGM2. PGM-WEE also considered the participants' familiarity with the business and marketing aspects of chicken-raising while preparing the workshop contents. The participants learned the basic concepts of agricultural value chain analysis and received training in making a value chain map of local chicken while utilizing market information from the review survey (Activity 2-1). They discussed reasons why more women than men are engaged in certain core process on the value chain and formulated the gender-responsive value chain matrix.⁴ Through these exercises, they deepened their understanding on value chain analysis from a gender perspective.

(3) Follow-up Activity for Chicken-raising (Activity 2-4)

Following the results of the review survey, PGM-WEE explained the restarting of monitoring to Deputy Governor, Chairperson of Women and Children Consultative Committee (WCCC), Director of PDWA, Directors or Deputy Directors of partner line departments. PGM-WEE carried out supplementary activities in target communities that included vaccinations, shelter maintenance, and business skill training from mid-October 2017 to January 2018.

First, PGM-WEE explained the purpose and contents of the activities to the seven village chiefs and four commune chiefs in the target communities. The chiefs approved the project implementation and follow-up actions consisted of monitoring supplementary activities. Next, PGM-WEE carried out the meeting with farmers in the seven villages and registered them for the activity (the number of final registrants was 45, consisting of 26 women and 19 men). These farmers were registered for monitoring purpose; however, supplementary activities were made open to anyone (most of whom were the target of PGM2).

The results of the follow-up activities are provided below.

Vaccinations: Provincial Department of Agriculture, Forestry and Fisheries (PDAFF), and an Animal Health Worker (AHW) demonstrated vaccine administration to farmers.⁵ Following the demonstration, farmers also practiced administering three vaccines themselves. However, trainers observed, that many farmers miscalculated the water-to-vaccine ratios.

Shelter Maintenance: PDAFF carried out the training. The total number of participants was 33 (24 women and nine men). Farmers without shelter maintenance issues did not participate (many

⁴ The core process consists of input supplier, producer, collectors, processors, retailers, etc.

⁵ PDAFF trained AHW through an IFAD project implemented from 1996 to 2001. AHW supports farmers for medical treatment of livestock, vaccination and so on. Although AHW may get a fee from farmers, official salaries are not paid by the government. Currently, AHW is active with one person for each 2-3 villages in Kampong Cham Province.

farmers continue to follow tradition by raising free-range chickens and are resistant to using shelters).

Business Skill Training: The Provincial Department of Commerce (PDOC) conducted the training for business planning and tried to facilitate business matching between farmers and middlemen. PDOC helped farmers conclude a contract with middlemen. Thirty-five farmers (16 women and 19 men) participated. Although the conditions of the contracts were slightly different from village to village, they were ultimately signed as a result of negotiations between farmers and middlemen.

(4) Establishment of WEE-WG in Kampong Cham Province (Activity 2-5)

1) Discussion on Institutional Justification of WEE-WG

At the meeting between the Director of the Planning and Statistics Department of MOWA⁶ with JICA Experts⁷ and the WCCC chairperson⁸ with the Deputy Governor⁹ of Kampong Cham Province on March 9, 2017, mismatching in understanding of institutional positioning of WEE-WG among Japanese and Cambodian meeting participants was found. The Director explained that WCCC was simply an advisory committee of the provincial council and not an appropriate supervising body of WEE-WG and WEE-WG should be established under supervision of the Deputy Governor under the Board of Governors of the provincial administration body. Following this, the Project team held a series of activities (i.e., exchanging opinions with Deputy Governors and WCCC Chairpersons during a visit for research to select candidate provinces for the scale-up/pilot projects from late June to early July 2017) and performed additional research on the roles and functions of the WCCC and Board of Governors during July 2017. Based on the information collected, PGM-WEE concluded that WEE-WG shall be established as an inter-sectoral group for the implementation and coordination of public administration services and policy recommendations in the provincial administration body. The official establishment procedure of the WEE-WG in each of the target and pilot provinces was also clarified.

2) Establishment Process of WEE-WG

Following the above-mentioned process, the Secretary of State of MOWA issued an official request letter, regarding establishing WEE-WG, to the provincial governor of Kampong Cham Province on August 17, 2017.¹⁰ Next, the Project's C/Ps and a JICA expert visited key actors of Kampong Cham Province (i.e., the WCCC Chairperson, the Deputy Governor, PDWA's Director, and director-level officials of PDs) to explain re-activation of monitoring activities. Officials agreed to start the preparation process in late September 2017. They also decided to establish WEE-WG under the supervision of the Deputy Governor and approved a draft list of the members. The listed members included: (i) the Deputy Provincial Governor and (ii) two officials from management and technical level from each of PDWA and the six PDs (the total number of

⁶ Ms. Te Vouchlim

⁷ Ms. Y. Ogawa, Ms. Tsurumine, Ms. Yagi, Mr. Osada and Mr. Hashiguchi

⁸ Her Excellency Khong Sun Eng

⁹ Her Excellency Sy Vantha

¹⁰ Her Excellency Ms. Chan Sorey

members is 15).¹¹ Finally, they issued an official letter dated October 6, 2017, announcing the establishment of the WEE-WG by MOWA's Secretary of State. All partner PDs of Kampong Cham Province endorsed the letter. Thus, the WEE-WG was officially established under the supervision of the deputy governor and was legally justified.

3) Participation of Academic and Private Sectors

During the preparation stage of the monitoring, the Project asked the PDs about the feasibility of academic and private sector participation in the WEE-WG. Key PDs of the WEE-WG, PDAFF, and PDOC objected to participating as official members. Their major concerns were the following: (i) it would be exceptional to involve people outside the government as official members in WEE-WG; (ii) PDAFF already had enough capacity to provide farmers with technical services in chicken-raising; (iii) PDOC had enough familiarity with market access for chicken wholesales; and (iv) there was an overall lack of necessity in involving these actors. After the PDs had recognized issues that had been identified at the review survey, the WEE-WG decided to assign vaccine dealers and AHW in villages as the private partners who would provide complementary service to PDAFF.¹²

4) WEE-WG Activities in the Current Batch

The table below summarizes major WEE-WG activities in Kampong Cham Province.

Table 2-10: WEE-WG activities in Kampong Cham Province

Activity	Timing
Regular WEE-WG meeting	Held six times: September, November, December 2017, and January, March, and May 2018
Institutional strengthening workshop	Held on October 31, 2017
Designing the monitoring framework	Set and approved in the monitoring workshop in November 2017, and implemented
Monitoring implementation	Implemented three times: December 2017, February and April 2018
Revising the monitoring guideline	Revisions based on three-time monitoring were put together and approved in the sixth WEE-WG meeting held in May 2018.
Preparing a budget request	PDWA is preparing the action plan that was drafted in the fifth WEE-WG meeting for securing the budget for FY 2019–2020.

(5) Re-activation of Monitoring (Activity 2-3, 2-6)

The major purpose of reactivation of the monitoring activities in Kampong Cham Province is to verify the effectiveness and impact of PGM2's pilot project approach to chicken-raising while incorporating lessons learned into PGM WEE's scale-up planning. The Marketing Manual of

¹¹ PDAFF, Department of Rural Development, Department of Labor and Vocational Training, Department of Industry and Handicrafts, Department of Planning and Department of Commerce

¹² PGM-WEE discovered that: (i) reliable vaccine distributors should be introduced when dealers sell vaccines with worsened quality and (ii) the number of the PDAFF staff is not sufficient to service all villages in the province as an extension service for chick raising and health.

Chicken-Raising and an updated Monitoring Guideline will be the final products of the reactivated activities.¹³

1) Preparation Process for the Monitoring Plan

① Research on Institutional Arrangement of PGM2 Pilot Project

This research was conducted from July 17 to 21, 2017, to extract lessons learned on the institutional arrangement for the pilot project of PGM2. Mr. Tim Phiyary, Deputy Director of the Planning and Statistics Department, was designated as main C/P in charge. He and a JICA expert conducted key informant interviews with more than 20 people of the seven provincial departments who were former Pilot Project Coordination Committee members at PGM2.¹⁴

Key research questions evaluated the contribution of the institutional arrangement of pilot project to WEE at: (i) efficiency to pilot project implementation, (ii) promoting the impact of results of the pilot project, and (iii) realizing sustainable WEE effects by the pilot project. Members identified more than 40 lessons and challenges through the key informant interviews, which revealed the following priority issues critical to the upcoming reactivated monitoring activity: (i) enhancing feedback from the central ministries to provincial actors after submission of monitoring reports, (ii) providing information of chicken market prices and negotiation skills with middlemen, (iii) sustaining chicken-raising skill in the trained farmers, (iv) chicken vaccination skills training, and (v) securing qualified vaccines for chicken.

② Institutional Strengthening Workshop

The Project conducted an Institutional Strengthen Workshop targeting all the WEE-WG members on October 31, 2017. The participants discussed and compiled countermeasures to the priority issues into an objective tree. Recommended countermeasures were the following: (i) request the central partner ministries to respond to policy recommendations in the monitoring reports, (ii) provide refresher training to farmers on chicken vaccination, shelter maintenance, and marketing on chicken sales, and (iii) efficiently use AHWs in villages as resource persons providing correct skills and knowledge on vaccination and chicken health environment. WEE-WG members agreed on incorporating these countermeasures in refresher training and monitoring activities.

2) Planning of Monitoring

The JICA expert in charge of monitoring held discussions with the C/Ps who previously conducted the monitoring of PGM2¹⁵ and specified challenges in countermeasures in monitoring. Based on the discussion, updated monitoring tools, monitoring workflows, and questionnaires to the farmers were drafted and discussed in weekly regular C/P meetings and other ad-hoc meetings with focal points of Kampong Cham Province. After this process, PGM-WEE conducted the

¹³ Updated version from the Guideline developed by PGM2.

¹⁴ PDWA, PDAFF, Department of Rural Development, Department of Labor and Vocational Training, Department of Industry and Handicrafts, Department of Planning, and Department of Commerce.

¹⁵ Mr. Tim Phiyary, Deputy Director of the Planning and Statistics Department, and Ms. Kim Sovanny of the Chief Office of the Planning and Statistics Department.

Monitoring Workshop with the WEE-WG members of Kampong Cham Province, in which PGM-WEE presented tools to use in the upcoming monitoring. WEE-WG agreed to conduct monitoring over three sessions (December 2017, and February and April 2018).

3) Implementation of Monitoring

From December 25 to 28, 2017, from February 19 to 23, and from April 3 to 6, 2018, three monitoring activities were conducted targeting the 45 farmers in the seven target villages who had received Project's Refresher Training. The following processes were implemented on each occasion for the capacity development of WEE-WG members: (i) confirmation of visiting schedules and appointments with the farmers, (ii) review and updating of the questionnaire, (iii) mock field interviews, (iv) field interviews with the farmers, (v) sharing and discussion of identified issues in the field, (vi) compilation of interview results, (vii) practice of monitoring report preparation, and (viii) confirmation of monitoring report workflows and deadlines. In addition to these regular activities, MOWA C/P lectures provided basic knowledge of WEE to new members of WEE-WG at the second monitoring. The Deputy Governor also took part in the first and third monitoring. A former WCCC Chairperson, who had worked on previous PGM projects, also participated in the third monitoring at the target villages. Thus, capacity development steps for policy recommendation were conducted through the monitoring, with active participation of the PD officials and policy-makers in the provincial council of Kampong Cham.

4) Sharing Monitoring Results and Coordinating Field Activities

At the fourth, fifth, and sixth regular WEE-WG meetings during monitoring implementation period, the WEE-WG members: (i) confirmed progress of the next monitoring preparation, (ii) shared key issues in the villages and discussed possible solutions, and (iii) monitored progress of the report preparation. At the fifth regular meeting, a member of the Provincial Department of Commerce introduced WEE-related activities in their ongoing projects of the International Fund for Agricultural Development (IFAD). All the members discussed and prepared a list of WEE-related training sessions of respective PDs.

5) Efforts to Ensure WEE-WG's Sustainability

At the fifth regular WEE-WG meeting, in March 2018, MOWA C/P and JICA experts prepared a draft action plan for fiscal year 2019–20. The draft listed similar activities: (i) training for farmers on chicken-raising and WEE, (ii) regular monitoring (four sessions), and (iii) regular meetings (four sessions). PDWA committed to finalizing and submitting the draft to the Deputy Governor for Budget Application for 2019–20. It was also confirmed, both at the WEE-WG regular meeting and at the Project's weekly meeting in April 2018, that the MOWA C/Ps would continue to support the process until the budget was approved.¹⁶

¹⁶ This was recommended by Ms. Chhoy Kimsor, advisor of MOWA.

(6) Updating Monitoring Guideline (Activity 2-7)

1) Updating Process

The JICA expert in charge of the updating the monitoring guideline held discussions with the MOWA C/Ps¹⁷ who previously monitored PGM2. The Project aimed to specify challenges and points to improve the original version of Monitoring Guideline by PGM2 (the Guideline). Based on these points, the JICA expert drafted updated monitoring tools consisting of: (i) workflow of the monitoring reports, (ii) monitoring report formats, and (iii) a questionnaire. The JICA expert then discussed these items with MOWA C/Ps at a regular weekly meeting, and team meetings, with the focal points of Kampong Cham Province. Following the drafting process in MOWA, the WEE-WG members of Kampong Cham reviewed and agreed on the tools at the Monitoring Workshop in November 2017. Moreover, the monitoring tools were actually used and improved over three monitoring sessions. Incorporating the improved tools, the Guideline was updated and eventually approved at the sixth WEE-WG meeting on May 8, 2018 as an official result of project activities in Kampong Cham Province. In the coming scale-up and pilot activities in Kampong Chhnang and Siem Reap Provinces, the tools of the updated Guideline will be used and further updated as needed.

2) Major Updated Points from PGM2 Guideline and Direction for Scale-up/Pilot Projects

① WEE-WG as the Implementing Body of the Monitoring:

WEE-WG is the implementing body of the monitoring activities established under the Deputy Governor in each province. It is a permanent working group which coordinates WEE activities of multi-sector departments. This is the major difference from the Pilot Project Coordination Committee of PGM2 which served as a temporary body during PGM2 implementation.

② Simplifying Composition of the Monitoring Reports and their Preparation Procedure:

Composition of the monitoring report was concentrated into four types instead of the 17 types of the reports that existed in PGM2, which were too burdensome for monitoring implementers.

③ Following Monitoring Method Introduced in PGM Method Manual:

This manual introduces a sample case of monitoring method, with indicators of the Logical Framework that were verified in the follow-up activity in Kampong Cham Province.

④ Enhancing Result-based Monitoring:

Updated monitoring report formats required to observe achievement of output indicators and outcome and impact of scale-up/pilot projects.

⑤ Employing an Analytical Approach to Lead the Recommendations:

Updated report formats adopted new data analysis processes that emphasized the achievement rates of each indicator, which were calculated from questionnaire surveys at the target villages. The reports specify obstacles and facilitate preparing the recommendations for countermeasures.

¹⁷ Mr. Tim Phiyary, Deputy Director of the Planning and Statistics Department, and Ms. Kim Sovanny of the Chief Office of the Planning and Statistics Department.

⑥ Preparing Recommendations for Improvement of Public Service and Policy Making:

Incorporating ground-level policy recommendations into sub-national and national-level policies is an important aspect of the gender mainstreaming mechanism PGM-WEE aims to establish. The updated report formats and monitoring activity are provided to help realize the recommendations for WEE.

⑦ Clarification of Roles with the Terminal Evaluation

In the scale-up and pilot projects, evaluation studies are planned, in which detailed data from baseline and end-line surveys will be collected and processed to measure outcomes and impacts of the projects. Therefore, it can be an option to set separate roles between the evaluation study and monitoring in a scale-up/pilot project; outcome and impact (i.e., achievement of WEE in households is measured) and policy recommendations are prepared in the evaluation study. Output would be measured through the application level of trained skills and knowledge in households, which is monitored and applied to current issues advised at every regular monitoring.

(7) Lessons Learned from Follow-up Activity in Kampong Cham Province

1) Lessons Learned from Chicken-raising Activity and Measures for Promoting WEE

The issues/lessons from the review survey and the follow-up activities in Kampong Cham are listed below.

① Opportunities for Earning Income from Migration and Industries Other than Agriculture are Increasing

Even if the wages are low, many farmers prefer factory work that provides stable income. Therefore, in selecting the target villages for the scaling-up project, it is essential to choose locations with high needs in agricultural activities (including chicken-raising).

② Men are Mainly Responsible for the Construction of Chicken Shelters

As the construction cost of chicken shelters is likely to be a bottleneck to start-up businesses for widows, it is necessary to pay attention to the family composition of each target household.

PGM-WEE promotes chicken-raising activity based on the cooperation between women and men, thereby ensuring the use of shelters.

③ Vaccines Not Being Properly Administered

Only a few farmers use vaccines for reasons including the following: (i) vaccines are not properly applied according to the age of chickens; (ii) vaccine management quality is inappropriate and deteriorating; (iii) the pure water-to-vaccine ratio is often incorrect; and (iv) farmers distrust vaccines because the chicks die even after vaccination (ironically a consequence of farmers not using shelters).

To prevent erroneous vaccine administration as described above, PGM-WEE will consider distributing posters to farmers and help them understand correct vaccine usage. In addition, the project will form a farmer group and invite vaccine vendors to the villages. Moreover, vaccinations will be administered per 100 chicks, which will benefit both farmers and vendors.

④ Low Rates of Proper Chicken-Raising

As farmers feel that chicken's death is the largest obstacle to chicken-raising, PGM-WEE emphasizes breeding management with proper hygiene and encourages the prevention of diseases. Because grown-up chicks do not fit in small cages, some farmers use the net and shelter and others abandon using the shelter altogether and return to the traditional (free-range) way of raising chickens. Because the success of chicken-raising depends on whether farmers apply their newly acquired skills in practice, we may need to raise the general awareness of target farmers, in addition to transferring technical matters. Therefore, the training contents in the scaling-up project need to be designed to promote their overall awareness.

⑤ Many Farmers Do Not Perform Bookkeeping, Making Profitability Unclear

PGM-WEE will encourage farmers to make a business plan during business skill training and increase their motivation by visually presenting the profitability of the chicken-raising business. In addition, PGM-WEE will suggest that farmers continue bookkeeping through the monitoring process.

⑥ Middlemen Bring Down the Prices of Chickens Because the Majority of Farmers are Raising Chickens on a Small Scale

During PGM2, the support for selling chickens after the technical training for chicken-raising was insufficient. Therefore, in addition to business matching with intermediaries and support for making a sales agreement, PGM-WEE will encourage farmers to develop a better system. It will include transporting chickens to one place for selling, so that intermediaries can efficiently collect chickens from farmers. By doing so, it is expected that even small farmers can make decent earnings.

⑦ Limited Information Sources on Chicken-Raising Techniques and Chicken Diseases

PGM-WEE will try to increase information sources through the development of relationships among farmers, AHW, and vaccine vendors who can access the village easily.

⑧ Improvement in the Perception of Gender

Through the chicken-raising activity during PGM 2, women's voices in their families were enhanced and conflicts at home decreased. In the scaling-up project, PGM-WEE will use the training contents about gender that were implemented in PGM 2.

⑨ Chicken-Raising Activity Includes the Essential Elements for Realizing WEE

Chicken-raising is relatively easy work for female farmers and they can operate the business from home. In the scaling-up project, PGM-WEE will check spaces for chicken-raising potential, verify access to the market in advance to ensure WEE outcomes realized.

⑩ Chicken Theft is a Major Problem for Chicken-Raising Activities

In Kampong Cham Province, it was found that many farmers had chickens stolen at night, though the extent of the damage varied. Law enforcement is lacking in villages. It is difficult to arrest a suspect because of insufficient evidence even if the villagers know who the criminal may

be. Chicken theft has been a major issue since PGM2. PGM-WEE will select the villages for the scaling-up project where theft is relatively low, and villagers are serious about combating this matter.

⑪ Collaboration with Reliable Hatchery Farms and Stable Supply of Chicks Are Important

There were cases in which 200 chicks purchased from a hatchery farm were hybrid but not local chickens. Farmers discovered this as they were growing. In addition, there were cases where malicious dealers deceived farmers into thinking that chicks purchased from the dealer had been vaccinated. The chicks, however, died immediately. If farmers lack the knowledge to distinguish healthy chicks from unhealthy ones, it is probable that the same thing will happen again. Therefore, PGM-WEE will train farmers to identify healthy chicks. In addition, to maintain stable production, it is critical to obtain vaccinated chicks from reliable hatchery farms. PGM-WEE, together with PDAFF, will consider developing the system to purchase chicks from hatchery farms recommended by the project.

2) Lessons on Institutional Arrangement

The following are summaries of issues and lessons learned from the monitoring in Kampong Cham Province.

① Institutional Justification of WEE-WG

According to MOWA's comment and institutional research conducted in May 2017, it was established that WEE-WG should be legally organized under the supervision of the Deputy Governor in the Board of Governors of the provincial administration body. Moreover, the Project team agreed on this justification with the WCCC chairpersons, Deputy Governors and Directors of PDWAs, and partner PDs of Prey Veng, Kampong Chhnang, Kampong Thom, and Siem Reap Provinces while researching candidates for the target/pilot provinces from June to July.

② Financial Basis of WEE-WG

For one monitoring session, with 15 members working with 45 target farmers at seven villages in a province, it will cost around 1,000 USD. This includes daily allowances, lunch-boxes, gasoline, and tea breaks. Given that the disbursement to WCCC's annual budget is around 500 to 700 USD, it might be difficult to procure the above amount of funding for multiple monitoring sessions every year. Based on this estimation, the WEE-WG of Kampong Cham Province decided to propose budget allocation for fiscal year 2019–2020 by each member PD. Following the case of Kampong Cham Province, each WEE-WG of the target and pilot provinces needs to seek individually suitable and realistic options for sustainable budget source after the exit of JICA's support.

③ Significance of Monitoring

First, it is a consistent process with the basic principle of the Decentralization and Deconcentration (D&D reform policy) of the RGC, in that local officials directly hear the people's need for public service and feedback to local and central policymaking. Second, information sharing and networking among the provincial department are activated, through collaboration

towards the common targets for WEE by multi-sector departments that are otherwise likely to work only in vertical administrative manner. Finally, monitoring is an effective opportunity for government officials to learn and practice monitoring technique. Repetitive processes used to track development indicators and to provide feedback will improve administration activities and recommendations to policy-makers. Thus, monitoring is certainly significant as a practical means of capacity development for the local administration bodies along the D&D reform policy.

Meanwhile, monitoring may present challenges concerning the optimum re-distribution of public finances and the feasibility of the budget procurement. This stems from the need to mobilize and invest the above-mentioned amounts of public funds into only a few villages among more than 900 villages in a province. Therefore, a new element was added to a regular WEE-WG meeting of Kampong Cham Province; stakeholders held a case-study session to share WEE-related experiences of a PD and identify adoptable lessons for the other member PDs. This was a trial to develop a financially feasible option for the WEE-WG to coordinate the multisector PDs under a common target, WEE. In the following target and pilot activities in Kampong Chhnang and Siem Reap Provinces during the second batch, the case-study session may be embedded to develop more options than the monitoring for the WEE-WGs. Moreover, it is important to incorporate any kind of financially sustainable activities into the WEE-WGs' action plans of the following provinces.

④ Advantages of WEE-WG

In terms of differentiated functions from the WCCC's, it would be advantageous of the WEE-WG to (i) implement unique WEE-specific activities, (ii) engage management as well as technical levels of PD officials in sharing activities to hear people's needs and issues concerning public services and policy recommendations, and (iii) provide an opportunity for capacity developer especially for young officials. In Kampong Cham Province, it was effective when officials had direct dialogue with the farmers in the field and they were able to realize their mission as civil servants. These meetings also proved that it was effective to exchange opinions and mutual advice over cross-cutting issues between different classes of officials, such as directors and young officials, management and technical levels, and among different sector departments. Moreover, young PD officials who recently graduated from higher education showed potential at field monitoring and report preparation.

⑤ Challenges in Policy Recommendation

In Cambodia, where top-down culture and government control are still strong, lower ranking officials have hardly any opportunity to make recommendations to higher-ranking policy makers. They usually have to follow and report to those in higher positions. Thus, it could be unfamiliar challenge for the WEE-WG member officials to prepare policy recommendations. As mentioned earlier, however, this is an important function of the local administration (in line with the D&D reform policy of RGC). Enhancing the policy recommendation capacity could have a significant impact for near future of the local officials.

⑥ Development of Monitoring Tools Matching Officials' Capacities

Some of WEE-WG members of Kampong Cham Province had insufficient core capacity for preparing policy recommendations in the monitoring reports. The issues identified included the following: (i) inexperience in developing recommendations through field surveys, result analyses, and making inferences, (ii) weaknesses in basic mathematics, such as percentage calculation, and (iii) inability to find solutions for problems while applying learned methodology. In tackling this reality, PGM-WEE tried to develop effective monitoring tools that could match and complement insufficient core capacity. The tools were as follows: (i) the monitoring report formats that can gradually lead to recommendations, (ii) sample sentences in the report formats that can show how to write required contents in the reports, and (ii) data sheets in Microsoft Excel that can automatically compile data summaries and show graphics once they input raw data.

⑦ PDWA's Commitment and Management at WEE-WG

It is essential that PDWA take the lead in facilitating WEE-WG's activities. PDWA mainly depends on MOWA C/Ps' support, however, and PDWA's commitment might not be strong enough for future sustainability. Therefore, in the pilot/scale-up projects, it is necessary to increasingly delegate active roles to PDWA and reduce MOWA's intervention. This should accelerate PDWA spontaneous capacity development.

⑧ Role of Provincial Department of Commerce at WEE-WG

In WEE-WG activities in Kampong Cham Province, the Provincial Department of Commerce actively took the lead in promoting appropriate sanitary environments of chicken shelters. Officials additionally supported and established contracts between farmers and middlemen in chicken sales. This demonstrated the effectiveness of involvement of the Provincial Department of Commerce with marketing aspects of the Project.

⑨ Focusing on the Coordination Function of WEE-WG

During the implementation of training and monitoring of farmers, the WEE-WG members tended to focus on supporting chicken-raising business. The primary goal of the Project, however, is to develop capacity of the public sector to consider improvement of their services and policy recommendations. It is necessary to patiently explain to the WEE-WG members and help them understand the goal of scale-up and pilot projects.

⑩ Modality in Participation of Private and Academic Sectors in WEE-WG

It was institutionally difficult to define private and academic sector actors as official members of WEE-WG, which is set under command structure of the Board of Governors of a provincial administration body. Moreover, it was confirmed that mobilizing the private actors is ineffective and difficult if they do not see any benefits in participation. Based on these facts, it would be more realistic to mobilize such actors defined as "cooperating actors or partners of WEE-WG" and to utilize their participation in specific periods as needed.

(8) Selection of the Target Provinces (Activity 2-9, 2-10)

Initially, MOWA's project director, project manager, and the JICA expert team collaborated in listing the following four candidates for the target provinces: Kampong Chhnang, Prey Veng, Kampong Thom, and Tbong Khmum Provinces (from March through May 2017). Next, they discussed a draft of selection criteria which was finalized in June 2017. The criteria included the following: (i) organizational capacity of the provincial administration of PDWA and the partner PDs, (ii) leadership of WCCC and deputy provincial governor, (iii) existence of other cooperating organizations, and (iv) market potential. In addition, the above-mentioned organizational capacity of "(i)" included the level of understanding of the partner PDs on gender mainstreaming. The third step involved using the criteria, when a team composed of the MOWA project director, project manager, the two department directors, and JICA experts visited and evaluated the four candidate provinces. They utilized interview surveys at the provincial administration bodies from June 28 to July 6, 2017. Finally, they selected the three provinces (excluding Prey Veng). The main reason that officials did not select Prey Veng was the lack of office space and its inability to bear the costs for local electricity. In addition to the selection, the team determined the order in which to implement the scale-up projects: (1) Kampong Chhnang Province, (2) Kampong Thom Province, and (3) Tbong Khmum Province.

(9) Establishment of WEE-WG in the Target Provinces (Activity 2-11)

In the first batch, the following activities were implemented exclusively in Kampong Chhnang Province.

1) Establishment Process of WEE-WG in Kampong Chhnang

The Project team presented the need for the establishment of WEE-WG to the WCCC Chairperson, Deputy Governor, members from PDWA, and partner PDs at the initial meeting on November 16, 2017. Subsequently, the Secretary of State of MOWA issued an official request letter to the Provincial Governor of Kampong Chhnang Province and the WCCC Chairperson calling for the establishment of WEE-WG on November 22, 2017. In response to the request letter, the Decision of Provincial Governor to Establish WEE-WG was issued on February 8, 2018, which stipulated the legal establishment of a permanent group under supervision of the Deputy Provincial Governor.

2) Structure of WEE-WG of Kampong Chhnang Province

The 23 members include the WCCC Chairperson, Deputy Governor, three members from PDWA, and one each from the six partner PDs.¹⁸ Among these are the WCCC Chairperson, Deputy Governor, and PDWA Director (all of whom are designated as the WEE-WG Members responsible for decision making of the group). Two other PDWA officials, and those from the partner PDs, are appointed as Secretariat Members who assume implementation of activities.

¹⁸ PDAFF, Department of Commerce, Department of Rural Development, Department of Labor and Vocational Training, Department of Planning, Department of Industry and Handicrafts.

3) Participation of the Private Sector

The Project team held meetings to confirm the feasibility of collaboration with local actors in chicken-raising and WEE, during the target village selection research from March to April 2018. Consequently, AHWs in villages and vaccine dealers will act as cooperating partners and provide technical services and trainings in vaccination to the farmers. Moreover, female entrepreneurs and active farmer group leaders will also provide training and guest speeches in the WEE-WG meetings.¹⁹ Their participation is pending official approval at the WEE-WG meeting scheduled to occur at the beginning of the upcoming second batch.

4) Summary of WEE-WG Activity of Kampong Chhnang Province in the First Batch

Since its establishment, the WEE-WG has implemented three meetings (February 27, April 23–26, and May 9, 2018) in which scale-up project activities were planned. At the first meeting, the following activities were held: (i) defining the institutional design of the WEE-WG, (ii) approving the criteria for the target village selection, (iii) explaining the WEE-WG's functions and activities, and (iv) confirming the activities in the first batch. At the second meeting (v) the result of the target village selection survey was shared and (vi) PDM skeleton and the action plan of the scale-up project were drafted (this was carried over from two previous PGM workshops since November 2017). The WEE-WG chairperson approved the final outline of the PDM and Plan of Operation at the third meeting.

5) Required Effort for Next Steps

Project plans to support the WEE-WG in budget application for fiscal year 2021–22 that will start around March 2020. The procedure will include essential processes (i.e., preparation of an action plan and specifying budget share rate and method among the members). The process will be developed on the basis of the actually disbursed amount by the Project for the scale-up activities and on the members' understanding of the activity costs. The budget is to be compiled in the Annual Work Plan and Budget (AWPB), which should also be incorporated into any of the Annual Development Project Plan, the Three-Year Rolling Plan, or the Five-Year Socio-economic Development Plan.

(10) PGM Method Workshop and Value Chain Workshop (Activity 2-12, 2-13, 2-14)

1) PGM Method Workshops

From December 26 to 28, 2017, the first PGM method workshop of Kampong Chhnang Province was conducted. The participants engaged in activities to logically identify contents of the Project Design Matrix (PDM), such as project objectives and activities. First, they analyzed policies of five sectors (agriculture, commerce, labor and vocational training, rural development and industry, and handicrafts) related to WEE and clarified the roles of PDs in the implementation of such policies. The participants then identified and analyzed stakeholders and issues

¹⁹ The Project is coordinating with active groups that an international NGO, FIDR (<http://www.fidr.or.jp/about/about.html>), fostered in chicken-raising business.

surrounding women engaged in chicken-raising. Based on these analyses, the narrative of the PDM (Overall Goal, Project Purpose, and Outputs) were discussed and drafted.

The second PGM method workshop was held from April 24 to 26, 2018 and featured a gender-responsive value chain analysis. Exercises included making a value chain map and a gender-responsive value chain matrix of chicken-raising. PGM-WEE facilitated the session and delivered lectures on the significance and means of analysis of activities of each actor. They also covered relationships among the actors on value chain. Portions of the Project Design Matrix (PDM), such as the Project Purpose and its indicators, outputs, and activities, were drafted in a participatory manner according to the PGM method.

2) Revision of the Training Content of Chicken-Raising Activities

PGM-WEE revised the contents of the training for chicken-raising activities. The training in the scaling-up project will be planned and implemented in cooperation with WEE-WG (based on the chicken-raising technical manual for farmers, and implementation guidelines for administrative personnel, developed by PGM2). In addition, the lessons learned from the chicken-raising activity, mentioned in (6) 1) above, will be shared with WEE-WG and incorporated into the training contents of the scaling-up project. It is anticipated that parts of the manuals could be changed through the experiences of the scaling-up project. PGM-WEE, however, will not revise manuals after the scaling-up project because it is not included in the products of the PGM-WEE according to PDM. PGM-WEE will continue discussions with MOWA C/P on how the information and lessons learned can be retained within MOWA after the Project's end.

Moreover, PGM-WEE and MOWA C/P agreed that the information on marketing would be added in the appropriate part of the existing chicken-raising technical manual. However, specification and layout of the manual have not been decided upon and will be discussed during the second batch.

3) Selection of target villages

Regarding the selection of the target village in which the scaling-up project will be conducted, using the experiences in Kampong Cham Province, the three criteria for selection consisted of (i) potential for chicken-raising, (ii) gender perspectives, and (iii) marketing perspectives. Following these selection criteria, WEE-WG selected eight villages of the Krang Lvea commune (located in the Sameakki Mean Chey district of the Kampong Chhnang Province). WEE-WG members conducted a rapid feasibility study from March 20 to 22, 2018.

The study consists of three surveys: (i) an interview with the commune members and their village chief, (ii) group interviews with farmers (both women and men) in the target villages, and (iii) a value chain survey (including retail stores, wholesalers, middlemen, restaurants, food vendors, vaccine vendors, feed dealers, and the AHW)

Table 2-11: Rapid Feasibility Study in Eight Villages

Village	Agricultural Cooperative	Participants	
		Women	Men
1. Khna Tay Mouk	○	8	8
2. Thlok Roleung	×	8	8
3. Thnal	○	8	7
4. Ou Kakhob	×	12	11
5. Chumteav Chreaeng	○	7	8
6. Tang Krong	×	9	8
7. Tang Kruos Lech	○	6	5
8. Tang Kruos Kaeut	○	4	5

At the second WEE-WG meeting held on April 23, 2018, MOWA reported the survey results.²⁰ Four villages in the Sameakki Mean Chey District of the Krang Lvea Commune were selected as the target area for the activity (see below).

- Khna Tay Mouk village
- Thlok Roleung village
- Thnal village
- Tang Krong village

2.1.7 Output 3

Tourism is a new industry unfamiliar to MOWA C/P and JICA. Thus, careful planning and preparation are required. Initially, activities under Output 3 were planned to start in May 2018. PDM-WEE decided to start earlier than planned, however, and held the initial meeting in September 2017. Following the meeting, PGM-WEE conducted PGM method workshops in October, November, and December 2017. At the beginning of 2018, information on women's economic activities was collected prior to the selection of the economic activity of the pilot project. Based on the data, PGM-WEE selected community tourism as the pilot project during the fourth PGM method workshop in April 2018. Economic activities and project sites will be selected in the second batch, along with the formulation of a detailed action plan.

Table 2-12: Status of Output 3 Activities

PDM Activity Number	Planned Activity	Status
3-1	Establishment of WEE-WG (action plan will be made in the second batch)	Planned for the second batch; completed
3-2	PGM method workshop (Steps 1 to 4)	Planned for the second batch; completed.
3-3	Gender-responsive value chain analysis	Planned for the second batch; completed.
3-4	PGM method workshop (Step 5)	Planned for the second batch; completed.

²⁰ Refer to “Report on the Rapid Feasibility Study in Kampong Chhnang Province, April 2018” for the result of rapid feasibility survey.

(1) Selection of the Pilot Province and Establishment of WEE-WG (Activity 3-1)

1) Selection of the Pilot Province

The pilot province was selected following the same method and during the same period as that for the target provinces. Initially, MOWA's project director, project manager, and the JICA expert team collaborated in listing the following two candidates for the pilot province: Siem Reap and Kampong Thom Provinces (from March to May 2017). During the second step, they discussed a draft of the selection criteria that had been elaborated upon by the experts and finalized in June 2017.²¹ The criteria incorporated (i) organizational capacity of the provincial administration, including PDWA and the partner provincial departments, (ii) leadership of the WCCC and the Deputy Provincial Governor, (iii) existence of other cooperating organizations, and (iv) market potential. In addition, the organizational capacity of the above-mentioned "(i)" included a partner PDs' better understanding on gender mainstreaming. The team, composed of the MOWA project director, project manager, the two department directors, and JICA experts, utilized these criteria during the third step of the process. They sequentially visited and evaluated the two candidate provinces to hold interviews at the provincial administration bodies (from June 25 to 29, 2017). Finally, the team selected the Siem Reap province. The major factor behind their decision was Siem Reap's adoptability and potential as a tourist location (e.g., public sector actors, expertise, historical properties, and strong leadership of the WCCC Chairperson and Deputy Governor in the tourism sector).

2) Establishment Process of WEE WG in Siem Reap

In a meeting on September 26, 2017, PGM-WEE discussed the need for WEE-WG establishment with the WCCC Chairperson, Deputy Governor, and members from PDWA and Provincial Department of Tourism. Subsequently, on October 4, 2017, the Secretary of State of MOWA issued an official request letter, addressing the establishment of the WEE-WG, to the Provincial Governor and the WCCC Chairperson of Siem Reap Province. The Provincial Governor officially issued a response on December 18, 2017, which officially stipulates the legal establishment of the WEE-WG as a permanent group under the supervision of the provincial deputy governor.

3) Structure of the WEE-WG of Siem Reap Province

The 26 members include the WCCC Chairperson, Deputy Governor, three members from PDWA, and one each of seven partner PDs.²² At the beginning of the second batch of the Project, roles of respective members will be defined. This will occur after the activity plan of the pilot project in community tourism is prepared, which will also be updated as required to reflect lessons learned through the activities.

²¹ In organizational capacity, seven fields with 16 subjects for PDWA, five fields with 13 subjects for the partner departments, and two fields with three subjects for the WCCC chairperson and deputy governor were set.

²² PDWA, PDAFF, PDOC, Department of Rural Development, Department of Labor and Vocational Training, Department of Industry and Handicrafts, Department of Planning, and Department of Tourism.

4) Participation of Academic and Private Sectors

Community tourism was selected as a sub-sector of the pilot project, through four PGM workshops and complementary research implemented from October 2017 to April 2018. At the beginning of the second batch, the cooperating partner members from academic/private sector and their roles will be specified after detailed project contents are planned.

(2) PGM Method Workshops and Value Chain Workshop (Activity 3-2, 3-3, 3-4)

The preparatory activities for planning of the pilot project were conducted as follows:

1) PGM Method Workshops

Planning of the pilot project started with PGM method workshops. Four workshops were held to select economic activities that met the criteria regarding women's economic empowerment and the mandates of provincial departments. Because the tourism industry covers a wide area of economic activities, each workshop was carefully planned and conducted. Many preparatory activities were conducted between the workshops. Table 2-12 summarizes the workshops.

Table 2-13: Summary of PGM Method Workshops in Siem Reap Province

First workshop: October 26–27, 2017	
Objectives	<ul style="list-style-type: none"> ♦ Identification of policies and mandates of each PD related to WEE ♦ Identification of beneficiaries and their needs, challenges and characteristics ♦ Analysis of challenges facing the beneficiaries
Participants	30 people (Deputy Governor, Secretary of State of MOWA, project manager, staff of MOWA, PDWA and partner PDs, GMAG members of six partner line ministries except for MOP)
PGM method step	Step 1 and 2
Results	<ul style="list-style-type: none"> ♦ The participants understood the objectives of the pilot project and the objectives and procedures of the PGM method. ♦ The core problems related to policies of each sector were identified and discussed.
Second workshop: November 6–7, 2017	
Objectives	<ul style="list-style-type: none"> ♦ Identification of a common problem among the problems listed during the first workshop ♦ Stakeholder analysis in relation with the common core problem ♦ Identification of root causes through a problem analysis of the common core problem
Participants	40 people (Deputy Governor, Secretary of State, MOWA, project manager, staff of MOWA, PDWA, partner PDs, GMAG member of MOP)
PGM method step	Step 4
Results	<ul style="list-style-type: none"> ♦ A common core problem was identified. ♦ Stakeholder analysis was done. ♦ A problem analysis and a problem tree of each PD (the trees were combined to make one common problem tree after the workshop)
Third workshop: December 21 and 22, 2017	
Objectives	<ul style="list-style-type: none"> ♦ Identification of solutions ♦ Discussion and good understanding on criteria for project approach selection
Participants	38 people (Deputy Governor, Secretary of State, MOWA, project manager, staff of MOWA, PDWA and partner PDs, GMAG members of seven partner line ministries)
PGM method step	Step 4
Results	<ul style="list-style-type: none"> ♦ Objective trees of the common core problem were developed. ♦ Several project approaches were identified. ♦ Draft criteria for project selection were developed.
Fourth workshop: April 4–6, 2018	
Objectives	<ul style="list-style-type: none"> ♦ Understanding on gender-responsive value chain analysis method and tools ♦ Selection of the pilot project based on the gender-responsive criteria ♦ PDM development
Participants	33 people (Deputy Governor, Secretary of State, MOWA, project manager, staff of MOWA, PDWA, partner PDs)
PGM method step	Step 5
Results	<ul style="list-style-type: none"> ♦ Gender-responsive value chain map and matrix ♦ Selected pilot project (community tourism) ♦ Draft PDM

2) Supplementary information collection for pilot project selection

To select a pilot project, PGM-WEE carefully followed each step of the PGM method. It was also required to collect some more information about specific economic activities because the tourism industry covers a diverse range of sectors. For this reason, PGM-WEE and MOWA conducted a study to collect supplementary information based on the criteria for pilot project selection that were established by PGM-WEE and MOWA. Before the study, the study team met PDWA and partner PDs to narrow down the candidate economic activities. The study was carried out in cooperation with PDWA, PDAFF, Provincial Department of Tourism and Provincial Department of Commerce (mainly on February 19 and 20, 2018, and from March 23 to 30, 2018). PGM-WEE, MOWA, PDWA, and partner PDs visited several sites where the candidate activity are implemented. The results of the study were presented for selecting a pilot project during the fourth PGM method workshop (held from April 4 to 6, 2018).

2.1.8 Publicity

PGM-WEE used various channels to inform the public in Cambodia and Japan of the Project as described below.

(1) Websites

1) Project Site on the JICA Website

Project introduction and project news (vol. 1 to 28, in Japanese²³) were posted on the project site of the JICA website to disseminate the information on the Project.

2) Project Page on the MOW Website

A “Partner” tab was added in the MOWA website. The information on PGM-WEE is posted under “Partner” with the links to PGM method manuals in English and Khmer.



Chart 2-3: PGM-WEE Page on the Website of the Ministry of Women's Affairs²⁴

²³ As of June 11, 2018, a total of 20 articles were posted on the JICA website.

²⁴ <http://www.mowa.gov.kh/en/partners> (Accessed May 20, 2018)

(2) Social networking service

1) Posting on the Facebook account of the JICA Cambodia Office

On March 28, 2018, PGM-WEE was introduced on the JICA Cambodia Office's Facebook account. This is a popular account with 23,935 followers and effective information dissemination is expected.

2) Informal information exchange among Cambodian stakeholders

Preparation was done to create an informal Facebook account for information exchange among Cambodian stakeholders at the sub-national level. This is to facilitate the free exchange of ideas and provide motivation.

(3) Other

A project newsletter in Japanese was issued every six months, in December 2017 and June 2018. An electronic file of the newsletter was sent out to JICA affiliates and gender experts to disseminate information about the Project.

2.1.9 Third-country study tour

(1) Outline

For 11 days including travel time between October 8 and 18, 2017, PGM-WEE conducted third-country training in the Philippines. The Philippines is leading Southeast Asia region in gender responsive budgeting, gender mainstreaming within government agencies, cooperation among government agencies and in the private sector for WEE. The delegate visited government agencies at the national and sub-national levels, such as the Philippine Commission on Women, the national machinery for gender mainstreaming in the Philippines, several departments (equivalent of ministries in Cambodia), a province and several municipalities in order to learn about the mechanisms of gender mainstreaming, its practices, achievements and challenges. Such learning is expected to lead to a common vision for MOWA and GMAG members for a sustainable gender mainstreaming mechanism and gender-responsive public services.

(2) Participants

All participants were management-level ministry staff members who have decision making power for the gender mainstreaming work of respective ministries. The participants from MOWA were the project director, the project manager and an advisor of MOWA. One person each, either a leader or a member of the respective GMAG, participated from the partner line ministries.

(3) Results

The Philippine Commission on Women and MOWA of Cambodia are both government agencies with similar functions and mandates, which are to promote gender mainstreaming of government agencies and institutions as well as national policies, and women's empowerment aimed at gender equality. It was recognized that, while having similarities, these agencies have differences in their structure, institutional organization, and the strengths and challenges they face.

Among other things, the Cambodian delegates from MOWA were impressed with the Philippines' Gender and Development (GAD) budget allocation of 5% of every government agency's budget to gender concerns as stipulated by law. The government is strongly committed to gender mainstreaming; government agencies are obliged to conduct internal audits to assess the level of their own gender mainstreaming. MOWA officials believe that it is possible to establish such a law and system in Cambodia; however, they recognize the need for long-term advocacy for this aim. The promotion of robust and systemic gender mainstreaming in Cambodia requires a strong commitment from the whole government towards gender mainstreaming and support for MOWA.

(4) Application of the knowledge gained from the tour to PGM-WEE activities

Currently for PGM-WEE project activities, PDs and provincial PDWA work together as WEE-WG members, but after the project completion, it may not be realistic to expect that provincial departments implement joint projects because of budgetary and institutional reasons. The government agencies in the Philippines provide support to each other based on request. Though it also depends on how decentralization progresses in Cambodia, this may also be applied among provincial departments in Cambodia.

The close cooperation and coordination between the Philippine Committee on Women and the private sector can give insights to PGM-WEE's work to involve the private sector in future activities. That the private sector in the Philippines values the nationwide coverage of a network of government administration bodies down to municipalities and the influence of each administration body is noteworthy.

2.2 Achievements of the Project

2.2.1 Outputs and indicators

The table below summarizes the achievements of the project based on the PDM indicators at the end of the first batch.

For Output 1 and 2, the degree of achievement was roughly 20%. In Output 1, PGM-WEE continuously encouraged MOWA to have a TWG-G WEE meeting. Furthermore, the Project started a discussion on revising the "Gender Terminology Booklet" and updated and published the "Gender Statistics Leaflet" accordingly. In Output 2, based on the results of the review survey in Kampong Cham Province, WEE-WG resumed monitoring activities through follow-up activities. Additionally, the three target provinces for the scaling-up project were selected. First, PGM-WEE and MOWA conducted PGM method workshops in Kampong Chhnang and developed a PDM for chicken raising activities.

Regarding Output 3, Siem Reap Province was selected as the target province for a pilot project. The formulation of an action plan for the pilot project was promoted through PGM method workshops as well as by collecting information from stakeholders in the private sector. The details of the activities will be discussed at the beginning of the second batch. However, the degree of achievement for Output 3 is at roughly 15%.

Table 2-14: Achievement Status of Project Outputs

Indicators	Achievement Status
Output 1: The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.	
1-1 Networking among the stakeholders at national and sub-national levels is established to promote WEE through TWG-G WEE.	PGM-WEE have worked to resume TWG-G WEE.
1-2 "Gender Terminology Booklet" is updated.	The "Gender Terminology Booklet" will be updated in the second batch. Preparation work was done in the first batch.
1-3 "Gender Statistics Leaflet" is updated, and provincial gender statistics is developed in the target provinces.	The "Gender Statistics Leaflet" was revised in the first batch. Provincial gender statistics will be developed in the second batch.
1-4 Revised PGM Methods Guidelines is developed to integrate gender-responsive value chain analysis.	A workshop on gender-responsive value chain analysis was conducted in Kampong Cham, Kampong Chhnang and Siem Reap in the first batch. The PGM Method Guideline will be revised in the second batch to include value chain analysis based on the lessons learned from the workshop in the above three provinces.
1-5 "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" is developed.	Not yet started in the first batch.
1-6 The partner line ministries/departments integrate the activities and advice which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWA/PDWA.	Based on the results of Output 2 and 3, the recommendations will be reflected in the policies and plans of the partner line ministries and departments in the second batch.
1-7 The scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels is developed by MOWA during the project period for their implementation after the termination of the project, which targets the provinces other than the target provinces of the project.	Not yet started in the first batch. Meanwhile, during the first batch, it became clear that the capacity of MOWA personnel and the budget for scaling-up PGM-WEE activities to other provinces after the termination of the project was not yet fully prepared. Therefore, strengthening capacity is still entirely necessary through the project. Furthermore, if MOWA is not able to take any measures, budget allocation for scaling-up will be very difficult.
Output 2: Gender mainstreaming mechanisms established by PGM2 is strengthened to promote women's economic empowerment (WEE) with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.	
2-1 The tools for the scaling-up activities on agriculture (chicken raising) is prepared based on the results of the gender-responsive socio-economic impact analysis of PGM2 and value chain analysis.	In the first batch, based on results of the impact survey of PGM 2, the value chain analysis, and the follow-up activities in Kampong Cham, preparation for the tools for the activities on agriculture (chicken rearing) were continues.
2-2 Scaling-up activities are planned, implemented, monitored and evaluated by PDWA and provincial partner departments in Kampong Chhnang, Kampong Thom and Tbong Khmum which selected based on the criteria decided by MOWA.	The planning of the scaling-up project in Kampong Chhnang was done in the first batch. Monitoring and evaluation will be implemented in the second batch. Preparatory work will be carried out in the same way in both Kampong Thom and Tbong Khmum in the second batch.

2-3 Scaling-up activities are coordinated and monitored through the working groups on WEE in the target provinces.	WEE-WG was launched in Kampong Chhnang in the first batch. Specific activities will be conducted in the second batch. The similar process will be carried out in both Kampong Thom and Tbong Khmum in the second batch.
2-4 Activities to maintain and expand the achievements of the scaling-up activities are integrated into the policies and action plans of the partner line ministries/departments.	Not yet started in the first batch. However, through the follow-up activities in Kampong Cham, the efforts toward securing the budget for WEE-WG activities was started in Kampong Cham.
Output 3: Gender mainstreaming mechanisms are established to promote women's economic empowerment (WEE) in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.	
3-1 The pilot project activities are planned, implemented, monitored and evaluated by PDWA and provincial partner departments in the selected province.	In the first batch, "Community Tourism" was selected as a target area for the pilot project in Siem Reap. The details for the plan of activities will be discussed at the beginning of the second batch.
3-2 Networking between public and private sectors are established to strengthen marketing of the pilot projects through a working group on WEE.	WEE-WG was set up in Siem Reap in the first batch. In the second batch, collaboration between the public and private sector will be expected to be developed.
3-3 Results of various surveys and studies on marketing are compiled, and tools are developed to strengthen marketing of the pilot projects.	Not yet started in the first batch.
3-4 Socio-economic status of women engaged in tourism industries is improved. Indicators will be decided based on the baseline survey conducted by the project.	Not yet started in the first batch.
3-5 Activities to maintain and expand the achievements of the pilot projects are integrated into the policies and action plans of the partner line ministries/departments.	Not yet started in the first batch.

2.2.2 Project Purpose and Indicators

It is too early to evaluate the achievements of the Project Purpose at the end of the first batch. The first batch was the preparation batch for the scaling-up projects in agriculture (chicken-raising) as well as a pilot project in the tourism industry. The planned activities in the first batch were mostly completed. In the second batch, PGM-WEE will promote specific activities towards achieving the project purpose.

Table 2-15: Achievement of Project Purpose

Indicators	Achievement Status
Project Purpose: Gender mainstreaming mechanisms are strengthened to promote women's economic empowerment (WEE) at the sub-national levels by the partner line ministries/departments through advocacy and coordination by MOWA/PDWA.	
1. The "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" are authorized and distributed.	Not yet achieved
2. The scaling-up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Rattanak (the Five Year Strategic Plan) of MOWA.	Not yet achieved

2.3 History of PDM Modification

The PDM version 0 was prepared for the monitoring sheet version 1 and it was approved at the first JCC on 13 July 2017. This version 0 had blank space for the names of scale-up and pilot provinces and the names has been inserted without revision. For the full version of PDM, see Annex 4.

Table 2-16: Insertion of Province Names (Version 0)

	Without province names	With province names
Objectively Verifiable Indicator 2-2	Scaling-up activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the (XXX) provinces selected based on the criteria decided by MOWA.	Scaling-up activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the three provinces (Kampong Chhnang Province, Kampong Thom Province, Tbong Khmum Province) selected based on the criteria decided by MOWA.
Objectively Verifiable Indicator 3-1	The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province.	The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province (Siem Reap Province).

2.4 Others

2.4.1 Environmental and Social Considerations

This issue has not been applicable to the Project so far. However, this does not deny the possibility that economic activities implemented in the second batch may touch upon environmental issues, and PGM-WEE will retain cautious awareness about environmental impacts.

2.4.2 Considerations on Gender/Peace Building/Poverty Reduction

PGM-WEE aims to promote women's economic empowerment by strengthening the gender mainstreaming mechanisms of Cambodia. Women's economic empowerment means the promotion of more active and effective participation of women in economic activities. This will entail the improvement of livelihoods and a reduction in poverty over the entire population.

PGM-WEE is not directly concerned with peace building activities; however, throughout its implementation, it will remain vigilant about the political situation both at the national and sub-national levels under the guidance of the JICA Cambodia Office so that it can contribute to the stable development of Cambodian society.

3. Results of the Joint Monitoring

3.1 Results of the Monitoring Based on the DAC Evaluation Criteria

PGM-WEE conducted a series of joint monitoring activities with the C/P by using Monitoring Sheets. In this chapter, based on the results of the joint monitoring, the first batch of the project (February 2017 to July 2018) will be evaluated in accordance with the five criteria set by the Development Assistance Committee (DAC), namely (i) relevance, (ii) effectiveness, (iii) impact, (iv) efficiency and (v) sustainability.

3.1.1 Relevance

Relevance is considered “high” for the following reasons.

<Consistency with the development policy>

- The National Development Strategic Plan (2014–2018) emphasizes promoting “WEE” and “women’s participation in decision-making.” In accordance with this national strategy, MOWA formulated “Neary Rattanak IV (Five-Year Strategic Plan for Gender Equality and Women’s Empowerment 2014–2018)” aiming to strengthen government initiatives and organizational capacity in order to achieve gender equality especially in the following six areas: economic empowerment, education, health, legal protection, decision-making and climate change.

PGM-WEE is consistent with these development policies and the plans of the Cambodian government.

- According to the “Country Assistance Policy for Cambodia (as of July 2017),” the Japanese government focuses on three areas: “Assistance for industrial development,” “Improvement of quality of life” and “Realization of a sustainable society through the strengthening of governance.”

Gender mainstreaming, which PGM-WEE aims to accomplish, is included in the “Realization of a sustainable society through the strengthening of governance.” It is consistent with the policies of the Japanese government as well.

<Consistency with development needs>

- With the recent economic developments in Cambodia, women’s participation in economic activities has increased, and income is growing. However, women receive less profit in economic activities than men, and gender role divisions influence the economic activities that women are engaged in. Moreover, women’s working patterns are more vulnerable than men.

Therefore, there is a high need for improving women's working styles and profit generating activities by diversifying the economic activities that women can access. Moreover, improving administrative services on economic activities for women is necessary.

PGM-WEE will respond to these development needs.

- In Cambodia, gender mainstreaming mechanisms such as TWG-G, TWG-G WEE and GMAG have been developed at the central level. Meanwhile, at the sub-national level,

because PDWA does not have much experience and capacity, gender mainstreaming mechanisms are not fully functioning. Additionally, other departments at the sub-national level have not sufficiently included gender perspectives in their policy and public services. Therefore, there is a high need for strengthening the function of gender mainstreaming as well as the capacity of stakeholders at the sub-national level.

3.1.2 Effectiveness

Effectiveness is considered “low” for the following reasons. However, it is too early to evaluate “effectiveness” fully because the Project has just completed its first batch.

- As mentioned in the section "2.2 Achievements of the Project," the project purpose had not been achieved at the end of the first batch.
- Indicators of output 1, 2 and 3 had not been achieved at the end of the first batch.

3.1.3 Efficiency

Efficiency is considered “relatively high” for the following reasons.

- The Project period of the first batch was originally planned to be from February 2017 to April 2018, but in consideration of the general election to be held in July 2018, the period of the first batch was changed to from February 2017 to July 2018. Because of this change, a part of the activities which was originally planned in the second batch was done ahead of schedule. As a result, the connectivity and continuity between the first and second batch became smooth. Furthermore, the time before and after the election (almost one month) could be used for preparation for the second batch.
- The budget for the Project implementation was increased by about two million yen in the first batch. It was devoted to the necessary expenses of the travel costs of MOWA personnel and to activities at the sub-national level to carry out activities more effectively. As a result, communication between PGM-WEE and MOWA became better, and it contributed to improving the efficiency of the project as a whole.
- The number of trips from Japan was increased by dividing the initially scheduled number of trips within the budget (initially 22 times → 29 times after the changes) so that the Japanese experts could support the activities more carefully and timely. As a result, the content of the activities became more intensive and the time allocation for each activity became more precise. It enabled the activities to proceed more efficiently according to the schedule.

3.1.4 Impact

The impact is considered “relatively low” for the following reasons.

<Prediction of Achievement of Overall Goal>

- At the end of the first batch, whether PGM-WEE can achieve the Overall Goal is not certain.
- MOWA believes that the shortages of budget and capacity of personnel will be a significant issue for the national dissemination of scaling-up activities after the completion of the project.

Therefore, it is necessary for the second batch to help MOWA secure the budget and capacity for nationwide dissemination.

<Causal relation to the achievement of the project purpose>

- This project aims to develop the mechanisms for promoting WEE in 25 provinces. However, as pointed out at the time of preliminary evaluations already, the situation of the local councils and the progress of decentralization in each province vary. Therefore, it is anticipated that the mechanism for promoting WEE does not work uniformly nationwide.
- To achieve the Project Purpose, PGM-WEE has organized WEE-WGs in provinces and support MOWA/PDWA in facilitating and coordinating joint pilot project implementation in cooperation with partner line ministries/provincial departments. However, a joint project after the completion of the Project is less likely to be implemented. It is understandable that each ministry/department will work on gender mainstreaming and promote WEE within respective mandate and programs.
- Therefore, a cycle of PDCA (project planning, implementation, monitoring, and policy recommendation) employed to run current pilot projects will be probably within the purview of each ministry/department. Though WEE-WGs now run pilot projects with the PDCA cycle, the future WEE-WGs in provinces may not have the same functions.

<Multiplied Effect>

- Through the activities in agriculture (chicken-raising) and tourism, it is expected that the relationship between the private sector, which had not collaborated so far, and grassroots women will be built up.
- Through the implementation of joint projects with the partner line ministries/departments, gender awareness and capacity building for the personnel of ministries/departments can be enhanced. It is also expected to promote gender mainstreaming in areas other than WEE.

3.1.5 Sustainability

Sustainability is considered “relatively low” for the following reasons.

<Policy aspect>

- Promoting WEE at the sub-national level is also prioritized by the National Strategic Development Plan and MOWA’s strategic plan. Thus, the purpose of PGM-WEE is consistent with the policy direction of the Cambodian government. As long as this direction does not change drastically in future, it is expected that the positive policy environment for the project outcomes will continue.

<Financial aspect>

- There seems to be financial issues. As mentioned earlier, MOWA believes that it is hard to secure the needed budget and personnel to expand the activities in the same way as the scale-up and pilot projects are implemented, with the support of PGM-WEE, moving through the processes of planning, implementing, monitoring and policy recommendation formulation.

Currently, MOWA conducts PGM method workshops at the sub-national level with the government budget to train PDWA personnel. However, the training contents are theoretical but not practical. Moreover, it seems difficult for PDWA to provide PGM method training to other departments.

Therefore, realistically speaking, the mechanism for promoting WEE for expansion will be limited to the WEE-WG. For example, PDWA may organize WEE-WG and conducts meetings to promote WEE at the sub-national level and shares issues among the departments. Based on the results of the follow-up activities in Kampong Cham, the Deputy Governor and WEE-WG in Kampong Cham began to work to request WEE-WG's operational budget. If they can successfully secure the funds from their resources next year, it will have a positive impact on the other three target provinces of scaling-up project for chicken rearing as well as a pilot project in Siem Reap for the tourism sector.

In addition, if the government budget can be allocated for WEE-WG, the sustainability of WEE-WG will be enhanced, and the possibility of national expansion will increase.

- Furthermore, PGM-WEE will conduct a gender budget workshop in the second batch to promote programs for WEE and to incorporate gender perspectives in the budget in the partner line ministries.

<Organizational System>

- The preliminary evaluation states that “MOWA will expand a gender mainstreaming mechanism which is already established as a result of the two projects (PGM1 and PGM2).” One of the “established gender mainstreaming mechanisms” at the sub-national level was a project coordination committee organized at the time of PGM2, but it was not continued once PGM2 ended. Similarly, at the central level, TWG-G WEE meetings have not been continued. Thus, a “established gender mainstreaming mechanism” is not functioning at all. Thus, PGM-WEE had to re-work the mechanism of gender mainstreaming both at the central and sub-national levels and to adjust for national dissemination.
- Although the capacity development of MOWA personnel was promoted through PGM1 and PGM2, currently there are only a few staff members who can manage and facilitate PGM method workshops. Moreover, there are many young personnel in PDWA, and they are not familiar with the PGM method. Thus, it is also necessary to strengthen their capacity from the scratch.

3.2 Key Factors Affecting Implementation and Outcomes

3.2.1 Implementation method

(1) Promotion of participation of MOWA personnel

To promote more active participation and strengthen the capacity of MOWA, focal persons who is responsible for the activities in four provinces was selected from MOWA (the Planning and Statistics Department, Economic Development Department and Gender Equality Department).

They were involved in the planning of the workshops that were carried out by PGM-WEE, and they managed the workshops as facilitators.

(2) Collaboration with the Economic Development Department, Gender Equality Department, and Technical Coordination Desk.

PGM-WEE promotes capacity development through coordination with the Planning and Statistics Department, the Economic Development Department, the Gender Equality Department and the Technical Coordination Desk.

(3) Promotion of participation of PDWA staff

The experience of PDWA staff as remunerators of the review survey in Kampong Cham helped restart the monitoring for chicken-raising activities in Kampong Cham Province.

(4) Consideration of the timing of training

The follow-up activities in Kampong Cham Province were carried out in consideration of the time in which farmers were likely to participate.

For the second batch, the scaling-up project activities will be also planned for the time when both women and men can participate without difficulty.

3.2.2 Operation system

(1) Employment of MOWA staff as project staff

Hiring of one staff member from the Planning and Statistics Department of MOWA led to smooth communication with MOWA and strengthened the capacity of the staff member herself.

3.3 Evaluation of Project Risk Management

Dealing with unexpected matters of TWG-G WEE:

The TWG-G and TWG-G WEE work as a mechanism for gender mainstreaming at the central level. They are external conditions for the project activities of PGM-WEE, and PGM-WEE cannot control them.

From the beginning of the project, PGM-WEE worked with MOWA to restart TWG-G WEE activities. However, MOWA concluded that they would hold TWG-G WEE meetings only for national strategy discussions. Because TWG-G WEE was a channel to bring forth policy recommendations drawing from the sub-national level activities, the absence of TWG-G WEE negatively affected the outcome of the Project. In response to this situation, PGM-WEE suggested to have TWG-G WEE thematic meetings among mainly GMAG members of the PGM-WEE partner line ministries.

3.4 Lessons Learned

(1) Collaboration with the private sector

It was planned to promote the private sector's participation in TWG-G WEE at the beginning of the project. However, according to the Cambodia Women Business Federation, an association of female entrepreneurs that attended TWG-G WEE meetings, the past TWG-G WEE meetings were not attractive to the private sector because they tended to cover theoretical aspects. MOWA

also recognized this issue and is cautious toward the involvement of the private sector in TWG-G WEE.

In addition, the German Agency for International Cooperation (GIZ), which conducts an economic development program for the tourism sector in Siem Reap, advised PGM-WEE to consider the involvement of the private sector in a careful way. In the case of PGM-WEE, GIZ suggested cooperation with social entrepreneurs may be a good option.

Thus, when PGM-WEE tries to involve the private sector at both the central and sub-national levels in the second batch, it is necessary to carefully examine the opportunities and topics of the meetings following the private sector's interests.

(2) Securing the government budget for sustainability

Both MOWA/PDWA and partner line ministries have high expectations for financial support from PGM-WEE.

It is hard to say that the cycle of planning, budget allocation and implementation of programs/projects in MOWA is internalized well. It is sometimes challenging for MOWA to secure its budget sufficiently. It is understandable to some extent. However, it can be said that ensuring the sustainability of the results of the project seems difficult.

Meanwhile, WEE-WG in Kampong Cham will try to obtain the necessary budget for its operational costs for the next fiscal year and will do so as a result of continuous capacity development and encouragement for MOWA, PDWA and partner line departments through PGM-WEE in the first batch.

PGM-WEE will continue to help MOWA strengthen the capacity of planning and implementation, as well as secure a budget for its project/program implementation through the project period.

4. To Achieve the Overall Goal

4.1 Prospects for Achieving the Overall Goal

【Overall Goal】 Women's economic empowerment (WEE) is promoted through gender-responsive programs and projects implemented by line ministries/departments through advocacy and coordination by MOWA/PDWA in all the 25 capital and provinces in Cambodia.

【Objectively verifiable indicator】 Gender-responsive programs and projects are planned and implemented by line ministries through improved PGM Methods workshops facilitated by MOWA/PDWA in all the 25 capital and provinces.

As described in the section “3.1.4 Impact,” the establishment of the gender mainstreaming mechanism alone would not ensure the implementation of gender-responsive projects and programs in the capital and all 25 provinces. There is a need for a wide-scale dissemination of the effectiveness of the mechanisms to the provinces and ministries beyond the Project partners, and MOWA should build the capacity of all PDWAs.

Therefore, PGM-WEE has been trying to share information on project activities during the first batch. This effort will continue with wider and more intensive information activities during the second batch. MOWA will develop a scale-up plan to expand the application of the gender mainstreaming mechanism. Nonetheless, it is too early to assess its effects and the possibility of the achievement of its Overall Goal for the project.

4.2 Undertakings to Achieve the Overall Goal

During the project life, PGM-WEE and MOWA will strive for the dissemination and sharing of information on the functions and effectiveness of the strengthened gender mainstreaming mechanism to all provinces and ministries using as many channels as possible, such as those shown below. PGM-WEE will consult with MOWA and the partner line ministries on the methodologies and strategies for the implementation of the scale-up plan.

- 1) Project results sharing workshop targeting all provinces
- 2) Public relations (websites of MOWA and JICA, and Facebook)
- 3) Scale-up plan developed by MOWA in cooperation with partner line ministries

ANNEXES

ANNEX 1: Results of the Project

1. Dispatch of Japanese experts

Title	Name	Assignment (MM/total MM in 1 st batch)
Chief Advisor/Gender Mainstreaming	Yoshiko Ogawa	7.5 / 7.5 0.2 / 0.2 (In Japan)
Deputy Chief Advisor/Gender Mainstreaming	Michiko Tsurumine	4.00 / 4.00
Institutional Development/Governance	Hiromi Osada	4.37 / 5.50
Women's Economic Empowerment	Yasuko Yagi	5.00 / 5.00
Market and Business Development	Naoko Ogawa	4.00 / 4.00
Coordinator/Training Management-1	Shoichi Hashiguchi	4.70 / 4.70
Coordinator/Training Management-2	Mirei Sakamoto	1.60 / 1.60
Coordinator/Training Management-3	Naoko Ogawa	1.20 / 1.20

2. Officials of the counterpart organization (MOWA)

No	Name	Position	Department
1	H.E. Chan Sorey (Project Director)	Secretary of State	
2	H.E. Chhoy Kimsor	Advisor	
3	Ms. Te Vouchlim (Project Manager)	Director	Planning and Statistics Department (PSD)
4	Ms. Hou Nirmitta	Director	Gender Equality Department (GED)
5	Ms. Soth Sithan	Directors	Economic Development Department (EDD)
6	Mr. Tim Phiyary	Deputy Director	PSD
7	Ms. Nith Sreya	Deputy Director	PSD
8	Ms. Khim Sovanny	Chief Office	PSD
9	Ms. Te Tevy	Chief Office	PSD
10	Ms. Chan Vanny	Chief Office	GED
11	Ms. Meach Sotheary	Chief Office	GED
12	Ms. Chhi Ratta	Official	Cabinet of Minister
13	Mr. Sok Chheng	Chief Office	EDD
14	Mr. Meas Chiwut	Vice Chief Office	GED
15	Ms. Ouk Kosomakesey	Vice Chief Office	PSD
16	Ms. Chea Socheata	Vice Chief Office	PSD
17	Ms. Somthun Chanchariya	Vice Chief Office	PSD
18	Mr. Pin Soksratum	Vice Chief Office	PSD
19	Mr. Ham Siphat	Vice Chief Office	EDD
20	Ms. Chea Chanvanny	Officer	EDD
21	Ms. Heng Samphos	Officer	PSD

3. Name of Focal Persons of the targeted provinces

Name of province	Name of focal person
Kampong Cham	Mr. Meas Chiwut Ms. Chea Socheata
Kampong Chhnang	Ms. Chan Vanny Mr. Sok Chheng Mr. Pin Soksratum
Kampong Thom	Ms. Ouk Kosomakesey Ms. Chea Chanvanny Ms. Heng Samphos
Tbong Khmum	Mr. Tim Phiyary Mr. Ham Siphath Ms. Somthun Chanchariya
Siem Reap	Ms. Nith Sreya Ms. Te Tevy

4. Name list of WEE-WG of Kampong Cham province

No	Name	Position
1	H.E Srey Kimchey (Chairperson)	Deputy Governor
2	Ms. Dok Narom	PDWA Director
3	Ms. Dok Linda	PDWA Chief officer
4	Mr. Kim Saveon	PDAFF Director
5	Mr. Mao Vanthan	PDAFF Chief officer
6	Mr. Cheng Heang	PDLVT Director
7	Mr. Som Vuthy	PDLVT Officer
8	Mr. Uy Sok An	PDOP Deputy Director
9	Mr. Choun Suytry	PDOP Officer
10	Mr. Cheang Chhay	PDOC Director
11	Mr. Uy Sokna	PDOC Chief officer
12	Mr. Poun Run	PDIH Director
13	Ms. Heourn Sreypov	PDIH Officer
14	Ms. Pan Phallin	PDRD Deputy Director
15	Ms. Meng Sreymom	PDRD Officer

5. Name list of WEE-WG of Siem Reap province

No	Name	Position	Responsibility
WEE-WG			
1	You Sophear	Deputy Governor	Chair
2	Sin Norm	WCCC chair	Deputy
3	Ngov Sengkak	Director, PDOT	Deputy
4	Lay Aun	Director, PDWA	Permanent Deputy
Technical Working Group			
1	Krong Sithavy	Deputy Director, PDWA	Chair
2	Hok Sovila	PDOT	Deputy
3	Bun Chrib	Deputy Director, PDLVT	Member
4	Srey Sokun	Deputy Director, PDOP	Member
5	Sar Reune	Deputy Director, PDAFF	Member
6	Seur Siharith	Deputy Director, PDRD	Member
7	Tob Thoeun	Deputy Director, PDIH	Member
8	Team Phally	Deputy Director, PDOC	Member
9	Phoeun Sokna	PDIH	Member
10	Chhun Sophoan	PDWA	Member
11	Luy Ratana	PDWA	Member

12	Morm Simorn	PDOP	Member
13	Sab San	PDOP	Member
14	Lim Hong	PDOP	Member
15	Roeun Oeuy	Provincial Council	Member
16	Luch Kunthea	PDWA	Member
17	Nan Mao	PDWA	Member
18	Sorn Sidalin	PDOT	Member
19	Nhornh Makara	PDWA	Member
20	Prum Sophea	PDAFF	Member
21	Khean Seryvuth	PDRD	Member
22	Pot Saroeut	PDRD	Member
23	Say Sothol	PDLVT	Member
24	Bor Bun	PDAFF	Member
25	Hieng Putheara	PDLVT	Member
26	Long Somavattay	PDIH	Member
27	Cheim Soram	PDLVT	Member
28	Sou Pola	PDOP	Member

6. Name list of WEE-WG of Kampong Chhnang province

No	Name	Position	Responsibility
WEE-WG			
1	Pal Yeoun	Deputy Governor	Chair
2	Tong Nary	WCCC chair	Deputy
3	Chhum Chansok	Director, PDWA	Deputy
Technical Working Group/Secretariat members			
1	Pich Sophea	Deputy Director PDWA	Chair
2	Heng Kimsreang	Deputy Director PDAFF	Deputy
3	Lay Nareth	Deputy Director PDOP	Member
4	Him Sochetta	Deputy Director PDIH	Member
5	Soam Sinath	Deputy Director PDLVT	Member
6	Kay Sokchea	Deputy Director PDRD	Member
7	Chuon Vatanary	Chief Office, PDOWA	Member
8	Hy Ratana	Chief Office, PDOC	Member
9	Sun Kimsean	Vice Chief Office, PDRD	Member
10	Khat Ratana	Vice Chief Office, PDLVT	Member
11	Chhin Kanha	PDAFF	Member
12	Sao Leap	Vice Chief Office, PDAFF	Member
13	Ith Sophany	PDWA	Member
14	Ven Sreyleak	PDIH	Member
15	Seung Channy	PDOP	Member
16	Yin Chenda	PDOP	Member
17	Tim Chi	PDRD	Member
18	Khiev Pros	PDLVT	Member
19	Seung Piden	PDOP	Member
20	Ouk Sokha	PDOP	Member

7. Name of trainees for the 1st Third Country Training (study tour) in the Philippines on Gender Mainstreaming and Women's Economic Empowerment (8 to 18 October 2017)

No	Name	Position
1	H.E. Chan Sorey	Secretary of State, Ministry of Women's Affairs
2	H.E. Chhoy Kimsor	Advisor, Ministry of Women's Affairs
3	Ms. Te Vouchlim	Director of Department, Ministry of Women's Affairs
4	Ms. Lay Viraboth	Deputy Director General, Ministry of Rural Development
5	H.E. Hun Dany	Under Secretary of State, Ministry of Tourism
6	H.E. Khun Vary	Under Secretary of State, Ministry of Industry and Handicrafts
7	H.E. Ourng Heng	Advisor, Ministry of Agriculture, Forestry and Fisheries
8	Mr. They Kheam	Director of Department, National Institute of Statistics(NIS), Ministry of Planning
9	Ms. Bun Narat	Deputy Director General, Ministry of Commerce
10	Mr. Ngy Simaneth	Director of Department, Ministry of Labor and Vocational Training
11	Yoshiko Ogawa	Chief Advisor/Gender Mainstreaming
12	Mr. Shoichi Hashiguchi	Coordinator/Training Management-1
13	Mr. Chamroeun Chim	Interpreter

8. Data collection surveys conducted by the Project

Name of surveys		PDM Activity	Year/month
1	Survey on institutional structure	Cross-sectional	June 2017~March 2018
2	Socio-economic impact survey (review survey)	2-1	June ~ July 2017
3	Information collection for selecting target province of scaling up/pilot projects	2-9,2-10	March ~ May 2017 June ~ July 2017
4	Supplementary information collection for pilot project selection	3-2, 3-3, 3-4	February ~ March 2018
5	Rapid feasibility survey in Kampong Chhunang (village selection)	2-12, 2-13, 2-14	March 2018

9. Joint Coordination Committee, seminars and trainings conducted by the Project

Name of activities		PDM Activity	Year/month
1	1 st Joint Coordination Committee	Cross-sectional	July 2017
2	Third country training in the Philippines	Other	October 2017
3	2 nd Joint Coordination Committee	Cross-sectional	June 2018
Kampong Cham Province			
4	1 st WEE-WG Meeting	2-5	September 2017
5	Gender-responsive value chain analysis workshop	2-2	October 2017
6	Follow-up activity for chicken-raising	2-4	October 2017~January 2018
7	Institutional Strengthening Workshop (preparation for monitoring)	2-3, 2-6	October 2017
8	2 nd WEE-WG Meeting	2-5	November 2017
9	Monitoring Workshop	2-3, 2-6	November 2017
10	3 rd WEE-WG Meeting	2-5	December 2017

11	1 st Monitoring activities	2-3, 2-6	December 2017
12	4 th WEE-WG Meeting	2-5	January 2018
13	2 nd Monitoring activities	2-3, 2-6	February 2018
14	5 th WEE-WG Meeting	2-5	March 2018
15	3 rd Monitoring activities	2-3, 2-6	April 2018
16	6 th WEE-WG Meeting	2-5	May 2018
Kampong Chhnang Province			
17	Kick off meeting of WEE-WG	2-11	November 2017
18	1 st PGM Method workshop (Step 1~4)	2-12	December 2017
19	1 st WEE-WG Meeting	2-11	February 2018
20	2 nd WEE-WG Meeting	2-11	April 2018
21	2 nd PGM Method workshop and gender-responsive value chain analysis (Step 5)	2-13 2-14	April 2018
22	3 rd WEE-WG Meeting	2-11	May 2018
Siam Reap Province			
23	Kick off meeting of WEE-WG	3-1	September 2017
24	1 st PGM Method workshop (Step 1~2)	3-2	October 2017
25	2 nd PGM Method workshop (Step 3)	3-2	November 2017
26	3 rd PGM Method workshop (Step 4)	3-2	December 2017
27	4 th PGM Method workshop and gender-responsive value chain analysis (Step 5)	3-3 3-4	April 2018

10. Deliverables

No	Name of deliverables	Number of copies	Due date
1	Implementation Plan	Japanese: 5 CD-R: 1	March 2017
2	Work Plan	Japanese: 5 English: 5 Khmer: 5 CD-R: 1	March 2017
3	Monitoring sheet (ver.1~3)	English: 1 Khmer: 1	Ver.1: March 2017 Ver.2: September 2017 Ver.3: March 2018
4	Completion report (1 st batch)	Japanese: 10 English: 10 Khmer: 10 (simplified version) CD-R: 3	June 2018

11. Technical assistance deliverables

No	Name	Number of copies	Time of distribution
1	Gender statistics leaflet (English)	2,000	March 2018
2	Gender statistics leaflet (Khmer)	4,000	

12. PR documents

No	Name of documents	Target	Contents	Types of Medium	Time of distribution
1	1 st Project News Letter	JICA, Gender specialists	Outlines of the Project, introduction of counterparts	PDF	December 2017
2	2 nd Project News Letter				June 2018
3	Project News (JICA website)	Stakeholders, general public		Website	March 2017- June 2018 (total of 28 articles ¹)
4	Introduction of the Project through Facebook page of JICA Cambodia			Website	March 2018

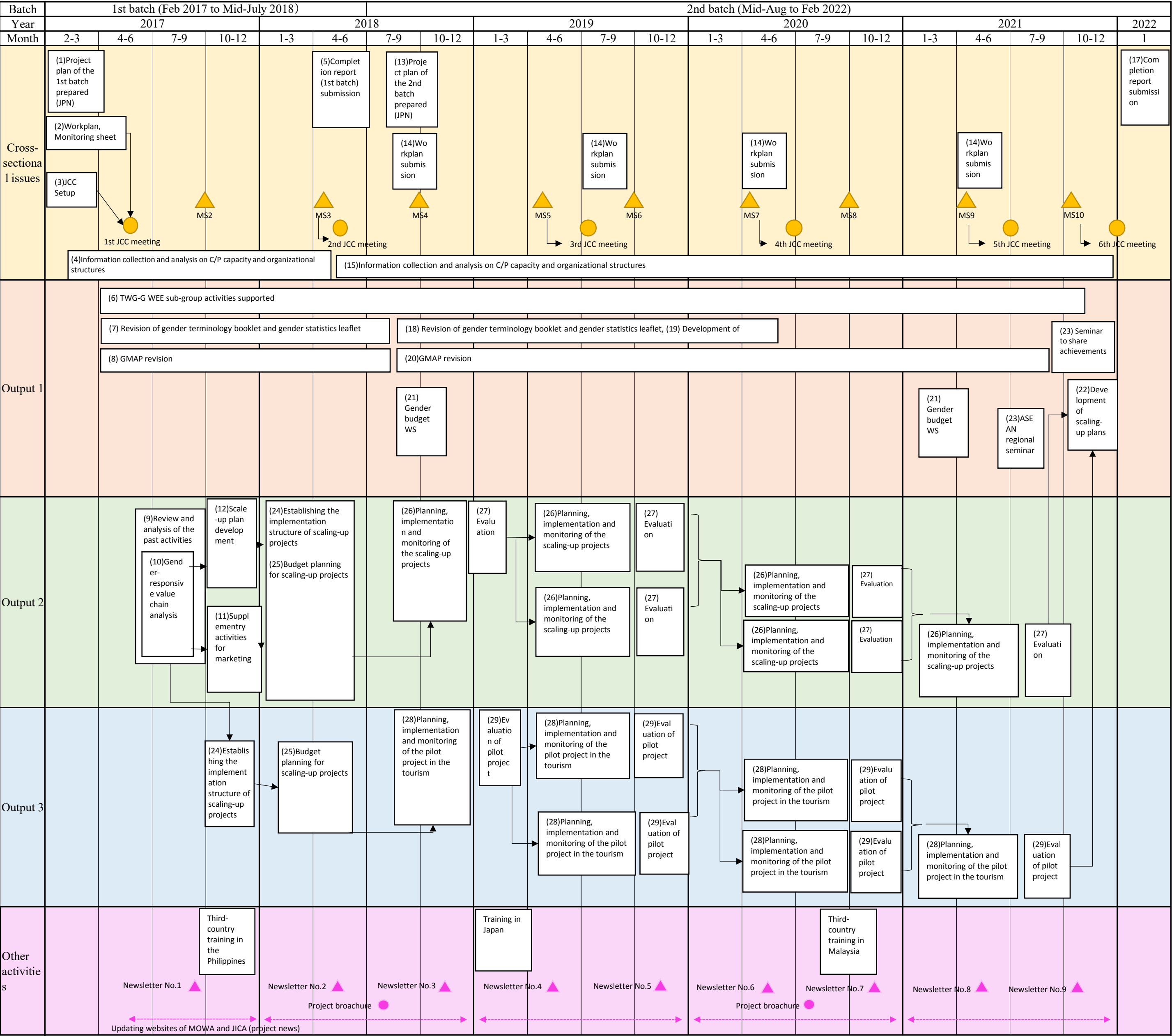
13. Equipment list

No	Name	Specification	Price (USD)	Number of units	Date of Delivery	User
1	Fuji Xerox DocuCentre SC2020	Multifunction Printer	2,650.00	1	2017/3/15	Phnom Phen Office (MOWA)
2	Lenovo ThinkPad E450	Laptop Computer	485.00	1	2017/4/5	
3	Lenovo Idea Pad Yoga 500	Laptop Computer	550.00	1	2017/4/5	
4	Dell OptiPlex 3050MT	Desktop Computer	1,015.00	1	2017/6/12	
5	Dell Latitude 3480	Laptop Computer	770.00	1	2017/6/30	
6	ISUZU MU-X MY2018	SUV 4WD vehicle	-*	2	2018/2/1	
7	Lenovo Thinkpad E470	Laptop Computer	620	1	2018/3/5	

*Two unites of vehicles were procured by JICA Cambodia Office.

¹ As of June 11, 2018, a total of 20 articles were posted on the JICA website.

ANNEX 2: Project Implementation Flowchart



Annual Plan of Operation of PGM-WEE

As of 15 June 2018

Activities	JICA Experts in charge	C/Ps in charge	Milestone (Sub-Activity level)	Progress (%)		2017												2018						Remarks
						3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6			
Output 1: The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming																								
1.1 The Project encourages the stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate more actively in TWG-G Sub-group on WEE. The MOWA may establish an advisory board for WEE under TWG-G Sub-group on WEE, which is mainly consisted of stakeholders in the private sectors.	Ogawa.Y Tsurumne	EDD Private sector	Support to preparation to resume TWG-G WEE activities	100%	P														GMAG-WEE group was established in place of TWG-G WEE and had the first meeting in May 2018.					
				A																				
			Encourage the private sector participation	100%	P																			
				A																				
			TWG-G WEE meetings	80%	P																			
				A																				
1.2 The stakeholders of the scaling-up activities and pilot projects at the sub-national levels (i.e. the chairs of working groups on WEE) share the achievements and challenges of the Project activities in the meeting of TWG-G Sub-group on WEE and receive advices from the members.	Ogawa.Y Tsurumine	EDD WEE WG	Preparation for presentation with C/Ps	0%	P													This activity will be implemented in the second batch.						
				A																				
			Presentation at meetings	0%	P																			
				A																				
1.5 The MOWA updates 'Gender Statistics Leaflet	Tsurumine Ogawa.Y	PSD	Planning and scheduling	100%	P														Gender statistics leaflets were produced and distributed.					
				A																				
			Collecting necessary data	100%	P																			
				A																				
			Developing and editing the leaflet	100%	P																			
				A																				
			Final check and printing	100%	P																			
				A																				
1.9 The MOWA provides technical support to update and implement the GMAPs of partner line ministries as necessary.	Tsurumine Ogawa.Y	PSD, LMs	Meeting with LMs, information collection	100%	P													The plan was made and technical support will be provided during the second batch.						
				A																				
			Meeting with MOWA C/P	100%	P																			
				A																				
Output 2: Gender mainstreaming mechanisms established by PGM2 is strengthened to promote women's economic empowerment (WEE) with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.																								
2.1 The Project conducts gender-responsive socio-economic impact analysis of the chicken raising pilot project of PGM2 in Kampong Cham province (chicken raising, gender and organization).	Yagi Ogawa.N Ogawa.Y Tsurumine	PSD, PDs of KPC	Preparation of the survey	100%	P													The final report in Japanese was submitted to JICA. An English summary was shared with MOWA and KPC.						
				A																				
			Conducting the survey and data entry	100%	P																			
				A																				
			Data analysis and report writing	100%	P																			
				A																				

[illegible]

[illegible]

Output 3: Gender mainstreaming mechanisms are established to promote women's economic empowerment (WEE) in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.

[illegible]

3.4 The PDWA and partner provincial departments develop plans for pilot projects on tourism industries through PGM Methods workshop (step5) facilitated by MOWA/PDWA.	Ogawa.N Ogawa.Y Osada	PDWA & PDs of pilot province	Select three economic activities	35%	P												Community tourism was selected as one economic activity of pilot project. A PDM was drafted during the PGM method workshop in Apr 2018. A detailed activity plan will be developed at the beginning of the second batch. The other two economic activities will be considered according the budget implementation of community tourism.
				A													
	Ogawa.N Ogawa.Y Osada		Develop a PDM for each activity	100%	P												
				A													
	Ogawa.N Ogawa.Y Osada		Develop a detail plan for the first activity to implement	0%	P												
				A													

Cross Cutting Activities																	
Monitoring Sheet	Ogawa.Y Tsurumine Hashiguchi	PSD	-	100.0%													Version 1 to 3 were completed.
First year completion report		MOWA	-	100.0%													
JCC Meeting		MOWA	-	100.0%													
Counterpart training in the Philippines		MOWA, LMs	-	100.0%													Completed.
Public relation		MOWA	-	100.0%													Project news, newsletter, MOWA HP, JICA Cambodia HP
Information collection and analysis on C/P capacity and organizational structures	Osada	MOWA, LMs, PDWA, PDs	-	100.0%													Information collection continues.

Project Design Matrix

Version: 0
Dated: March 31, 2017

Project Title:	Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)
Implementing Agency:	Ministry of Women's Affairs (MOWA)
Target Group:	<p>[Direct Target]</p> <p>Officers (both at the national and sub-national levels) of the Ministry of Women's Affairs (MOWA), Gender Mainstreaming Action Groups (GMAGs) and Gender Focal Points (both at the national and sub-national levels) of Partner Line Ministries: Ministry of Planning (MOP), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry and Handicraft (MIH), Ministry of Commerce (MOC), Ministry of Rural Development (MRD), Ministry of Labor and Vocational Training (MLVT), Ministry of Tourism (MOT)</p> <p>[Indirect Target]</p> <p>Women and men in the target provinces</p>
Period of Project:	February 2017—April 2018 (First Batch) May 2018—February 2022(Second Batch)
Project Site:	Phnom Penh and 4 selected provinces Model Site: Kompong Cham

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal Women's economic empowerment (WEE) is promoted through gender-responsive programs and projects implemented by line ministries/departments through advocacy and coordination by MOWA/PDWA in all the 25 capital and provinces in Cambodia.	Gender-responsive programs and projects are planned and implemented by line ministries through improved PGM Methods workshops facilitated by MOWA/PDWA in all the 25 capital and provinces.	1. Report about PGM Methods Workshops 2. Annual reports of WCCC	
Project Purpose Gender mainstreaming mechanisms are strengthened to promote women's economic empowerment (WEE) at the sub-national levels by the partner line ministries/departments through advocacy and coordination by MOWA/PDWA.	1. The "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" are authorized and distributed. 2. The scaling-up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Rattanak (the Five Year Strategic Plan) of MOWA.	1. Published "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" 2. Annual plans and 5th Neary Rattanak of MOWA	Decentralization and deconcentration processes is continuously gender-responsive.
Output 1 The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.	1-1. Networking among the stakeholders at the national and sub-national levels is established to promote WEE through TWG-G Sub-group on WEE. 1-2. 'Gender Terminology Booklet' is updated.	1-1. Minutes of meetings and reports of TWG-G Sub-group on WEE 1-2. Updated Gender Terminology Booklet	GMAG members at the national and sub-national levels cooperate and participate in the Project activities.

	<p>1-3. 'Gender Statistics Leaflet' is updated and provincial gender statistics is developed in the target provinces.</p> <p>1-4. Revised PGM Methods Guidelines is developed to integrate gender-responsive value chain analysis.</p> <p>1-5. 'WEE Guidelines through Gender Mainstreaming at the Sub-national Levels' is developed.</p> <p>1-6. The partner line ministries/departments integrate the activities and advices which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWA/PDWA.</p> <p>1-7. The scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels is developed by MOWA during the Project period for their implementation after the termination of the Project, which target the provinces other than the target provinces of the Project.</p>	<p>1-3. Updated 'Gender Statistics Leaflet', Developed provincial gender statistics</p> <p>1-4. Revised PGM Method Guidelines</p> <p>1-5. Developed "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels"</p> <p>1-6. Revised GMAPs and annual action plans of partner line ministries, annual plans of WCCC of the target provinces</p> <p>1-7. Developed scaling-up plan</p>	
<p>Output 2</p> <p>Gender mainstreaming mechanisms established by PGM2 is strengthened to promote women's economic empowerment (WEE) with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.</p>	<p>2-1. The tools for the scaling-up activities on agriculture (chicken raising) is prepared based on the results of the gender-responsive socio-economic impact analysis of PGM2 and value chain analysis</p> <p>2-2. Scaling-up activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the (XXX) provinces selected based on the criteria decided by MOWA.</p> <p>2-3. Scaling-up activities are coordinated and monitored through the working groups on WEE in the target provinces.</p>	<p>2-1. Developed tools (i.e. developed marketing manual on chicken raising)</p> <p>2-2. Developed activity plan of MOWA, Reports about PGM Methods workshops</p> <p>2-3. Minute of meetings and reports of working groups on WEE</p>	

	2-4. Activities to maintain and expand the achievements of the scaling-up activities are integrated into the policies and activity plans of the partner line ministries/departments.	2-4. Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target provinces	
Output 3 Gender mainstreaming mechanisms are established to promote women's economic empowerment (WEE) in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.	<p>3-1. The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province.</p> <p>3-2. Networking between public and private sectors are established to strengthen marketing of the pilot projects through working group on WEE.</p> <p>3-3. Results of various researches and studies on marketing are compiled, and tools are developed to strengthen marketing of the pilot projects.</p> <p>3-4. Socio-economic status of women engaged in tourism industries is improved. Indicators will be decided based on the baseline survey conducted by the Project.</p> <p>3-5. Activities to maintain and expand the achievements of the pilot projects are integrated into the policies and activity plans of the partner line ministries/departments.</p>	<p>3-1. Reports about PGM Methods workshops</p> <p>3-2. Minute of meetings and reports of working group on WEE</p> <p>3-3. Reports of marketing research, Developed tools</p> <p>3-4. Results of baseline and end-line survey</p> <p>3-5. Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target province</p>	

Activities	Input		Pre-conditions
	Japanese side	The Cambodia side	
(Preparation of the supporting setup at the national level) 1-1. The Project encourages the stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate more actively in TWG-G Sub-group on WEE. The MOWA may establish an advisory board for WEE under TWG-G Sub-group on WEE, which is mainly consisted of stakeholders in the private sectors. 1-2. The stakeholders of the scaling-up activities and pilot projects at the sub-national levels (i.e. the chairs of working groups on WEE) share the achievements and challenges of the Project activities in the meeting of TWG-G Sub-group on WEE and receive advices from the members. 1-3. The members of the TWG-G Sub-group on WEE participate in the workshops, seminars and exchange visits related to the pilot projects and scaling-up activities at the sub-national levels.	1. JICA Experts - Chief Advisor - Deputy Chief Advisor - Institutional Development/Governance - Women's Economic Empowerment - Market and Business Development -Coordinator/Training Management	1. Counterparts (C/P) 2. Office space and facilities 3. Local Cost	

Activities	Input		Pre-conditions
	Japanese side	The Cambodia side	
<p>(Preparation of tools) 1-4. The MOWA updates 'Gender Terminology Booklet'.</p> <p>1-5. The MOWA updates 'Gender Statistics Leaflet'.</p> <p>1-6. Provincial gender statistics of the target provinces are developed based on the achievements of Output 2 and Output 3 by MOWA/PDWA with the support from MOP/PDOP.</p> <p>1-7. The PGM Methods Guidelines are revised integrating the gender-responsive value chain analysis method based on the achievements of the Output 2 and Output 3.</p> <p>1-8. The Project develops the 'WEE Guidelines through Gender Mainstreaming at the Sub-national Levels' as improved comprehensive guidelines based on the achievements of the Output 2 and Outputs 3 by using the "Comprehensive Guidelines for WEE in Rural Areas" developed by PGM2 as reference.</p> <p>(The partner line ministries/departments) 1-9. The MOWA provides technical support to update and implement the GMAPs of partner line ministries as necessary.</p> <p>1-10. The Project hold workshops on gender budgeting to the stakeholders of the partner line ministries.</p> <p>1-11. The Project encourages the partner line ministries/departments to integrate the activities and advices which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects.</p> <p>(Development of the scaling up plans) 1-12. The MOWA develops the scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels for their implementation after the termination of the Project, which target the provinces other than the target provinces of the project.</p> <p>1-13. The Project organizes a seminar to share the achievements, outcomes, best practices and lessons learned of the Project with all the stakeholders before the termination of the Project.</p> <p>1-14. The Project organizes a regional seminar to share the achievements, outcomes, best practices and lessons learned of the Project with the ASEAN countries at an appropriate timing.</p>	<p>2. Seminars, workshops and trainings</p> <p>3. Necessary equipment for the project activities</p>		
<p>(Preparation of tools based on the achievements of PGM2) 2-1. The Project conducts gender-responsive socio-economic impact analysis of the chicken raising pilot project of PGM2 in Kampong Cham province.</p> <p>2-2. The Project implements gender-responsive value chain analysis of chicken raising in Kampong Cham and compiles the methodology of the analysis.</p> <p>2-3. The PDWA and partner provincial departments develop a monitoring plan of the chicken raising pilot project of PGM2 based on the result of 2-1 and 2-2, and restart monitoring of the activities.</p> <p>2-4. The Project implements supplementary activities to follow-up the chicken raising pilot project of PGM2 based on the results of analysis conducted in 2-1 and 2-2 and monitoring conducted in 2-3.</p>			

Activities	Input		Pre-conditions
	Japanese side	The Cambodia side	
<p>2-5. A working group to coordinate and monitor the activities for WEE implemented by PDWA and the partner provincial departments (possibly called as 'working group on WEE') is established in collaboration with Women Children Consultative Committee (WCCC). The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate in the working group on WEE as the members.</p> <p>2-6. The results of the monitoring conducted by PDWA and partner provincial departments in 2-3 are periodically shared to coordinate activities and discuss about the possible solutions at the meetings of the working group on WEE.</p> <p>2-7. The Project revises the 'Monitoring Guidelines of Pilot Project' developed by PGM2 based on the monitoring activities conducted by PDWA and partner provincial departments under the coordination of working groups on WEE based on the activities of 2-5 and 2-6.</p> <p>2-8. The Project develops a gender-responsive marketing manual on chicken raising targeting farmers based on the achievement of 2-1, 2-2, 2-3 and 2-4, which is complementary with the 'Technical Manual on Agricultural Production (chicken raising)' developed by PGM2.</p> <p>(Preparation of the implementation of scaling-up activities) 2-9. The MOWA develops implementation plans for scaling-up activities which specify the target, schedule, budget and human resources during the Project period.</p> <p>2-10. The MOWA defines the selection criteria for the target provinces of the scaling-up activities, and selects the target provinces accordingly. During the process of the selection, MOWA collects baseline data about the capacity of PDWA and partner provincial departments on gender mainstreaming in each target province.</p> <p>2-11. The working groups on WEE are established in the selected provinces under WCCC. The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institution) to participate in the working group on WEE as members. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.</p> <p>(Planning of the scaling-up activities) 2-12. The PDWA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PGM Methods (from step1 to step4) through PGM Methods workshops facilitated by MOWA/PDWA. The socio-economic baseline data is collected on the female/male farmers and their gender issues are identified in the target areas of the scaling-up activities.</p> <p>2-13. The PDWA and partner provincial departments conduct gender-responsive value chain analysis based on the methodology developed in 2-2 through PGM Method workshop, which is considered as a complementary step to the PGM Methods.</p> <p>2-14. The PDWA and partner provincial departments develop plans for scaling-up activities on agriculture (chicken raising) through PGM Methods workshop (step5) facilitated by MOWA/PDWA.</p> <p>(Implementation and monitoring of the scaling-up activities) 2-15. The PDWA and partner provincial departments implement activities in respective sector based on the plans developed in 2-14.</p>			

Activities	Input		Pre-conditions
	Japanese side	The Cambodia side	
<p>2-16. The scaling-up activities are monitored based on the monitoring guidelines developed in 2-7 by PDWA and partner provincial departments. The results of the monitoring are periodically shared for coordinating activities and discussing about the possible solutions at the meetings of the working groups on WEE. The results of the meetings of the working groups on WEE are also shared in the monthly meetings of WCCC.</p> <p>(Feedback of the evaluation result of scaling-up activities)</p> <p>2-17. The PDWA and partner provincial departments conduct evaluation study on the scaling-up activities, including gender impact analysis based on the baseline data collected in 2-12 through PGM Methods workshop (step8) facilitated by MOWA/PDWA.</p> <p>2-18. The PDWA and partner provincial departments develop policy recommendations based on the results of evaluation study conducted in 2-17 through PGM Methods workshop (step9) facilitated by MOWA/PDWA.</p> <p>2-19. The partner provincial departments share the policy recommendations developed in 2-18 with WCCC and TWG-G Sub-group on WEE and propose them to be integrated into their policies and plans. The MOWA/PDWA provide them with necessary information about resource mobilization and gender budgeting.</p>			
<p>(Prepare the setup to implement the pilot projects in tourism industries)</p> <p>3-1. The working group on WEE is established in the selected province. The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate in the working group on WEE as members. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.</p> <p>(Planning of the pilot projects in tourism industries)</p> <p>3-2. The PDWA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PGM Methods (from step1 to step4) through PGM Method workshops facilitated by MOWA/PDWA.</p> <p>3-3. The PDWA and partner provincial departments conduct gender-responsive value chain analysis on tourism industries based on the methodology developed in 2-2 through PGM Method workshop facilitated by MOWA/PDWA. Information collection and analysis about marketing are also conducted for the pilot projects, including exploring and utilizing of the local resources.</p> <p>3-4. The PDWA and partner provincial departments develop plans for pilot projects on tourism industries through PGM Methods workshop (step5) facilitated by MOWA/PDWA.</p> <p>3-5. The gender-responsive socio-economic baseline survey, including information collection about the gender issues, is conducted about the target industries and areas of the pilot projects decided in 3-4. The results of the survey are compiled to a report.</p> <p>(Implementation and monitoring of the pilot projects on tourism industries)</p> <p>3-6. The PDWA and partner provincial departments implement activities in respective sector based on the plans developed in 3-4.</p> <p>3-7. The pilot project activities are monitored based on the monitoring guidelines developed in 2-7 by PDWA and partner provincial departments. The results of the monitoring are periodically shared for coordinating pilot project activities and discussing about the possible solutions at the meetings of the working group on WEE. The results of the meetings of the working groups on WEE are also shared in the monthly meetings of WCCC.</p>			

Activities	Input		Pre-conditions
	Japanese side	The Cambodia side	
<p>3-8. The Project implements gender-responsive marketing activities in tourism industries and develops and defuse hands-on tools for marketing in tourism industries targeting stakeholders at the grassroots levels.</p> <p>(Feedback of the evaluation result of pilot projects)</p> <p>3-9. The PDWA and partner provincial departments conduct evaluation study on the pilot projects, including gender impact analysis based on the baseline data collected in 3-5 through PGM Methods workshop facilitated by MOWA/PDWA. The Project compiles the results of the evaluation study as end-line survey.</p> <p>3-10. The PDWA and partner provincial departments develop policy recommendations based on the results of the evaluation study conducted in 3-9 through PGM Methods workshop facilitated by MOWA/PDWA.</p> <p>3-11. The partner provincial departments share the policy recommendations developed in 3-10 with WCCC and TWG-G Sub-group on WEE and propose them to be integrated into their policies and plans. The MOWA/PDWA provide them with necessary information about resource mobilization and gender budgeting.</p>			

Completed Assignment of Japanese Experts

Title of the Project: Project on Gender Mainstreaming for Women’s Economic Empowerment (PGM-WEE) (First Batch)

1. Assignment in Cambodia

Name (Profession)	Grade	Plan/ Actual	Number of travel	2017												2018						Total of days	M/M
				2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6			
Yoshiko OGAWA (Chief Advisor/Gender Mainstreaming-1)	2	Plan	6																		225.00	7.50	
				45			45			45			28		32			30			225.00	7.50	
		Actual	6		3/1 3/31 4/1 4/14		6/11 6/30 7/1 7/25		9/7 9/30 10/1 10/21		12/3 12/30		2/4 2/28 3/1 3/7		5/14 5/31 6/1 6/12								
Michiko TSURUMINE (Deputy Chief Advisor/Gender Mainstreaming-2)	3	Plan	3																		120.00	4.00	
				15					60		45										120.00	4.00	
		Actual	3		3/1 3/15			7/1 7/31 8/1 8/29		10/5 10/31 11/1 11/18													
Hiromi OSADA (Institutional Development/Governance)	3	Plan	7																		165.00	5.50	
				15				45		30		30		15	10	10	10	10			165.00	5.50	
		Actual	6		3/1 3/15		6/21 6/30 7/1 7/31 8/1 8/4		10/8 10/31 11/1 11/6 12/7 12/31	1/1 1/5	2/18 2/28 3/1 3/25-3/31 4/1-4/7 4/22-4/30 5/1 5/10												
Yasuko YAGI (Women's Economic Empowerment)	4	Plan	5																		150.00	5.00	
				33			28			35					24		30			150.00	5.00		
		Actual	5		3/1 3/31 4/1 4/2		6/11 6/30 7/1 7/8			11/5 11/30 12/1 12/9		2/25 2/28 3/1 3/24 4/18 4/30 5/1 5/13											
Naoko OGAWA (Market and Business Development)	4	Plan	3																		120.00	4.00	
							43			40						37				120.00	4.00		
		Actual	4				6/11 6/30 7/1 7/23		9/24 9/30 10/1 10/31 11/1 11/2				3/18 3/31 4/1-4/8 4/18-4/30 5/1 5/2										
Shoichi HASHIGUCHI (Coordinator/Training Management-1)	5	Plan	3																		141.00	4.70	
				45			43			53										141.00	4.70		
		Actual	3		3/1 3/31 4/1 4/14		6/11 6/30 7/1 7/23	8/27 8/31 9/1-9/21 9/25-9/30 10/1 10/21															
Mirei SAKAMOTO (Coordinator/Training Management-2)	5	Plan	1																		84.00	2.80	
																				48.00	1.60		
		Actual	1											1/21 1/31 2/1 2/28 3/1 3/9									
Naoko OGAWA (Coordinator/Training Management-3)	5	Plan	1																		0.00	0.00	
																				36.00	1.20		
		Actual	1															5/8 5/31 6/1 6/12					
Total in Cambodia																	Plan	1,005	33.50				
																	Actual	1,005	33.50				

2. Assignment in Japan

Yoshiko OGAWA (Chief Advisor/Gender Mainstreaming-1)	2	Plan																			4.00	0.20																			
		Actual		2/27	2/28																4.00	0.20																			
Ledengs		Initial Plan		Actual																																					
																								Total in Japan	Plan	4	0.20														
																									Actual	4	0.20														
																								Total in Japan	Plan		33.70														
Actual		33.70																																							

Ledengs Initial Plan Actual Self-financed