
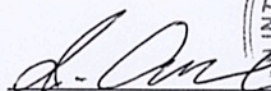


RECORD OF DISCUSSIONS  
ON  
PROJECT ON GENDER MAINSTREAMING FOR WOMEN'S  
ECONOMIC EMPOWERMENT  
IN  
THE ROYAL GOVERNMENT OF CAMBODIA

AGREED UPON BETWEEN  
MINISTRY OF WOMEN'S AFFAIRS  
AND  
JAPAN INTERNATIONAL COOPERATION AGENCY

Phnom Penh, 30 November 2016



Mr. Itsu Adachi  
Chief Representative  
JICA Cambodia Office  
Japan International Cooperation Agency



H.E. Dr. ING Kantha Phavi  
Minister  
Ministry of Women's Affairs  
The Royal Government of Cambodia

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Phnom Penh, 30 November 2015

  
Mr. Han Asachi  
Chief Representative  
JICA Cambodia Office  
Japan International Cooperation Agency

  
Ministry of Women's Affairs  
The Royal Government of Cambodia





Based on the Minutes of Meetings on the Detailed Planning Survey on the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) (hereinafter referred to as "the Project") signed on 26<sup>th</sup> February 2016 between Ministry of Women's Affairs (hereinafter referred to as "MOWA") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with MOWA and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that MOWA, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Royal Government of Cambodia (hereinafter referred to as "RGC").

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on June 17, 2003 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on July 3, 2015 between RGC and the Government of Japan (hereinafter referred to as "GOJ").

#### Appendix 1: Project Description



## PROJECT DESCRIPTION

### I. BACKGROUND

The Royal Government of Cambodia (RGC) implemented various kinds of programs and projects for promoting gender equality and women's empowerment based upon the national policies, such as Rectangular Strategy, National Strategic Development Plan and Neary Rattanak (the Five Year Strategic Plan of the Ministry of Women's Affairs, MOWA). Based on a long-term collaboration between MOWA and the Japan International Cooperation Agency (JICA) since early 1990s, the Projects on Gender Mainstreaming (PGM) Phase 1 and 2 were implemented. The PGM 2 was launched in 2010 for the duration of five years with the overall goal that women's economic empowerment (WEE) is enhanced through the gender-responsive policies and programs undertaken by MOWA/Provincial Department of Women's Affairs (PDWA) and the partner line ministries in Cambodia.

The terminal evaluation study of the PGM 2 undertaken in February 2015 concluded that the function and capacity of MOWA/PDWA to advocate and coordinate the partner line ministries at the national and sub-national levels were strengthened. The study also found that the capacity and mechanism to deliver the gender-responsive services for enhancing WEE were strengthened at the sub-national levels through applying the PGM methods developed by the PGM 1 and implementing the pilot projects in Kampong Cham province. Moreover, the Provincial Three-year Rolling Investment Programs of Kampong Cham became more gender-responsive as a result of the PGM 2.

It should be further noted that the PGM 2 generated following socio-economic and gender impacts on the stakeholders at the grassroots level:

- 1) Increase of household income and improvement of living standards for both women and men as economic impacts;
- 2) Improvement of gender relationship in households, establishment of harmony in couples, reduction of gender-based violence (GBV), empowerment of women (e.g. increase of self-confidence, leadership, and participation in decision making of high household expenses), enhancement of awareness about women's capability by family members and communities as social and gender impacts.

As the results of the PGM 2, the PGM methods became an important gender mainstreaming mechanism in Cambodia. Moreover, the approaches adapted by the PGM 2 promoted both vertical and horizontal gender mainstreaming at the national and sub-national levels. Accordingly, in August 2014, the RGC requested the Japanese Government for further assistance to strengthen the existing gender mainstreaming mechanisms and expand them to cover wider



areas.

## **II. OUTLINE OF THE PROJECT**

Details of the Project are described in the Project Design Matrix (PDM) (Annex I) and the Plan of Operation (Annex II).

### **1. Title of the Project**

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

### **2. 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.

### **3. 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.

### **4. Outputs**

- (1) The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.
- (2) Gender mainstreaming mechanisms established by PMG 2 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.
- (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.

### **5. Activities**

The detailed activities of the Project are shown in the Annex I.

### **6. Input**

- (1) Input by JICA
  - (a) Dispatch of Experts



- Chief Advisor/Gender Mainstreaming
- Institutional Development
- Women's Economic Empowerment
- Marketing and Business Development
- Coordinator/Training
- Short-term experts on specific topics as needed (e.g. tourism development, agriculture, product development, public relation, monitoring & evaluation)

(b) Training

Trainings in Japan and/or third countries

(c) Machinery and Equipment

Necessary equipment for effective project implementation

Input other than indicated above will be determined through mutual consultations between MOWA and JICA during the implementation of the Project, as necessary.

(2) Input by MOWA

(a) Assignment of Counterpart personnel and administrative personnel

- Project Director: Secretary of State, Ministry of Women's Affairs
- Project Manager: Director, Planning and Statistics Department
- Officers/Members: Counterpart personnel from Planning and Statistics Department, Economic Development Department and Gender Equality Department

(b) Work space to be used by JICA Experts

Office spaces in MOWA and PDWAs of targeted provinces

MOWA will take necessary measures to provide at its own expense:

- (a) Salaries, remuneration and other allowances for the Cambodian counterpart personnel.
- (b) Running expenses for utilities such as electricity, water supply, gas, fuel etc.
- (c) Exemption from taxes, CD/VAT and other charges for machinery, equipment and other materials supplied by JICA.
- (d) Other contingency expenses related to the Project.
- (e) Services of MOWA's counterpart personnel and administrative personnel as referred to in II-6;
- (f) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into Cambodia from Japan in connection with the implementation of the Project



## 7. Implementation Structure

The project organization chart is given in the Annex III. The roles and assignments of relevant organizations are as follows:

### (1) MOWA

#### (a) Project Director

Secretary of State of MOWA is responsible for overall administration and management of the Project.

#### (b) Project Manager

Director of Planning and Statistics Department is responsible for managerial and technical matters of the Project and coordinates

#### (c) Implementation Departments

Counterpart personnel from Planning and Statistics Department, Economic Development Department and Gender Equality Department are responsible for the Project implementation.

#### (d) Technical Coordination Desk

Technical Coordination Desk promotes coordination among departments and international donors concerned for effective Project implementation.

### (2) Partner Line Ministries and Provincial Departments

#### (a) Ministry of Planning (MOP)

#### (b) Ministry of Agriculture, Forestry and Fisheries (MAFF)

#### (c) Ministry of Industry and Handicraft (MIH)

#### (d) Ministry of Commerce (MOC)

#### (e) Ministry of Rural Development (MRD)

#### (f) Ministry of Labor and Vocational Training (MLVT)

#### (g) Ministry of Tourism (MOT)

### (3) Local Authorities at the sub-national levels

#### (a) Women's and Children's Consultative Committee (WCCC)

#### (b) Board of Governors

#### (c) Female deputy governor

#### (d) Commune Council/Commune Women and Children Committee (CWCC)

### (4) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to MOWA on any matters pertaining to the implementation of the Project.

### (5) Joint Coordination Committee

The Joint Coordination Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will



review the progress, revise the overall plan when necessary, approve an annual work plan, conduct evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex IV.

#### 8. Project Site(s) and Beneficiaries

##### (1) Project Site:

Phnom Penh and five (5) target provinces

##### (2) Beneficiaries

- Direct Beneficiaries: Officers (both at the national and sub-national levels) of the MOWA, Gender Mainstreaming Action Group (GMAG) and Gender Focal Points (both national and sub-national levels) of the 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)
- Indirect Beneficiaries: Women and men in the targeted provinces

#### 9. Duration

Five (5) years from the arrival of the first expert.

#### 10. Reports

MOWA and JICA experts will jointly prepare the following reports in English.

- (1) Monitoring Sheet on semiannual basis until the Project completion
- (2) Project Completion Report at the time of the Project completion

#### 11. Environmental and Social Considerations

- (1) The MOWA will abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

### **III. UNDERTAKINGS OF MOWA**

1. The MOWA will take necessary measures as follows:

- (1) To ensure that the technologies and knowledge acquired by the Cambodian nationals as a result of Japanese technical cooperation contributes to the economic and social development of Cambodia, and that the knowledge and experience acquired by the personnel of



Cambodia from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project;

- (2) To grant privileges, exemptions and benefits to the JICA experts referred to in II-5 above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Cambodia.

#### **IV. MONITORING AND EVALUATION**

The MOWA and JICA will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the Project Design Matrix (PDM) and Plan of Operation (PO). The Monitoring Sheets will be reviewed every six (6) months.

Also, Project Completion Report will be drawn up one (1) month before the termination of the Project.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

#### **V. PROMOTION OF PUBLIC SUPPORT**

For the purpose of promoting support for the Project, MOWA will take appropriate measures to make the Project widely known to the people of Cambodia.

#### **VI. MISCONDUCT**

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, MOWA and relevant organizations will provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of Cambodia.

MOWA and relevant organizations will not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

#### **VII. MUTUAL CONSULTATION**

MOWA and JICA will consult each other whenever any major issues arise in the course of Project implementation.



## VIII. AMENDMENTS

The Record of Discussions may be amended by the Minutes of Meetings between MOWA and JICA. However, PO may be amended in the Monitoring Sheets.

The Minutes of Meetings will be signed by authorized persons of each side who may be different from the signers of the Record of Discussions.

### List of Annexes

- Annex I Project Design Matrix (PDM)
- Annex II Tentative Plan of Operation
- Annex III Project Organization Chart
- Annex IV List of Proposed Members of Joint Coordination Committee



## Project Design Matrix (PDM)

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

Duration: 5 years

Project Area: Phnom Penh and 5 selected provinces

Target Group:

*Direct Target* – 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)

*Indirect Target* – Women and men in the target provinces

Version: PDM 0 Date: 26 February 2016		Means of Verification	Important Assumption
Overall Goal	Narrative Summary	Objectively Verifiable Indicators	
Women's economic empowerment (WEE) is promoted through gender-responsive programs and projects implemented by line ministries/departments through advocacy and coordination by MOWAPDWA in all the 25 capital and provinces in Cambodia.	Women's economic empowerment (WEE) is promoted through gender-responsive programs and projects implemented by line ministries/departments through advocacy and coordination by MOWAPDWA in all the 25 capital and provinces in Cambodia.	<ul style="list-style-type: none"> <li>Gender-responsive programs and projects are planned and implemented by line ministries through improved PGM Methods workshops facilitated by MOWAPDWA in all the 25 capital and provinces.</li> </ul>	<ul style="list-style-type: none"> <li>Report about PGM Methods Workshops</li> <li>Annual reports of WCCC</li> </ul>
<b>Project Purpose</b> 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 MOWAPDWA.	<ol style="list-style-type: none"> <li>The "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" are authorized and distributed.</li> <li>The scaling-up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Rattanak (the Five Year Strategic Plan) of MOWA.</li> </ol>	<ol style="list-style-type: none"> <li>Published "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels"</li> <li>Annual plans and 5<sup>th</sup> Neary Rattanak of MOWA</li> </ol>	Decentralization and deconcentration processes is continuously gender-responsive.

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<p><b>Output</b></p> <p>1. The capacity of MOWAPDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.</p> <p>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.</p>	<p>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.</p> <p>1-2. 'Gender Terminology Booklet' is updated.</p> <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 MOWAPDWA.</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>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</p>	<p>1.1. Minutes of meetings and reports of TWG-G Sub-group on WEE</p> <p>1.2. Updated Gender Terminology Booklet</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>2. 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</p>	<p>GMAG members at the national and sub-national levels cooperate and participate in the Project activities.</p>
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<p>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>	<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.</p> <p>3. The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province.</p> <p>3-1. Networking between public and private sectors are established to strengthen marketing of the pilot projects through working group on WEE.</p> <p>3-2. Results of various researches and studies on marketing are compiled, and tools are developed to strengthen marketing of the pilot projects.</p> <p>3-3. 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>3-4. 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>monitored through the working groups on WEE in the target provinces.</p>	<p>of working groups on WEE</p> <p>2.4. Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target provinces</p> <p>3. 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>
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<p><b>Activities</b> (Preparation of the supporting setup at the national level)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>(Preparation of tools)</p> <p>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 MOWAPDWA with the support from MOI/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)</p> <p>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>Japanese Government:</p> <ol style="list-style-type: none"> <li>1. Long-term experts (XXX persons)</li> <li>2. Short-term experts</li> <li>3. Seminars, Workshops and Trainings</li> <li>4. Equipment</li> </ol>	<p>Cambodian Government:</p> <ol style="list-style-type: none"> <li>1. Counterparts</li> <li>2. Office space and facilities</li> <li>3. Local Cost</li> </ol>
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- (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.
  - 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.
  - 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.
  2. (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.
    - 2-2. The Project implements gender-responsive value chain analysis of chicken raising in Kampong Cham and compiles the methodology of the analysis.
    - 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.
    - 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.
    - 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.
    - 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.
    - 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.

Precondition:



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.

(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.

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.

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.

(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 MOWAPDWA. 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.

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.

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 MOWAPDWA.

(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.

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.

(Feedback of the evaluation result of scaling-up activities)

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 MOWAPDWA.

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 MOWAPDWA.

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 MOWAPDWA provide them with necessary information about resource mobilization and gender budgeting.

3.

(Prepare the setup to implement the pilot projects in tourism industries)

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.

(Planning of the pilot projects in tourism industries)

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 MOWAPDWA.

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 MOWAPDWA. Information collection and analysis about marketing are also conducted for the pilot projects, including exploring and utilizing of the local resources.

3-4. The PDWA and partner provincial departments develop plans for pilot projects on tourism industries through PGM Methods workshop (step5) facilitated by MOWAPDWA.

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.



(Implementation and monitoring of the pilot projects on tourism industries)  
3-6. The PDWA and partner provincial departments implement activities in respective sector based on the plans developed in 3-4.

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.

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.

(Feedback of the evaluation result of pilot projects)

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.

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.

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.













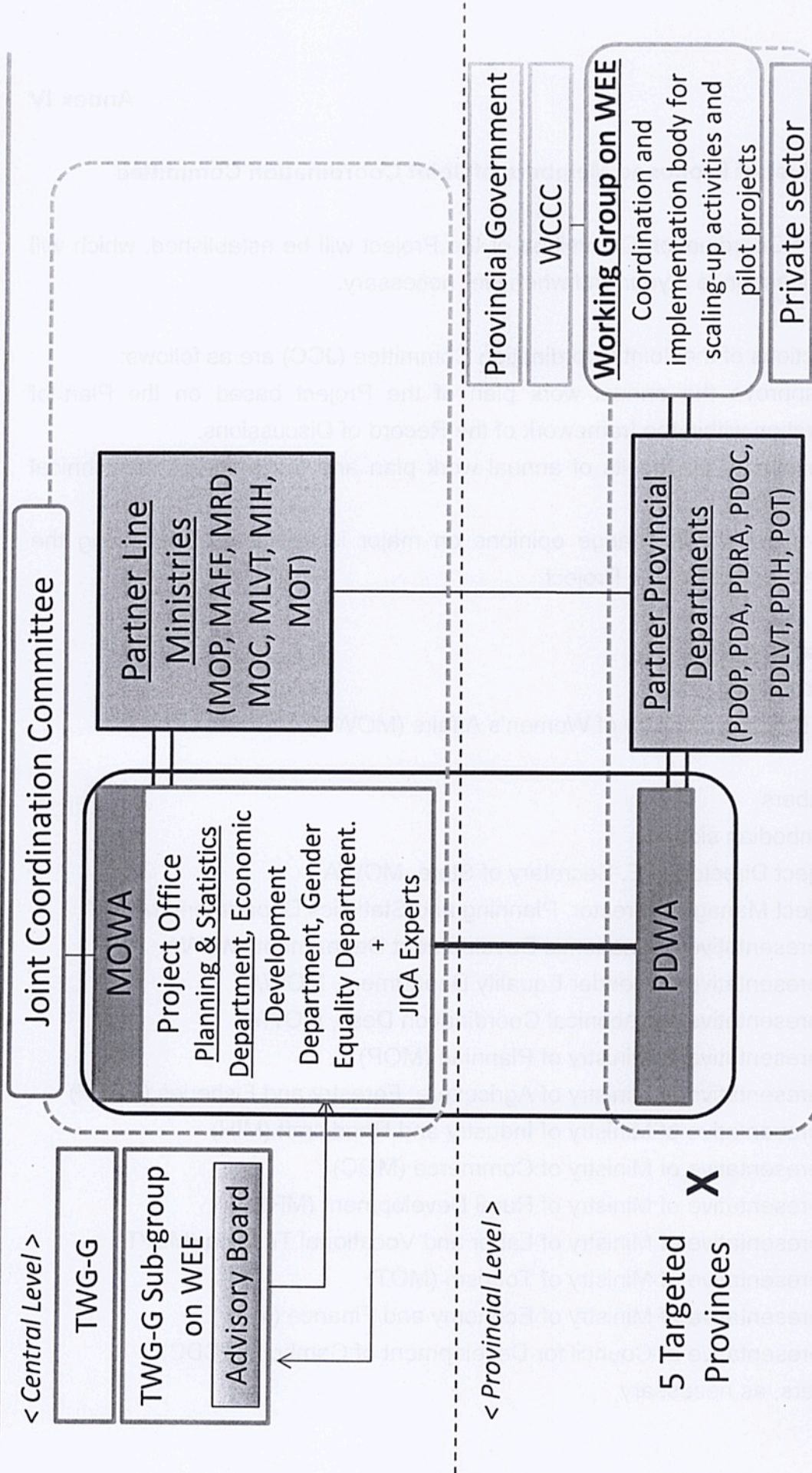






# Project Organization Chart

## Annex III



5 Targeted Provinces **X**

MOWA: Ministry of Women's Affairs, MOP: Ministry of Planning, MAFF: Ministry of Agriculture, Forestry and Fisheries, MRD: Ministry of Rural Development  
MOC: Ministry of Commerce, MLVT: Ministry of Labor and Vocational Training, MIH: Ministry of Industry and Handicraft, MOT: Ministry of Tourism, TWG-G:  
Technical Working Group on Gender, TWG-G Sub-group on WEE, TWG-G Sub-group on Women's Economic Empowerment, WCCC: Women's and Children's  
Consultative Committee, PDWA: Provincial Department of Women's Affairs, PDOP: Provincial Department of Planning, PDA: Provincial Department of Agriculture,  
PDRD: Provincial Department of Rural Development, PDOC: Provincial Department of Commerce, PDLVT: Provincial Department of Labour and Vocational Training,  
Provincial Department of Industry and Handicraft, POT: Provincial Department of Tourism

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### List of Proposed Members of Joint Coordination Committee

The Joint Coordination Committee of the Project will be established, which will meet at least once a year and whenever necessary.

The functions of the Joint Coordination Committee (JCC) are as follows:

- (1) To approve the annual work plan of the Project based on the Plan of Operation within the framework of the Record of Discussions.
- (2) To evaluate the results of annual work plan and the progress of technical cooperation.
- (3) To review and exchange opinions on major issues that arise during the implementation of the Project.

#### Composition of JCC

(1) Chairperson

H.E. Minister, Ministry of Women's Affairs (MOWA)

(2) Members

a) Cambodian side

Project Director: H.E. Secretary of State, MOWA

Project Manager: Director, Planning and Statistics Department, MOWA

Representative of Economic Development Department, MOWA

Representative of Gender Equality Department, MOWA

Representative of Technical Coordination Desk, MOWA

Representative of Ministry of Planning (MOP)

Representative of Ministry of Agriculture, Forestry and Fisheries (MAFF)

Representative of Ministry of Industry and Handicraft (MIH)

Representative of Ministry of Commerce (MOC)

Representative of Ministry of Rural Development (MRD)

Representative of Ministry of Labor and Vocational Training (MLVT)

Representative of Ministry of Tourism (MOT)

Representative of Ministry of Economy and Finance (MEF)

Representative of Council for Development of Cambodia (CDC)

Others, as necessary



b) Japanese side

Chief Advisor of the Project

Other Japanese Experts

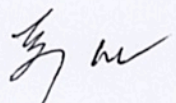
Representative of JICA Cambodia Office

Other personnel concerned to be assigned by JICA, as necessary

c) Observers

Representatives from related organizations will be invited as observers, as necessary.

Note: In case that the JCC members described above can not attend the meeting, a representative(s) shall attend the meeting in place of the member(s). Persons who are nominated by the Chairperson may attend meeting of JCC.





f) Japanese side  
Chief Advisor of the Project  
Other Japanese Experts  
Representative of JICA Cambodia Office  
Other personnel concerned to be assigned by JICA as necessary

g) Observers  
Representatives from related organizations will be invited as observers as necessary

Note: In case that the JCC members listed above can not attend the meeting, a representative(s) shall attend the meeting in place of the member(s).  
Persons who are nominated by the Chairperson may attend meeting of JCC.

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