

**MINUTES OF MEETINGS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
MINISTRY OF WOMEN'S AFFAIRS  
FOR AMENDMENT OF THE RECORD OF DISCUSSIONS  
ON  
PROJECT ON GENDER MAINSTREAMING FOR WOMEN'S ECONOMIC  
EMPOWERMENT IN THE ROYAL GOVERNMENT OF CAMBODIA**

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and Ministry of Women's Affairs (hereinafter referred to as "MOWA") hereby agree that the Record of Discussions on Project on Gender Mainstreaming for Women's Economic Empowerment (hereinafter referred to as "Project") signed on 30<sup>th</sup> November 2016 will be amended as referred to the documents attached hereto, based on the Minutes of Meeting of the Third Joint Coordination Committee of the Project signed on 5<sup>th</sup> December 2019. This amendment will become effective as of the date of signing of this amendment by both sides.

Phnom Penh, 16 January 2020





Mr. Yuichi Sugano  
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

## 1. Project Summary

### 1.1 Duration

Before	Amended Version
5 years	5 years (February 2017 – February 2022)
Reason: To specify starting and ending month and year.	

### 1.2 Project Area

Before	Amended Version
Phnom Penh and 5 selected provinces	Phnom Penh and 5 selected provinces (Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and kampong Cham)
Reason: To specify the names of target provinces.	

### 1.3 Target Group

Before	Amended Version
Indirect Target: Women and men in the target provinces	<u>Beneficiaries</u> : Women and men in the target provinces
Reason: Women and men in the selected villages in the target provinces are not indirect target but beneficiaries of scaling-up/pilot activities.	

## 2. Overall Goal

### 2.1 Narrative Summary

Before	Amended Version
Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA in all the 25 capital and provinces in Cambodia.	Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA <u>in target and non-target provinces.</u>
Reason: It is not theoretical to assume that the project outputs are disseminated to all the non-target provinces and make sure the implementation in those provinces within some years after the project completion.	

### 2.2 Indicators

Before	Amended Version
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. Gender-responsive programs and projects are planned and implemented for promoting WEE based on the <u>updated WEE Guideline and the PGM Method Guideline<sup>1</sup> in target and non-target provinces.</u>

	<u>*1: PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.</u>
Reason: Specifying the objective of gender-responsive programs and projects, and what to be referred on the occasion of planning and implementation. Also, setting a tangible goal.	

### 2.3 Indicators

Before	Amended Version
	<ol style="list-style-type: none"> <li>2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in non-target provinces.</u></li> <li>3. <u>All the partner line ministries and NCDD integrate at least 1 recommendation into their sector policies/plans or NCDD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.</u></li> </ol>
Reason: Adding the indicators for indicating other aspects of Overall Goal to be achieved.	

### 2.4 Means of Verification

Before	Amended Version
<ol style="list-style-type: none"> <li>1. Report about PGM Methods Workshops</li> <li>2. Annual reports of WCCC</li> </ol>	<ol style="list-style-type: none"> <li>1-1. Annual reports of WCCC</li> <li>1-2. <u>Provincial Development/Investment Plan</u></li> <li>2. <u>Minutes of meetings and reports of WCCC</u></li> <li>3. <u>Sector policies and plans and NCDD Gender Policy/plan</u></li> </ol>
Reason: Adding appropriate means of verification according to the amended indicators.	

## 3. Project Purpose

### a. Narrative Summary

Before	Amended Version
Gender mainstreaming mechanisms are strengthened to promote Women's	Gender mainstreaming mechanisms are strengthened <sup>2</sup> to promote Women's



<p>Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p>	<p>Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p> <p><u>*2 : "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MOWA/PDWA, 2) Implementing mechanism and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies for promoting WEE.</u></p>
<p>Reason: "Strengthening of gender mainstreaming mechanism" is defined.</p>	

b. Indicators

Before	Amended Version
<ol style="list-style-type: none"> <li>1. The "WEE Guidelines through Gender Mainstreaming at the sub-national levels" are authorized and distributed.</li> <li>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</li> </ol>	<ol style="list-style-type: none"> <li>1. <u>MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.</u></li> <li>2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.</u></li> <li>3. <u>The updated WEE Guideline is approved by MOWA.</u></li> <li>4. <u>Partner line ministries and NCDD gender team integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.</u></li> </ol>
<p>Reason: Setting outcome-oriented indicators rather than deliverables</p>	

c. Means of Verification

Before	Amended Version
<ol style="list-style-type: none"> <li>1. Published "WEE Guidelines through Gender Mainstreaming at the sub-national levels"</li> </ol>	<ol style="list-style-type: none"> <li>1. <u>Annual plan and project documents of the partner provincial departments</u></li> <li>2. <u>Minutes of meetings and reports of</u></li> </ol>



2. Annual plans and 5th Neary Rattanak of MOWA	<u>WCCC</u> 3. <u>Approved updated WEE Guideline</u> 4. <u>Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</u>
Reason: Adding appropriate means of verification according to the amended indicators	

#### 4. Output 1

##### a. Narrative Summary

Before	Amended Version
The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.	The capacity of MOWA/PDWA <u>in terms of advocacy and coordination</u> is strengthened to promote WEE at the sub-national level.
Reason: Specifying the type of capacity to be strengthened by the project	

##### b. Indicators

Before	Amended Version
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. 1-3. "Gender Statistics Leaflet" is updated and provincial gender statistics is developed in the target provinces. 1-4. Revised PGM Methods Guidelines is developed to integrate gender-responsive value chain analysis. 1-5. "WEE Guidelines through Gender Mainstreaming at the sub-national levels" is developed. 1-6. The partner line ministries/departments integrate the activities and advices which as proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWA/PDWA.	1. <u>Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened.</u>

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.	
Reason : Setting outcome-oriented indicators rather than deliverables.	

c. Means of Verification

Before	Amended Version
1-1. Minutes of meetings and reports of TWG-G Sub-group on WEE.	1. <u>Result of Gender Capacity Assessment</u>
1-2. Updated Gender Terminology Booklet	2. <u>Minutes of meetings and reports of TWG-G WEE/GMAG</u>
1-3. Updated Gender Statistics Leaflet* and developed provincial gender statistics	3. <u>Minutes of meetings and reports of WEE-WG/WCCC</u>
1-4. Revised PGM Methods Guidelines	
1-5. Developed "WEE Guidelines through Gender Mainstreaming at the sub-national levels"	
1-6. Revised GMAPs and annual action plans of partner line ministries, annual plans of WCCC of the target provinces	
1-7. Developed scaling-up plan	
Reason: Adding appropriate means of verification according to the amended indicators.	

5. **Output 2**

a. Narrative Summary

Before	Amended Version
Gender mainstreaming mechanisms established by PGM2 is strengthened to promote WEE with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.	<u>Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.</u>
Reason: Since the rationale of scaling-up activities (Output 2) and pilot activities (Output 3) are the same in the project, it is appropriate to combine Output 2 and 3 as an Output.	

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b. Indicators

Before	Amended Version
<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 selected provinces 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>2-4. 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>2-1. <u>Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and partner provincial departments.</u></p> <p>2-2. <u>Role of WEE-WG in the project is institutionalized and included in the updated WEE Guideline<sup>3</sup>.</u></p> <p><u>*3: The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.</u></p>
Reason: Setting outcome-oriented indicators rather than activity oriented.	

c. Means of Verification

Before	Amended Version
<p>2-1. Developed tools (i.e. developed marketing manual on chicken raising)</p> <p>2-2. Developed activity plan of MOWA and reports about PGM Methods workshops</p> <p>2-3. Minute of meetings and reports of working groups on WEE</p> <p>2-4. Annual plans and/or GMAPs of partner line ministries, and annual plans of WCCC of the target provinces</p>	<p>1-1. <u>Records of trainings/workshops</u></p> <p>1-2. <u>Minutes of meetings and reports of WCCC</u></p> <p>2. <u>Updated WEE Guideline</u></p>
Reason: Adding appropriate means of verification according to the amended indicators.	

6. Output 3

a. Narrative Summary

Before	Amended Version
Gender mainstreaming mechanisms	<u>Recommendations (tips and lessons</u>



established to promote WEE in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.	<u>learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.</u>
Reason: In order to promote WEE at the sub-national level, the tips and the lessons learned for promoting WEE at the sub-national level which are extracted from the project activities should be shared and discussed with the partner line ministries. It is also expected that some of them will be integrated and applied into the sector policies and plans after the project period.	

b. Indicators

Before	Amended Version
3-1. The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province.	<u>Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.</u>
3-2. Networking between public and private sectors are established to strengthen marketing of the pilot projects through working group on WEE.	
3-3. Results of various researchers and studies on marketing are compiled, and tools are developed to strengthen marketing of the pilot projects.	
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.	
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.	
Reason: Setting appropriate indicator according to the amended Output 3.	

c. Means of Verification

Before	Amended Version
3-1. Reports about PGM Methods workshops	1. <u>Minutes of meetings and reports of TWG-G WEE/GMAG/NCDD gender team</u>
3-2. Minute of meetings and reports of working group on WEE	2. <u>Minutes of meetings and reports of WCCC</u>
3-3. Reports of marketing research, Developed tools	

3-4. Results of baseline and end-line survey	
3-5. Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target province	
Reason: Setting appropriate means of verification according to the amended indicators.	

## 7. Activity

### a. Activities for Output 1

Before	Amended Version
(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.	1-1. <u>Gender capacity assessment is conducted.</u>
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.	1-2. <u>According to the results of the assessment, "capacity development plan on WEE" is prepared.</u>
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.	1-3. <u>A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</u>
(Preparation of tools)	
1-4. The MOWA updates 'Gender Terminology Booklet'.	1-4. "Gender terminology booklet" is updated.
1-5. The MOWA updates 'Gender Statistics Leaflet'.	1-5. "Gender statistics leaflet" is updated.
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.	1-6. "Provincial gender statistics" are developed in each target province.
	1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.
	1-8. <u>Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</u>
	1-9. <u>Trainings on gender mainstreaming and WEE are conducted in Japan.</u>
	1-10. <u>Terminal gender capacity assessment is conducted.</u>

<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>(Development of the scaling up plans)</p> <p>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</p>	
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appropriate timing.	
Reason: Activities were consolidated according to the amended Output 1.	

b. Activities for Output 2

Before	Amended Version
(Preparation of tools based on the achievements of PGM2)	<b>【Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level】</b>
2-1. The Project conducts gender-responsive socio-economic impact analysis of the chicken raising pilot project of PGM2 in Kampong Cham province.	2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.
2-2. The Project implements gender-responsive value chain analysis of chicken raising in Kampong Cham and compiles the methodology of the analysis.	2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.
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.	2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.
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.	<u>【Integration of gender perspectives in the existing programs and projects at the sub-national level】</u>
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.	<u>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</u>
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.	<u>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and</u>
2-7. The Project revises the 'Monitoring	

<p>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)</p> <p>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)</p> <p>2-12. The PDWA and partner provincial</p>	<p><u>learnings in the WEE-WG.</u></p> <p><u>2-6. In SRP, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><b>【Consideration on effective measures for promoting WEE and active women's participation in economic activities】</b></p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p>
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<p>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)</p> <p>2-15. The PDWA and partner provincial departments implement activities in respective sector based on the plans developed in 2-14.</p> <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</p>	
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<p>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>	
Reason: Activities were consolidated according to the amended Output 2.	

c. Activities for Output 3

Before	Amended Version
<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</p>	<p>3-1. <u>In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</u></p> <p>3-2. <u>Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</u></p> <p>3-3. <u>The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</u></p> <p>3-4. <u>The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.</u></p> <p>3-5. <u>Active discussion and coordination are made with the partner line ministries and NCDD gender team.</u></p>

<p>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><u>(consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</u></p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.</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</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> <p>3-8. The Project implements gender-responsive marketing activities in</p>	

<p>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>	
<p>Reasons: Activities were consolidated according to the amended Output 3.</p>	

Annex 1 : Record of Discussions (signed on 30 November 2016)

Annex 2 : Minutes of Meetings of the 3<sup>rd</sup> Joint Coordination Committee (JCC)

Annex 3 : Revised PDM(Project Design Matrix) (Version 1.0)



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

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 as to "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 (PGMA/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 (GMAAGs) 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: 20 February 2016

	Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b> Women's economic empowerment (WEE) is promoted through gender-responsive programs and projects implemented by the ministries/departments through advocacy and coordination by MOWA/PCMA 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 MOWA/PCMA 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 MOWA/PCMA.		<ol style="list-style-type: none"> <li>The "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" are authored and distributed</li> <li>The scaling up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Ratanak (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 Ratanak 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 MOWAFDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.</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 address which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWAFDWA.</p> <p>1.7 The scaling-up plans of the gender mainstreaming mechanisms by 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>1.1 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 GMMPs and annual action plans of partner line ministries, annual plans of WCOG of the target provinces</p> <p>1.7 Developed scaling-up plan</p>	<p>GMAG members at the national and sub-national levels cooperate and participate in the Project activities</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>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>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>	

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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>monitored through the working groups on WEE in the target provinces.</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. 3-1. The pilot project activities are planned, implemented, monitored and evaluated by PCV/VA 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>of working groups on WEE:</p> <p>2.4. Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCOC of the target provinces</p> <p>3. 3.1. Reports about PGM Methods workshops</p> <p>3.2. Minutes 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 WCCOC 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 MCWVA 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 MCWVA updates 'Gender Terminology Booklet'.</p> <p>1-5. The MCWVA updates 'Gender Statistics Listlet'.</p> <p>1-6. Provincial gender statistics of the target provinces are developed based on the achievements of Output 2 and Output 3 by MCWVA/PCWVA with the support from MORP/DOEP.</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 Output 3 by using the 'Comprehensive Guidelines for WEE in Rural Areas' developed by PCMZ as reference.</p> <p>(The partner line ministries/departments)</p> <p>1-9. The MCWVA 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><b>Japanese Government</b></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><b>Cambodian Government</b></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 MDVA 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 if 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 (MCCC). 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 FGMZ.

(Preparation of the implementation of scaling-up activities)

2-9 The MOVA develops implementation plans for scaling-up activities which specify the target, schedule, budget and human resources during the Project period.

2-10 The MOVA 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, MOVA collects baseline data about the capacity of PDVA 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 sector (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 scaling-up activities)

2-12 The PDVA 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 MOVA/PDVA. The socio-economic baseline data is collected on the farmhouse farmers and their gender issues are identified in the target areas of the scaling-up activities.

2-13 The PDVA 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 PDVA and partner provincial departments develop plans for scaling-up activities on agriculture (chicken raising) through PGM Methods workshop (step5) facilitated by MOVA/PDVA.

(Implementation and monitoring of the scaling-up activities)

2-15 The PDVA 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 PDVA 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 (step4) facilitated by MOVA/PDWA.

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 (step5) facilitated by MOVA/PDWA.

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 MOVA/PDWA provides 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 MOVA/PDWA.

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 MOVA/PDWA. 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 MOVA/PDWA.

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.

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	<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 consolidating 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 WCCDC.</p> <p>3-8. The Project implements gender-responsive marketing activities in tourism industries and develops and diffuses 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 MOWAPDWA. 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 MOWAPDWA.</p> <p>3-11. The partner provincial departments share the policy recommendations developed in 3-10 with WCCDC and TWG-5 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.</p>
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2-13. The PCMA and partner provincial departments conduct gender responsive value chain analysis based on the methodology developed in 2-2 through PCM Method workshop. which is consolidated as a comprehensive step (10) to the PCM Methods.	Plan																					
2-14. The PCMA and partner provincial departments develop plans for scaling up activities on signature chicken raising through PCM Methods workshop (Step 6) facilitated by MOHW/PCMA.	Actual																					
2-15. The PCMA and partner provincial departments implement activities in respective sector based on the plans developed in 2-14.	Plan																					
2-16. The scaling up activities are monitored based on the monitoring guidelines developed in 2-7 by PCMA and partner provincial departments. The results of the monitoring are periodically shared for coordinating activities and discussing about the priority activities 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.	Actual																					
2-17. The PCMA and partner provincial departments conduct evaluation study on the scaling-up activities, involving gender impact analysis based on the baseline data collected in 2-12 through PCM Methods workshop (step 7) facilitated by MOHW/PCMA.	Plan																					
2-18. The PCMA and partner provincial departments develop policy recommendations based on the results of evaluation study conducted in 2-17 through PCM Methods workshop (step 8) facilitated by MOHW/PCMA.	Actual																					
2-19. The partner provincial departments share the policy recommendations developed in 2-18 with WCCC and TWG-2 Sub-group on WEE and propose them to be integrated into their policies and plans. The MOHW/PCMA provide them with necessary information about resource mobilization and gender budgeting.	Plan																					
2-20. The PCMA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PCM Methods from step 1 to step 9 through PCM Method workshop facilitated by MOHW/PCMA.	Actual																					
3.1. The PCMA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PCM Methods from step 1 to step 9 through PCM Method workshop facilitated by MOHW/PCMA. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.	Plan																					
3.2. The PCMA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PCM Methods from step 1 to step 9 through PCM Method workshop facilitated by MOHW/PCMA.	Actual																					
3.3. The PCMA and partner provincial departments conduct gender responsive value chain analysis on tourism industries based on the methodology developed in 2 through PCM Method workshop facilitated by MOHW/PCMA, information collection and analysis about marketing are also conducted for the pilot projects, involving exploring and testing of the local resources.	Plan																					
3.4. The PCMA and partner provincial departments develop plans for pilot projects on tourism industries through PCM Methods workshop (step 10) facilitated by MOHW/PCMA.	Actual																					
3.5. The PCMA and partner provincial departments conduct gender responsive marketing strategy development for pilot projects in the tourism, agriculture and service sectors, which are also integrated into the WCCC annual plans and provincial development plans.	Plan																					
3.6. The PCMA and partner provincial departments implement activities in respective sectors based on the plans developed in 3-5.	Actual																					
3.7. The pilot project activities are monitored based on the monitoring guidelines developed in 2-7 by PCMA 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.	Plan																					
3.8. The Project implements gender responsive marketing activities in tourism, industries and develops and refines handouts at local level marketing in tourism, industries targeting stakeholders at the grassroots level.	Actual																					
3.9. The PCMA and partner provincial departments conduct evaluation study on the pilot projects, including gender impact analysis based on the baseline data collected in 2 through PCM Method workshop facilitated by MOHW/PCMA. The Project carries the results of the evaluation study an end-line survey.	Plan																					
3.10. The PCMA and partner provincial departments develop policy recommendations based on the results of the evaluation study conducted in 3-9 through PCM Methods workshop facilitated by MOHW/PCMA.	Actual																					
3.11. The partner provincial departments share the policy recommendations developed in 3-10 with WCCC and TWG-2 Sub-group on WEE and propose them to be integrated into their policies and plans. The MOHW/PCMA provide them with necessary information about resource mobilization (MS gender budgeting).	Plan																					
	Actual																					
<b>Duration / Phasing</b>	Plan																					
	Actual																					
<b>MR-Implementation Plan</b>	Year	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year	7th Year	8th Year	9th Year	10th Year	11th Year	12th Year	13th Year	14th Year	15th Year	16th Year	17th Year	18th Year	19th Year	20th Year	

*[Handwritten Signature]*

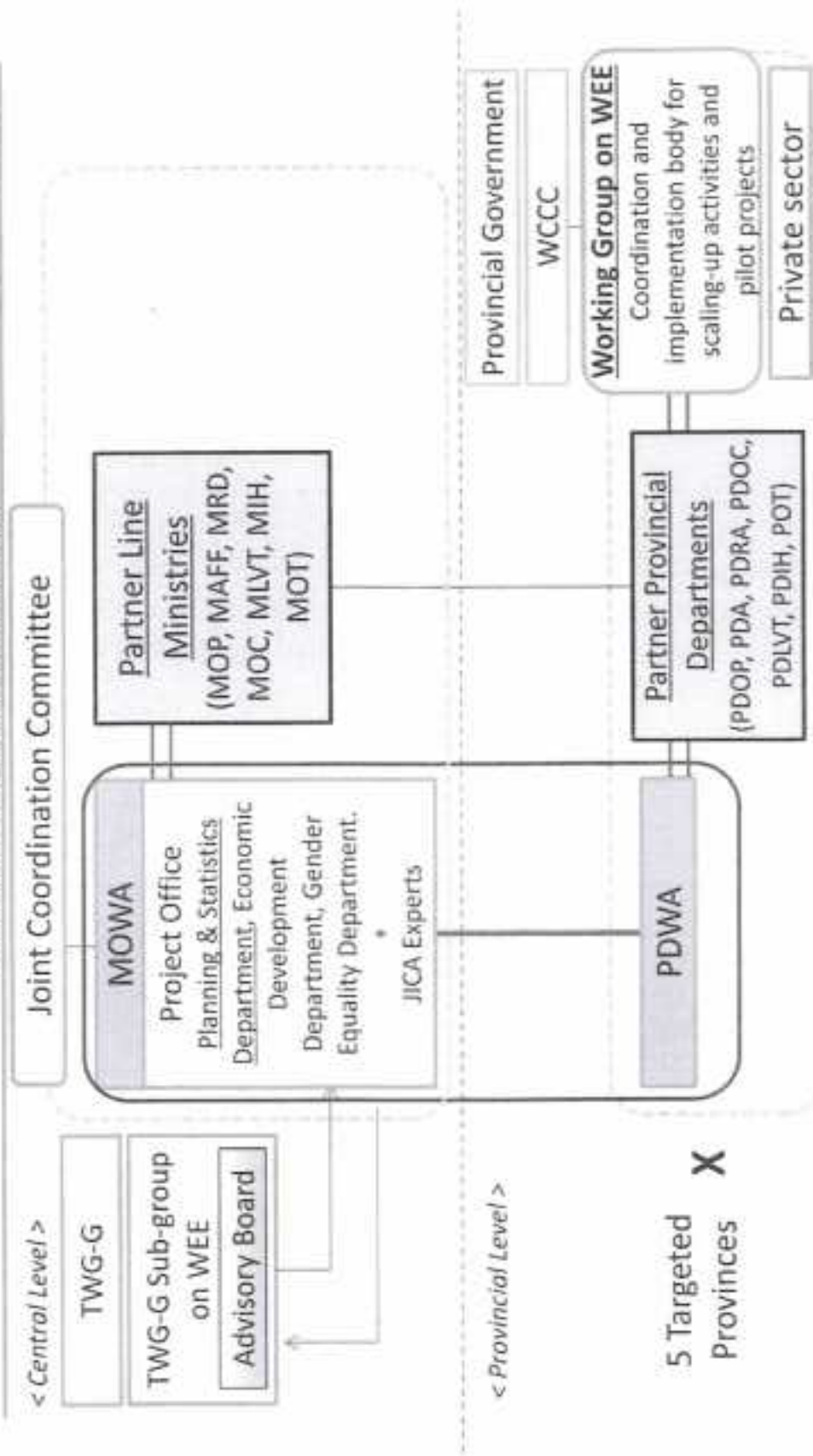
Monitoring & Reports

	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
<b>Monitoring</b>																				
Joint Coordinating Committee																				
Set-up the Detailed Plan of Operation																				
Submissions of Monitoring Sheet																				
Monitoring Mission from Japan																				
Joint Monitoring																				
<b>Reports/Documents</b>																				
Project Completion Report																				

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# Project Organization Chart

Annex III



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.




MINUTES OF THE MEETING  
OF  
THE THIRD JOINT COORDINATING COMMITTEE  
OF  
THE PROJECT ON GENDER MAINSTREAMING FOR WOMEN'S ECONOMIC  
EMPOWERMENT (PGM-WEE)

The third Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) was held on 5<sup>th</sup> December 2019 in order to discuss and reach consensus on the progress of the project activities, the results of Mid-Term Review (MTR), revision of Project Design Matrix (PDM) and the plan of the third year (2020).

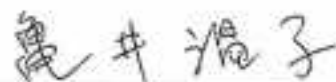
As a result of the discussions, Ministry of Women's Affairs (MOWA) and the Japan International Cooperation Agency (JICA) agreed upon the matters referred to in the documents attached hereto.

Phnom Penh, 5<sup>th</sup> December 2019



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



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Haruko Kamei  
Senior Director  
Office for Gender Equality and Poverty Reduction  
Infrastructure and Peacebuilding Department  
Japan International Cooperation Agency

With participation of members of JCC and representatives from the concerned parties (refer to Appendix 1), the JCC meeting was conducted as follows (refer to Appendix 2):

1. Opening remarks

On behalf of JICA, Mr. Sugano Yuichi, Chief Representative of JICA Cambodia Office expressed his welcome to MOWA and all the participants for joining the JCC. He noted and appreciated a history of joint collaboration between MOWA and JICA for promoting gender equality and women's empowerment, which is driving force for sustainable growth of Cambodia. Finally, he showed his expectation for constructive and fruitful discussion in the JCC.

H.E. Minister first welcomed the distinguished guests and the participants, and outlined the objective of the PGM-WEE, which is to enhance gender mainstreaming mechanisms (GMM) among government agencies at national and sub-national levels with a specific focus on promoting Women's Economic Empowerment (WEE), a joint cooperation between MOWA and JICA.

H.E. Minister continued to highlight the progress of the project activities in the last 2 years, which has identified the best way to implement project activities to enhance the GMM to promote WEE at the national and sub-national levels through advocacy and coordination by MOWA and PDWA. H.E. Minister also noted that the PGM-WEE, of which activities are mostly on track, has started to extract successful stories and lessons learned, which will be compiled as recommendations and shared with the partner line ministries.

H.E. Minister finally highlighted the significance of gender equality and empowerment of all women and girls in the global context, and stated that the PGM-WEE addresses all aspects of WEE of rural women in Cambodia for realization of gender equality and empowerment of women and girls.

2. Overview of the achievements and progress of the PGM-WEE (refer to Appendix 3)

After briefly explaining the project outline, progress of the project activities which have been made so far was reported in line with three outputs. The overview of the progress was given and acknowledged by the concerned parties in the end of the presentation.

3. Results of Mid-Term Review (MTR, refer to Appendix 4)

With the explanation of the outline of the MTR, findings and observations which were found through the analysis were reported. Accordingly, six recommendations were also shared and acknowledged by the concerned parties.

4. Draft of revised PDM (refer to Appendix 5 and 6)

Revision of the PDM was proposed based on the recommendations, which were made in the MTR.

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After the discussion among the stakeholders, the proposed PDM was approved with some modifications as follows:

- To use the word of "WCCC meeting" instead of "WCCC" in the indicator 2 for both overall goal and project purpose in order to clarify the intent of the sentence; and
- To delete the indicator 1-2 for output 1 (Number of trainings/workshops implemented), since only the number does not prove the degree of capacity development.

MOWA and JICA Cambodia Office will prepare and sign the Record of Discussion (R/D) to confirm the revised PDM (ver. 1), when each organization completes internal process for official approval (expected to be no later than January 2020).

#### 5. Any Other Issues to be Noted

Major points raised in course of discussions following the presentations of each agendas during the JCC are as follows.

Representative of Ministry of Tourism expressed the appreciation to the Project to work, coordinate with line ministries and PDs and sub-national administration (SNA). She asked the questions on the status of project implementation and the limited number of beneficiaries in the target site in Siem Reap. H.E. Minister responded that the purpose of pilot projects is to accumulate the useful tools and tips and extract lessons learned for promoting WEE at the sub-national level, thus size of scale should be manageable to bring robust outcome. PGM-WEE also explained the status of implementation of activities and trainings in KCH, SPR and KPC provinces, and planned activities with more involvement of all line ministries.

H.E. Deputy Governor of Siem Reap Province shared good example of institutionalization at province level where the provincial government has already aligned the activities of PGM-WEE in the 3<sup>rd</sup> implementation plan (IP3) and also involves the Commune Women and Children Committee (CWCC) and commune chief in the project activities. PGM-WEE acknowledged the efforts to integrate project activities in the commune development plan in SRP, and also challenges to involve the local authority. PGM-WEE also noted that institutionalization aimed at by the Project is to integrate the function of WEE-WG at the provincial level into the existing structure of WCCC (or WCCC sub-group) in order to make the function sustainable.

Representative of Ministry of Labor and Vocational Training pointed out the importance of consistency between the local plan (commune development plan) and national policy to get the support from the national level, referring to the indicator 2.2 and experiences from the study tours

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in the Philippines, where local authority prepare plan, and proposes it to the ministry level. PGM-WEE reaffirmed that the learning from the Project can be reflected in sector policy or strategy e.g. GMAP, as well as activities at the local level. JICA headquarters also responded that WEE-WG on ad-hoc basis shall be transferred into the existing mechanism for ensuring sustainability.

Representative of Ministry of Commerce suggested that PGM-WEE should inform and share project information to GMAG more regularly if not invite to join the activity, and that PDs should report to GMAG, national level.

Representative of Ministry of Rural Development acknowledged successful implementation of previous PGM 1 and 2, however, involvement at the national level should be further enhanced for the current phase, by inviting partner line ministries to work in collaboration with the project activities at national, provincial level, and community level.

H.E. Deputy Governor of Siem Reap Province referred to the challenges faced by provincial level to obtain supports from national level through policy, guideline or sub decree for ensuring implementation of the planned activities. As such example, she explained that the budget is not available even for the activities included in the development plan, as a result the needs in Commune Development Plan (CDP) is not always supported by PDs.

H.E. Minister, appreciating all the points raised by participants, stated the JCC meeting is an opportunity to enhance our communication between central level, provincial level, and PGM-WEE. H.E. Minister also explained and shared the current status and on-going discussion on the Decentralization and Deconcentration (D&D) process including budget and authority in terms of planning, implementation and supervision, and encouraged all the participants to continue to work jointly at the district and commune level.

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#### *List of Appendices*

Appendix 1: Participant List

Appendix 2: Agenda of the 3<sup>rd</sup> JCC Meeting

Appendix 3: Overview of the achievements and progress of the PGM-WEE (Presentation)

Appendix 4: Results of Mid-Term Review (Presentation)

Appendix 5: Draft of revised PDM (ver.1)

Appendix 6: Outline of the revision of PDM

Appendix 7: The plan of third year (2020)

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**3<sup>rd</sup> Meeting of the Joint Coordinating Committee of  
the Project on Gender Mainstreaming for Women's Economic Empowerment**

**Agenda**

Date: Thursday, 5 December 2019

Venue: Crystal ball room, Phnom Penh Hotel

MC: Ms. Khim Sovanny

Time	Item	Person in Charge
08:00-8:30	Registration	MOWA
08:30-08:35	Introduction of the agenda of the meeting	Ms. Khim Sovanny
08:35-09:00	Opening remarks: • JICA • H.E. Dr. Ing Kantha Phavi	JICA MOWA
09:00-09:05	Photo shooting	
09:05-10:00	Presentation • Overview of the achievements and progress of the PGM-WEE • Results of Mid-term Review	PGM-WEE JICA
10:00-10:15	Tea break	
10:15-10:45	Draft of Revised PDM and Next Steps	PGM-WEE
10:45-11:45	Discussions and approval on the draft of revised PDM	H.E. Dr. Ing Kantha Phavi
11:45-12:00	Closing remarks by H.E. Dr. Ing Kantha Phavi	H.E. Dr. Ing Kantha Phavi
12:00-13:00	Closing (Lunch)	

**Handouts:**

1. Agenda
2. Progress of PGM-WEE (Feb 2017–Nov 2019)
3. The Results of Mid-Term Review (MTR)
4. Proposed Revision of Project Design Matrix (PDM)
5. The Plan of Third Year (2020)

\*All the materials are prepared both in English/Khmer.



# Progress of PGM-WEE (Feb 2017–Nov 2019)

5 December 2019  
MOWA/PGM-WEE

## Outline of PGM-WEE

- ▶ Project title: Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)
- ▶ Duration: February 2017 - February 2022 (5 years)
  - 1<sup>st</sup> batch : Feb. 2017 - Jun. 2018
  - 2<sup>nd</sup> batch : Sep. 2018 - Feb. 2022
- ▶ 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.

## Progress of the project activities

Output 1: The capacity of MOWA/PDWA is strengthened to promote WEE at the sub-national levels through gender mainstreaming mechanisms

- ▶ Gender terminology booklet is to be finalized and approved by MOWA after selecting, defining and translating 105 crucial words.
- ▶ Gender statistics leaflet was revised, printed and distributed to the relevant organizations and departments.
- ▶ Provincial gender statistics (booklet) has been developed in two target provinces (TBK and KPT). Preparation activity has just started in KCH.

## Progress of the project activities

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

**[Kampong Cham Province (in the 1<sup>st</sup> batch)]**

- ▶ Gender-responsive socio-economic impact analysis and value chain analysis of the chicken raising pilot project of PGM2 were conducted.
- ▶ Follow-up activities for chicken raising pilot project of PGM2 were also implemented.



## Progress of the project activities

【Kampong Chhnang Province (in the 2<sup>nd</sup> batch)】

- ▶ WEE-WG was established.
- ▶ PDWA and PDs developed and have implemented the plan for scaling-up activities on agriculture (chicken raising) through PGM Methods workshop facilitated by MOWA/PGM-WEE.
  - ✓ Technical trainings (chicken raising, market information, business plan, business capital, 5S)
  - ✓ 3 gender trainings
- ▶ The scaling-up activities have been monitored based on the drafted monitoring guideline. Monitoring result was shared and discussed in the WEE-WG meeting.

## Progress of the project activities

○ 【Tbong Khmum Province and Kampong Thom Province (in the 2<sup>nd</sup> batch)】

- ▶ WEE-WGs were established at each province.
- ▶ (The activities for developing provincial gender statistics (Output 1) have currently been conducted.)
- ▶ Discussions and meetings were held with each PD to collect information about the women's group to consider pilot project activities.
- ▶ The 1<sup>st</sup> site visit was conducted by MoWA, PDWA, and PD to select candidate sites for the pilot project.

## Progress of the project activities

Output 3: Gender mainstreaming mechanisms are established to promote WEE in tourism industries with market orientation at the sub-national levels through implementation of pilot projects (in Siem Reap Province).

- ▶ WEE-WG was established.
- ▶ PDWA and PDs developed and have implemented the plan for pilot activities on tourism sectors through PGM Methods workshop facilitated by MOWA/PGM-WEE.
  - ✓ Two community-based organizations (CBTs) were selected.

## Progress of the project activities

- ▶ Activities for supporting women and men in the selected CBT sites to improve/develop their tourism-related business (Village Business School).
  - ✓ 30 villagers were selected as target group at each CBT site.
  - ✓ A series of analysis and technical sessions have been conducted by PDWA and PDs with supports from MOWA/PGM-WEE
  - ✓ Orientation was conducted in each CBT twice.
  - ✓ Gender sessions were conducted for analyzing gender gap in access and control over the necessary resources and benefits.
  - ✓ The progress of the activities were reported in the WEE-WG meeting.

## Overview of the Progress

- ▶ Project implementation is on track as planned.
- ▶ Output 1:
  - Several outputs have been updated/prepared.
  - The Project is making use of TWG-G WEE and GMAG as a platform for exchanging information and networking with the partner line ministries.
- ▶ Output 2: Since the scaling-up activity (chicken raising) has almost finished in KPC, the Project will start to extract success stories and lessons learned, which will be shared with the partner line ministries.
- ▶ Output 3: In SRP, business skill training for villagers will be conducted until July 2020. Follow-up supports will be provided with the selected small business in tourism sector. Site visits in target CBTs (KPP and KNP) by H.E. Minister and partner line ministries.





## The Results of Mid-Term Review (MTR)

5 December 2019  
MOWA/PGM-WEE

### Outline of the MTR

Schedule: 2-13 September 2019

#### Purpose:

- ▶ To verify the accomplishments of the Project activities, the implementation processes and the management, compared to those planned
- ▶ To evaluate the Project in terms of five evaluation criteria, i.e. Relevance, Effectiveness, Efficiency, Impact and Sustainability
- ▶ To make recommendations on the Project regarding the measures to be taken for the remaining Project period and/or after the termination of the Project based on the evaluation results

## Findings and Observations

### Overall:

- ▶ Project implementation is on track as planned.
- ▶ In KCH and SRP provinces, awareness of the Provincial Departments (PDs) on Women's Economic Empowerment (WEE) and collaboration among the PDs and PDWA is significantly strengthened.
- ▶ Policy related activities at central level could be further enhanced based on provincial level activities.
- ▶ Current indicators in the PDM, especially those for Outcomes, are too outputs-focused, not and quantitative nor qualitative.

## Findings and Observations (cont.)

### Project Purpose:

- ▶ It is positive that the project purpose will be achieved with the current progress, although it is too early to assess the achievement of project purpose.
- ▶ "The strengthening of Gender Mainstreaming Mechanism" is defined as the following 3 elements:
  1. Strengthening advocacy and coordination capacity of MOWA and PDWA
  2. Developing practical tools (WEE Guideline) and proposing institutional arrangements (WEE-WG)
  3. Compiling recommendations for partner line ministries and provincial departments



## Findings and Observations (cont.)

### DAC 5 Evaluation Criteria

Relevance: High

Effectiveness: Fair

Efficiency: Relatively High

Impact: Fair (with some indeterminable points)

Sustainability: Fair

## Recommendations

- ▶ Reflection of clear definitions of “strengthening gender mainstreaming mechanisms” (project purpose) in the project framework
- ▶ Enhancing more involvement of partner line ministries into the project activities and discussions in the TWG-G WEE/GMAG
- ▶ Alignment with the newly enrolled NCDD gender policy as an opportunity to deliver field level lessons and practices widely.
- ▶ Urgent completion of Gender Capacity Assessment for monitoring the strengthened capacities
- ▶ Institutionalization of implementation mechanisms (especially WEE-WG)
- ▶ Expansion of the scope of pilot activities for collecting more tips and lessons to be shared and applied

**Project Design Matrix (PDM)**

Version: 1.0

**Project Title:** Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)  
**Duration:** 5 years (February 2017 - February 2022)  
**Project Area:** Phnom Penh and 5 selected provinces (Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and Kampong Cham)  
**Target Group:** Ministry of Women's Affairs (MOWA) and Provincial Department of Women's Affairs (PDWA)  
 Gender Mainstreaming Action Group (GMAG) and Gender Focal Points (both the national and the sub-national levels) of the following Partner Line Ministries:  
 Ministry of Planning (MOP), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry and Handicraft (MOIH), Ministry of Commerce (MOC), Ministry of Rural Development (MORD), Ministry of Labor and Vocational Training (MOLVT), Ministry of Tourism (MOT)

**Beneficiary:** Women and men in the target provinces

	Narrative Summary	Indicators	Means of Verification	Important Assumption
<p><b>Overall Goal</b></p> <p>Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA in target and non-target provinces.</p>	<p>1. Gender-responsive programs and projects are planned and implemented for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline* 1 in target and non-target provinces.</p> <p>2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in non-target provinces.</p> <p>3. All the partner line ministries and NCDD integrate at least 1 recommendation into their sector policies/plans or NCDD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.</p>	<p>1-1. Annual reports of WCCC</p> <p>1-2. Provincial Development/Investment Plan</p> <p>2. Minutes of meetings and reports of WCCC</p> <p>3. Sector policies and plans, and NCDD Gender Policy/plan</p>		

<p><b>Project Purpose</b></p>	<p>Gender mainstreaming mechanisms are strengthened* 2 to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p>	<p>1. MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.</p> <p>2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.</p> <p>3. The updated WEE Guideline is approved by MDWA</p> <p>4. Partner line ministries and NCDD gender team integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.</p>	<p>1. Annual plan and project documents of the partner provincial departments</p> <p>2. Minutes of meetings and reports of WCCC</p> <p>3. Approved updated WEE Guideline</p> <p>4. Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</p>	<p>Decentralization and deconcentration process is continuously gender-responsive.</p>
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<p><b>Output</b></p>	<p>1. The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.</p> <p>2. Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.</p> <p>3. Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.</p>	<p>1. Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened</p> <p>2-1. Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and the partner provincial departments.</p> <p>2-2. Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline.<sup>2</sup></p> <p>3. Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD, gender team and partner provincial departments.</p>	<p>1. Result of Gender Capacity Assessment</p> <p>2. Minutes of meetings and reports of TWG-G, WEE/GMAG</p> <p>3. Minutes of meetings and reports of WEE-WG/WCCC</p> <p>1-1. Records of trainings/workshops</p> <p>1-2. Minutes of meetings and reports of WCCC</p> <p>2. Updated WEE Guideline</p> <p>1. Minutes of meetings and reports of TWG-G, WEE/GMAG/NCDD, gender team</p> <p>2. Minutes of meetings and reports of WCCC</p>	<p>GMAG members at the national and sub-national levels cooperate and participate in the project activities.</p>
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<p><b>Activity</b></p>	<p>1-1. Gender capacity assessment is conducted.</p> <p>1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared.</p> <p>1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p> <p>1-6. "Provincial gender statistics" are developed in each target province.</p> <p>1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.</p> <p>1-8. Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</p> <p>1-9. Trainings on gender mainstreaming and WEE are conducted in Japan.</p> <p>1-10. Terminal gender capacity assessment is conducted.</p> <p><b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p>
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<p><b>Activity</b></p>	<p><b>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</b></p> <p>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</p> <p>2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</p> <p><b>[Consideration on effective measures for promoting WEE and active women's participation in economic activities]</b></p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p> <p>3-1. In coordination and collaboration with MDWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</p> <p>3-2. Through the TWG-G WEE/GMAG meetings, MDWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</p> <p>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</p> <p>3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.</p> <p>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.</p>
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<sup>1</sup> PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and ICA.

<sup>2</sup> "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MOWA/PDWA, 2) implementing mechanisms and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies for promoting WEE.

<sup>3</sup> The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.

## Appendix 6: Outline of the Revision of PDM

### 1. Project summary

#### 1.1 Duration

Before: 5 years	Amended Version: 5 years (February 2017 – February 2022)
Reason: To specify starting and ending month and year	

#### 1.2 Project Area

Before: Phnom Penh and 5 selected provinces	Amended Version: Phnom Penh and 5 selected provinces ( <u>Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and kampong Cham</u> )
Reason: To specify the names of target provinces	

#### 1.3 Target Group

Before: Indirect Target: Women and men in the target provinces	Amended Version: <u>Beneficiaries:</u> Women and men in the target provinces
Reason: Women and men in the selected villages in the target provinces are not indirect target but beneficiaries of scaling up/pilot activities.	

### 2. Overall Goal

#### 2.1 Narrative Summary

Before: Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA in all the 25 capital and provinces in Cambodia.	Amended Version: Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA <u>in target and non-target provinces.</u>
Reason: It is not theoretical to assume that the project outputs are disseminated to all the non-target provinces and make sure the implementation in those provinces within some years after the	

project completion.

## 2.2 Overall Goal (Indicators)

Before:

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.

Amended Version:

1. Gender-responsive programs and projects are planned and implemented for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline\*1 in target and non-target provinces.

\*1: PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.

Reason:

Specifying the objective of gender-responsive programs and projects, and what to be referred on the occasion of planning and implementation. Also, setting a tangible goal.

## 2.3 Overall Goal (Indicators)

Before:

Amended Version:

2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE implemented in non-target provinces.
3. All the partner line ministries and NCDD integrate at least 1 recommendation into their sector policies/plans or NCDD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.

Reason:

Adding the indicators for indicating other aspects of Overall Goal to be achieved

## 2.4 Overall Goal (Means of Verification)

<p>Before:</p> <p>1, Report about PGM Methods Workshops</p> <p>2. Annual reports of WCCC</p>	<p>Amended version:</p> <p>1-1. Annual reports of WCCC</p> <p>1-2. <u>Provincial Development/Investment Plan</u></p> <p>2. <u>Minutes of meetings and reports of WCCC</u></p> <p>3. <u>Sector policies and plans and NCDD Gender Policy/plan</u></p>
<p>Reason:</p> <p>Adding appropriate means of verification according to the amended indicators</p>	

### 3. Project Purpose

#### 3.1 Narrative Summary

<p>Before:</p> <p>Gender mainstreaming mechanisms are strengthened to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p>	<p>Amended version:</p> <p>Gender mainstreaming mechanisms are strengthened*2 to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p> <p><u>*2 : "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MOWA/PDWA, 2)Implementing mechanism and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies for promoting WEE.</u></p>
<p>Reasons:</p> <p>"Strengthening of gender mainstreaming mechanism" is defined.</p>	

### 3.2 Indicators

<p>Before:</p> <ol style="list-style-type: none"> <li>1. The "WEE Guidelines through Gender Mainstreaming at the sub-national levels" are authorized and distributed.</li> <li>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</li> </ol>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.</u></li> <li>2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.</u></li> <li>3. <u>The updated WEE Guideline is approved by MOWA.</u></li> <li>4. <u>Partner line ministries and NCDD gender team integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.</u></li> </ol>
<p>Reasons:</p> <p>Setting outcome-oriented indicators rather than deliverables</p>	

### 3.3 Project Purpose (Means of verification)

<p>Before:</p> <ol style="list-style-type: none"> <li>1. Published "WEE Guidelines through Gender Mainstreaming at the sub-national levels"</li> <li>2. Annual plans and 5<sup>th</sup> Neary Rattanak of MOWA</li> </ol>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>Annual plan and project documents of the partner provincial departments</u></li> <li>2. <u>Minutes of meetings and reports of WCCC</u></li> <li>3. <u>Approved updated WEE Guideline</u></li> <li>4. <u>Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</u></li> </ol>
<p>Reasons:</p> <p>Adding appropriate means of verification according to the amended indicators</p>	



#### 4. Output 1

##### 4.1 Narrative Summary

<p>Before:</p> <p>The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.</p>	<p>Amended version:</p> <p>The capacity of MOWA/PDWA <u>in terms of advocacy and coordination</u> is strengthened to promote WEE at the sub-national level.</p>
<p>Reasons:</p> <p>Specifying the type of capacity to be strengthened by the project</p>	

##### 4.2 Output 1 (Indicators)

<p>Before:</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 as 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</p>	<p>Amended version:</p> <p>1. <u>Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened.</u></p>
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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.	
Reasons: Setting outcome-oriented indicators rather than deliverables	

#### 4.3 Output 1 (Means of verification)

<p>Before:</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" and developed provincial gender statistics</p> <p>1-4 Revised PGM Methods 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>Amended version:</p> <p><u>1. Result of Gender Capacity Assessment</u></p> <p><u>2. Minutes of meetings and reports of TWG-G WEE/GMAG</u></p> <p><u>3. Minutes of meetings and reports of WEE-WG/WCCC</u></p>
Reasons: Adding appropriate means of verification according to the amended indicators	

## 5. Output 2

### 5.1 Narrative Summary

<p>Before:</p> <p>Gender mainstreaming mechanisms established by PGM2 is strengthened to promote WEE with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.</p>	<p>Amended version:</p> <p><u>Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.</u></p>
<p>Reasons:</p> <p>Since the rationale of scaling-up activities (Output 2) and pilot activities (Output 3) are the same in the project, it is appropriate to combine Output 2 and 3 as an Output.</p>	

### 5.2 Indicators (Output 2)

<p>Before:</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 selected provinces 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>2-4 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>Amended version:</p> <p><u>2-1. Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and partner provincial departments.</u></p> <p><u>2-2. Role of WEE-WG in the project is institutionalized and included in the updated WEE Guideline*3.</u></p> <p><u>*3: The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.</u></p>
<p>Reasons:</p> <p>Setting outcome-oriented indicators rather than activity oriented</p>	

### 5.3 Means of Verification (Output 2)

<p><b>Before:</b></p> <p>2-1 Developed tools (i.e. developed marketing manual on chicken raising)</p> <p>2-2 Developed activity plan of MOWA and reports about PGM Methods workshops</p> <p>2-3 Minute of meetings and reports of working groups on WEE</p> <p>2-4 Annual plans and/or GMAPs of partner line ministries, and annual plans of WCCC of the target provinces</p>	<p><b>Amended version:</b></p> <p>1-1. <u>Records of trainings/workshops</u></p> <p>1-2. Minutes of meetings and reports of WCCC</p> <p>2. <u>Updated WEE Guideline</u></p>
<p><b>Reasons:</b></p> <p>Adding appropriate means of verification according to the amended indicators</p>	

## 6. Output 3

### 6.1 Narrative Summary

<p><b>Before:</b></p> <p>Gender mainstreaming mechanisms established to promote WEE in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.</p>	<p><b>Amended version:</b></p> <p><u>Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.</u></p>
<p><b>Reasons:</b></p> <p>In order to promote WEE at the sub-national level, the tips and the lessons learned for promoting WEE at the sub-national level which are extracted from the project activities should be shared and discussed with the partner line ministries. It is also expected that some of them will be integrated and applied into the sector policies and plans after the project period.</p>	

### 6.2 Indicators (Output 3)

<p><b>Before:</b></p> <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><b>Amended version:</b></p> <p>3. <u>Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.</u></p>
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<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 researchers 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>Reasons: Setting appropriate indicator according to the amended outcome 3</p>	

### 6.3 Means of Verification (Output 3)

<p>Before:</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>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>Minutes of meetings and reports of TWG-G WEE/GMAG/NCCD gender team</u></li> <li>2. <u>Minutes of meetings and reports of WCCC</u></li> </ol>
<p>Reasons: Setting appropriate means of verification according to the amended indicators.</p>	



## 7. Activity

### 7.1 Activities for Output 1

<p>Before:</p> <p>(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 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</p>	<p>Amended version:</p> <p>1-1. Gender capacity assessment is conducted.</p> <p>1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared.</p> <p>1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p> <p>1-6. "Provincial gender statistics" are developed in each target province.</p> <p>1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.</p> <p>1-8. Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</p> <p>1-9. Trainings on gender mainstreaming and WEE are conducted in Japan.</p> <p>1-10. Terminal gender capacity assessment is conducted.</p>
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	<p>Output 2 and Output 3.</p> <p>I-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>I-9. The MOWA provides technical support to update and implement the GMAPs of partner line ministries as necessary.</p> <p>I-10. The Project hold workshops on gender budgeting to the stakeholders of the partner line ministries.</p> <p>I-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)</p> <p>I-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>I-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>I-14. The Project organizes a regional seminar to share the achievements, outcomes, best practices and lessons learned of the Project with the ASEAN</p>
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countries at an appropriate timing.	
Reasons: Activities were consolidated according to the amended Output 1.	

## 7.2 Activities for Output 2

<p>Before:</p> <p>(Preparation of tools based on the achievements of PGM2)</p> <p>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> <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</p>	<p>Amended version:</p> <p><b>【</b> Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level<b>】</b></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p><b>【</b>Integration of gender perspectives in the existing programs and projects at the sub-national level<b>】</b></p> <p>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</p>
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<p>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)</p> <p>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</p>	<p>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</p> <p>2-6. In SRP, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</p> <p><b>[Consideration on effective measures for promoting WEE and active women's participation in economic activities]</b></p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p>
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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 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.

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 MOWA/PDWA.

(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



	<p>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>Reasons: Activities were consolidated according to the amended Output 2.</p>

### 7.3 Activities for Output 3

<p>Before:</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</p>	<p>Amended version:</p> <p>3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</p> <p>3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</p> <p>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</p> <p>3-4. The compiled recommendations are shared in the TWG-G WEE/GMAG meetings.</p> <p>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as</p>
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<p>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</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> <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>exchanging the experiences among the ASEAN countries.</p>
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	<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>
<p>Reasons: Activities were consolidated according to the amended Output 3.</p>	



# The 3<sup>rd</sup> Year Plan

5 Dec. 2019  
MOWA/PGM-WEE

## The 3<sup>rd</sup> Year (Jan-Dec 2020) Activity Plan

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Output 1</b>												
1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE	→											
2 1-6. Developing provincial gender statistics (KCH and SRP)	→								→			
3 1-8. Technical advices on gender responsive M&E					→					→		
4 1-9. Training in Japan										→		
<b>Output 2</b>												
5 2-4. Pilot project activity in agriculture and handicraft sectors (TBK and KPT)												
• Planning	→											
• Implementation					→							
• Monitoring						→					→	





**Project Design Matrix (PDM)**

Version: 1.0

**Project Title:** Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)  
**Duration:** 5 years (February 2017 - February 2022)  
**Project Area:** Phnom Penh and 5 selected provinces (Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and Kampong Cham)  
**Target Group:** Ministry of Women's Affairs (MOWA) and Provincial Department of Women's Affairs (PDWA)  
 Gender Mainstreaming Action Group (GMAG) and Gender Focal Points (both the national and the sub-national levels) of the following Partner Line Ministries:  
 Ministry of Planning (MOP), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry and Handicraft (MOIH), Ministry of Commerce (MOC),  
 Ministry of Rural Development (MORD), Ministry of Labor and Vocational Training (MOLVT), Ministry of Tourism (MOT)

**Beneficiary:** Women and men in the target provinces

	Narrative Summary	Indicators	Means of Verification	Important Assumption
<b>Overall Goal</b>	Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA in target and non-target provinces.	<ol style="list-style-type: none"> <li>Gender-responsive programs and projects are planned and implemented for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline*1 in target and non-target provinces.</li> <li>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in non-target provinces.</li> <li>All the partner line ministries and NCCOD integrate at least 1 recommendation into their sector policies/plans or NCCOD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.</li> </ol>	<ol style="list-style-type: none"> <li>Annual reports of WCCC</li> <li>Provincial Development/Investment Plan</li> <li>Minutes of meetings and reports of WCCC</li> <li>Sector policies and plans and NCCOD Gender Policy/plan</li> </ol>	

<p><b>Project Purpose</b></p>	<p>Gender mainstreaming mechanisms are strengthened*2 to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p>	<p>1. MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.</p> <p>2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.</p> <p>3. The updated WEE Guideline is approved by MOWA</p> <p>4. Partner line ministries and NCDD gender team integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.</p>	<p>1. Annual plan and project documents of the partner provincial departments</p> <p>2. Minutes of meetings and reports of WCCC</p> <p>3. Approved updated WEE Guideline</p> <p>4. Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</p>	<p>Decentralization and deconcentration process is continuously gender-responsive.</p>
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<p><b>Output</b></p>	<p>1. The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.</p>	<p>1. Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened</p>	<p>1. Result of Gender Capacity Assessment 2. Minutes of meetings and reports of TWG-G, WEE/GMAG 3. Minutes of meetings and reports of WEE-WG/WCCC</p>	<p>GMAG members at the national and sub-national levels cooperate and participate in the project activities.</p>
<p>2. Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.</p>	<p>2.1. Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and the partner provincial departments. 2.2. Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline.<sup>2</sup></p>	<p>1-1. Records of trainings/workshops 1-2. Minutes of meetings and reports of WCCC 2. Updated WEE Guideline</p>		
<p>3. Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCOD gender team through the active discussions with MOWA/PDWA</p>	<p>3. Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCOD gender team and partner provincial departments.</p>	<p>1. Minutes of meetings and reports of TWG-G, WEE/GMAG/NCOD gender team 2. Minutes of meetings and reports of WCCC</p>		

<p><b>Activity</b></p>	<p>1-1. Gender capacity assessment is conducted.</p> <p>1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared.</p> <p>1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p> <p>1-6. "Provincial gender statistics" are developed in each target province.</p> <p>1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.</p> <p>1-8. Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</p> <p>1-9. Trainings on gender mainstreaming and WEE are conducted in Japan.</p> <p>1-10. Terminal gender capacity assessment is conducted.</p> <p><b>【Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level】</b></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SPP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p>
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<p><b>Activity</b></p>	<p><b><u>Integration of gender perspectives in the existing programs and projects at the sub-national level</u></b><sup>1</sup></p> <p>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</p> <p>2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</p> <p><b><u>Consideration on effective measures for promoting WEE and active women's participation in economic activities</u></b></p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p> <p>3-1. In coordination and collaboration with MDWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</p> <p>3-2. Through the TWG-G WEE/GMAG meetings, MDWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</p> <p>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MDWA counterparts.</p> <p>3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.</p> <p>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MDWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MDWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.</p>
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<sup>1</sup> PGDI Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MDWA and JICA.

<sup>2</sup> "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MDWA/PDWA,

2) implementing mechanism and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies

<sup>3</sup> The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.

**MINUTES OF MEETINGS  
BETWEEN  
JAPAN INTERNATIONAL COOPERATION AGENCY  
AND  
MINISTRY OF WOMEN'S AFFAIRS  
FOR AMENDMENT OF THE RECORD OF DISCUSSIONS  
ON  
PROJECT ON GENDER MAINSTREAMING FOR WOMEN'S ECONOMIC  
EMPOWERMENT IN THE ROYAL GOVERNMENT OF CAMBODIA**

The Japan International Cooperation Agency (hereinafter referred to as "JICA") and Ministry of Women's Affairs (hereinafter referred to as "MOWA") hereby agree that the Record of Discussions on Project on Gender Mainstreaming for Women's Economic Empowerment (hereinafter referred to as "Project") signed on 30<sup>th</sup> November 2016 and its amendment overwritten by Minutes of Meetings signed on 16<sup>th</sup> January 2020 will be amended as follows;

1. Duration

Before	Amended Version
<u>February 2017 – February 2022</u>	<u>February 2017 – December 2022</u>
Reason: Due to the global pandemic of coronavirus disease (COVID-19), pilot activities such as income generation activities and follow-up activities for business skill trainings for Output 2 have been suspended. This has affected the overall project implementation schedule. Keeping in view the necessity of conducting field based pilot activities, drawing lessons and analytics for the development of the guideline in an integrated manner for achieving the project purpose, the project duration shall be extended by ten months.	

2. Project Design Matrix: PDM

Before	Amended Version
Activity 1-8 Technical Advice on gender responsive monitoring and evaluation(policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.	Activity 1-8 Basic concept of gender responsive monitoring and evaluation (policy-based and only for the relevant parts to WEE) are shared with partner line ministries and partner provincial departments by MOWA/PDWA.
Reason: Since not all partner line ministries make Gender Mainstreaming Action Plan (GMAP), it is difficult to give technical advice on gender responsive monitoring and evaluation to such ministries which have not made GMAP. Therefore, it is decided that basic concept of gender responsive monitoring and evaluation will be shared with partner line ministries and provincial departments through some trainings and meetings for them to take steps to prepare GMAP.	

*for*



Before	Amended Version
Activity 1-9. Trainings on gender mainstreaming and WEE are conducted in Japan.	Activity Removed
Reason: Due to the global pandemic of coronavirus disease (COVID-19), it is found impossible for stakeholders at MOWA/PDWA in Cambodia to visit Japan for trainings. Instead, a retreat programme on strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE is conducted in Cambodia (5th workshop under the activity 1-3).	

3. Plan of Operation (PO)

Before	Amended Version
Current and amended PO is shown in Annex 4.	
Reason: Due to the global pandemic of coronavirus disease (COVID-19), pilot activities such as income generation activities and follow-up activities for business skill trainings for Output 2 have been suspended, which has affected the overall project implementation schedule. Therefore, the plan of operation shall be revised as Annex 4 to achieve the project purpose.	

This amendment will be effective as of

Annex 1 : Record of Discussions (signed on November 30, 2016)

Annex 2 : Minutes of Meetings on Amendment of the Record of Discussions (signed on January 16, 2020)

Annex 3 : Amended Project Design Matrix (PDM)

Annex 4 : Amended Plan of Operation (PO)

Phnom Penh, January 2022




Ms. KAMEI Haruko  
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

**Project Design Matrix (PDM)**

Version: 2.0

**Project Title:** Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)  
**Duration:** 5 years and 10 months (February 2017 - December 2022)  
**Project Area:** Phnom Penh and 5 selected provinces (Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and Kampong Cham)

**Target Group:** Ministry of Women's Affairs (MOWA) and Provincial Department of Women's Affairs (PDWA)  
 Gender Mainstreaming Action Group (GMAG) and Gender Focal Points (both the national and the sub-national levels) of the following Partner Line Ministries:  
 Ministry of Planning (MOP), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry and Handicraft (MOIH), Ministry of Commerce (MOC),  
 Ministry of Rural Development (MORD), Ministry of Labor and Vocational Training (MOLVT), Ministry of Tourism (MOT)

**Beneficiary:** Women and men in the target provinces

	<b>Narrative Summary</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Overall Goal</b>	Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA in target and non-target provinces.	1. Gender-responsive programs and projects are planned and implemented for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline*1 in target and non-target provinces.  2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in non-target provinces.  3. All the partner line ministries and NCDD integrate at least 1 recommendation into their sector policies/plans or NCDD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.	1-1. Annual reports of WCCC 1-2. Provincial Development/Investment Plan  2. Minutes of meetings and reports of WCCC  3. Sector policies and plans and NCDD Gender Policy/plan	
<b>Project Purpose</b>	Gender mainstreaming mechanisms are strengthened*2 to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.	1. MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.  2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.  3. The updated WEE Guideline is approved by MOWA  4. Partner line ministries and NCDD gender team integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.	1. Annual plan and project documents of the partner provincial departments  2. Minutes of meetings and reports of WCCC  3. Approved updated WEE Guideline  4. Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy	Decentralization and deconcentration process is continuously gender-responsive.



<b>Output</b>	1. The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.	1. Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened	1. Result of Gender Capacity Assessment 2. Minutes of meetings and reports of TWG-G WEE/GMAG 3. Minutes of meetings and reports of WEE-WG/WCCC	GMAG members at the national and sub-national levels cooperate and participate in the project activities.
	2. Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.	2-1. Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and the partner provincial departments.	1-1. Records of trainings/workshops 1-2. Minutes of meetings and reports of WCCC	
		2-2. Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline. <sup>3</sup>	2. Updated WEE Guideline	
	3. Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.	3. Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.	1. Minutes of meetings and reports of TWG-G WEE/GMAG/NCDD gender team 2. Minutes of meetings and reports of WCCC	
<b>Activity</b>	<p>1-1. Gender capacity assessment is conducted. 1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared. 1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted. 1-4. "Gender terminology booklet" is updated. 1-5. "Gender statistics leaflet" is updated.</p> <p>1-6. "Provincial gender statistics" are developed in each target province. 1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline. 1-8. Basic concept of gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA. 1-9. Terminal gender capacity assessment is conducted.</p> <p><b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up. 2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG. 2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p>			
<b>Activity</b>	<b>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</b>			

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2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.

**[Consideration on effective measures for promoting WEE and active women's participation in economic activities]**

2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.

3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.

3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.

3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.

3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.

3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.

3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.

3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.

\*1 PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.

\*2 "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MOWA/PDWA, 2) Implementing mechanism and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies for promoting WEE.

\*3 The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.

**Revised Plan of Operation (PO) with the Expceted Outputs to be Achieved**

Activities	Implementation Process	Milestone	2022												Remarks		
			10	11	12	1	2	3	4	5	6	7	8	9		10	11
<b>Output 1: The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.</b>																	
1-1. Gender capacity assessment is conducted.	To quantify the level of basic knowledge and relevant experiences by online questionnaire (Google Form)	The level of basic knowledge and relevant experiences of MOWA and PDWA is quantified.															Pre-test for Activity 1-3
1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared.	To examine the practical contents through the online trainings	A training plan which includes the contents of planning, implementation, monitoring & evaluation, advocacy is prepared.															
1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.	To conduct a series of trainings for MOWA and PDWA (basically online, but face-to-face if possible) including a retreat programme (5th workshop is conducted as a retreat program in Cambodia)	The necessary knowledge and skills are acquired. 1. Basic concept of gender and WEE 2. Identification of women's needs (planning) 3. Gender training for community (implementation) 4. How to measure WEE (M&E) 5. Gender mainstreaming and advocacy (including line ministries and provincial departments)															A retreat programme which focuses on gender mainstreaming and advocacy (including finalizing WEE guideline) is conducted in May 2022.
1-4. "Gender terminology booklet" is updated.	Final draft in both English and Khmer was already approved by MOWA. Waiting for the approval of gender equality policy.	Gender terminology booklet is disseminated by the end of August 2022.														*	In case that the approval of gender equality policy is not done until June 2022, it is necessary to cancel it.
1-5. "Gender statistics leaflet" is updated.	The leaflet has already been updated in 2021.	Updated gender statistical leaflet is disseminated on the International Women's day in March 2022.															
1-6. "Provincial gender statistics" are developed in each target province.	Completed in TBK, KPT, KCH	Gender statistical booklet is compiled in SRP and KPC (updated).															Including KPC
1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.	Method was already developed and modified according to the follow-up activity in KPC and scale-up activity in KCH and introduced in SRP, KPT, TBK.	Gender responsive value chain analysis method is developed and reflected in the WEE guideline.															
1-8. Basic concept of gender responsive monitoring and evaluation (policy-based and only for the relevant parts to WEE) are shared with partner line ministries and partner provincial departments by MOWA/PDWA.	After reviewing existing M&E framework (matrix) of GMAP and/or Gender Equality Policy. Basic concept is compiled and shared through the meeting (or workshop).	Partner line ministries understand the importance of concrete linkage between GMAP and sector plan and setting sound outcome indicators to measure the progress/change in terms of gender equality and WEE.															<ul style="list-style-type: none"> <li>Not all the partner line ministries can provide the updated GMAP</li> <li>Due to the limited budget and the situation of COVID-19, not many activities are implemented and monitored/evaluated.</li> </ul>
1-9. Terminal gender capacity assessment is conducted.	Assessment is done as Activity 1-1 after all the pilot activities are done.	The change of MOWA/PDWA's capacity is objectively measured.															Post-test of Activity 1-3, which should be done in the timing of terminal evaluation



**Output 2: Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.**

[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]						
2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.	Already done					
2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.	Already done					
2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.	Already done					
[Integration of gender perspectives in the existing programs and projects at the sub-national level]						
2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.	<ul style="list-style-type: none"> <li>Pilot activity (until July 2022)</li> <li>Follow-up activity (including institutionalizing WEE-WG) (until October 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Gender perspectives and lessons learnt to be integrated into the income generating activities for women are extracted from the pilot activities</li> <li>It is discussed how to institutionalize the function of WEE-WG in the existing provincial system and confirm necessary actions to be taken</li> <li>Gender perspectives and lessons learnt from the pilot activities are applied into the activities and programs implemented by PDs</li> </ul>				<ul style="list-style-type: none"> <li>To limit the number of MOWA FPs and PDs to visit communities</li> <li>To re-examine the contents of technical trainings</li> <li>To take rapid PCR test before visiting communities (TBK)</li> <li>To conduct face-to-face training for PDs as much as possible (online if necessary)</li> </ul>
2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.	To conduct gender mainstreaming workshop (3 times) and WEE-WG (online) including field work for applying the learnings into the existing activities	<ul style="list-style-type: none"> <li>It is discussed how to institutionalize the function of WEE-WG in the existing provincial system and confirm necessary actions to be taken</li> <li>Gender perspectives and lessons learnt from the pilot activities are applied into the activities and programs implemented by PDs</li> </ul>				To conduct field work for applying the learnings into the existing activities between the workshops if possible
2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.	<ul style="list-style-type: none"> <li>Pilot activity (until July 2022)</li> <li>Follow-up activity (including institutionalizing WEE-WG) (until October 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Outputs and lessons learnt on tourism promotion with women's perspectives are extracted from the pilot activities</li> <li>It is discussed how to institutionalize the function of WEE-WG in the existing provincial system and confirm necessary actions to be taken</li> <li>Gender perspectives and lessons learnt from the pilot activities are applied into the activities and programs implemented by PDs</li> </ul>				<ul style="list-style-type: none"> <li>Difficult to conduct the activities in the target CBTs by the end of 2021</li> <li>To provide tablets and support women to collect information and pictures to be used for promotion materials virtually</li> <li>To conduct face-to-face activities after January 2022 with the limitation of MOWA FPs and PDs</li> <li>To conduct face-to-face training for PDs as much as possible (online if necessary)</li> </ul>
[Consideration on effective measures for promoting WEE and active women's participation in economic activities]						
2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.	<ul style="list-style-type: none"> <li>December 2021: Drafting</li> <li>June 2022: Finalizing</li> <li>August 2022: Translation</li> <li>September 2022: Approval by MOWA</li> </ul>	WEE guideline (in English and Khmer) is officially approved by MOWA.				<ul style="list-style-type: none"> <li>Finalizing</li> <li>Retreat</li> <li>Translation</li> <li>Approval</li> <li>Printing</li> <li>Distribution</li> </ul>

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**3. Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.**

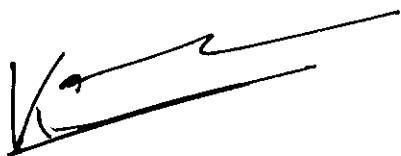
<p>3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</p>		<p>Project activities are identified in the Neary Rattanak V and action plan of NCDD.</p>	<p>Action plan of Neary Rattanak V will be prepared in December 2021.</p>
<p>3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</p>		<p>1. Sharing the results of policy analysis (GMAP), confirming the status of implementation for promoting gender equality and women's empowerment, and exchanging views on the possibility of implementing activities for promoting WEE at provincial level 2. Sharing WEE guideline and recommendations 3. Exchanging views on the integration of gender and WEE into the sector policy and plan</p>	
<p>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</p>		<p>Tips are compiled for line ministries and PDS to plan, implement, monitor and evaluate the activities with the perspectives of WEE.</p>	<p>Policy recommendations are compiled after the terminal evaluation. Achievements, outputs and lessons learnt are also compiled in advance.</p>
<p>3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.</p>		<p>Tips which are compiled through activity 3-3 are discussed among the line ministries and MOWA.</p>	
<p>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</p>	<p>To conduct discussions and/or training for improving the contents of action plan</p>	<p>It is examined how the perspectives of gender equality and WEE are more integrated in the gender action plan of NCDD.</p>	
<p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p>	<p>To review the pilot activities with 5 target provinces To share the experiences with all the provinces</p>	<p>Learnings from the pilot activities and idea on how to apply them are shared among 5 target provinces. The contents of WEE guideline are understood by PDWAs of all the provinces.</p>	
<p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.</p>			<p>Considering the situation of COVID-19, it should be decided that the seminar is conducted either face-to-face or hybrid (including online for some parts).</p>

MINUTES OF THE MEETING  
OF  
THE THIRD JOINT COORDINATING COMMITTEE  
OF  
THE PROJECT ON GENDER MAINSTREAMING FOR WOMEN'S ECONOMIC  
EMPOWERMENT (PGM-WEE)

The third Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) was held on 5<sup>th</sup> December 2019 in order to discuss and reach consensus on the progress of the project activities, the results of Mid-Term Review (MTR), revision of Project Design Matrix (PDM) and the plan of the third year (2020).

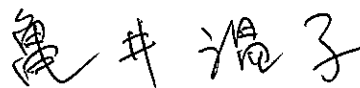
As a result of the discussions, Ministry of Women's Affairs (MOWA) and the Japan International Cooperation Agency (JICA) agreed upon the matters referred to in the documents attached hereto.

Phnom Penh, 5<sup>th</sup> December 2019



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



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Haruko Kamei  
Senior Director  
Office for Gender Equality and Poverty Reduction  
Infrastructure and Peacebuilding Department  
Japan International Cooperation Agency



With participation of members of JCC and representatives from the concerned parties (refer to Appendix 1), the JCC meeting was conducted as follows (refer to Appendix 2):

1. Opening remarks

On behalf of JICA, Mr. Sugano Yuichi, Chief Representative of JICA Cambodia Office expressed his welcome to MOWA and all the participants for joining the JCC. He noted and appreciated a history of joint collaboration between MOWA and JICA for promoting gender equality and women's empowerment, which is driving force for sustainable growth of Cambodia. Finally, he showed his expectation for constructive and fruitful discussion in the JCC.

H.E. Minister first welcomed the distinguished guests and the participants, and outlined the objective of the PGM-WEE, which is to enhance gender mainstreaming mechanisms (GMM) among government agencies at national and sub-national levels with a specific focus on promoting Women's Economic Empowerment (WEE), a joint cooperation between MOWA and JICA.

H.E. Minister continued to highlight the progress of the project activities in the last 2 years, which has identified the best way to implement project activities to enhance the GMM to promote WEE at the national and sub-national levels through advocacy and coordination by MOWA and PDWA. H.E. Minister also noted that the PGM-WEE, of which activities are mostly on track, has started to extract successful stories and lessons learned, which will be compiled as recommendations and shared with the partner line ministries.

H.E. Minister finally highlighted the significance of gender equality and empowerment of all women and girls in the global context, and stated that the PGM-WEE addresses all aspects of WEE of rural women in Cambodia for realization of gender equality and empowerment of women and girls.

2. Overview of the achievements and progress of the PGM-WEE (refer to Appendix 3)

After briefly explaining the project outline, progress of the project activities which have been made so far was reported in line with three outputs. The overview of the progress was given and acknowledged by the concerned parties in the end of the presentation.

3. Results of Mid-Term Review (MTR, refer to Appendix 4)

With the explanation of the outline of the MTR, findings and observations which were found through the analysis were reported. Accordingly, six recommendations were also shared and acknowledged by the concerned parties.

4. Draft of revised PDM (refer to Appendix 5 and 6)

Revision of the PDM was proposed based on the recommendations, which were made in the MTR.



After the discussion among the stakeholders, the proposed PDM was approved with some modifications as follows:

- To use the word of “WCCC meeting” instead of “WCCC” in the indicator 2 for both overall goal and project purpose in order to clarify the intent of the sentence; and
- To delete the indicator 1-2 for output 1 (Number of trainings/workshops implemented), since only the number does not prove the degree of capacity development.

MOWA and JICA Cambodia Office will prepare and sign the Record of Discussion (R/D) to confirm the revised PDM (ver. 1), when each organization completes internal process for official approval (expected to be no later than January 2020).

#### 5. Any Other Issues to be Noted

Major points raised in course of discussions following the presentations of each agendas during the JCC are as follows.

Representative of Ministry of Tourism expressed the appreciation to the Project to work, coordinate with line ministries and PDs and sub-national administration (SNA). She asked the questions on the status of project implementation and the limited number of beneficiaries in the target site in Siem Reap. H.E. Minister responded that the purpose of pilot projects is to accumulate the useful tools and tips and extract lessons learned for promoting WEE at the sub-national level, thus size of scale should be manageable to bring robust outcome. PGM-WEE also explained the status of implementation of activities and trainings in KCH, SPR and KPC provinces, and planned activities with more involvement of all line ministries.

H.E. Deputy Governor of Siem Reap Province shared good example of institutionalization at province level where the provincial government has already aligned the activities of PGM-WEE in the 3<sup>rd</sup> implementation plan (IP3) and also involves the Commune Women and Children Committee (CWCC) and commune chief in the project activities. PGM-WEE acknowledged the efforts to integrate project activities in the commune development plan in SRP, and also challenges to involve the local authority. PGM-WEE also noted that institutionalization aimed at by the Project is to integrate the function of WEE-WG at the provincial level into the existing structure of WCCC (or WCCC sub-group) in order to make the function sustainable.

Representative of Ministry of Labor and Vocational Training pointed out the importance of consistency between the local plan (commune development plan) and national policy to get the support from the national level, referring to the indicator 2.2 and experiences from the study tours

in the Philippines, where local authority prepare plan, and proposes it to the ministry level. PGM-WEE reaffirmed that the learning from the Project can be is reflected in sector policy or strategy e.g. GMAP, as well as activities at the local level. JICA headquarters also responded that WEE-WG on ad-hoc basis shall be transferred into the existing mechanism for ensuring sustainability.

Representative of Ministry of Commerce suggested that PGM-WEE should inform and share project information to GMAG more regularly if not invite to join the activity, and that PDs should report to GMAG, national level.

Representative of Ministry of Rural Development acknowledged successful implementation of previous PGM 1 and 2, however, involvement at the national level should be further enhanced for the current phase, by inviting partner line ministries to work in collaboration with the project activities at national, provincial level, and community level.

H.E. Deputy Governor of Siem Reap Province referred to the challenges faced by provincial level to obtain supports from national level through policy, guideline or sub decree for ensuring implementation of the planned activities. As such example, she explained that the budget is not available even for the activities included in the development plan, as a result the needs in Commune Development Plan (CDP) is not always supported by PDs.

H.E. Minister, appreciating all the points raised by participants, stated the JCC meeting is an opportunity to enhance our communication between central level, provincial level, and PGM-WEE. H.E. Minister also explained and shared the current status and on-going discussion on the Decentralization and Deconcentration (D&D) process including budget and authority in terms of planning, implementation and supervision, and encouraged all the participants to continue to work jointly at the district and commune level.

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*List of Appendices*

Appendix 1: Participant List

Appendix 2: Agenda of the 3<sup>rd</sup> JCC Meeting

Appendix 3: Overview of the achievements and progress of the PGM-WEE (Presentation)

Appendix 4: Results of Mid-Term Review (Presentation)

Appendix 5: Draft of revised PDM (ver.1)

Appendix 6: Outline of the revision of PDM

Appendix 7: The plan of third year (2020)

6

JKP

**3<sup>rd</sup> Meeting of the Joint Coordinating Committee of  
the Project on Gender Mainstreaming for Women's Economic Empowerment**

**Agenda**

Date: Thursday, 5 December 2019

Venue: Crystal ball room, Phnom Penh Hotel

MC: Ms. Khim Sovanny

Time	Item	Person in Charge
08:00-8:30	Registration	MOWA
08:30-08:35	Introduction of the agenda of the meeting	Ms. Khim Sovanny
08:35-09:00	Opening remarks <ul style="list-style-type: none"> <li>▪ JICA</li> <li>▪ H.E. Dr. Ing Kantha Phavi</li> </ul>	JICA MOWA
09:00-09:05	Photo shooting	
09:05-10:00	Presentation <ul style="list-style-type: none"> <li>▪ Overview of the achievements and progress of the PGM-WEE</li> <li>▪ Results of Mid-term Review</li> </ul>	PGM-WEE JICA
10:00-10:15	Tea break	
10:15-10:45	Draft of Revised PDM and Next Steps	PGM-WEE
10:45-11:45	Discussions and approval on the draft of revised PDM	H.E. Dr. Ing Kantha Phavi
11:45-12:00	Closing remarks by H.E. Dr. Ing Kantha Phavi	H.E. Dr. Ing Kantha Phavi
12:00-13:00	Closing (Lunch)	

Handouts:

1. Agenda
2. Progress of PGM-WEE (Feb 2017–Nov 2019)
3. The Results of Mid-Term Review (MTR)
4. Proposed Revision of Project Design Matrix (PDM)
5. The Plan of Third Year (2020)

\*All the materials are prepared both in English/Khmer.





# Progress of PGM-WEE (Feb 2017–Nov 2019)

5 December 2019  
MOWA/PGM-WEE

## Outline of PGM-WEE

- ▶ Project title: Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)
- ▶ Duration: February 2017 - February 2022 (5 years)
  - 1<sup>st</sup> batch : Feb. 2017 - Jun. 2018
  - 2<sup>nd</sup> batch : Sep. 2018 - Feb. 2022
- ▶ 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.

## Progress of the project activities

Output 1: The capacity of MOWA/PDWA is strengthened to promote WEE at the sub-national levels through gender mainstreaming mechanisms

- ▶ Gender terminology booklet is to be finalized and approved by MOWA after selecting, defining and translating 105 crucial words.
- ▶ Gender statistics leaflet was revised, printed and distributed to the relevant organizations and departments.
- ▶ Provincial gender statistics (booklet) has been developed in two target provinces (TBK and KPT). Preparation activity has just started in KCH.

## Progress of the project activities

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

【Kampong Cham Province (in the 1<sup>st</sup> batch)】

- ▶ Gender-responsive socio-economic impact analysis and value chain analysis of the chicken raising pilot project of PGM2 were conducted.
- ▶ Follow-up activities for chicken raising pilot project of PGM2 were also implemented.

## **Progress of the project activities**

【Kampong Chhnang Province (in the 2<sup>nd</sup> batch)】

- ▶ WEE-WG was established.
- ▶ PDWA and PDs developed and have implemented the plan for scaling-up activities on agriculture (chicken raising) through PGM Methods workshop facilitated by MOWA/PGM-WEE.
  - ✓ Technical trainings (chicken raising, market information, business plan, business capital, 5S)
  - ✓ 3 gender trainings
- ▶ The scaling-up activities have been monitored based on the drafted monitoring guideline. Monitoring result was shared and discussed in the WEE-WG meeting.

5

## **Progress of the project activities**

【Tbong Khmum Province and Kampong Thom Province (in the 2<sup>nd</sup> batch)】

- ▶ WEE-WGs were established at each province.
- ▶ (The activities for developing provincial gender statistics (Output 1) have currently been conducted.)
- ▶ Discussions and meetings were held with each PD to collect information about the women's group to consider pilot project activities.
- ▶ The 1<sup>st</sup> site visit was conducted by MoWA, PDWA, and PD to select candidate sites for the pilot project.

6

## Progress of the project activities

Output 3: Gender mainstreaming mechanisms are established to promote WEE in tourism industries with market orientation at the sub-national levels through implementation of pilot projects (in Siem Reap Province).

- ▶ WEE-WG was established.
- ▶ PDWA and PDs developed and have implemented the plan for pilot activities on tourism sectors through PGM Methods workshop facilitated by MOWA/PGM-WEE.
  - ✓ Two community-based organizations (CBTs) were selected.

## Progress of the project activities

- ▶ Activities for supporting women and men in the selected CBT sites to improve/develop their tourism-related business (Village Business School).
  - ✓ 30 villagers were selected as target group at each CBT site.
  - ✓ A series of analysis and technical sessions have been conducted by PDWA and PDs with supports from MOWA/PGM-WEE
  - ✓ Orientation was conducted in each CBT twice.
  - ✓ Gender sessions were conducted for analyzing gender gap in access and control over the necessary resources and benefits.
  - ✓ The progress of the activities were reported in the WEE-WG meeting.

## Overview of the Progress

- ▶ Project implementation is on track as planned.
- ▶ Output 1:
  - Several outputs have been updated/prepared.
  - The Project is making use of TWG-G WEE and GMAG as a platform for exchanging information and networking with the partner line ministries.
- ▶ Output 2: Since the scaling-up activity (chicken raising) has almost finished in KPC, the Project will start to extract success stories and lessons learned, which will be shared with the partner line ministries.
- ▶ Output 3: In SRP, business skill training for villagers will be conducted until July 2020. Follow-up supports will be provided with the selected small business in tourism sector. Site visits in target CBTs (KPP and KNP) by H.E. Minister and partner line ministries.





# The Results of Mid-Term Review (MTR)

5 December 2019  
MOWA/PGM-WEE

1

## Outline of the MTR

Schedule: 2-13 September 2019

### Purpose:

- ▶ To verify the accomplishments of the Project activities, the implementation processes and the management, compared to those planned
- ▶ To evaluate the Project in terms of five evaluation criteria, i.e. Relevance, Effectiveness, Efficiency, Impact and Sustainability
- ▶ To make recommendations on the Project regarding the measures to be taken for the remaining Project period and/or after the termination of the Project based on the evaluation results

2

# Findings and Observations

## Overall:

- ▶ Project implementation is on track as planned.
- ▶ In KCH and SRP provinces, awareness of the Provincial Departments (PDs) on Women's Economic Empowerment (WEE) and collaboration among the PDs and PDWA is significantly strengthened.
- ▶ Policy related activities at central level could be further enhanced based on provincial level activities.
- ▶ Current indicators in the PDM, especially those for Outcomes, are too outputs-focused, not and quantitative nor qualitative.

3

# Findings and Observations (cont.)

## Project Purpose:

- ▶ It is positive that the project purpose will be achieved with the current progress, although it is too early to assess the achievement of project purpose.
- ▶ "The strengthening of Gender Mainstreaming Mechanism" is defined as the following 3 elements:
  1. Strengthening advocacy and coordination capacity of MOWA and PDWA
  2. Developing practical tools (WEE Guideline) and proposing institutional arrangements (WEE-WG)
  3. Compiling recommendations for partner line ministries and provincial departments

4

# Findings and Observations (cont.)

## DAC 5 Evaluation Criteria

Relevance: High

Effectiveness: Fair

Efficiency: Relatively High

Impact: Fair (with some indeterminable points)

Sustainability: Fair

5

# Recommendations

- ▶ Reflection of clear definitions of “strengthening gender mainstreaming mechanisms” (project purpose) in the project framework
- ▶ Enhancing more involvement of partner line ministries into the project activities and discussions in the TWG-G WEE/GMAG
- ▶ Alignment with the newly enrolled NCDD gender policy as an opportunity to deliver field level lessons and practices widely.
- ▶ Urgent completion of Gender Capacity Assessment for monitoring the strengthened capacities
- ▶ Institutionalization of implementation mechanisms (especially WEE-WG)
- ▶ Expansion of the scope of pilot activities for collecting more tips and lessons to be shared and applied

6

**Project Design Matrix (PDM)**

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

**Version: 1 (proposed)**

**Duration:** 5 years (February 2017 - February 2022)

**Date: 5 December 2019**

**Project Area:** Phnom Penh and 5 selected provinces (Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and Kampong Cham)

**Target Group:** Ministry of Women's Affairs (MOWA) and Provincial Department of Women's Affairs (PDWA)

Gender Mainstreaming Action Group (GMAG) and Gender Focal Points (both the national and the sub-national levels) of the following Partner Line Ministries:

Ministry of Planning (MOP), Ministry of Agriculture, Forestry and Fisheries (MAFF), Ministry of Industry and Handicraft (MOIH), Ministry of Commerce (MOC),

Ministry of Rural Development (MORD), Ministry of Labor and Vocational Training (MOLVT), Ministry of Tourism (MOT)

**Beneficiary:** Women and men in the target provinces

	<b>Narrative Summary</b>	<b>Indicators</b>	<b>Means of Verification</b>	<b>Important Assumption</b>
<b>Overall Goal</b>	Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA <u>in target and non-target provinces.</u>	<p><u>1. Gender-responsive programs and projects are planned and implemented for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline*1 in target and non-target provinces.</u></p> <p><u>2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in non-target provinces.</u></p> <p><u>3. All the partner line ministries and NCDD integrate at least 1 recommendation into their sector policies/plans or NCDD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.</u></p>	<p>1-1. Annual reports of WCCC</p> <p>1-2. Provincial Development/Investment Plan</p> <p>2. <u>Minutes of meetings and reports of WCCC</u></p> <p>3. <u>Sector policies and plans and NCDD Gender Policy/plan</u></p>	

<b>Project Purpose</b>	<p>Gender mainstreaming mechanisms are strengthened*2 to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p>	<p><u>1. MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.</u></p> <p><u>2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.</u></p> <p><u>3. The updated WEE Guideline is approved by MOWA</u></p> <p><u>4. Partner line ministries and NCDD gender team integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.</u></p>	<p><u>1. Annual plan and project documents of the partner provincial departments</u></p> <p><u>2. Minutes of meetings and reports of WCCC</u></p> <p><u>3. Approved updated WEE Guideline</u></p> <p><u>4. Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</u></p>	<p>Decentralization and deconcentration process is continuously gender-responsive.</p>
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<b>Output</b>	1. <u>The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.</u>	1. <u>Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened</u>	1. <u>Result of Gender Capacity Assessment</u> 2. <u>Minutes of meetings and reports of TWG-G WEE/GMAG</u> 3. <u>Minutes of meetings and reports of WEE-WG/WCCC</u>	GMAG members at the national and sub-national levels cooperate and participate in the project activities.
	2. <u>Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.</u>	2-1. <u>Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and the partner provincial departments.</u>  2-2. <u>Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline.<sup>3</sup></u>	1-1. <u>Records of trainings/workshops</u> 1-2. <u>Minutes of meetings and reports of WCCC</u>  2. <u>Updated WEE Guideline</u>	
	3. <u>Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.</u>	3. <u>Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.</u>	1. <u>Minutes of meetings and reports of TWG-G WEE/GMAG/NCDD gender team</u> 2. <u>Minutes of meetings and reports of WCCC</u>	

<b>Activity</b>	<p>1-1. <u>Gender capacity assessment is conducted.</u></p> <p>1-2. <u>According to the results of the assessment, "capacity development plan on WEE" is prepared.</u></p> <p>1-3. <u>A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</u></p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p> <hr/> <p>1-6. "Provincial gender statistics" are developed in each target province.</p> <p>1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.</p> <p>1-8. <u>Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</u></p> <p>1-9. <u>Trainings on gender mainstreaming and WEE are conducted in Japan.</u></p> <p>1-10. <u>Terminal gender capacity assessment is conducted.</u></p> <hr/> <p><b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p>	
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<b>Activity</b>	<p><b><u>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</u></b></p> <p><u>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</u></p> <p><u>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><u>2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><b><u>[Consideration on effective measures for promoting WEE and active women's participation in economic activities]</u></b></p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p> <p><u>3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</u></p> <p><u>3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</u></p> <p><u>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</u></p> <p><u>3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.</u></p> <p><u>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</u></p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.</p>	
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<sup>1</sup> PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.

<sup>2</sup> "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MOWA/PDWA, 2) implementing mechanism and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies for promoting WEE.

<sup>3</sup> The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.

## Appendix 6: Outline of the Revision of PDM

### 1. Project summary

#### 1.1 Duration

Before: 5 years	Amended Version: 5 years ( <u>February 2017 – February 2022</u> )
Reason: To specify starting and ending month and year	

#### 1.2 Project Area

Before: Phnom Penh and 5 selected provinces	Amended Version: Phnom Penh and 5 selected provinces ( <u>Kampong Chhnang, Kampong Tom, Siem Reap, Tbong Khmum and kampong Cham</u> )
Reason: To specify the names of target provinces	

#### 1.3 Target Group

Before: Indirect Target: Women and men in the target provinces	Amended Version: <u>Beneficiaries:</u> Women and men in the target provinces
Reason: To specify the names of target provinces	

### 2. Overall Goal

#### 2.1 Narrative Summary

Before: Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA in all the 25 capital and provinces in Cambodia.	Amended Version: Women's Economic Empowerment (WEE) is promoted through gender-responsive programs and projects implemented at the sub-national level by line ministries/provincial departments through advocacy and coordination by MOWA/PDWA <u>in target and non-target provinces.</u>
Reason: It is not theoretical to assume that the project outputs are disseminated to all the non-target provinces and make sure the implementation in those provinces within some years after the project completion.	

## 2.2 Overall Goal (Indicators)

<p>Before:</p> <p>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.</p>	<p>Amended Version:</p> <ol style="list-style-type: none"> <li>1. Gender-responsive programs and projects are planned and implemented <u>for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline*1 in target and non-target provinces.</u></li> </ol> <p><u>*1: PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.</u></p>
<p>Reason:</p> <p>Specifying the objective of gender-responsive programs and projects, and what to be referred on the occasion of planning and implementation. Also, setting a tangible goal.</p>	

## 2.3 Overall Goal (Indicators)

<p>Before:</p>	<p>Amended Version:</p> <ol style="list-style-type: none"> <li>2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects implemented in non-target provinces.</u></li> <li>3. <u>All the partner line ministries and NCDD integrate at least 1 recommendation into their sector policies/plans or NCDD Gender Policy/plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level.</u></li> </ol>
<p>Reason:</p> <p>Adding the indicators for indicating other aspects of Overall Goal to be achieved</p>	



## 2.4 Overall Goal (Means of Verification)

<p>Before:</p> <p>1, Report about PGM Methods Workshops</p> <p>2. Annual reports of WCCC</p>	<p>Amended version:</p> <p>1-1. Annual reports of WCCC</p> <p>1-2. <u>Provincial Development/Investment Plan</u></p> <p>2-1. <u>Minutes of meetings and reports of WCCC</u></p> <p>3-1. <u>Sector policies and plans and NCDD Gender Policy/plan</u></p>
<p>Reason:</p> <p>Adding appropriate means of verification according to the amended indicators</p>	

## 3. Project Purpose

### 3.1 Narrative Summary

<p>Before:</p> <p>Gender mainstreaming mechanisms are strengthened to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p>	<p>Amended version:</p> <p>Gender mainstreaming mechanisms are strengthened*2 to promote Women's Economic Empowerment (WEE) at the sub-national levels by the partner line ministries/provincial departments through advocacy and coordination by MOWA/PDWA.</p> <p><u>*2 : "Strengthening of gender mainstreaming mechanism" is defined as the following three elements: 1) adequate advocacy and coordination capacity of officials of MOWA/PDWA, 2)Implementing mechanism and tools for policy implementation on WEE at sub-national level, and 3) recommendations for formulating and implementing gender-responsive policies for promoting WEE.</u></p>
<p>Reasons:</p> <p>"Strengthening of gender mainstreaming mechanism" is defined.</p>	

### 3.2 Indicators

<p>Before:</p> <ol style="list-style-type: none"> <li>1. The “WEE Guidelines through Gender Mainstreaming at the sub-national levels” are authorized and distributed.</li> <li>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</li> </ol>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>Technical consultation and advices for planning and implementing gender-responsive programs and projects are provided with the partner provincial departments by MOWA/PDWA in each target province.</u></li> <li>2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects in all target provinces.</u></li> <li>3. <u>The updated WEE Guideline is approved by MOWA.</u></li> <li>4. <u>Partner line ministries integrate at least 1 implementation tool or recommendation for promoting WEE into their projects and activities.</u></li> </ol>
<p>Reasons:</p> <p>Setting outcome-oriented indicators rather than deliverables</p>	

### 3.3 Project Purpose (Indicators)

<p>Before:</p> <ol style="list-style-type: none"> <li>1. Published “WEE Guidelines through Gender Mainstreaming at the sub-national levels”</li> <li>2. Annual plans and 5<sup>th</sup> Neary Rattanak of MOWA</li> </ol>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>Annual plan and project documents of the partner provincial departments</u></li> <li>2. <u>Minutes of meetings and reports of WCCC</u></li> <li>3. <u>Annual plan and project documents of the partner provincial departments</u></li> <li>4. <u>Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</u></li> </ol>
<p>Reasons:</p> <p>Adding appropriate means of verification according to the amended indicators</p>	

## 4. Output 1

### 4.1 Narrative Summary

<p>Before:</p> <p>The capacity of MOWA/PDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.</p>	<p>Amended version:</p> <p>The capacity of MOWA/PDWA <u>in terms of advocacy and coordination</u> is strengthened to promote WEE at the sub-national level.</p>
<p>Reasons:</p> <p>Specifying the type of capacity to be strengthened by the project</p>	

### 4.2 Output 1 (Indicators)

<p>Before:</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 as 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</p>	<p>Amended version:</p> <p>1. <u>Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment</u> is strengthened.</p>
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<p>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>Reasons: Setting outcome-oriented indicators rather than deliverables</p>	

4.3 Output 1 (Means of verification)

<p>Before:</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” and developed provincial gender statistics</p> <p>1-4 Revised PGM Methods 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>Amended version:</p> <p><u>1. Result of Gender Capacity Assessment</u></p> <p><u>2. Minutes of meetings and reports of TWG-G WEE/GMAG</u></p> <p><u>3. Minutes of meetings and reports of WEE-WG/WCCC</u></p>
<p>Reasons: Adding appropriate means of verification according to the amended indicators</p>	

## 5. Output 2

### 5.1 Narrative Summary

<p>Before:</p> <p>Gender mainstreaming mechanisms established by PGM2 is strengthened to promote WEE with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.</p>	<p>Amended version:</p> <p><u>Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments.</u></p>
<p>Reasons:</p> <p>Since the rationale of scaling-up activities (Output 2) and pilot activities (Output 3) are the same in the project, it is appropriate to combine Output 2 and 3 as an Output.</p>	

### 5.2 Indicators (Output 2)

<p>Before:</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 selected provinces 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>2-4 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>Amended version:</p> <p><u>2-1. Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and partner provincial departments.</u></p> <p><u>2-2. Role of WEE-WG in the project is institutionalized and included in the updated WEE Guideline*3.</u></p> <p><u>*3: The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.</u></p>
<p>Reasons:</p> <p>Setting outcome-oriented indicators rather than activity oriented</p>	



### 5.3 Means of Verification (Output 2)

<p>Before:</p> <p>2-1 Developed tools (i.e. developed marketing manual on chicken raising)</p> <p>2-2 Developed activity plan of MOWA and reports about PGM Methods workshops</p> <p>2-3 Minute of meetings and reports of working groups on WEE</p> <p>2-4 Annual plans and/or GMAPs of partner line ministries, and annual plans of WCCC of the target provinces</p>	<p>Amended version:</p> <p>1-1. <u>Records of trainings/workshops</u></p> <p>1-2. Minutes of meetings and reports of WEE-WG and/or WCCC</p> <p>2. <u>Updated WEE Guideline</u></p>
<p>Reasons:</p> <p>Adding appropriate means of verification according to the amended indicators</p>	

## 6. Output 3

### 6.1 Narrative Summary

<p>Before:</p> <p>Gender mainstreaming mechanisms established to promote WEE in tourism industries with market orientation at the sub-national levels through implementation of pilot projects.</p>	<p>Amended version:</p> <p><u>Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussions with MOWA/PDWA.</u></p>
<p>Reasons:</p> <p>In order to promote WEE at the sub-national level, the tips and the lessons learned for promoting WEE at the sub-national level which are extracted from the project activities should be shared and discussed with the partner line ministries. It is also expected that some of them will be integrated and applied into the sector policies and plans after the project period.</p>	

### 6.2 Indicators (Output 3)

<p>Before:</p> <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>Amended version:</p> <p>3. <u>Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and provincial departments.</u></p>
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<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 researchers 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>Reasons:</p> <p>Setting appropriate indicator according to the amended outcome 3</p>	

6.3 Means of Verification (Output 3)

<p>Before:</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>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>Minutes of meetings and reports of TWG-G WEE/GMAG/NCDD gender team</u></li> <li>2. <u>Minutes of meetings and reports of WCCC</u></li> </ol>
<p>Reasons:</p> <p>Setting appropriate means of verification according to the amended indicators.</p>	

## 7. Activity

### 7.1 Activity 1

<p>Before:</p> <p>(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 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</p>	<p>Amended version:</p> <p>1-1. <u>Gender capacity assessment is conducted.</u></p> <p>1-2. <u>According to the results of the assessment, "capacity development plan on WEE" is prepared.</u></p> <p>1-3. <u>A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</u></p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p> <p>1-6. "Provincial gender statistics" are developed in each target province.</p> <p>1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.</p> <p>1-8. <u>Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</u></p> <p>1-9. <u>Trainings on gender mainstreaming and WEE are conducted in Japan.</u></p> <p>1-10. <u>Terminal gender capacity assessment is conducted.</u></p>
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Output 2 and Output 3.

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.

(The partner line ministries/departments)

1-9. The MOWA provides technical support to update and implement the GMAPs of partner line ministries as necessary.

1-10. The Project hold workshops on gender budgeting to the stakeholders of the partner line ministries.

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.

(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.	
Reasons: Activities were consolidated according to the amended Output 1.	

## 7.2 Activity 2

<p>Before:</p> <p>(Preparation of tools based on the achievements of PGM2)</p> <p>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> <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</p>	<p>Amended version:</p> <p><u>[ Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</u></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p><u>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</u></p> <p><u>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</u></p>
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<p>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)</p> <p>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</p>	<p><u>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><u>2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p>【Consideration on effective measures for promoting WEE and active women's participation in economic activities】</p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p>
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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 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.

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 MOWA/PDWA.

(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 MOWA/PDWA.

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.

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.

Reasons:

Activities were consolidated according to the amended Output 2.

### 7.3 Activity 3

<p>Before:</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</p>	<p>Amended version:</p> <p><u>3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</u></p> <p><u>3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</u></p> <p><u>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</u></p> <p><u>3-4. The compiled recommendations are shared in the TWG-G WEE/GMAG meetings.</u></p> <p><u>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</u></p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as</p>
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<p>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</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> <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>exchanging the experiences among the ASEAN countries.</p>
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<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>	
<p>Reasons: Activities were consolidated according to the amended Output 3.</p>	





# The 3<sup>rd</sup> Year Plan

5 Dec. 2019  
MOWA/PGM-WEE

## The 3<sup>rd</sup> Year (Jan-Dec 2020) Activity Plan

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Output 1</b>												
1	1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE											
2	1-6. Developing provincial gender statistics (KCH and SRP)											
3	1-8. Technical advices on gender responsive M&E											
4	1-9. Training in Japan											
<b>Output 2</b>												
5	2-4. Pilot project activity in agriculture and handicraft sectors (TBK and KPT)											
	• Planning											
	• Implementation											
	• Monitoring											



MINUTES OF THE MEETING  
OF  
THE FOURTH JOINT COORDINATING COMMITTEE  
OF  
THE PROJECT ON GENDER MAINSTREAMING FOR WOMEN'S ECONOMIC  
EMPOWERMENT (PGM-WEE)

The fourth Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) was held on 29<sup>th</sup> July 2021 in order to confirm the progress of project activities and achievements which were made after the last JCC in December 2019 and agree on the extension of project period considering the current situation of COVID-19 among the JCC members.

As a result of the discussion, Ministry of Women's Affairs (MOWA) and Japan International Cooperation Agency (JICA) agreed upon the matters referred to in the documents attached hereto.

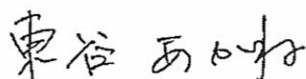
Phnom Penh, September 2021



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



Ms. Tomomi UCHIKAWA  
Senior Director  
Office for Gender Equality and Poverty Reduction  
Governance and Peacebuilding Department  
Japan International Cooperation Agency (HQ)



Ms. Akane TOTANI  
Chief Advisor  
PGM-WEE

With the participation of members of JCC and representatives from the concerned parties (refer to Appendix 1), the JCC meeting was conducted as follows (refer to Appendix 2):

### **1. Opening Remarks**

< Welcome speech by Ms. Tomomi UCHIKAWA, Senior Director, Office for Gender Equality and Poverty Reduction, Governance and Peacebuilding Department, JICA Headquarters >

On behalf of JICA, Ms. Tomomi UCHIKAWA, Senior Director, Office for Gender Equality and Poverty Reduction, Governance and Peacebuilding Department, JICA Headquarters, expressed her welcome and sincere appreciation to all staff members of the Ministry of Women's Affairs for the effort on this project and the preparation for the JCC today. She also appreciated that MoWA's dedication and strong commitment that ensured smooth and effective project activities despite many challenges facing. She mentioned that as we have known the impact of the COVID-19 pandemic on the global society and economy, it has become more serious for many countries including Cambodia. The pandemic has affected the progress towards gender equality and increasing the risk for women such as the violence against women and girls, the burden of unpaid care work in their houses, and the suffering from unemployment and poverty. Since everyone involved has been facing difficult situation due to the spread of COVID-19 infection, some activities have not been conducted smoothly as planned and some outputs might not be achieved yet. Finally, she said that this JCC meeting will help all the relevant parties present here to capture the progress and achievement as well as the challenges of the project and discuss the necessary actions to be taken for the rest of the project period to achieve the purpose of the project together.

< Opening speech by H.E. Dr. ING Kantha Phavi, Minister of Ministry of Women's Affairs >

First of all, H.E. Dr. ING Kantha Phavi, Minister of Ministry of Women's Affairs, warmly welcomed all the distinguished guests who were attending the 4th JCC of PGM-WEE. H.E. Minister continued to say that it was her honor to have this opportunity and lead this online (ZOOM) meeting with the participation of representatives from the line ministries, H.E. Deputy Governor -Chair of WEE, H.E. Chair of WCCC, and the member of the provincial council from 5 target provinces: Kampong Cham, Kampong Chhnang, Siem Reap, Kampong Thom, and Tboung Khmum provinces. H.E. Minister would like to thank the Japanese side, Ms. Tomomi UCHIKAWA, Representative of JICA Headquarter, and Representatives of JICA Cambodia Office for attending this meeting.

H.E. Minister continued to highlight that the PGM-WEE project was launched in February 2017 to strengthen the gender mainstreaming mechanisms in government institutions at the national and sub-national levels with focusing on the strengthening of economic empowerment of women. This project is implemented by MoWA in collaboration with the Provincial Department of Women's Affairs and partner ministries/departments with the support of JICA. Currently, the project has been active for more than four years, identifying the good ways to strengthen the gender mainstreaming mechanisms to enhance women's economic empowerment (WEE) at sub-national level through advocacy and coordination by MoWA/PDWA. The implementation of all activities in the target provinces has been carried out by WEE-WG at the provincial level.



H.E. Minister also mentioned that after the 3rd JCC Meeting in December 2019, the project successfully implemented the activities following the recommendations given by the 3rd JCC Meeting. As the result of the mid-term evaluation team, it included the invitation of representatives from relevant ministries and institutions for field visiting at the target communities in Siem Reap province. H.E. Minister continued to explain that the project also invited the technical group from the ministry level to implement and provide feedback on the capacity building of training to the provincial level and target people as well. However, due to the spread of COVID-19, some activities of the project in the five provinces have been delayed including 1). Implementation of follow-up activities for supporting women and CBTs to improve their small tourism-related business and tourism promotion in 2 CBT sites in Siem Reap province. 2). Implementation of pilot activities for supporting the income-generating activities of women's groups in the target provinces, Kampong Thom and Tboung Khmum province, and 3). Follow-up activities for institutionalizing WEE-WG in Kampong Chhnang and Kampong Cham province. H.E. Minister mentioned that everyone could see the details in the Overview of Achievements of the project presented by H.E. Chan Sorey, Secretary of State of MoWA and Project Director of PGM-WEE. The next point of the Way Forward would be presented by Ms. Te Vouchlim, Director of Planning and Statistics Department of MoWA and PGM-WEE Project Manager.

H.E. Minister finally highlighted that JCC is a forum for relevant institutions to coordinate, make decisions and provide the guidance for effective project management and implementation and to approve key activities, such as providing the green light to implement project activities successfully. H.E. Minister hoped that the cooperation and understanding gained through this meeting will facilitate the smooth implementation of project activities and achieve the objectives of the project as our plan.

## **2. Overview of the achievements and progressing of the PGM-WEE (refer to Appendix 3)**

After briefly explaining the project outline, the progress of the project activities which have been made so far was reported in order with the three outputs.

## **3. Way forward (refer to Appendix 4)**

Challenges and the way forward were explained according to the three outputs in detail and the extension of the project period was also proposed.

## **4. Discussion points**

- **H.E. Minister** mentioned that the project would be completed in February 2022 as originally planned, but due to the pandemic of COVID-19, the project activities have to be suspended. During the hard situation of Covid-19, will the project continue or end according to the plan of the project? If the project finishes in February 2022 as planned, the project cannot see the full results. As the third phase of the project, it is necessary to compile practical experiences according to the theory that have learned from the first and second phases. The project must be continued because it is also necessary to develop a model to be applied for the other projects. So that JICA can also use the model for the relevant projects in the other developing countries. In that sense, H.E. Minister proposed to take the third option (10 month extension) because it is most appropriate for implementing at least 70% to 80% of the activities and achieving expected results.

- **Ms. Tomomi UCHIKAWA (JICA Headquarters)** agreed with the H.E. Minister's idea that if we could implement the project activities as much as possible to achieve the project purpose. On the other hand, in the current unpredictable situation, considering the situation in each target province, MoWA and JICA need to select the appropriate option by the end of August.
- **Mr. Yuji SHINOHARA (JICA Cambodia Office)** expressed his gratitude to cooperation from H.E. and other colleagues of MoWA and well understanding of this difficult situation, especially the implementation of activities in the context of COVID-19. He mentioned that we had to overcome the challenges or difficulties by using a new approach. Currently, some projects in Cambodia have implemented and achieved expected outcomes by introducing online activities. If MoWA will consider that these examples are also effective for PGM-WEE to implement activities such as meeting, training, and sharing the tools for promoting WEE through online, he would be happy to support and will make effort to provide necessary fund by JICA.
- **H.E. Minister** responded that it seemed quite difficult to evaluate the situation of COVID-19 for making a decision. Cambodia has received another directive to convey the Delta or Delta variant dissemination. So, at the end of August, MoWA could not provide any idea in this situation. In Cambodia, the speed of vaccination is quite good. So, she is optimistic that at the end of the year we can probably get 70% of the population vaccinated at least. We are expecting now, to catch up on at least 70% of our expected activities which are delayed because of COVID-19. We need at least 10 months to catch up because we did not implement it for almost 1 year and a half, so we cannot expect in 4 months or 8 months to catch up 70% to 80% of the expected outcome.
- **Ms. Tomomi UCHIKAWA (JICA Headquarters)** basically agreed with H.E. Minister's opinion. However, she also insisted that if the decision will be made in October 2022, it cannot be ensured to finish all the necessary procedures to extend the contract within 3 months or 4 months before the end of existing contract term of the project. We need more time. She would like to ask MoWA to make a decision by the end of September. She said that we must complete all necessary procedures including to get approval from relevant departments within JICA and the Japanese government and it takes time.
- **H.E. Minister** understood that concerns which were raised by Ms. Uchikawa and it may need 6 months to do it. H.E. Minister also said that at the end of September having 2 more months to decide and choose the option. We would see the current situation with a little bit of the new directive because of lockdown. She could not say anything about the situation; we need to wait and see. She also thanked Mr. Yuji SHINOHARA gave her another idea and we have to discuss with JICA Cambodia Office on how we move forward by designing project activities.
- **Ms. Tomomi UCHIKAWA** insisted that we could talk about this matter anytime and we will consider how to extend the project period at the end of September. She still thinks that the COVID-19 especially the Delta variant is really unpredictable. She suggested that in the course of the discussion, she would like H.E. Minister to share the redesigned activity plan of the project in the context of COVID-19 with JICA and the progress of vaccination at the end of August so that we will discuss the scenario for this project.
- **H.E. Minister** confirmed that MoWA and the project team will notify JICA promptly.
- **All participants from national and sub-national levels** agreed with the suggestion and idea of H.E. Minister to implement the activity in this context. They said that they will try to implement



the activity through online, but Kampong Chhnang province does not agree because they are still limited in the internet access, especially at the provincial and commune level.

- **H.E. Minister** thanked all participants at both national and sub-national levels that agreed and supported what we had discussed in the meeting and appreciated the commitment to implement activity through online. She continued to say that we will consider the issue of Kampong Chhnang province on the capabilities of internet access.

#### *<Summary of Agreement>*

- 1) To re-assess the situation of COVID-19 and progress of vaccination and make final decision on the extension of the project period by the end of September. H.E. Minister agreed that MoWA will follow-up the effectiveness of the vaccine.
- 2) To discuss between MoWA and JICA Cambodia Office to examine what we should do to achieve the results as expected.
- 3) After the meeting, MoWA will report to JICA HQ the reviewed activity plan and the progress of vaccination at the end of August. Before the official meeting in the end of September, MoWA will inform JICA of the current situation and what we need to do to make that work successful.

(Discussion points (continued))

- **JICA** agreed with the agreements that H.E. Minister summarized, and they will consider those points and decide what we can do by the end of September.
- **Ms. Akane TOTANI (chief Advisor of PGM-WEE)** would like to inform that projects were organized and waited for a long time to implement the activities at the provincial level. Although the decision will be made at the end of September, we will start some project activities as soon as possible and continue discussions with the MoWA counterparts. We do not wait until the end of September. There are some activities that we can start, especially we do through online.
- **H.E. Minister** appreciated and thanked all participants from line ministries that always actively cooperated with MoWA. She thanked JICA for deciding to support Cambodia through the MoWA for promoting gender equality and WEE and also mentioned that we see that this PGM-WEE project is very important, especially in this third phase. We want to get the best lessons learned and experiences that can be applied for new projects through the relevant ministries or the Ministry of Women's Affairs. She continued that she felt sorry if the project activity is suspended now and can't get any lesson learned through getting experience in this project to apply with other projects or developing countries.

#### *List of Appendices*

Appendix 1: Participant List

Appendix 2: Agenda of the 4<sup>th</sup> JCC Meeting

Appendix 3: Overview of the achievements and progress of the PGM-WEE (Presentation)

Appendix 4: Way forward (Presentation)