

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

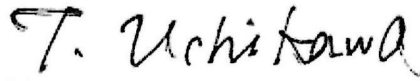
The fifth Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) was held on 29<sup>th</sup> August 2022 in order to 1) approve the results of terminal evaluation which aims to analyze the results of the project implementation to date, identify challenges and lessons learned, and make recommendations for what needs to be done in the remaining period and to sustain the outputs of the project after the completion of the project, 2) confirm the way forwards proposed by MOWA and the Project, and 3) discuss what to be done at both national and sub-national levels.

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

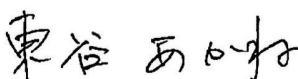
Phnom Penh, 29<sup>th</sup> August 2022



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



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



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 according to the given agenda (refer to Appendix 2).

### **1. Confirmation of the results of terminal evaluation (refer to Appendix 3)**

Evaluation team shared the results of terminal evaluation which consist of the following contents.

- Evaluation concepts and method
- Project activity and deliverables status to date
- Evaluation of achievements of outputs, purpose and goal
- Evaluation results based on OECD/DAC evaluation criteria
- Overall evaluation result
- Evaluation conclusion
- Recommendations
- Lessons learned
- Summary

In the end of the presentation, JICA addressed the following key issues to confirmedly achieve the project purpose in the end of the project, sustain the gender mainstreaming mechanism at national and sub-national levels that the Project enhanced for promoting Women's Economic Empowerment (WEE), and disseminate the outcomes of the projects to the other provinces:

- 1) Institutionalize implementation mechanism for gender mainstreaming to promote WEE at the sub-national level;
- 2) Secure budget for activities for promoting WEE;
- 3) Utilize deliverables, such as WEE Guidelines and Gender Terminology Booklet at national and sub-national levels; and
- 4) Disseminate "recommendations" including tips and lessons learned to formulate and implement gender-responsive policies to the partner line ministries, provincial departments, NCDD gender team and the other Development Partners through Gender Mainstreaming Action Group (GMAG), Technical Working Group on Gender (TWG-G), TWG-G Sub-Group on WEE (TWG-G WEE) and other mechanisms.

### **2. Proposed actions and measures to be taken for way forward (refer to Appendix 4)**

Corresponding to the results of the terminal evaluation and the recommendations, H. E. Chan Sorey, Secretary of State (Project Manager of PGM-WEE) presented the proposed actions and measures to be taken for way forward.

### **3. Discussions**

- Mr. Khort Yuthly, Deputy Chief of Development and Policy, NCDD
  - NCDD developed a five-year development plan for the first phase from years 2021 to 2025, and is going to develop the second plan from years 2025 to 2030. NCDD welcomes MOWA to propose inputs to be integrated in to the plan, since we are currently collecting input from

other stakeholder by the end of this month and will call a meeting to finalize the plan of 2021-2025 by the end of October.

- We need to disseminate the results and the outputs of the project in not only 5 target provinces but also nationwide.
  - It is crucial that the Project continues to strengthen the capacity of the staffs of the provincial departments.
  - It is highly requested that JICA considers to scale-up the project activities on capacity building of women for improving income generation and their livelihood with financial supports in order to ensure the sustainability of the Project and cover all the 25 provinces.
- Mr. Heng Bo, Director of PDI, Kampong Cham province
- Gender mainstreaming is difficult and complex process. There are not enough number of officials who are involved in gender mainstreaming at the sub-national level. Although the officials of the partner line departments in 5 target provinces have been able to get benefits from the project, there are still many officials who have not been targeted and need the supports.
  - Women who are living in rural areas are facing several problems such as abduction for prostitution. Most of the women's rights are seen lower than men's. We have implemented great works with the project team to help rural women in the target villages. Although the Project will complete soon, we need to continue the works.
  - It is necessary to ask JICA to continue to support.
- Member of provincial council (chair of WEE-WG) in Kampong Chhnang province
- I fully agree with the results of the terminal evaluation shared by the consulting team. As a consensus on the evaluation, it was also appropriate that the project made the seven partner line ministries involved in the pilot activities.
  - It is planned to integrate the activities into the provincial plan for promote gender equality and expected that the activities will be implemented by the Royal Government continuously. Especially, we would like to request MEF to consider and make a decision to allocate necessary budget for continue the WEE activities which have been supported by PGM-WEE.
  - It is also necessary to prepare a three-year rolling plan in line with the five-year commune development plan. It is crucial to train newly elected commune members on gender mainstreaming. At the commune level, there is a budget for women and children. For Kampong Chhnang province, the efforts will be made to integrate gender perspectives into the plans.
- Chair of WCCC (chair of WEE-WG) in Kampong Cham province
- I would like to support all the important assessments of the activities that we have implemented. Based on the results, the project should continue and expand the target provinces as the others already pointed out earlier. If the project can expand the target provinces as much as 25 provinces and cities would be better.
  - I also would like to request PGM-WEE to scale up the activities to the other provinces and hope MEF to consider and advice the project to move forward to institutionalize the gender mainstreaming mechanism for promoting WEE at the sub-national level.

- I have learned a lot from this project for Kampong Cham province, I would like to share a short story from the fact that the target farmers who are growing vegetables. Since it was found that the farmers are willing to obtain necessary knowledge and skills for cultivation and marketing, so the team is happy to support them to raise their techniques. The farmers have never received technical advices before. Most of them do traditional farming, so the team provided the planting techniques, then the farmers changed from traditional planting to planting techniques. As the chairperson of the provincial WCCC, I will continue to work hard for the success of the target farmers' team. As we gain experience from our project, we will continue to support the target farmers.
- Regarding the budget for continuing the activities, we hope the government can support or discuss with the other development partner. Hope that the national level will help raise funds to continue this project for the future.
- I would like to request the project to consider the extension, and also request MEF and the line ministries to consider the allocation of necessary budget to continue the project activities.
- Deputy provincial governor (chair of WEE-WG) in Siem Reap province
  - As for the evaluation method to verify the status of the project and evaluate, I found that Kampong Cham, and Tbong Khmum provinces have been implementing the project activities for a long time since PGM and PGM2. However, my province just started to work since PGM-WEE, so the different from the two provinces. Therefore, I would like to ask the project to consider to continue the activities and request the line ministries and MEF to allocate necessary budget.
  - The Project has strengthened the department's capacity to integrate gender into the action plan It is also to integrate it in the training plans for communes and sangkats, especially the newly elected ones. However, at the moment, we are lacking funds to strengthen the capacity of women. As H. E. Minister has said before that they do not understand family planning, but now they understand family planning.
  - We need to ask JICA to support in order to reach the goal. Because Siem Reap province is not yet able to walk on its own.
- Deputy provincial governor (chair of WEE-WG) in Kampong Thom province
  - I fully agree with the results of the evaluation. I would like to request MOWA to prepare a capacity building plan and continue to support this project. It is very important for the target women to continue to implement the activities. Because the activity was started from the beginning of this year and the results are now gratifying.
  - The project has supported the capacity building of the line departments regarding how to enhance WEE. The project have also supported and strengthened the capacity of target women on their skill for income generation. I would like to ask MEF to consider financial suport for WEE activities as we believe that they have social service budget which could be used for the WEE activities. Finally, we request to JICA to continue the project.
- Deputy provincial governor (chair of WEE-WG) in Tbong Khmum province
  - I would like to support the results of the terminal evaluation.

- I would also like to tell you that Tbong Khmum province is the youngest province. Kampong Cham is the oldest province. For Tbong Khmum, what I remember of project starting in 2019 was gender planning, during content of COVID-19 the project was suspended and then there starting again in January 2022.
  - The project has collaborated with relevant provincial departments to implement the activities successfully. For this project, training was provided to the target women and they gained the understanding of WEE. The project has helped to strengthen the capacity of women, and most of them have awareness on gender and WEE. The project has also helped to decrease the incidents of domestic violence and most women have been encouraged to join in the activities.
  - We are trying to integrate necessary budget into our planning through the provincial line departments; however, our budget is limited. For the sustainability of this project, we ask each department/ministries to secure budgets to put the activity in the rolling and action plan for each department to make the project more sustainable and mainstream gender in each department. The project is effective because it has been providing and supporting our line departments to acquire knowledge and skills to integrate gender perspectives in planning, monitoring and evaluation process. Since it is very important, we need to request other donors and line ministries to consider to continue the activities supported by PGM-WEE. I would like to request MEF to consider the scale-up of this project and/or allocate necessary budget to continue the activities after the project completion.
  - Finally, we would like to request to JICA to continue and support WEE project. Because our province has just started the activities from the beginning of 2022 with limited experiences compared to the other provinces.
- Ministry of Economy and Finance (MEF)
- I understand the points mentioned by the governors and consider the budget allocations.
  - According to the comment from the Excellency of Siem Reap, I would like to share that MEF has not cut national budget for the provincial level at all, but the provincial level should also understand that the provincial level need to facilitate with the line provincial department to prepare these actual budgets have been allocated in accordance with the actual activities of each department. Because the time is not available for us to answer to all the line departments, I just quickly answer.
- Ministry of Labour and Vocational Training (MLVT)
- First of all, I would like to agree on the results of the terminal evaluation. Based on the results of the evaluation, the outputs of the project can be integrated into not only the plan of seven provincial departments but also the plan of WCCC.
  - As for the point on how to integrate the outputs of the project into the policy and plan, let me discuss with the gender team of MLVT and I will provide answers later.
  - I would like to highlight the experience of the workshop in Sihanoukville. Active discussion was made on how to integrate gender and WEE aspects in the provincial development plan and the three-year rolling plan. It is a good point to institutionalize the gender mainstreaming mechanism at national and sub-national levels.

- Ministry of Rural Development (MRD)
  - I would like to support the result of the terminal evaluation. MRD has participated in this project PGM, PGM2 and PGM-WEE.
  - The project can help strengthen WEE, especially to poverty reduction, which contributes to the Royal Government. Since the project will be completed at the end of this year, MRD finds ways to help to continue the necessary activities. We will have internal discussion and share the idea later.
- Ministry of Agriculture, Forest and Fisheries (MAFF)
  - First of all, I would like to support the results of the terminal evaluation.
  - Same as MLVT and MRD, we should come together to join when JICA ends and need to have an action plan. To ensure sustainability, it is crucial to involve NCDDs and provincial specialized departments. All the provincial departments must include the necessary activities in their action plans so that MEF can provide funding for each activity. Each ministry and provincial department have limited budget to implement the activities. Therefore, we also would like to JICA to continue the supports.
- Ministry of Commerce (MOC)
  - I would like to support the evaluation of this project. I apologize because the Ministry of MOC has changed the gender team. For me, I would like to learn more about this project.
- Ministry of Tourism (MOT)
  - I would like to support the results of the terminal evaluation. I am a representative of MOT but I'm sure the Ministry of Tourism has to consider to support after the project completion.
  - For sustaining of the project outputs, MOT has discussed how to support the activities according to our strategic plan with the provincial departments. We also started the discussion for disseminating information on the target Community-Based Tourism (CBT) sites which are supported by PGM-WEE on the Ministry's Facebook.
- Ministry of Industry, Science, Technology and Innovation (MISTI)
  - We also would like to support the results of the terminal evaluation, as the PGM-WEE approach is very effective in promoting gender. Gender perspectives should be included in all tasks and plans for the implementation of various institutions.
  - We should scale-up the project activities nationwide. Those who have done well should be transformed into a women's community. This is an important example of a project they can improve. Therefore, JICA should help scale-up those women with more skills.
- NCDD
  - We accepted the result of the project outcome and implementation.
  - The project must be scaled-up to another province. In order to sustain the project implementation in the 5 target provinces, it is a critical issue how to secure the necessary budget. Therefore, it should be discussed and coordinated with MOWA how to secure the budget for institutionalizing gender mainstreaming mechanism and implementing WEE activities for future.

#### **4. Conclusion**

H. E. Minister confirmed the following points as an agreement of 5<sup>th</sup> JCC.

- (1) The JCC approved the results of the terminal evaluation compiled by the evaluation team.
- (2) MOWA and PGM-WEE shall implement the remaining activities according to the proposed plan.
- (3) MOWA shall continue to discuss with the partner line ministries and NCDD how to integrate gender and WEE perspectives into the existing policies and plans.
- (4) Chair of WEE-WG shall share the results of 5<sup>th</sup> JCC and the terminal evaluation especially the issue of institutionalization of WEE-WG at the sub-national level with the Provincial Governor,
- (5) The 6<sup>th</sup> JCC will be called to share the project completion report in December 2022.

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#### *List of Appendices*

Appendix 1: Participant List

Appendix 2: Agenda of the 5<sup>th</sup> JCC Meeting

Appendix 3: Results of the Terminal Evaluation (Presentation)

Appendix 4: Way forward (Presentation)

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

Date: Monday, 29 August 2022  
Venue: Phnom Penh Hotel (Phnom Penh)  
MC: Ms. Chea Socheata

Time	Item	Person in Charge
8:30-9:00	Registration	MOWA
9:00-9:30	Opening remarks <ul style="list-style-type: none"><li>▪ Ms. Haruko Kamei, JICA Representative</li><li>▪ H.E. Dr. Ing Kantha Phavi</li></ul>	JICA Cambodia Office MOWA
9:30-9:45	Photo shooting	
9:45-10:00	Break	
10:00-11:00	Presentation (1): Results of terminal evaluation	Terminal Evaluation Team (Consultant)
11:00-11:40	Presentation (2): Way forwards	H. E. Chan Sorey MOWA
11:40-12:10	Discussions	H.E. Dr. Ing Kantha Phavi
12:10-12:20	Remarks by Ms. Tomomi Uchikawa, Director, Office for Gender Equality and Poverty Reduction, Governance and Peacebuilding Department	JICA Headquarters
12:20-12:30	Closing remarks by H.E. Dr. Ing Kantha Phavi	MOWA
12:30	Closing	

**Handouts:**

1. Agenda
2. Presentation material (1) Results of terminal evaluation
3. Presentation material (2) Way forwards

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



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

Evaluation Report (Draft as of Aug 25)  
Presentation at JCC Meeting

Phnom Penh August 29, 2022  
Absolute Consulting Services Co., Ltd.,

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## Content

- Evaluation Concepts and Method
- Project activity and deliverables status to date
- Evaluation of achievements of outputs, purpose and goal
- Evaluation results based on OECD/DAC evaluation criteria
- Overall evaluation result
- Evaluation Conclusion
- Recommendations
- Lessons learned

2

## Evaluation Concept and Method (1/2)

Evaluation covers:

1. Verification of the project status and performance assessment
2. Value judgement based on six (6) criteria for ODA evaluation
3. Recommendations and lessons learned

3

## Evaluation Concept and Method (2/2)

Evaluation methods include:

1. **Verification of the project status and performance assessment**
  1. Checking of status of project activities and confirmation with project team on its progress status
  2. Reviewing completions of activities, achievements of outputs, objective, and goal of the project
2. **Value judgement based on six (6) criteria for ODA evaluation**
  1. *Relevance*
  2. *Coherence*
  3. *Effectiveness*
  4. *Efficiency*
  5. *Impact*
  6. *Sustainability*
3. **Recommendations and lessons learned**
  1. Analytical works based on 1 and 2 above and consultant's technical knowledge on capacity development



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## Project activities status to date (end of Aug 2022) (1/3)

Status of completion as end of Aug 2022	# activities	Percentage
Completed (100%)	6	26%
Almost completed (greater than 70%)	8	35%
Partially completed (less than 70%)	5	22%
Note yet done	4	17%
<b>Total activities</b>	<b>23</b>	<b>100%</b>

Output's activities	Description of activities	Status as End of Aug 2022 (percentage of completion (eg. 80%, 100%))	Expected status by Dec 2022 (eg. 100% or 90%)	Remark
Output 1's activities	1-1. Gender capacity assessment is conducted	Completed		
	1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared	Completed		
	1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted	80%	100%	
	1-4. "Gender terminology booklet" is updated.	Completed at technical level with relevant stakeholders and to be submitted for the final approval from the council of ministers by Nov 2022		
	1-5. "Gender statistics leaflet" is updated.	Completed (updated in the 2nd batch)		
	1-6. "Provincial gender statistics" are developed in each target province.	80% (still work in KPC and SRP)	100%	
	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.	Completed		
	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	80%	100%	
	1-9. Terminal gender capacity assessment is conducted.	Not yet	Done at the end of the project	5

## Project activities status to date, end of Aug 2022 (2/3)

Output's activities	Description of activities	Status as End of Aug 2022 (percentage of completion (eg. 80%, 100%))	Expected status by Dec 2022 (eg. 100% or 90%)	Remark
Output 2's activities	<b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b> 2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.	Completed		
	<b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b> 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.	90% (study and report have not been finalized)	100%	
	<b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b> 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.	100%	Additional activities	
	<b>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</b> 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.	90%	One remaining planned activity and additional one	
	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.	90%	One remaining will be done after JCC	
	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	90%	One remaining planned activity and additional one	
	<b>[Consideration on effective measures for promoting WEE and active women's participation in economic activities]</b> 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.	40% (outline is finished and got comments from stakeholder during the retreat in July 2022. Now, drafting the guideline is in the progress)	100%	

### Project activities status to date, end of Aug 2022 (3/3)

Output's activities	Description of activities	Status as End of Aug 2022 (percentage of completion (eg. 80%, 100%))	Expected status by Dec 2022 (eg. 100% or 90%)	Remark	
Output 3's activities	3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.	- Integrating in Neary Rattanak: 100%; - Integrating in NCDD national programme policy 2 (Gender action plan is in progress)	100%		
	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.	Sharing activities have been done with 8 partner line ministries (GMAG), WEE-WG in target provinces except TWG-G WEE	100% (TWG-G WEE will be convened in the morning of 30 Sept 2022)		
	3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.	50% (Input have been provided from target provinces but project team has not compiled it yet)	100%		
	3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.	Not yet start depending on 3-3 (TWG-G WEE will be convened in the morning of 30 Sept 2022)	100%		
	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.	- At national level: 80% of partner line ministries integrated them in to their respective plans. - At provincial level: 30% of partner PDS integrated in their sector plan/annual plans/action plan (SRP, TBKhimum, KCH, KCM);	80-100%		
	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.	Planned in Dec 2022 but not yet start	100%		
	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.	Planned in Oct/Nov 2022 (probably joining with other programme)	100%		

### Evaluation of achievements of outputs, purpose and overall goal (1/4)

**Output 1:** The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at sub-national level. Results (Tentative) Almost achieved and expected to be Fully achieved to the completion

**Indicator 1.1:** Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened. **Result: (TENTATIVE ) Almost Achieved** but need to be confirmed by the Terminal Gender Capacity Assessment.

**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. Result (Tentative) Partially achieved and expected to be fully achieved to the completion

**Indicator 2.1.** Implementing tools for promoting WEE at the sub-national level are acquired by the C/Ps of MOWA/PDWA and the partner provincial line departments **Result: (TENTATIVE ) Achieved** (for example, the gender-responsive tools and tips for planning, implementing and monitoring were developed, and the related trainings were implemented.)

**Indicator 2.2.** Role of WEE-WG in the project is institutionalized and included in the updated of WEE Guideline. **Result: (TENTATIVE ) Partially Achieved** (WEE-WG is functioning, but not yet institutionalized in WCCC or other existing mechanisms).

## Evaluation of achievements of outputs, purpose and overall goal (2/4)

**OUTPUT 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 discussion with MOWA/PDWA. Results: (Tentative) Partially Achieved and expected to be Almost/Fully Achieved to the Completion.**

3.1. Recommendations (tips and lessons) are acknowledged by the partner line ministries, NCDD gender team and partner provincial line departments.

Result: (TENTATIVE ) Partially Achieved (recommendation is collected but not yet compiled/shared in the seminar/workshop)

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## Evaluation of achievements of outputs, purpose and overall goal (3/4)

**Project purpose: Gender mainstreaming mechanisms are strengthened to promote women's economic empowerment at the sub-national levels by the partner line ministries/departments through advocacy and coordination by MOWA/PDWA: Result (Tentative) Partially Achieved and expected to be Almost/Fully Achieved to the Completion**

1. MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.

Result: (TENTATIVE ) Achieved (through pilot activities, this activity has already been implemented.)

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.

Result: (TENTATIVE ) Partially Achieved (After implementing all pilot activities, the project is planning to discuss how to institutionalize WEE-WG role into the part of WCCC or other existing mechanisms).

3. Updated WEE Guideline is approved by MOWA.

Result: (TENTATIVE ) Partially Achieved (The outline of updated WEE guideline has fixed, but the guideline itself has not yet drafted and approved.)

4. Partner line ministries and NCDD gender team integrate at least one implementation tool or recommendation for promoting WEE into their projects and activities.

Result: (TENTATIVE ) Partially Achieved (The tools or recommendations will be shared through TWG-G WEE and other occasions; some line ministries have already integrated though).

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## Evaluation of achievements of outputs, purpose and overall goal (4/4)

Overall Goal: Women's economic empowerment is promoted through gender-responsive programs and projects implemented by line ministries/department through advocacy and coordination by MOWA/PDWA in target and non-target provinces. Result (Tentative) not yet able to be evaluated

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

2. **WCCC meeting** is functioning as 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 one recommendation** into sector policies/plans or NCDD Gender Policy/Plan and implement gender-responsive programs and projects for promoting WEE at the sub-national level Partner line ministries and NCDD gender team integrate at least one implementation tool or recommendation for promoting WEE into their projects and activities.

Result: (TENTATIVE ) Not yet able to be evaluated.

*(Once the following issues are confirmed, overall goal will be highly achieved.*

*Provincial level: the WEE-WG is formally institutionalized in terms of both technical and financial aspect.*

*Central level: MOWA's capacity is maintained/enhanced and all tools and good practices of the project are disseminated via TWG-G WEE, GMAGs and other TWGs.)*

*The appropriate time to assess the overall goal of the project is three to five years after the project's completion.*

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## Evaluation results based on OECD/DAC evaluation criteria (1/2)

### Relevance: High (4)

- **National Policy:** NSDP
- **Sector Policy:** Neary Rattanak
- **Actual Needs:** WEE in JMI, MOWA's PIPs and BSPs, MOWA's proposal to Japan, PGM-WEE from PGM1 and PGM2, Target Women's comments on the project.
- **Project Approach:** WEE approach via MOWA's capacity, pilots, analysis, training of provincial departments, training of target women, and PGM Method, WEE-WG and institutionalization

### Coherence: High (4)

- **Japan's Policies:** Globally supports Gender Mainstreaming; Cambodia Country Assistance defines Gender as part of the governance support
- **Japan's Focus:** PGM1, PGM2 and PGM WEE to build as system to support income earning activities of rural women in rural areas and strengthening capacity of MOWA and related partners to run the system
- **SDG-5 and Other SDGs:** WEE is important
- **Aid Coordination of WEE:** TWG-G and Sub-TWG-G on WEE. However,
- **Concern:** TWG-G WEE has not yet been convened after the post-Covid 19.

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## Evaluation results based on OECD/DAC evaluation criteria (2/2)

### Effectiveness: High ~ Moderate (4~3)

- **Progress of Activities:** To date the project has cover 83% of its activities of which 61% fully completed and nearly completed, 22% partially completed, 17% to be started in the project's remaining period.
- **Key Effectiveness Factors:** capacity of MOWA in advocate and coordinate WEE; WEE-WG functioning to transmit the knowledge to target women; gender-responsive programs and projects integrated at national level via GMAGs and provincial level via WEE-WG members; active participation and solidarity of Cambodian C/Ps including MOWA and partner line ministries; PDWA and partner provincial departments and WCCC; supplementary support during Covid-19.
- **Concern of Effectiveness:** WEE-WG institutionalization

### Efficiency: Moderate (3)

- **Outputs and Activities:** Strong logical linkage and there is no activities of OP been reduced even Covid-19.
- **Dispatches of experts and C/Ps:** Dispatches are all relevant subjects toward WEE and C/Ps are very participatory and committed.
- **Project Achievement and Time Inputs of Experts:** Relatively balanced
- **Specifications and Qualities of Provided Equipment:** Responsive to the needs of the C/Ps to execute the project and well distributed among target provinces.
- **Overrun Cost:** By this time of evaluation there is no overrun cost.
- **Communication:** There is a need to improve the reporting by submitting the project monitoring sheet in a timely manner.
- **Covid-19 impact:** After Covid-19, the project rearranged the schedule of the activities such arrangement resulted in allocated short time of training of some technical subjects to the target women groups in the two provinces which activities implemented after the Covid-19. According to the partner provincial department and the project C/Ps, they had to speed up activities by several actions within the short time.

## Evaluation results based on OECD/DAC evaluation criteria (2/2)

### Impact: Moderate (3)

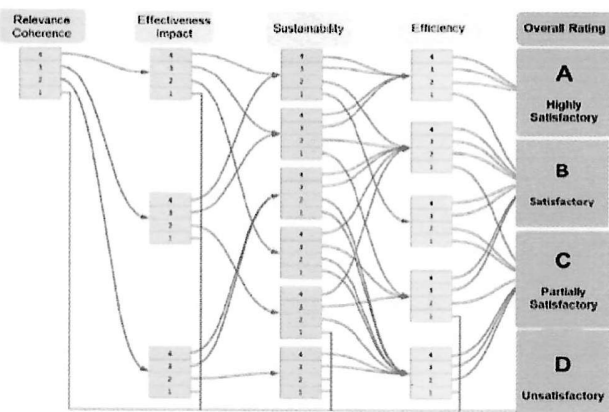
- **Immediate Impacts:** Capacity, mindsets, and participation of MOWA and partner line ministries, PDWA and partner provincial line departments, WCCC and NCDD Team; Positive effects on the target group is confirmed widely via the field interviews; spillover effects to other development issues and sectors
- **WEE Model:** Beneficial for wider gender issue, socio-economic development and poverty reduction.
- **Perception on PGM WEE of C/Ps:** Very positive; The momentum has been created and Japan can continue support to create the critical mass of WEE promotion for the next three to five years from the completion of this project.

### Sustainability: Fair (2)

- **Policy Sustainability:** High due to the continuation of importance of WEE in national and sectoral development
- **Institutional Sustainability:** Fair due to the concern on institutionalization of WEE-WG after the project
- **Technical and Human Resource:** Moderate due to not yet complete updated WEE Guideline and terminal gender capacity assessment, the need to have plan for managing project outputs in period after the project
- **Financial Sustainability:** Fair because it may take time and effort to increase national budget to MOWA for WEE promotion under the framework of Neary Rattanak.
- **Other Concern:** not having TWG-G WEE meeting to share the experiences of the project to the stakeholders of WEE there.

## Overall evaluation result

### JICA's Evaluation Rating



### Overall Evaluation Result

Criteria	Evaluation Result	Score	Overall Rating
Relevance	(Tentative)High	4	Satisfactory (B)
Coherence	(Tentative)High	4	
Effectiveness	(Tentative) Moderate ~ High	3~4	
Efficiency	(Tentative) Moderate	3	
Impact	(Tentative) Moderate	3	
Sustainability	(Tentative) Fair	2	

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## Evaluation conclusion

- WEE Promotion is very inevitable.
- MOWA and JICA are on track for gender mainstreaming efforts through WEE that address realistic needs.
- Strong collaboration and partnership of Cambodian project implementers including MOWA, PDWAs, partner line ministries especially GMAGs, partner provincial line departments especially WEE-WG members, NCDD gender team and WCCC and their practical networking
- WEE tools produced by the project is effective to mainstream gender-perspectives into any program and activity, and further utilization of such tools is very important.
- WEE promotion does not only benefit the economic empowerment of the women but also comprehensive empowerment, rural socio economic development, poverty reduction, and other social benefits.
- Unfortunately, in Cambodia only five projects are on-going from DPs and Japan is the main supporter of WEE promotion, especially capacity development. Therefore, securing budget for activities for WEE is important in the future.
- Moving forward, institutionalization of the updated WEE Guideline, institutionalized implementation mechanism such as WEE-WG and the function of TWG-G WEE are very crucial.

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## Recommendations (1/3)

### **[To the Completion of the Project]**

#### *For MOWA and Project Team*

- 1) MOWA's plan(s) to institutionalize WEE-WG
- 2) MOWA's finalization of WEE recommendations to allow majority of the activities associated with Output 3 to be achieved within the project period
- 3) Timely reporting and submission of the monitoring sheets
- 4) Documentation of the key materials of the project by the Project Team as a basis for further extensions by MOWA and WEE-WGs after the project
- 5) Exchange experiences among target provinces implementing WEE

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## Recommendations (2/3)

### **[Impact and Sustainability]**

#### *For MOWA*

- 1) Plan to use the project outputs and updates after the project, utilizing the functioning of TWG-G WEE.
- 2) Plan to secure complementary support (e.g., seeds, tools, small loans) when implementing similar activities to achieve more benefits for the target women in accordance with the situation of targeted women.

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## Recommendations (3/3)

### [Impact and Sustainability]

#### *For MOWA and Other Implementation Partners*

- 1) MOWA's introduction and promotion to MEF and other related parties to ensure supports for WEE by adopting the WEE model developed by the project and explaining its benefits for broader gender empowerment, socio-economic development and poverty reduction during the budget proposal and negotiations and other related occasions under the WEE pillar of Neary Rattanak.
- 2) Continued efforts and leadership of the WEE WG Chairs and Vice Chairs and commitment of the PDWA and provincial partners.
- 3) Balanced task distribution between WEE and other core tasks of the provincial partners and career incentives in the provision of WEE promotion.
- 4) Sufficient time for some technical issues during the WEE promotion to the target groups in order to achieve higher quality training of the target groups.
- 5) Regular meetings of the C/Ps in the partner line ministries to exchange experiences of the WEE promotion.

#### *For JICA*

- 1) Consider possible additional support from JICA proposed by MOWA.
- 2) JICA's considerations for support in the transition period such as the dispatch of the policy and aid coordination expert when MOWA needs to strengthen the system of WEE promotion.
- 3) JICA's continued role in supporting WEE in Cambodia as a model for other countries and regions.

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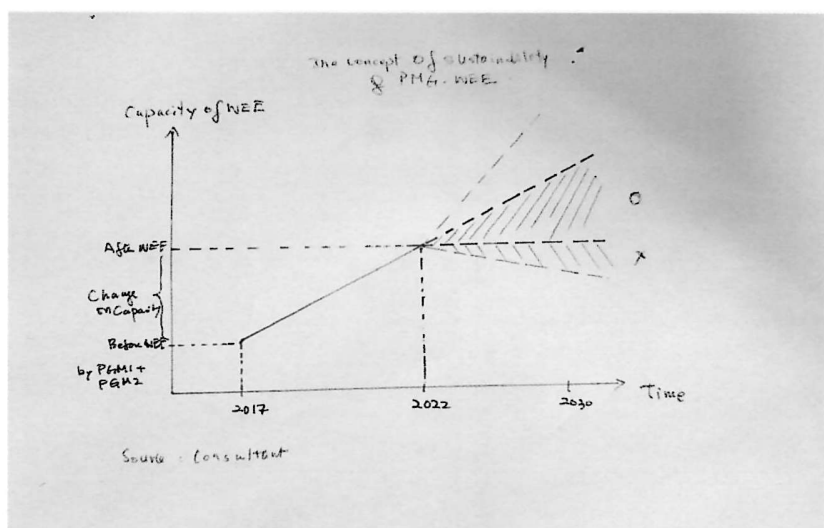
## Lessons learned

- 1) The right approach to WEE promotion is important and the Cambodian model of capacity development through PGM 1, PGM 2 and PGM WEE can serve as an example.
- 2) In addition to the right approach, the active participation of the relevant C/Ps and their partners is very important since WEE is cross-sectoral.
- 3) Good project communication can increase efficiency.
- 4) Capacity development is successful when it starts with local initiators and conditions and develops in the continuous learning process of state building.
- 5) Some remedial actions or supports are really important for the project to successfully deal with Covid-19 or other external shocks.

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Thank you very much for your support and participation!

## Annex: Analysis of the Sustainability



# Way Forward

MOWA & PGM-WEE

## 1. What to be done during the project period

【Output 1】

- Print and distribute gender terminology booklet
- Finalize and print gender statistics booklet in SRP & KPC
- Conduct terminal capacity assessment

## **1. What to be done during the project period (cont.)**

### **【Output 2】**

- Implement follow-up activities in KPT, TBK and SRP in Sep
- Facilitate discussions on how to institutionalize the function of WEE-WG and mainstream gender at 5 target provinces
- Approve and print WEE Guideline

## **1. What to be done during the project period (cont.)**

### **【Output 3】**

- Compile recommendations and share with the partner line ministries
- Discuss with the partner line ministries, NCDD and PDs on how to integrate outcomes of PGM-WEE into their policy, plan & activities

## 1. What to be done during the project period (cont.)

### 【Output 3】

- Conduct experience sharing workshop in Dec

### 【Others】

- Compile project completion report in Nov
- Conduct 6<sup>th</sup> JCC to approve the report in Dec

## 2. Proposed measures

- Meeting with the partner line ministries
  - Sharing the outputs and tips from PGM-WEE through TWG-G WEE on 28 Sep
  - Discussing how integrate them into their policy & plan through technical meeting in Oct
  - Confirming the results in GMAG meeting in Nov

## 2. Proposed measures (cont.)

- ASEAN seminar
  - Might be difficult to conduct as planned because of several ASEAN meetings in Oct & Nov
  - Option 1: Join in the other meeting on gender equality
  - Option 2: Conduct a dissemination workshop for non-target provinces

## 3. Actions to be taken after the project period

【National level】

- Conduct necessary activities (e.g. training, awareness raising) under the Neary Rattanak V
- Collaborate with the line ministries for integrating tips of PGM-WEE in their policy, plan and activities in order to provide more gender responsive supports for rural women on WEE

### **3. Actions to be taken after the project period (cont.)**

【Provincial level】

- Follow-up to make sure the function of WEE-WG as a platform of multi-sectoral PDs for promoting WEE at provincial level
- Provide technical supports for non-target provinces based on the WEE guideline

**Thank you for your attention!**