

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

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

Project Completion Report

January 2023

Japan International Cooperation Agency (JICA)

**IC Net Limited
International Development Center of Japan Inc.**

GP
JR
23-002

Map



Source: Report of Cambodia Socio-Economic Survey 2019/20 (2020), National Institute of Statistics Ministry of Planning, Kingdom of Cambodia Nation Religion King (Edited by PGM-WEE)

Exchange rate as of December 2022

US Dollar (US\$) 1 = ¥ 0 138.482000

Cambodian Riel (KHR) 1 = ¥0.026930

(JICA foreign exchange rate in December 2022)

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List of Abbreviations

Abbreviation	Term in full
ADB	Asian Development Bank
AIMS	Accelerating Inclusive Markets for Smallholders
ASEAN	Association of Southeast Asian Nations
ASPIRE	Agricultural Service Programme for Innovation Resilience and Extension
EDD	Economic Development Department
GBV	gender-based violence
GED	Gender Equality Department
GMAG	Gender Mainstreaming Action Group
GMAP	Gender Mainstreaming Action Plan
H.E.	Her Excellency
IFAD	International Fund for Agricultural Development
JICA	Japan International Cooperation Agency
KCH	Kampong Chhnang Province
KPC	Kampong Cham Province
KPT	Kampong Thom Province
MAFF	Ministry of Agriculture, Forestry and Fisheries
MISTI	Ministry of Industry, Science, Technology & Innovation
MOC	Ministry of Commerce
MOLVT	Ministry of Labour and Vocational Training
MORD	Ministry of Rural Development
MOT	Ministry of Tourism
MOU	Memorandum of Understanding
MOWA	Ministry of Women's Affairs
NCDD	National Committee for Sub-National Democratic Development
OVOP	One Village One Product
PDISTI	Provincial Department of Industry, Science, Technology and Innovation
PDWA	Provincial Department of Women's Affairs
PGM	Projects on Gender Mainstreaming
PGM-WEE	Project on Gender Mainstreaming for Women's Economic Empowerment
PSD	Planning and Statistics Department
R/D	Record of Discussion
RGC	Royal Government of Cambodia
SRP	Siem Reap Province
TBK	Tbong Khmum Province
TWG-G	Technical Working Group on Gender
TWG-G WEE	Technical Working Group on Gender, Sub-Group on women's economic empowerment
WCCC	Women's and Children's Consultative Committee

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WEE	women's economic empowerment
WEE-WG	women's economic empowerment working group

Project Completion Report (Draft)

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

Name: H. E. Chan Sorey

Title: Project Director

Name: Akane Totani

Title: Chief Advisor

Submission Date: December 19, 2022

I. Basic Information of the Project

1.1. Country: Cambodia

1.2. Title of the Project:

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

1.3. Duration of the Project (Planned and Actual)

Planned: February 2017–February 2022 (5 years)

Actual: February 2017–December 2022 (5 years and 10 months)

1.4. Background (from Record of Discussions (R/D))

The Royal Government of Cambodia (RGC) implemented various programs and projects to promote gender equality and women's empowerment based on national policies such as the Rectangular Strategy, National Strategic Development Plan, and Neary Rattanak (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 the early 1990s, Projects on Gender Mainstreaming (PGM) Phases 1 and 2 were implemented. PGM 2 was launched in 2010 for a duration of five years with the Overall Goal that women's economic empowerment (WEE) is enhanced through gender-responsive policies and programs undertaken by the MOWA/Provincial Department of Women's Affairs (PDWA) and partner line ministries in Cambodia.

The terminal evaluation study of PGM 2 undertaken in February 2015 concluded that the functions and capacity of MOWA/PDWA to advocate and coordinate partner line ministries at the national and sub-national levels were strengthened. The study also found that the capacity and mechanism to deliver gender-responsive services for enhancing WEE were strengthened at the sub-national level by applying the PGM methods developed by PGM 1 and implementing 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 PGM 2.

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

- 1) Increase in 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 (such as increase in self-confidence, leadership, and participation in decision-making of high household expenses), and enhancement of awareness about women's capability by family members and communities as social and gender impacts.

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

1.5. Overall Goal and Project Purpose (from Record of Discussions (R/D))

1) Overall Goal (revised as of January 2020)

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.

2) Project Purpose

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

1.6. Implementing Agency

Ministry of Women’s Affairs (MOWA)

II. Results of the Project

2.1. Results of the Project

2.1.1 Input by the Japanese side (Planned and Actual)

Planned (from original R/D)	Actual
<p>(1) Dispatch of Experts</p> <ul style="list-style-type: none"> - Chief Advisor/Gender Mainstreaming - Institutional Development - Women’s Economic Empowerment - Coordinator/Training - Short-term experts on specific topics <p>(2) Training</p> <p>(3) Machinery and Equipment</p>	<p>(1) Dispatch of Experts (see ANNEX 1-1)</p> <ul style="list-style-type: none"> - Chief Advisor/Gender Mainstreaming 1 (16.42 PM) - Deputy Chief Advisor/ Gender Mainstreaming 2 (8.98 PM) - Institutional Development/Governance (12.3 PM) - Women’s Economic Empowerment (15.8 PM) - Market and Business Development (14.58 PM) - Training Management (1.2 PM) - Coordinator/Gender Output Analysis (14.00 PM) - Monitoring (Short-term) (0.82 PM) <p>(2) Training: None Training in Japan was converted into the retreat program in Cambodia owing to the travel restrictions caused by COVID-19.</p> <p>(3) Machinery and Equipment (see ANNEX 1-5-1)</p>

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	<p>1.1 million Japanese Yen</p> <p>(4) Local activities cost: 154.9million Japanese Yen (tentative)</p>
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2.1.2 Input by the Cambodian side (Planned and Actual)

Planned (from original R/D)	Actual
<p>(1) Assignment of counterpart personnel and administrative personnel</p> <ul style="list-style-type: none"> - Project Director: Secretary of State, MOWA - Project Manager: Director, Planning and Statistics Department (PSD) - Officers/Members: Counterpart personnel from PSD, Economic Development Department (EDD) and Gender Equality Department (GED) 	<p>(1) Assignment of counterpart personnel and administrative personnel (see ANNEX 1-3)</p> <ul style="list-style-type: none"> - Project Director: Secretary of State, MOWA - Project Manager: Director, Planning and Statistics Department (PSD) - Officers/Members: Counterpart personnel from PSD, Economic Development Department (EDD) and Gender Equality Department (GED)
<p>(2) Work spaces in MOWA and PDWAs of target provinces</p>	<p>(2) Workspaces in MOWA and PDWAs of Kampong Chhnang and Siem Reap provinces</p> <p>* The Project did not need the workspace in Kampong Thom and Tbong Khmum provinces as most of the pilot activities were implemented online because of the travel restrictions caused by COVID-19.</p>

2.1.3 Activities (Planned and Actual)

Planned	Actual
<Output 1> The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.	
1-1 Gender capacity assessment is conducted.	1-1 Gender capacity assessment was conducted in January 2020 and July 2022.
1-2 According to the results of the assessment, "capacity development plan on WEE" is prepared.	1-2 Capacity development of MOWA and PDWA was planned and conducted based on the results of the assessment.
1-3 A series of workshops and training for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.	1-3 A series of workshops and training sessions were conducted (see ANNEX 1-6)
1-4 "Gender terminology booklet" is updated.	1-4 Gender terminology booklet was finalized and approved by MOWA at the end of November 2022. However, printing and dissemination were not approved by the end of the project period. MOWA is expected to find a source for printing once it is approved.
1-5 "Gender statistics leaflet" is updated.	1-5 Gender statistics leaflet was updated and disseminated.
1-6 "Provincial gender statistics" are developed in each target province.	1-6 Provincial gender statistics were developed in Kampong Thom, Tboung Khmum, Kampong Chhnang, and Siem Reap province, while it was updated in Kampong Cham 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	1-7 Gender responsive value chain analysis method was developed, modified, and applied in the pilot activities in Kampong Thom, Tboung

<p>the updated WEE guideline.</p> <p>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.</p> <p>1-9 Terminal gender capacity assessment is conducted.</p>	<p>Khnum, and Siem Reap province.</p> <p>1-8 Basic concept of gender-responsive monitoring and evaluation (policy-based) was shared and discussion was facilitated among the Gender Mainstreaming Action Group members of partner line ministries through the dialogue held in November 2022.</p> <p>1-9 Terminal gender capacity assessment of MOWA and PDWA was conducted at the beginning of December 2022.</p>
<p><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.</p>	
<p>(Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level)</p> <p>2-1 In Kampong Cham Province (KPC), chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2 In Kampong Chhnang Province (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 Women's Economic Empowerment Working Group (WEE-WG).</p> <p>2-3 In Siem Reap Province (SRP), PDWA and partner provincial departments</p>	<p>2-1 Monitoring and follow-up activity for chicken raising activities were conducted in the 1st batch of the PGM-WEE.</p> <p>2-2 Chicken raising activity was planned, implemented, and monitored by PDWA and partner provincial departments in Kampong Chhnang province from December 2018 to February 2020.</p> <p>2-3 A series of business training and follow-up activities for promoting</p>

<p>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>(Integration of gender perspectives in the existing programs and projects at the sub-national level)</p> <p>2-4 In Tbong Khmum Province (TBK) and Kampong Thom Province (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-WGs.</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</p>	<p>WEE in tourism sector were planned, implemented, and monitored in Siem Reap province from May 2019 to October 2022.</p> <p>2-4 Existing income-generating activities of rural women in agriculture and handicrafts were supported with strengthened focusing on gender perspectives and WEE aspects by PDWA and partner provincial departments in Kampong Thom and Tboung Khmum province from December 2021 to September 2022.</p> <p>2-5 Follow-up activities for mainstreaming gender into the existing income-generating activities of rural women were conducted in Kampong Cham and Kampong Chhnang province from November 2021 to August 2022.</p> <p>2-6 As Activity 2-3: Gender analysis was conducted to understand the needs of rural women working in the tourism sector. Effective measures for improving their livelihoods were then developed and implemented as</p>
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<p>actively in economic activities as well as share the outputs and learnings in the WEE-WG.</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>	<p>pilot activities in Siem Reap province.</p> <p>2-7 WEE guideline was compiled and approved by MOWA in December 2022.</p>
<p><Output 3> Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and National Committee for Sub-National Democratic Development (NCDD) gender team through the active discussions with MOWA/PDWA.</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 Technical Working Group on Gender, Sub-Group on women's economic empowerment (TWG-G WEE)/Gender Mainstreaming Action Group (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</p>	<p>3-1 Relevant activities were integrated in the action plan for Neary Rattanak V.</p> <p>3-2 The outputs and findings of PGM-WEE were shared in the TWG-G sub-group meeting on WEE in October 2022.</p> <p>3-3 The recommendations for promoting WEE at the sub-national level were discussed in the retreat</p>

<p>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>	<p>program conducted in July 2022.</p> <p>3-4 Tips for promoting WEE at the sub-national level were shared and discussed in the dialogue with GMAG members in November 2022.</p> <p>3-5 A series of discussions with the NCDD gender team on how to integrate the experiences of PGM-WEE into the plan of the NCDD Gender Policy since February 2022.</p> <p>3-6 An experience sharing workshop was conducted in December 2022 to share the tips and experiences of PGM-WEE for promoting WEE at the sub-national level and provided the updated WEE guideline with PDWAs of all 25 provinces.</p> <p>3-7 Since several ASEAN-related forums and meetings were planned in October and November 2022, it was found that MOWA was not able to host the meeting additionally. Hence, a decision was made to concentrate in conducting the experience sharing workshop (Activity 3-6) with more substantial contents and increased number of participants.</p>
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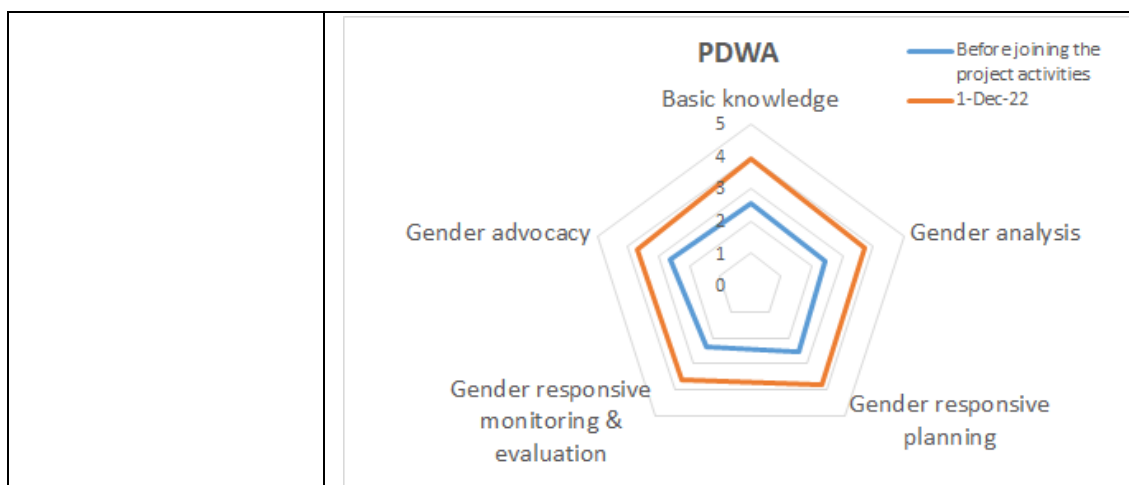
2.2 Achievements of the Project

2.2.1. Outputs and indicators

(Target values and actual values achieved at completion)

- 1) Output 1: The capacity of MOWA/PDWA in terms of advocacy and coordination is strengthened to promote WEE at the sub-national level.

Indicator	Level of Achievement																		
<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>	<ul style="list-style-type: none"> • According to the intermediate self-evaluation conducted after the retreat program in July 2022, the capacity of the counterparts of MOWA and PDWA in five target provinces were strengthened in all the aspects of gender-responsive project management (situation/problem analysis, planning, implementation, monitoring & evaluation). • According to the results of final self-evaluation which was done in December 2022, it was found that all of the five aspects of capacity for gender mainstreaming were developed for both MOWA focal points and PDWA. <div data-bbox="549 1128 1350 1601" style="border: 1px solid black; padding: 10px; margin-top: 10px;"> <p style="text-align: center;">MOWA FPs</p> <table border="1" style="display: none;"> <caption>Data for MOWA FPs Radar Chart</caption> <thead> <tr> <th>Category</th> <th>Before joining the project activities</th> <th>1-Dec-22</th> </tr> </thead> <tbody> <tr> <td>Basic knowledge</td> <td>2</td> <td>3.5</td> </tr> <tr> <td>Gender analysis</td> <td>2</td> <td>3.5</td> </tr> <tr> <td>Gender responsive planning</td> <td>2</td> <td>3.5</td> </tr> <tr> <td>Gender responsive monitoring & evaluation</td> <td>2</td> <td>3.5</td> </tr> <tr> <td>Gender advocacy</td> <td>2</td> <td>3.5</td> </tr> </tbody> </table> </div>	Category	Before joining the project activities	1-Dec-22	Basic knowledge	2	3.5	Gender analysis	2	3.5	Gender responsive planning	2	3.5	Gender responsive monitoring & evaluation	2	3.5	Gender advocacy	2	3.5
Category	Before joining the project activities	1-Dec-22																	
Basic knowledge	2	3.5																	
Gender analysis	2	3.5																	
Gender responsive planning	2	3.5																	
Gender responsive monitoring & evaluation	2	3.5																	
Gender advocacy	2	3.5																	



2) 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.

Indicator	Level of Achievement
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.	<ul style="list-style-type: none"> Key tools were acquired by the counterparts of MOWA/PDWA and the partner provincial departments through the technical meetings (before the implementation of pilot activities), on-the-job activity in the target villages, and supplementary training (e.g. gender training, retreat program, and gender mainstreaming workshop).
2-2 Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline.	<ul style="list-style-type: none"> Based on the discussion among the WEE-WG members in the target provinces, it was approved by Her Excellency (H.E.) Provincial Governor to institutionalize the function of WEE-WG under the Women’s and Children’s Consultative Committee (WCCC) in KPC, KCH, KPT and TBK and the provincial administrative body in SRP. The functions of WEE-WG are compiled in the WEE Guideline.

- 3) Output 3: Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.

Indicator	Level of Achievement
Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.	<ul style="list-style-type: none"> • Recommendations were compiled and acknowledged by the partner line ministries, NCDD gender team, and partner provincial departments in the retreat program in July 2022. • Partner line ministries confirmed the importance of applying the tips and lessons learned for promoting WEE in the existing project/activities through the GMAG dialogue in November 2022. • NCDD acknowledged that tips and lessons learned from PGM-WEE were important for promoting gender equality and gender mainstreaming at the provincial level in line with the implementation of NCDD's Gender Policy.

2.2.2 Project Purpose and indicators

(Target values and actual values achieved at completion)

Project Purpose: 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.

Indicator	Level of Achievement
1. MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing	<ul style="list-style-type: none"> • Through the retreat program conducted in July 2022 and a series of gender mainstreaming workshops in each province, the practical methods and necessity of integrating gender and/or WEE aspects into the existing programs

<p>gender-responsive programs and projects.</p>	<p>and projects were clearly confirmed by the facilitation of MOWA and PDWA.</p> <ul style="list-style-type: none"> • PDWA and some partner provincial departments had started to discuss and coordinate to integrate gender perspectives or WEE aspects into the existing projects/activities (e.g., Project on Accelerating Inclusive Markets for Smallholders (AIMS) and Agricultural Service Programme for Innovation Resilience and Extension (ASPIRE) supported by International Fund for Agricultural Development (IFAD)/ Ministry of Agriculture, Forestry, and Fisheries (MAFF), and One Village One Product (OVOP) project of Provincial Department of Industry, Science, Technology and Innovation (PDISTI). • Findings and lessons learned from PGM-WEE were shared in the TWG-G WEE meeting in October 2022.
<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>	<ul style="list-style-type: none"> • Based on the decision to institutionalize the function of WEE-WG in each target province, it was also approved by the H.E. Provincial Governor that necessary measures to make it functioned including reviewing membership and securing budget are taken with the leadership of H.E. Chair of WCCC and/or H.E. Deputy Governor and the coordination by PDWA.
<p>3. The updated WEE Guideline is approved by MOWA</p>	<ul style="list-style-type: none"> • WEE Guideline was updated and approved by MOWA in December 2022.
<p>4. Partner line ministries and NCDD gender team integrate at least 1</p>	<ul style="list-style-type: none"> • MAFF and Ministry of Commerce (MOC) acknowledge and support the provincial department to integrate the

<p>implementation tool or recommendation for promoting WEE into their projects and activities.</p>	<p>implementation tool for gender training into the project funded by the other DPs (e.g., IFAD, Asian Development Bank (ADB)).</p> <ul style="list-style-type: none"> • Ministry of Tourism (MOT) and MOWA signed a joint action plan for gender-responsive ecotourism policy with implementation tools and tips of PGM-WEE and agreed to prepare a Memorandum of Understanding (MOU). They also agreed to include MOWA in the secretariate of the national committee for management and development of community tourism and ecotourism. • Ministry of Rural Development (MORD), Ministry of Labour, and Vocational Training (MOLVT) and MISTI acknowledge and support the provincial department to apply gender perspectives and WEE aspects into the existing project and administrative service for making them more gender-responsive. • NCDD acknowledged that the outputs and experiences of PGM-WEE are referred to in continuous discussions with MOWA for preparing a strategic plan for NCDD's gender policy and implementing the policy.
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2.3. History of PDM Modification

2.3.1. January 2020 (see. ANNEX 3-2)

(1) Duration

Before (ver.0)	Amended Version (ver.1)
5 years	5 years (February 2017 – February 2022)
Reason: To specify starting and ending month and year.	

(2) Project Area

Before (ver.0)	Amended Version (ver.1)
Phnom Penh and 5 selected provinces	Phnom Penh and 5 selected provinces (<u>Kampong Chhnang, Kampong Thom, Siem Reap, Tbong Khmum and Kampong Cham</u>)
Reason: To specify the names of target provinces.	

(3) Target Group

Before (ver.0)	Amended Version (ver.1)
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 targets but beneficiaries of scaling-up/pilot activities.	

(4) Overall Goal

Before (ver.0)	Amended Version (ver.1)
<Narrative Summary> 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.	<Narrative Summary> 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 <u>in target and non-target provinces</u> .
Reason: It is not logical to assume that the project outputs are disseminated to all the non-target provinces and ensure the implementation in those provinces	

<p>within a certain period after project completion.</p>	
<p><Indicators> 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><Indicators> 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 in target and non-target provinces.</u> 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> 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></p>
<p>Reason: Specifying the objective of gender-responsive programs and projects, and what to be referred to on the occasion of planning and implementation. Additionally, setting a tangible goal and adding the indicators for indicating other aspects of the Overall Goal to be achieved.</p>	
<p><Means of Verification> 1. Report about PGM Methods Workshops 2. Annual reports of WCCC</p>	<p><Means of Verification> 1-1 Annual reports of WCCC 1-2 <u>Provincial Development/Investment Plan</u> 1-3 <u>Minutes of meetings and reports of WCCC</u> 1-4 <u>Sector policies and plans and NCDD Gender Policy/plan</u></p>

Reason: Adding appropriate means of verification according to the amended indicators.

(5) Project Purpose

Before (ver.0)	Amended Version (ver.1)
<p><Narrative Summary> 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.</p>	<p><Narrative Summary> 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. * <u>"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>	
<p><Indicators> 1. The “WEE Guidelines through Gender Mainstreaming at the Sub-national Levels” are authorized and distributed. 2. The scaling-up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Rattanak (the Five Year Strategic Plan) of MOWA.</p>	<p><Indicators> 1. <u>MOWA/PDWA advocates and coordinates with line ministries and partner provincial departments for planning and implementing gender-responsive programs and projects.</u> 2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive</u></p>

	<p><u>programs and projects for promoting WEE in all target provinces.</u></p> <p>3. <u>The updated WEE Guideline is approved by MOWA.</u></p> <p>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></p>
Reason: Setting outcome-oriented indicators rather than deliverables.	
<p><Means of Verification></p> <p>1. Published “WEE Guidelines through Gender Mainstreaming at the Sub-national Levels”</p> <p>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.</p>	<p><Means of Verification></p> <p>1. <u>Annual plan and project documents of the partner provincial departments</u></p> <p>2. <u>Minutes of meetings and reports of WCCC</u></p> <p>3. <u>Approved updated WEE Guideline</u></p> <p>4. <u>Sector plans/annual plans/action plans of partner line ministries and for NCDD Gender Policy</u></p>
Reason: Adding appropriate means of verification according to the amended indicators.	

(6) Output 1

Before (ver.0)	Amended Version (ver.1)
<p><Narrative Summary></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><Narrative Summary></p> <p>The capacity of MOWA/PDWA <u>in advocacy and coordination which will be defined in Gender Capacity Assessment</u> is strengthened.</p>
Reason: Specifying the type of capacity to be strengthened by the Project.	
<p><Indicators></p> <p>1-1 Networking among the</p>	<p><Indicators></p> <p>1. <u>Capacity of the counterparts of</u></p>

<p>stakeholders at the national and sub-national levels is established to promote WEE through TWG-G Sub-group on WEE.</p> <p>1-2 'Gender Terminology Booklet' is updated.</p> <p>1-3 'Gender Statistics Leaflet' is updated and provincial gender statistics is developed in the target provinces.</p> <p>1-4 Revised PGM Methods Guidelines is developed to integrate gender-responsive value chain analysis.</p> <p>1-5 'WEE Guidelines through Gender Mainstreaming at the Sub-national Levels' is developed.</p> <p>1-6 The partner line ministries/departments integrate the activities and advices which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWA/PDWA.</p> <p>1-7 The scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels is developed by MOWA during the Project period for their implementation after the termination of the Project in the provinces which are not targeted by the Project, which target the provinces other than the</p>	<p><u>MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened.</u></p>
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target provinces of the Project.	
Reason: Setting outcome-oriented indicators rather than deliverables.	
<p><Means of Verification></p> <p>1-1 Minutes of meetings and reports of TWG-G Sub-group on WEE</p> <p>1-2 Updated Gender Terminology Booklet</p> <p>1-3 Updated 'Gender Statistics Leaflet', Developed provincial gender statistics</p> <p>1-4 Revised PGM Method Guidelines</p> <p>1-5 Developed "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels"</p> <p>1-6 Revised GMAPs and annual action plans of partner line ministries, annual plans of WCCC of the target provinces</p> <p>1-7 Developed scaling-up plan</p>	<p><Means of Verification></p> <p>1. <u>Result of Gender Capacity Assessment</u></p> <p>2. <u>Minutes of meetings and reports of TWG-G WEE/GMAG</u></p> <p>3. <u>Minutes of meetings and reports of WEE-WG/WCCC</u></p>
Reason: Adding appropriate means of verification according to the amended indicators.	

(7) Output 2

Before (ver.0)	Amended Version (ver.1)
<p><Narrative Summary></p> <p>Gender mainstreaming mechanisms established by PGM2 is strengthened to promote women's economic empowerment (WEE) with market orientation in agriculture (chicken raising) at the sub-national levels in preparation for nation-wide diffusion and scaling-up.</p>	<p><Narrative Summary></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>
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 Output 3 as an Output.	

<p><Indicators></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 three provinces (Kampong Chhnang Province, Kampong Thom Province, Tbong Khmum Province) selected based on the criteria decided by MOWA.</p> <p>2-3 Scaling-up activities are coordinated and monitored through the WEE-WGs 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><Indicators></p> <p>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></p> <p>2-2 <u>Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline*.</u></p> <p><u>* 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>Reason: Setting outcome-oriented indicators rather than activity-oriented ones.</p>	
<p><Means of Verification></p> <p>2-1 Developed tools (i.e. developed marketing manual on chicken raising)</p> <p>2-2 Developed activity plan of MOWA, Reports about PGM Methods workshops</p> <p>2-3 Minute of meetings and reports of WEE-WGs</p>	<p><Means of Verification></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>

2-4 Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target provinces	
Reason: Adding appropriate means of verification according to the amended indicators.	

(8) Output 3

Before (ver.0)	Amended Version (ver.1)
<p><Narrative Summary> 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><Narrative Summary> <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>
Reason: To promote WEE at the sub-national level, the tips and lessons learned for doing so that are identified 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><Indicators> 3-1 The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province (Siem Reap Province). 3-2 Networking between public and private sectors are established to strengthen marketing of the pilot projects through WEE-WGs. 3-3 Results of various researches and studies on marketing are</p>	<p><Indicators> 3. <u>Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.</u></p>

<p>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>Reason: Setting appropriate indicator(s) according to the amended Output 3.</p>	
<p><Means of Verification></p> <p>3-1 Reports about PGM Methods workshops</p> <p>3-2 Minute of meetings and reports of WEE-WGs</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><Means of Verification></p> <ol style="list-style-type: none"> 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>
<p>Reason: Setting appropriate means of verification according to the amended indicators.</p>	

* Modification of activities can be confirmed by referring to ANNEX 4-2.

2.3.2 January 2022 (see ANNEX 3-3)

(1) Duration

Before (ver.1)	Amended Version (ver.2)
February 2017–February 2022	February 2017– <u>December</u> 2022
Reason: Owing to the COVID-19 pandemic, pilot activities such as income generation and follow-up activities for business skill training for Output 2 have been suspended. This has affected the overall Project implementation schedule. Keeping in mind 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 10 months.	

(2) Activity

Before (ver.1)	Amended Version (ver.2)
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.	1-8 <u>Basic concept of gender responsive monitoring and evaluation (policy-based) are shared with partner line ministries and partner provincial departments by MOWA/PDWA.</u>
Reason: Since not all partner line ministries have a Gender Mainstreaming Action Plan (GMAP), it is difficult to give technical advice on gender-responsive monitoring and evaluation to such ministries. Therefore, it is decided that the basic concept of gender-responsive monitoring and evaluation will be shared with partner line ministries and provincial departments through some training and meetings for them to take steps to prepare GMAP.	
1-9 Training on gender mainstreaming and WEE are conducted in Japan.	Removed
Reason: Owing to the COVID-19 pandemic, it has been impossible for stakeholders at MOWA/PDWA in Cambodia to visit Japan for training. Instead, a retreat program on strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE is conducted in Cambodia .	

2.4. Others

2.4.1 Results of Environmental and Social Considerations (if applicable): None

2.4.2 Results of Considerations on Gender/Peace Building/Poverty Reduction, Disability, Disease infection, Social System, Human Wellbeing, Human Right, and Gender Equality (if applicable)

- The Project defines the concept of WEE not only in economic aspects (such as increase in income and involvement in economic activity) but also in more holistic aspects of women's lives. Therefore, the outcomes and impacts of pilot activities were found to vary from improvement of gender relations at the household level and enhanced self-confidence to decrease in the number of cases of domestic violence and active participation in community activities. In this sense, the Project managed to introduce practical and effective tools for enhancing women's empowerment and gender equality in the field.
- It was also found that income-generating activities and small businesses of women or women's groups, which were supported through pilot activities, contributed to poverty reduction in the target villages.

III. Results of Joint Review

3.1. Results of Review based on DAC Evaluation Criteria

In addition to the results of the terminal evaluation conducted by local consultants in August 2022, critical points and evidence are added.

3.1.1 Relevance: High

(Consistency with the national policy)

- The National Strategic Development Plan (NSDP) (2014–2018) prioritized promoting women's economic empowerment and decision-making. The NSDP (2019–2023) has maintained these priorities. From its formulation phase to completion, the Project fits well with the priorities of the highest national development policy, such as the NSDP. Based on the Annual Review of the NSDP in 2019, even after 2023, both priorities are expected to remain gender priorities of the RGC.
- In the National Gender Equality Policy (2021–2035), which is about to be enacted, thereby strengthening the mechanism for enhancing gender

equality at national and local governments and partnership among them, is set as one of the strategies. It is also clearly stated that gender equality and women's empowerment should be achieved in economic growth and social protection. The Project contributes to realize those strategies by providing concrete and effective methods (strengthening of gender mainstreaming mechanism at national and sub-national levels and developing tools for promoting WEE).

(Consistency with the sector policy)

- Neary Rattanak IV (2014–2018) and Neary Rattanak V (2019–2023) prioritize six areas, namely economic empowerment, education, health, legal protection, decision-making and leadership, and climate change for gender mainstreaming to promote gender equality in Cambodia. Therefore, this project was formulated and implemented as one of Neary Rattanak's key programs (esp. in regard to promoting women's economic empowerment) for the period 2014–2023.
- WEE is considered one of the outputs of the Joint Monitoring Indicators (JMIs) framework of the RGC and Development Partners (DPs) (JMIs 2019–2023). In the framework, the RGC and its DPs set the following three indicators: (a) the National Program for WEE, (b) the Cambodian Women Entrepreneurs Network (Cam-WEN) for promotion establish networking, information-sharing, and knowledge-sharing on women's entrepreneurship development, gender and economics in Cambodia, the Association of Southeast Asian Nations (ASEAN) and the world, and (c) the Women in Leadership and Governance program to coordinate stakeholders to achieve goals and to monitor national targets for enhancing the participation of women in decision-making. This project is clearly linked to the first indicator mentioned above.

(Consistency with the actual need of the development)

- Project beneficiaries range from counterparts and participants within the government structure to rural women and their households, who are the ultimate subjects of gender equality efforts.
- Establishing and operating WEE-WG at the sub-national level was very effective in supporting the partner line departments in the target provinces to mainstream gender for supporting women in their areas of expertise more

effectively.

- The target women interviewed expressed their gratitude to the WEE-WG for providing them with opportunities such as technical and business training, gender training, and follow-up activities. As a result, they feel more psychologically and economically empowered individually, in their families and communities. Many who experienced domestic violence and discouragement from their husbands in the past reported that their quality of life greatly improved as a result of attaining and applying new knowledge and skills developed through participating in the Project.

(Appropriateness of the project approach to meet the development need)

- PGM-WEE is a continuation of the previous projects of PGM1 and PGM2 to continuously strengthen the capacity of MOWA to enhance gender mainstreaming through pilot activities for integrating gender perspectives into government support for income-generating activities and/or small businesses run by rural women. Based on the experiences of the previous projects, PGM-WEE clearly identified and introduced WEE aspects in all the steps of project cycle management. The WEE Guideline, which is considered a key implementation tool developed through the Project, will be institutionalized by the completion of the PGM-WEE.
- As gender equality is a cross-cutting development issue, a multi-sectoral approach that involves relevant line ministries, provincial departments, and provincial authorities is a very important and useful way to promote WEE and improve livelihoods, which contributes to rural socio-economic development and poverty reduction in a sustainable manner.
- Through the experience of this project, it proved to be more effective and impactful in approaching the economic empowerment of women simultaneously from the perspective of gender mainstreaming and economic livelihood. The situation of the target women in each target province was systematically analyzed by applying the method developed by the Project, which is one of the main strengths regarding evidence-based developmental interventions for promoting WEE.

3.1.2 Coherence: High

- Under the bilateral cooperation between Cambodia and Japan, PGM-WEE was formulated under the framework of Japan's Country Assistance Policy

for Cambodia (July 2017), which is an overarching document at the partner country's level for Japan's ODA. In this policy, gender mainstreaming is regarded as an indispensable part of governance for the realization of sustainable society. At the formulation stage, the ODA Taskforce noted that, from Japan's standpoint of women's support and human security, although gender equality and improvement of women's status are advocated in the higher-level policies in Cambodia, there is no noticeable improvement in the society. PGM-WEE will focus on building a mechanism to mainstream gender in income-generating activities for rural women by strengthening the capacity of MOWA and PDWA to effectively coordinate such platforms.

- PGM-WEE is recognized by the MOWA as part of Cambodia's efforts to achieve SDG-5, namely Gender Equality, and is approved by JICA. Moreover, the project in Cambodia is considered to be closely linked to other SDGs such as poverty alleviation, eradication of hunger, education, and health.

3.1.3 Effectiveness: Relatively High

- Within its period, the Project completed all the planned activities except for a regional seminar (Activity 3-7), which was converted into an experience (output) sharing workshop (Activity 3-6), based on the agreement reached in the 4th JCC in August 2022.
- The results of Project activities are likely to sufficiently achieve the Project Purpose defined in the latest PDM, with a few important issues highlighted below.
 - MOWA and PDWA's capacities for advocacy and coordination for mainstreaming gender perspectives and WEE aspects were significantly strengthened through the implementation of pilot activities and a series of gender mainstreaming workshops in each province, as well as the retreat program conducted in July 2022. As a result, PDWA and some provincial departments started to discuss and coordinate to integrate gender perspectives or WEE aspects into the existing projects/activities (e.g., Project on Accelerating Inclusive Markets for Smallholders (AIMS) and Agricultural Service Programme for Innovation Resilience and Extension (ASPIRE) supported by IFAD/MOAF, and One Village One Product (OVOP) project of PDISTI).
 - In each target province, the WEE-WG was formed as a platform to

facilitate coordination and share experiences among relevant provincial departments for planning, implementing, and monitoring the pilot activity (WEE-related activity). Through the activities of the WEE-WG, a collaboration model was established at the provincial level, which promoted enthusiastic participation of partner provincial line departments. By the end of the Project, each province discussed how to institutionalize the function of WEE-WG and concluded to put it under the WCCC in KPC, KCH, KPT and TBK provinces and under the provincial administrative body in SPR province with the approval of H.E. Provincial Governor. These signify the effectiveness of the Project approach through the WEE-WG.

- At the national level, the Project promoted discussions on gender-responsive monitoring from a WEE perspective and gender-responsive budgeting through dialogue with GMAGs. The project also held a series of discussions with the NCDD Gender Policy team on how to use the findings and experiences identified from the pilot activities at the provincial level in the implementation of action plan of the NCDD Gender Policy. In addition, MOWA invited GMAG members to multiple Project activities to share the findings and experiences of gender-responsive project planning and implementation under PGM-WEE. As a result, gender-responsive projects or programs have been integrated into sectoral plans both at the national level via GMAGs and at the provincial level by the partner provincial departments in the target provinces.
- WEE-WG is recognized as an effective collaborative tool for promoting WEE at the provincial level by PDWA and partner provincial departments covering agriculture, tourism, trade, commerce, labor and vocational training, rural development, industry, and local planning. Moving in this common direction of gender mainstreaming and women's economic empowerment will be a significant step toward effectively reducing gender inequality by strengthening women's capacity to generate income, enhancing their self-esteem and family harmony, and reducing GBV and poverty. The WEE-WG can be expanded and opened to the involvement of other relevant provincial line departments and/or different areas of the same provincial line departments.

3.1.4 Efficiency: Moderate

- Because more time was required for capacity building of MOWA and PDWA (Output 1) and implementation of pilot activities (Output 2), less time was allocated to the completion of activities under Output 3. To enhance efficiency, capacity building was also ensured in the implementation of the pilot activities by providing supplementary technical support for acquiring the necessary knowledge and skills in advocacy and coordination for gender mainstreaming.
- Owing to travel restrictions during the COVID-19 period, most of the pilot activities at the village level were suspended for several months. However, as preparation work and technical meetings were continuously conducted among the WEE-WG members through online meetings, these activities could be restarted immediately after the restriction was removed.
- Although the Project period was extended for 10 months to catch up with the delay created during the COVID-19 period, it was still difficult to conduct training at the village level as planned. However, all the contents of the training could not be skipped, and some was shortened or combined with other topics to save time. As a result, it was reported that the target women found it difficult to clearly understand some topics owing to quick explanations within the limited time. These topics were taught again as part of refresher training.
- As for the inputs, the Japanese experts with relevant expertise were appointed. The necessary number of counterparts (C/Ps) was allocated in a timely manner, especially for implementing pilot activities at the provincial level. The time spent by each expert was sufficient. The specifications and qualities of the equipment provided by this Project were relevant for the implementation of activities with an equitable distribution between national and sub-national levels.

3.1.5 Impact: Moderate

Project impacts can be correctly assessed three to five years after project completion, together with the assessment of the Project's Overall Goal achievement. However, systematic positive impacts on C/Ps and partner line ministries and provincial departments, target women, and their families can be described as follows:

- Strong impacts of acquiring knowledge and skills on gender mainstreaming

in project cycle management were observed on counterparts and participants of the Project, particularly within the MOWA, PDWA, WEE-WG members, and partner line ministries. MOWA and PDWA also expressed increased confidence in promoting gender mainstreaming and WEE as a result of joining Project activities. The participants from the provincial departments and line ministries were very satisfied with the joint work conducted through the WG-WEE and learned about the benefits of gender-responsive WEE activities.

- Several positive impacts on and changes in the target women and gender relations in the target groups on the basis of six elements of WEE were enhanced through gender training (opportunity to participate in the training, information-sharing, division of labor, control of income, decision-making, self-esteem, and acknowledgment by others). It was also reported that the incidence of domestic violence in the target villages was significantly reduced after the Project activities started.
- For the achievement of the Overall Goal, further promotion of WEE through planning and implementation of gender-responsive projects and programs is required. The partner line ministries and provincial departments intend to cooperate even more to promote WEE by capitalizing on the effects of the project. MOWA is expected to not just continue advocacy and coordination in the target provinces, but also expand it to the other non-target provinces in cooperation with the partner line ministries.

3.1.6 Sustainability: Moderate

- Policy sustainability is high because of the continued strong priority of WEE within development framework and MOWA's mandate. It can be concluded that the activities and outputs of the project are still relevant to the policy priorities in promoting WEE, especially in rural areas, which contribute to meeting the relevant development indicators such as gender development and inequality indexes, the targets of SDG-5, and even the other relevant goals to be satisfied by 2030.
- Institutional sustainability is Moderate given that all the five target provinces decided to institutionalize the function of WEE-WG under the existing structure of WCCC or administrative body with the approval of H.E. Provincial Governor. It is regarded as significant platform for gender mainstreaming and WEE promotion at the provincial level. In addition,

TWG-G Sub-Group on WEE was reconvened in October 2022 and agreed to function as a platform at the national level for sharing information and coordinating the projects and activities for promoting WEE. It is highly expected that the efforts of the target provinces of PGM-WEE for promoting WEE at the rural level will be followed up and necessary technical and financial supports are provided accordingly.

- Technical and human resource sustainability is moderate. Although the necessary knowledge and skills for promoting WEE are compiled in the updated WEE Guideline and strengthened capacities of MOWA and PDWA were confirmed through the capacity assessment, it is necessary to consider how to take advantage of those technical and human resources within MOWA whose capacities have been strengthened by PGM-WEE for advocating and coordinating with line ministries more effectively to enhance gender mainstreaming.
- Financial sustainability is fair as WEE tends to be low on the list of RGC's priority in terms of the overall budget for MOWA. It is important for MOWA to negotiate with the Ministry of Economy and Finance to allocate budget on the relevant activities for promoting WEE at the provincial level. Moreover, the functioning of TWG-G Sub-Group on WEE would be effective for facilitating resource allocation for promoting WEE especially in rural areas.

3.2. Key Factors Affecting Implementation and Outcomes

Until the beginning of the Project period, there was no specific policy basis for promoting gender mainstreaming in the decentralization and de-concentration (D&D) process. However, the National Committee for Sub-National Democratic Development's (NCDD) new policy on the promotion of gender equality for sub-national democratic development was endorsed in May 2019.

3.3. Evaluation on the results of the Project Risk Management

(1) Results of the Risk Management

Related to the risk management mentioned in section 2, in the advisory mission in July 2019, MOWA and JICA agreed that the project framework, goals, outputs, and activities would be reorganized from the perspective of maximizing policy implications identified from the activities on the ground in close alignment with the new NCDD's policy. Following the mid-term review mission in September 2019, the revision of the PDM was officially approved

in the 3rd JCC in December 2019.

(2) Results of utilizing experiences of the relevant projects

- Similar to PGM2, active women's leadership in local government such as deputy governor and chair of WCCC contributed to the smooth implementation of pilot activities. This also contributed to fostering the ownership of the PDs. Their full commitment on the Project activities and deep understanding of the effectiveness of the tools and mechanisms that the Project developed were indispensable for achieving Output 2 (Indicator 2-2) and Project Purpose (Indicator 2).
- Considering the importance of marketing and business support for rural women and women's small businesses, as well as networking with the private sector, the Project developed a comprehensive business training package for rural women, including marketing and business aspects. In addition, a gender-responsive value chain analysis tool was developed to identify the problems that women are facing as constraints for their business. Networking with the private sector was also promoted through pilot activities for tourism promotion in Siem Reap province.

3.4. Lessons Learned

- A cross-sectoral approach for promoting WEE was effective in producing concrete results regarding both an increase in income and women's empowerment by using existing skills and knowledge of the PDs.
- Implementation tools that were developed and tested through the pilot activities in PGM-WEE were highly useful tips on "gender responsive project cycle management" for promoting not only WEE but also gender mainstreaming in general.
- The content of gender training on the concept of WEE was highly effective for causing changes in the mindsets and behaviors of the target women and men.
- As long as income generating activities and small businesses of rural women are appropriately supported while clearly addressing women's needs and gender issues, WEE can be promoted to achieve gender equality.
- Although the budget for implementing WEE-related activities is still limited, several PDs showed that there is a possibility to use the experiences of PGM-WEE in several ways.

- Comprehensive capacity building of PDs is essential for enhancing gender mainstreaming at the provincial level.

3.5. Additional Activity/Support Required as Response to COVID-19

Considering the impact of COVID-19 on economic activities, particularly in the tourism sector, in the target provinces of Siem Reap and Kompong Thom, the Project proposed and implemented the following three additional activities.

(1) Impact survey for women in tourism sector affected by COVID-19

The survey collected data on the impact of COVID-19 on women working in the tourism sector, and to support ministries, provincial departments, donors, and NGOs to identify needs and design necessary interventions. The survey results were shared with relevant ministries and provincial departments in Siem Reap and Kampong Thom provinces.

(2) Hygiene control seminar for actors (especially women) in the tourism sector

The seminar aimed to build knowledge and awareness of hygiene control in the tourism sector by implementing seminars on practical methods of hygiene control, and monitoring and certification after seminar participation in collaboration with MOWA and MOT. The seminar was provided both face-to-face and online to disseminate the practice to a broad range of people (especially women) working in the tourism sector.

(3) Support for tourism promotion focusing on active women in tourism sector

This activity was to create short videos with a focus on active women in the tourism sector to promote public relations of tourism in Cambodia for the faster return of tourists after COVID-19. This video was expected to be disseminated by social media and advertisements by tie-up private sectors. This video was designed to attract the attention of Khmer and international tourists to women active in the tourism sector and to contribute to the revitalization of tourism in Siem Reap and Kampong Thom provinces.

IV. For the Achievement of the Overall Goal after the Project Completion

4.1. Prospects for achieving the Overall Goal

Indicator	Prospects for Achievement
<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 in target and non-target provinces.</p>	<p>It is highly likely that gender-responsive projects and activities will be planned and implemented or at least some of the gender perspectives will be integrated into the project cycle management of the WEE relevant projects/activities in the target provinces. As of October 2022, some of the provincial departments have already started to integrate gender perspectives and/or WEE aspects learned from PGM-WEE into the ordinary plan (e.g., annual plan and 3-year investment plan) and existing project/activities (e.g., agribusiness, vocational training, administrative guidance for garment factories, women's leadership at village level) funded by the program budget. However, it is also required for the non-target provinces to get technical supports from MOWA and the relevant line ministries periodically.</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>Since it was just decided that the function of WEE-WG was institutionalized in the target provinces at the time of project completion, it is difficult to prospect whether the function of WEE-WG is established and functioned well in the other non-target provinces.</p>
<p>3. All the partner line ministries and NCDD integrate at least 1</p>	<p>All the partner line ministries had already expressed their interests to</p>

<p>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>integrate the recommendations and tips from the PGM-WEE into their policy, plan and projects, while NCDD acknowledged the effectiveness of referring to the tools developed through and lessons learned from the Project activities in discussions with MOWA on the strategic plan for their gender policy and implementing the policy. However, it largely depends on the budget condition of RGC and how MOWA can effectively advocate and coordinate with Ministry of Economy and Finance (MEF) and the other line ministries to secure necessary budget for the implementation. Continuous advocacy and facilitation by MOWA should also be required, especially by the GED.</p>
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4.2. Plan of Operation and Implementation Structure of the Cambodian side to achieve the Overall Goal

Indicator	Necessary Action
<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 in target and non-target provinces.</p>	<ul style="list-style-type: none"> • Conduct technical training for PDWA in the non-target provinces by modifying the contents of PGM workshop, which is currently conducted every year with the program budget (2-3 provinces/year). • Confirm the integration of gender perspectives and WEE aspects in the PDWA's annual plan. • Advocate and coordinate with the provincial departments to integrate gender perspectives and WEE aspects into the plans/projects.

	<ul style="list-style-type: none"> • Monitor the status of gender mainstreaming in the other PD's annual plan through the reports from PDWA in regular meeting.
<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>	<ul style="list-style-type: none"> • Based on the experiences of target provinces in institutionalizing the function of WEE-WG as a platform for gender mainstreaming at the provincial level, it is expected that MOWA continues to follow up the progress and facilitate the discussion on how an appropriate mechanism for gender mainstreaming should be formalized at the provincial level in coordination with Ministry of Interior and starts to install the mechanism in the non-target provinces.
<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>	<ul style="list-style-type: none"> • Monitor the status of gender mainstreaming in GMAP or sector plan through the GMAG meeting at least once a year. • Refer to the tools and lessons learned from the Project in discussions between NCDD and MOWA on preparing a strategic plan for NCDD's gender policy and implementing the policy.

4.3. Recommendations to the Cambodian side

- MOWA is expected to provide technical support for PDWA in both the target and non-target provinces to enhance gender mainstreaming in the WEE-related activities conducted at the provincial level. Since the necessary budget has been secured for every year, it is recommended to modify the contents of the PGM workshop by integrating the contents of the WEE guideline.

- The progress of WEE promotion at the provincial level must be shared in the TWG-G WEE meeting, which is to be held regularly.
- To ensure the planning and implementation of gender-responsive WEE activities at the provincial level, it is important that MOWA discusses with the MEF to allocate necessary budget or negotiates with the other DPs to gain more financial support for promoting WEE.
- To enhance gender mainstreaming in all sectors, the RGC and line ministries need to consider the integration of gender perspectives into the ordinal sector policy and plans rather than planning separate activities in the GMAP. Related to this, the MEF needs to examine the introduction of gender budgeting to ensure budget allocation for gender-responsive projects/activities.

4.4. Monitoring Plan from the end of the Project to Ex-post Evaluation

(If the Project will be continuously monitored by JICA after the completion of the Project, mention the plan of post-monitoring here.)

- MOWA is expected to monitor the activities using the outcome of PGM-WEE and other means to promote WEE after the completion of the Project at both the central and provincial level, and compile information on the progress and results of the activities. MOWA will provide the information when requested by JICA.
- The JICA Cambodia Office will continue to serve both as the co-chair of the TWG-G and a member of the TWG-G Sub-Group on WEE. In the TWG-G meetings, MOWA is expected to update PGM-WEE-related activities while monitoring the progress of PGM-WEE's relevant initiatives.
- As a severe shortage of the government's budget for implementing WEE-related activities at the provincial level is a major concern for ensuring the sustainability and impact of the Project outputs and achieving the Overall Goal, it is recommended that JICA integrate the gender perspective into its projects in Cambodia to the maximum possible extent so that it can contribute to promoting WEE. Furthermore, MOWA and JICA are expected to frequently disseminate the essence of the WEE guideline to the DPs and promote gender mainstreaming in the projects supported by the DPs.

ANNEX 1: Results of the Project

(List of Dispatched Experts, List of Counterparts, List of Trainings, etc.)

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

ANNEX 4: R/D, M/M, Minutes of JCC (copy) (*)

ANNEX 5: Monitoring Sheet (copy) (*)

(Remarks: ANNEX 4 and 5 are for internal reference only.)

Separate Volume: Copy of Products Produced by the Project

ANNEX 1: Results of the Project

1-1 List of Japanese Experts

Title	Name	Assignment (MM/total MM in 2 nd batch)
Chief Advisor/ Gender Mainstreaming 1	Akane Totani	Cambodia: 8.72 / 8.70 Japan: 7.70 / 7.70
Deputy Chief Advisor/ Gender Mainstreaming 2	Michiko Tsurumine	Cambodia: 4.73 / 4.73 Japan: 4.25 / 4.25
Institutional Development/ Governance	Rie Fusamae	Cambodia: 7.10 / 7.10 Japan: 5.20 / 5.20
Women's Economic Empowerment	Yasuko Yagi	Cambodia: 9.30 / 9.30 Japan: 6.50 / 6.50
Market and Business Development	Naoko Ogawa	Cambodia: 4.77 / 4.77 Japan: 0 / 0
Market and Business Development	Mayumi Matsui	Cambodia: 0 / 0 Japan: 5.05 / 5.05
Training Management		Japan: 0.30 / 0.30
Market and Business Development	Tomoko Watanabe	Cambodia: 1.23 / 1.57 Japan: 1.80 / 1.80
	Sakura Kunimura	Cambodia: 1.73 / 1.40 Japan: 0 / 0
Coordinator/Gender Output Analysis	Mirei Sakamoto	Cambodia: 5.13 / 5.13 Japan: 4.65 / 4.65
Coordinator/Gender Output Analysis	Sakura Kunimura	Cambodia: 0 / 0 Japan: 1.80 / 1.80
Coordinator/Gender Output Analysis	Chie Munemori	Cambodia: 2.27 / 2.28 Japan: 0.15 / 0.15
Training Management		Cambodia: 0.50 / 0.50 Japan: 0.40 / 0.40
Monitoring (Short-term)	Yumiko Onishi	Cambodia: 0.47 / 0.47 Japan: 0.35 / 0.35

1-2 List of Counterparts (Ministry of Women's Affairs: MOWA)

No	Name	Position	Department
1	H.E. Chan Sorey (Project Director)	Secretary of State	
2	H.E. Chhoy Kimsor	Advisor	
3	Ms. Te Vouchlim (Project Manager)	Director	Planning and Statistics (PSD)
4	Ms. Cheng Chinet	Director	Gender Equality (GED)
5	Ms. Thouern Sakmana	Director	Economic Development (EDD)
6	Ms. Khim Sovanny	Deputy Director	PSD
7	Mr. Sok Chheng	Deputy Director	EDD
8	Mr. Meas Chiwut	Chief Office	GED
9	Ms. Ouk Kosomakesey	Chief Office	PSD
10	Ms. Chea Socheata	Chief Office	PSD
11	Mr. Phin Soksratum	Chief Office	PSD
12	Ms. Sor Minea	Chief Office	EDD
13	Mr. Ham Siphath	Chief Office	EDD
14	Ms. Somthun Chanchariya	Vice Chief Office	PSD
15	Ms. Chea Chanvanny	Vice Chief Officer	EDD
16	Ms. Heng Samphos	Vice Chief Office	PSD
17	Ms. Meng Dina	Vice Chief Office	PSD
18	Mr. Lim Samedy	Vice Chief Officer	GED
19	Ms. Lun Sophea	Vice Chief Office	GED
20	Mr. Khem Nalim	Vice Chief Office	PSD
21	Ms. Loerk Srey Touch	Officer	EDD
22	Ms. Yin Samneang	Officer	PSD
23	Ms. Pov Sony	Contract Officer	PSD

1-3 List of Focal Points of MOWA in charge of pilot activities at provincial level

Province	Name	Position	Department
Kampong Chhnang	Mr. Meas Chiwut	Chief Office	GED
	Mr. Sok Chheng	Deputy Director	EDD
Kampong Thom	Ms. Chea Socheata	Chief Office	PSD
	Ms. Ouk Kosomakesey	Chief Office	PSD
	Ms. Sor Minea	Chief Office	EDD
	Ms. Meng Dina	Vice Chief Office	PSD
	Mr. Lim Samedy	Vice Chief Office	GED
Tboung Khmum	Mr. Ham Siphath	Chief Office	EDD
	Ms. Somthun Chanchakriya	Vice Chief Office	PSD
	Ms. Heng Samphos	Vice Chief Office	PSD
	Mr. Khem Nalim	Vice Chief Office	PSD
	Ms. Loerk Srey Touch	Officer	EDD
Siem Reap	Ms. Chea Chanvanny	Vice Chief Office	EDD
	Mr. Pin Soksratum	Vice Chief Office	PSD
	Ms. Lun Sophea	Vice Chief Office	GED
	Ms. Pov Sony	Contract Officer	PSD
Kampong Cham	Mr. Meas Chiwut	Chief Office	GED
	Mr. Sok Chheng	Deputy Director	EDD
	Ms. Yin Samneang	Officer	PSD

1-4-1 List of WEE Working Group Members in Kampong Chhnang Province

No	Name	Position	Role
WEE Working Group			
1	Pal Yuern	Member of Provincial Councilor	Chair
2	Tong Nary	WCCC chair	Deputy
3	Pich Sophea	Director, PDWA	Deputy
Technical Working Group/Secretariat			
1	Chuon Vatanary	Deputy Director PDWA	Chair
2	Heng Kimsreang	Deputy Director PDAFF	Deputy
3	Soam Sinath	Director PDLVT	Member
4	Hy Ratana	Director, PDOC	Member
5	Lay Nareth	Deputy Director PDOP	Member
6	Him Sochetta	Deputy Director PDISTI	Member
7	Kay Sokchea	Deputy Director PDRD	Member
8	Sun Kimsean	Chief Office, PDRD	Member
9	Ith Sophany	Chief Office, PDWA	Member
10	Tim Chy	Chief Officer, PDRD	Member
11	Khiev Pros	Chief Office, PDLVT	Member
12	Chhin Kanha	Vice Chief Office, PDAFF	Member
13	Thauk Kim Chheang	Vice Chief Office, PDAFF	Member
14	Yin Chenda	Vice Chief Office, PDOP	Member
15	Ven Sreyleak	Officer, PDISTI	Member
16	Som Sokphearum	Officer, PDOP	Member
17	Nhim Sokha	Officer, PDLVT	Member
18	Souerng Pisen	Officer, PDOC	Member
19	Ouk Sokha	Officer, PDOC	Member
20	Ham Kimhour	Officer, PDISTI	Member

1-4-2 List of WEE Working Group Members in Siem Reap Province

No	Name	Position	Role
WEE Working Group			
1	You Sophear	Deputy Governor	Chair
2	Sin Norm	WCCC chair	Deputy
3	Ngov Sengkak	Director, PDOT	Deputy
4	Krong Sithavy	Director, PDWA	Permanent Deputy
Technical Working Group			
1	Krong Sithavy	Director, PDWA	Chair
2	Van Channa	Deputy Director, PDWA	Deputy
3	Sor Rene	Deputy Director, PDAFF	Member
4	Seur Siharith	Deputy Director, PDRD	Member
5	Srey Sokun#	Deputy Director, PDOP	Member
6	Team Phally	Deputy Director, PDOC	Member
7	Bun Chrib	Deputy Director, PDLVT	Member
8	Tob Thoeun	Deputy Director, PDISTI	Member
9	Chhun Sophoan	Chief Office of PDWA	Member
10	Luy Ratana	Chief Office of PDWA	Member
11	Pot Saroeut	Chief Office of PDRD	Member
12	Siep San	Chief Office of PDOP	Member
13	Phouern Sokna	Chief Office of PDISTI	Member
14	Nan Mao	Chief Office of PDWA	Member
15	Long Vansak	Chief Office of PDOP	Member
16	Koy Phally	Vice Chief Office of PDOC	Member
17	Luch Kunthea	Vice Chief Office of PDWA	Member
18	Peanh Makara	Vice Chief Office of PDWA	Member
19	Prum Sopheap	Vice Chief Office of PDAFF	Member
20	Kean Seryvuth	Vice Chief Office of PDRD	Member
21	Ly Chanthorn	Vice Chief Office of PDLVT	Member
22	Heang Puthera	Vice Chief Office of PDLVT	Member
23	Long Somavatey	Vice Chief Office of PDISTI	Member
24	Chea Syavy	Vice Chief Office of PDOT	Member
25	Bor Bun	Officer of PDAFF	Member
26	Sok Pylot	Officer of PDOT	Member
27	Ngeth Chan Rathanak	Officer of PDOP	Member
28	So Pola	Officer of PDOC	Member
29	Cheim Soram	Officer of PDLVT	Member
30	Lach Voucheng	Officer of Provincial Administrative	Member
31	Long Dany	Vice Chief Office of PDWA	Member (WDC)
32	Mao Samoeurn	Officer of PDWA	Member (WDC)

1-4-3 List of WEE Working Group Members in Kampong Thom Province

No	Name	Position	Role
WEE Working Group			
1	Lum Kuntheary	Deputy Governor	Chair
2	Sok Chanthou	WCCC chair	Deputy
3	Sin Siphon	Director, PDWA	Deputy
Technical Working Group/Secretariat			
1	Sin Siphon	Director, PDWA	Chair
2	Chhor Biengkong	Deputy Director, PDAFF	Deputy
3	Chou Bunry	Deputy Director, PDOP	Member
4	Pov Vanna	Deputy Director, PDISTI	Member
5	Yin Bunroth	Deputy Director, PDLVT	Member
6	Plong Salon	Deputy Director, PDRD	Member
7	Heav Chanry	Deputy Director, PDWA	Member
8	Sin Kimheang	Deputy Director, PDOT	Member
9	Ly Reaksmy	Chief Office, PDOC	Member
10	Hun Sam At	Chief Office, PDWA	Member
11	Men Chanthoeun	Chief Office, PDAFF	Member
12	Neang Sopheak	Chief Office, PDLVT	Member
13	Yin Riyong	Chief Office, PDLVT	Member
14	Ros Kimchhay	Chief Office, PDISTI	Member
15	Peav Theary	Deputy Director, PDOC	Member
16	Em Sok Leng	Chief Office, PDOP	Member
17	Sou Pharin	Chief Office, PDWA	Member
18	Kim Chanthou	Chief Office, PDOT	Member
19	Hun Kotal	Vice Chief Office, PDAFF	Member
20	Huon Chenda	Vice Chief Office, PDWA	Member
21	Tann Mulika	Vice Chief Office, PDRD	Member
22	Van Sarorn	Officer, PDOP	Member
23	Tann Saimeng	Officer, PDRD	Member
24	Koy Koeun	Officer, PDOC	Member
25	Koung Kosal	Officer, PDISTI	Member
26	Sor Saysambor	Officer, PDOT	Member

1-4-4 List of WEE Working Group Members in Tboung Khmum Province

No	Name	Position	Role
WEE Working Group			
1	Leng Sokha	Member of Provincial Councilor	Chair
2	Kiev Samuon	WCCC chair	Deputy
3	Ny Chan Thida	Deputy Governor	Deputy
4	Thorn Kimsron	Director, PDWA	Deputy
Technical Working Group/Secretariat			
1	Thorn Kimsron	Director, PDWA	Chair
2	Kong Simen	Deputy Director, PDWA	Deputy
3	Um Veasna	Director, PDLVT	Member
4	Toch Sakorn	Director, PDOC	Member
5	Hor Lenghong	Deputy Director, PDOC	Member
6	Sun Sarath	Deputy Director, PDAFF	Member
7	Chheng Chhunny	Deputy Director, PDISTI	Member
8	Pha Leakhena	Deputy Director, PDOP	Member
9	Chin Vibol	Deputy Director, PDLVT	Member
10	Pech Chordaphea	Chief Office, PDWA	Member
11	Phon Lanita	Chief Office, PDWA	Member
12	Chhing Chun	Chief Office, PDLVT	Member
13	Chhoam Sreymao	Chief Office, PDAFF	Member
14	Chhem Chanraksmeay	Chief Office, PDRD	Member
15	Reth Rattana	Chief Office, PDOP	Member
16	An Darika	Chief Office, PDOC	Member
17	Dav Chanly	Vice Chief Office of PDLVT	Member
18	Aun Sinean	Vice Chief Office, PDRD	Member
19	Lang Sithaoun	Technical Staff of PDISTI	Member
20	Kan Sophun	Technical Staff of PDOP	Member
21	Chroeng Sothea	Technical Staff, PDAFF	Member

1-4-5 List of WEE Working Group Members in Kampong Cham Province

No	Name	Position	Role
WEE Working Group			
1	Anheng Leakhena	WCCC chair	Chair
2	Pang Dany	Deputy Governor	Deputy
3	Seang Van Leakhena	Director, PDWA	Permanent member
Technical Working Group/Secretariat			
1	Seang Van Leakhena	Director, PDWA	Chair
2	Dok Linda	Deputy Director, PDWA	Deputy
3	Cheng Heang	Director, PDLVT	Member
4	Ing Visoth	Director, PDRD	Member
5	Chheang Borin	Director, PDOC	Member
6	Sim Thavireak	Director, PDAFF	Member
7	Be Buntha	Director, PDOP	Member
8	You Sok Ann	Deputy Director, PDOP	Member
9	Pan Phallin	Deputy Director, PDRD	Member
10	Uy Sokna	Deputy Director, PDOC	Member
11	Pich Chanthy	Deputy Director, PDISTI	Member
12	Mao Vanthan	Chief Office, PDAFF	Member
13	Chi Kheng	Chief Office, PDWA	Member
14	Lorn Sophal	Vice Chief Office, PDAFF	Member
15	Heng Bo	Chief Office, PDISTI	Member
16	Im Pisey	Chief Office, PDOP	Member
17	Kun Socheat	Vice Chief Office, PDWA	Member
18	Theam Kimhour	Officer, PDWA	Member
19	Som Vuthy	Officer, PDLVT	Member
20	Huern Sreypov	Officer, PDISTI	Member
21	Bun Sokhom	Officer, PDWA	Member

1-5-1 List of Equipment

No.	Description	Specification/Standard	Price (USD)	Date of Delivery	User
1	Laptop	Lenovo Thinkpad E470	620	2017/3/5	MOWA (Project office)
2	Printer	Fuji Xerox DocuCentre SC2020	2650	2017/3/15	MOWA (Project office)
3	Laptop	Lenovo ThinkPad E450	485	2017/4/5	MOWA (Project office)
4	Laptop	Lenovo IdeaPad Yoga 500	550	2017/4/5	MOWA (Project office)
5	Laptop	Dell OptiPlex 3050MT	1,015	2017/6/12	MOWA (Project office)
6	Laptop	Dell Latitude 3480	770	2017/6/30	MOWA (Project office)
7	Laptop	NB ASUS A411UA-EB211T	701	2018/12/6	PDWA (Kampong Chhnang)
8	Laptop	NB ASUS A442UQ-FA044T 3F Red	690	2019/7/29	PDWA (Siem Reap)
9	Laptop	NB ASUS VivoBook S ultrathin S530FN-BQ117T	859	2019/7/29	MOWA (Project office)
10	Laptop	NB ASUS X412FL-EB274T 8S-Transparent Silver	860	2020/6/30	PDWA (Kampong Thom)
11	Laptop	NB ASUS X412FL-EB274T 8S-Transparent Silver	860	2020/6/30	PDWA (Thbounk Khmum)
12	Projector	Sony EX450 VPL -EX450	505	2020/11/25	MOWA (Project Office)
13	Video conference system	Logitech Group for Video Conference (960-001054) FHD 2114LZ50H8J8	1,000	2021/7/7	MOWA (Project Office)
14	Laptop	ASUS Vivobook K513E	845	2022/4/5	PDWA (Kampong Cham)
15	Printer	HP Color LaserJet Pro MFP M282nw(21 ppm) Printer	460	2022/10/8	MOWA (Project office)

1-5-2 List of Office Equipment (Consumable)

No.	Description	Specification/Standard	Price (USD)	Date of Delivery	User
1	Cabinet	Double doors cabinet, Eagle	140	2019/2/15	Project Office (MoWA)
2	UPS	APC APC Smart-UPS C 1500VA LCD 230V	365	2019/3/27	Project Office (MoWA)
3	Air conditioner	Panasonic	240	2019/2/8	PDWA (Kampong Chhnang) *Disposed July 3, 2019 due to malfunction
4	Air conditioner	Panasonic	325	2019/6/10	PDWA (Kampong Chhnang)

5	Printer	HP LaserJet Pro M203	195	2019/7/16	PDWA (Siem Reap)
6	Office Cabinet (tall)	-	130	2019/7/16	PDWA (Siem Reap)
7	Office Cabinet (short)	-	110	2019/7/16	PDWA (Siem Reap)
8	Desk with drawer	-	125	2019/7/16	PDWA (Siem Reap)
9	Desk without drawer	-	75	2019/7/16	PDWA (Siem Reap)
10	Extension code	-	13	2019/7/16	PDWA (Siem Reap)
11	Chair	-	35	2019/7/16	PDWA (Siem Reap)
12	Chair	-	35	2019/7/16	PDWA (Siem Reap)
13	Plastic Chair	-	4.5	2019/7/16	PDWA (Siem Reap)
14	Plastic Chair	-	4.5	2019/7/16	PDWA (Siem Reap)
15	Plastic Chair	-	4.5	2019/7/16	PDWA (Siem Reap)
16	Plastic Chair	-	4.5	2019/7/16	PDWA (Siem Reap)
17	Plastic Chair	-	4.5	2019/7/16	PDWA (Siem Reap)
18	Camera	Canon	359	2019/10/25	PDWA (Siem Reap)
19	Portable wifi	Smart@Home	36	2020/3/4	MOWA (Project Office)
20	Camera	Canon	329	2020/11/25	MOWA (Project Office)

Annex 1-6 List of Trainings & Meetings

1-6-1 Meetings with Ministries

	Date	Name of Ministries	Topic	No of Participants				
				MOWA	LM	PDWA	PD	Others
NCDD								
1	23/07/2019	NCDD	Implementation monitoring of the National Program for Sub-National Democratic Development (SNDD) from a gender perspective	0	6	0	0	1 Project Staff 1 Japanese Expert
2	24/07/2019	NCDD	Gender mainstreaming at the sub-national level and possibilities of PGMWEE's contribution	0	5	0	0	3 JICA Advisory Mission members 2 JICA Cambodia Office Staff 2 Japanese Experts 1 Project Staff
3	21/09/2021	NCDD	Action plan and monitoring of the Policy on Promotion of Gender Equality for Sub-National Democratic Development (SNDD)	1	2	0	0	1 Project Staff
4	15/07/2022	NCDD	Status of implementation of the Gender Equality Policy for SNDD Action Plan and possibilities of the use of PGMWEE outputs	0	2	0	0	1 Project Staff 2 Japanese Experts
Ministry of Tourism (MOT)								
1	13/05/2022	MOT, MOWA	Meeting on promotion video shooting in SRP	3	1	1	1	1 Project staff 1 Japanese expert
2	08/06/2022	MOWA, MOT	Inquiry on MOT's Community-Based Tourism (CBT) development programs/mechanisms	2	4	0	0	1 Project Staff 1 Japanese Expert
3	10/08/2022	MOWA, MOT	Inquiry on the National Ecotourism Committee (NEC) and Forum	4	2	0	0	2 Project Staff 2 Japanese Experts
4	24/08/2022	MOWA, MOT	Planning for "Social Media Training for Tourism Promotion" provided by MOT, targeting Khnar Po and Kampong Phluk CBT women	6	5	0	0	2 Project Staff 2 Japanese Experts
5	30/08/2022	MOWA	Internal meeting to assess the possibility of MOWA's integration into the NEC and development of the Joint Action Plan	6	0	0	0	2 Project Staff 2 Japanese Experts
6	06/09/2022	MOWA	Meeting with Director General Hak and KPT and SRP PDWAs to agree on developing a Joint Action Plan with NEC	8	0	10	0	3 Project Staff 3 Japanese Experts
7	20/09/2022	MOWA, MOT	Coordination for MOWA's participation in the National Ecotourism Forum and discussion on the feasibility of a Joint Action Plan	6	4	6	2	2 Project Staff 2 Japanese Experts
8	20/09/2022	MOWA	Workshop with KPT and SRP PDWAs to identify PGM-WEE activities/tools to incorporate into the Joint Action Plan	2	0	7	2	2 Project Staff 2 Japanese Experts
9	22/09/2022	MOT	Meeting for preparation of study tour in SRP	0	1	0	1	1 Project Staff 1 Japanese Expert
GMAP								
1	16/09/2021	MISTI	GMAP implementation monitoring	2	3	0	0	1 Project Staff
2	16/09/2021	MRD	GMAP implementation monitoring	2	3	0	0	1 Project Staff
3	17/09/2021	MOC	GMAP implementation monitoring	2	3	0	0	1 Project Staff 1 Japanese Expert
4	17/09/2021	MOT	GMAP implementation monitoring	2	3	0	0	1 Project Staff
5	20/09/2021	MLVT	GMAP implementation monitoring	2	3	0	0	1 Project Staff 1 Japanese Expert
6	20/09/2021	MAFF	GMAP implementation monitoring	2	3	0	0	1 Project Staff
7	21/09/2021	MOP	GMAP implementation monitoring	2	3	0	0	1 Project Staff
8	28/09/2022	MLVT	Integration of GMAP into Sector Plan	0	1	0	0	1 Project Staff 1 Japanese Expert
9	30/09/2022	MAFF	Integration of GMAP into Sector Plan	0	2	0	0	1 Project Staff 1 Japanese Expert
10	5/10/2022	MRD	Integration of GMAP into Sector Plan	0	2	0	0	1 Project Staff 1 Japanese Expert
11	7/10/2022	MOT	Integration of GMAP into Sector Plan	0	1	0	0	1 Project Staff 1 Japanese Expert

1-6-2 Meetings in SRP

	Date	Name of Ministries	Topic	No of Participants				
				MOWA	LM	PDWA	PD	Others
Provincial Gender Statistical Booklet (GSB)								
1	22/10/2021	Meeting	Meeting for preparation of GSB	6	0	4	3	2 Project staff 1 Japanese expert
2	11/04/2022	Meeting	Meeting GSB Preparation	8	0	0	0	3 Project staff 1 Japanese expert
3	12/04/2022	Meeting	Meeting GSB Preparation	8	0	0	0	3 Project staff 1 Japanese expert
4	21-22/04/2022	Training	GSB WS1	7	1	7	18	2 Project Staff 1 Japanese Expert
5	30-1/07/2022	Training	GSB WS2	6	1	7	20	2 Project Staff 1 Japanese Expert
6	15-16/8/2022	Training	GSB WS3	7	1	8	24	2 Project Staff 1 Japanese Expert
Pilot Activities								
Village Business School (VBS)								
1	25/06/2019	Activity in Village	1. Introduction	4	0	3	10	1 Project Staff 1 Japanese Expert
2	10-11/07/2019	Activity in Village	2. Gender (access and control)	3	0	1	15	1 Project Staff 1 Japanese Expert
3	16-17/07/2019	Activity in Village	3. Business analysis (4P)	4	0	3	11	1 Project Staff 1 Japanese Expert
4	12-13/9/ 2019	Activity in Village	4. Profit	3	0	2	16	1 Project Staff 1 Japanese Expert
5	1/10/2019	Activity in Village	Discussion with commune and group leader	5	0	4	0	2 Project Staff 1 Japanese Expert
6	2/10/2019	WEE-WG	WEE-WG, sharing results from KPP	5	0	3	8	2 Project Staff 1 Japanese Expert
7	1/11/2019	Activity in Village	5. Customer service	4	0	2	13	2 Project Staff
8	29/11/2019	Activity in Village	6. Production Plan	5	0	2	13	2 Project Staff 1 Japanese Expert
9	26/12/2019	WEE-WG	WEE-WG	9	0	4	14	2 Project Staff 1 Japanese Expert
10	27/12/2019	Activity in Village	7.1. Business environment: Hospitality	7	0	3	10	2 Project Staff 1 Japanese Expert
11	25/12/2019	Activity in Village	7.2 Business environment: 5S	6	0	2	13	1 Project Staff 1 Japanese Expert
12	24/06/2020	Activity in Village	5. Customer service	5	1	2	16	1 Project Staff 1 Japanese Expert
13	25/06/2020	Activity in Village	6. Production Plan	5	1	2	14	1 Project Staff 1 Japanese Expert
14	15/07/2020	Activity in Village	7.1. Business environment: Hospitality	5	1	3	14	1 Project Staff 1 Japanese Expert
15	16/07/2020	Activity in Village	7.2 Business environment: 5S	5	1	3	14	1 Project Staff 1 Japanese Expert
16	14-15/01/2020	Activity in Village	8. Gender (WEE)	6	0	4	16	2 Project Staff 1 Japanese Expert
17	13-14/02/2020	Activity in Village	9. Value chain	5	0	2	17	2 Project Staff 2 Japanese Experts
18	12-13/08/2020	Activity in Village	10. Promotion	5	1	2	13	2 Project Staff
19	21-22/10/2020	Activity in Village	11. Gender (Value Chain)	4	0	3	15	3 Project Staff 1 Japanese Expert
20	19-20/01/2021	Activity in Village	12. Business plan	4	0	3	16	2 Project Staff
21	21/01/2021	WEE-WG	WEE-WG (next activity)	6	0	3	13	2 Project Staff
22	16-17/02/2021	Activity in Village	1st Monitoring of pilot activity	6	0	3	16	1 Project Staff
Preparation of follow-up activities								
1	06/09/2021	Meeting	Meeting for preparation of WEE-WG meeting in SRP	6	0	0	0	1 Project staff 1 Japanese expert
2	14/09/2021	WEE-WG	WEE-WG on monitoring, GSB and pilot activity	7	0	5	18	3 Project staff 4 Japanese experts
3	28/10/2021	Meeting	Meeting on Pilot activity in SRP	6	0	0	0	1 Project staff 2 Japanese experts
Follow-up activities (Tourism Promotion)								
1	15/11/2021	Meeting	Meeting on Workshop 1 in KNP-CBT of pilot activity in SRP	6	0	0	0	1 Project staff 1 Japanese expert
2	23/11/2021	Meeting	Technical meeting (Training of Trainers) for Workshop 1 in KNP-CBT	6	2	7	11	2 Project Staff
3	24-25/11/2021	Activity in Village	Workshop 1 in KNP-CBT	6	2	5	10	2 Project Staff

4	25/11/2021	Meeting	Reflection meeting for Worskhop 1 in KNP-CBT	6	2	4	8	2 Project Staff
5	17/12/2021	Meeting	Meeting on Workshop 1 in KPP-CBT of pilot activity in SRP	6	0	0	0	1 Project staff 1 Japanese expert
6	06/01/2022	Meeting	Meeting on Workshop 1 in KPP-CBT of pilot activity in SRP	5	0	0	0	1 Project staff 1 Japanese expert
7	12/01/2022	Meeting	Technical meeting (Training of Trainers) for Workshop 1 in KPP-CBT	7	2	8	16	3 Project Staff
8	13-14/01/2022	Activity in Village	Workshop 1 in KPP-CBT	7	2	7	15	3 Project Staff
9	14/01/2022	Meeting	Reflection meeting for Worskhop 1 in KPP-CBT	7	2	7	12	3 Project Staff
10	27/01/2022	Meeting	Meeting on Workshop 2 in KNP-CBT and KPP-CBT of pilot activity in SRP	5	0	0	0	1 Project staff 1 Japanese expert
11	2022/3/2	Meeting	Technical meeting (Training of Trainers) for Workshop 2 in KNP-CBT and KPP-CBT	5	1	6	15	2 Project Staff
12	4-5/02/2022	Activity in Village	Workshop 2 in KNP-CBT	5	1	5	12	2 Project Staff
13	7-8/02/2022	Activity in Village	Workshop 2 in KPP-CBT	5	1	5	14	3 Project Staff
14	2022/8/2	Meeting	Reflection meeting for Worskhop 2 in KNP-CBT and KPP-CBT	5	1	4	10	2 Project Staff
15	09/03/2022	Meeting	Meeting on Workshop 3 of pilot activity in SRP	6	0	0	0	1 Project staff 1 Japanese expert
16	15/03/2022	Meeting	Technical meeting (Training of Trainers) for Workshop 3 in KNP-CBT and KPP-CBT	6	1	6	13	2 Project Staff
17	16-17/03/2022	Activity in Village	Workshop 3 in KNP-CBT	6	1	7	13	2 Project Staff
18	18-19/03/2022	Activity in Village	Workshop 3 in KPP-CBT	6	1	8	11	2 Project Staff
19	19/03/2022	Meeting	Reflection meeting for Worskhop 3 in KNP-CBT and KPP-CBT	6	1	7	13	2 Project Staff
20	18/04/2022	Meeting	Meeting on Workshop 4 of pilot activity in SRP	6	0	0	0	1 Project staff 1 Japanese expert
21	15/04/2022	Meeting	Technical meeting (Training of Trainers) for Workshop 4 in KNP-CBT and KPP-CBT	6	1	7	14	1 Project Staff
22	26-27/04/2022	Activity in Village	Workshop 4 in KNP-CBT	6	1	7	14	1 Project Staff
23	28-29/04/2022	Activity in Village	Workshop 4 in KPP-CBT	6	1	6	14	1 Project Staff
24	29/04/2022	Meeting	Reflection meeting for Worskhop 4 in KNP-CBT and KPP-CBT	6	1	5	15	1 Project Staff
25	13/05/2022	Meeting	Meeting on promotion video shooting in SRP	3	1	1	1	1 Project staff 1 Japanese expert
26	16-17/05/2022	Activity in Village	Video Shooting in KPP-CBT	3	1	1	1	1 Project Staff
27	18/05/2022	Activity in Village	Video Shooting in KNP-CBT	3	1	1	1	1 Project Staff
28	06/06/2022	Meeting	Meeting on Workshop 5 of pilot activity in SRP	6	0	0	0	1 Project staff 2 Japanese experts
29	09/06/2022	Meeting	Technical meeting (Training of Trainers) for Workshop 5 in KNP-CBT and KPP-CBT	6	1	6	14	1 Project staff 1 Japanese expert
30	10-11/06/2022	Activity in Village	Workshop 5 in KNP-CBT	6	1	7	15	1 Project Staff 1 Japanese Expert
31	13-14/06/2022	Activity in Village	Workshop 5 in KPP-CBT	6	1	6	15	1 Project Staff 1 Japanese Expert
32	14/06/2022	Meeting	Reflection meeting for Worskhop 5 in KNP-CBT and KPP-CBT	6	1	5	11	1 Project Staff
33	15/06/2022	WEE-WG	WEE-WG (sharing the WS1-5 and WS6 what we are going to do)	7	1	7	18	2 Project Staff 1 Japanese Expert
34	15/06/2022	Meeting	WEE technical meeting	5	1	6	2	1 Project Staff 1 Japanese Expert
35	04/07/2022	Meeting	Meeting on Workshop 6 of pilot activity in SRP	6	0	0	0	1 Project staff 1 Japanese expert
36	11/07/2022	Meeting	Technical meeting (Training of Trainers) for Workshop 6 in KNP-CBT and KPP-CBT	6	2	7	18	1 Project staff 1 Japanese expert
37	12-13/07/2022	Activity in Village	Workshop 6 in KPP-CBT	6	2	8	16	1 Project Staff 1 Japanese Expert
38	14-15/07/2022	Activity in Village	Workshop 6 in KNP-CBT	6	2	8	15	1 Project staff 1 Japanese expert
39	15/07/2022	Meeting	Reflection meeting for Worskhop 6 and follow-up stage in KNP-CBT and KPP-CBT	6	2	7	13	1 Project staff 1 Japanese expert
40	19/07/2022	Meeting	Meeting with chair and vice-chair of WEE-WG in SRP, Director of Economic Development Department and Planning and Statistics Department on activities after the pilot stage in SRP	2	0	0	0	1 Project staff 1 Japanese expert

41	24/07/2022	Meeting	Workshop with FPs and PDWA on activities after pilot stage in SRP	5	0	4	0	1 Project staff 1 Japanese expert
42	11/08/2022	Meeting	Meeting for preparation of WEE-WG meeting in SRP	5	0	0	0	1 Project staff 1 Japanese expert
43	17/08/2022	WEE-WG	WEE-WG on GSB, WS3 and video and leaflet	7	0	4	15	2 Project Staff 2 Japanese Experts
44	23/08/2022	Meeting	Meeting for preparation of study tour in SRP	6	0	0	0	1 Project staff 1 Japanese expert
45	26/08/2022	Meeting	Meeting for preparation of study tour in SRP	5	0	0	0	1 Project staff 1 Japanese expert
46	30/08/2022	Meeting	Internal meeting to assess the possibility of MOWA's integration into the NEC and development of the Joint Action Plan	6	0	0	0	2 Project Staff 2 Japanese Experts
47	06/09/2022	Meeting	Meeting with Director General Hak and KPT and SRP PDWAs to agree on developing a Joint Action Plan with NEC	8	0	10	0	3 Project Staff 3 Japanese Experts
48	06/09/2022	Meeting	Meeting for preparation of study tour in SRP	5	0	4	0	1 Project staff 1 Japanese expert
49	12-15/09/2022	Training	Social Media training for KNP-CBT and KPP-CBT	6	7	8	16	1 Project Staff 1 Japanese Expert
50	20/09/2022	Meeting	Workshop with KPT and SRP PDWAs to identify PGM-WEE activities/tools to incorporate into the Joint Action Plan	2	0	7	2	2 Project Staff 2 Japanese Experts
51	03/10/2022	Activity in Village	Study Tour in Tbeng Kulen Community for KNP-CBT	7	2	5	10	2 Project Staff 1 Japanese Expert
52	04/10/2022	Meeting	Meeting with PODT for sharing about PGM-WEE, planning CBT activities for 2023 and CBT promotion	0	0	0	3	1 Project Staff 1 Japanese Expert
53	05/10/2022	WEE-WG	WEE-WG on PGM-WEE and agreement on PR Videos	7	0	4	12	3 Project Staff 2 Japanese Experts
54	11/10/2022	Meeting	Meeting JAP	5	0	2	2	1 Project Staff 1 Japanese Expert
55	30/10/2022	Meeting	Internal meeting for NE Forum & Committee	6	0	0	0	1 Project staff 1 Japanese expert
Gender Mainstreaming Workshop								
1	30/09/2022	Training	Gender Training	5	0	0	0	1 Project Staff 1 Japanese Expert
2	04-05/10/2022	Training	Gender Mainstreaming Workshop	7	0	4	12	3 Project Staff 2 Japanese Experts
Case Study								
1	04/06/2022	Meeting	Case Study Meeting	5	0	0	0	2 Project staff 1 Japanese Expert
2	07-08/07/2022	Activity in Village	Case Study	6	0	4	18	2 Project Staff 1 Japanese Expert
Extra Activity 2 of Covid-19								
1	27/11/2020	Activity in Village	Hygiene Management Seminar in KNP-CBT	2	8	1	1	1 Project Staff
2	28/11/2020	Activity in Village	Hygiene Management Seminar in BCH	2	8	1	1	1 Project Staff
3	29/11/2020	Activity in Village	Hygiene Management Seminar in KPP-CBT	2	8	1	1	1 Project Staff
4	06-07/11/2021	Activity in Village	Follow up activity of Hygiene Management Seminar, activity 2 in KPT& SRP	2	8	2	2	1 Project Staff

1-6-3 Meetings in KCH

	Date	Type	Topic	No of Participants				
				MOWA	LM	PDWA	PD	Others
Provincial Gender Statistical Booklet								
1	14-15/11/2019	Workshop	First Gender Statistics Workshop	4	1	3	21	2 project staffs 1 Japanese expert
2	18-19/02/2020	Workshop	Second Gender Statistics Workshop	4	1	3	23	2 project staffs 1 Japanese expert (online)
3	30/11/2020-01/12/2020	Workshop	Third Gender Statistics Workshop	4	1	2	21	2 project staffs 1 Japanese expert (online)
4	09/10/2021	Workshop	Launching workshop	4	1	3	23	1 project staff (online) 1 Japanese expert (online)
Pilot Activities								
1	20-22/03/2018	Scale up project	Rapid Feasibility Survey in KCH_20180319	6	0	3	12	2 project staffs 1 Japanese expert
2	09/05/2018	Scale up project	Gender Training for local authority	3	0	3	14	1 project staff 1 Japanese expert
3	28-30/22/2018	Scale up project	TOT training	3	0	3	22	3 trainers from KPC 2 project staffs 1 Japanese expert
4	04-05/12/2018	Scale up project	Introduction Workshop	4	0	3	16	3 trainers from KPC 2 project staffs 1 Japanese expert
5	14-17/01/2019	Scale up project	Baseline Survey	5	0	3	18	2 project staffs 1 Japanese expert
6	28-29/01/2019	Scale up project	Technical raining on hicken raising (1) + market information	3	0	2	13	2 project staffs
7	12-13/02/2019	Scale up project	Technical training on business planning + business capital and saving	3	0	3	17	2 project staffs 2 Japanese Experts
8	27-28/03/2019	Scale up project	Technical training on chicken raising (2) + 5S practice	4	0	3	14	2 project staffs
9	08-09/04/2019	Scale up project	Technical training on chicken raising (3)	4	0	3	13	2 project staffs
10	24-25/04/2019 and 02-03/05/2019	Scale up project	1st Monitoring Data Collection and Analysis	4	0	4	17	2 project staffs 1 Japanese expert
11	16-17/05/2019	Scale up project	Technical training on chicken raising (4)	3	0	3	12	2 project staffs
12	20-21/06/2019	Scale up project	Technical training on chicken raising (5)	4	0	2	14	2 project staffs
13	30/06/2019	Scale up project	1st Gender Training	4	0	4	15	2 project staffs
14	14/07/2019	Scale up project	2nd Gender Training	4	0	4	15	2 project staffs 1 Japanese expert
15	25-26/07/2019	Scale up project	Business Planning	4	0	3	14	2 project staffs
16	08/08/2019	Field Visit	Field Visit	4	0	3	15	2 project staffs 27 farmers
17	22-23/08/2019	Scale up project	Record Keeping and Business Capital	4	0	3	14	2 project staffs
18	27-30/08/2019	Scale up project	2nd Monitoring Data Collection and Analysis	4	0	3	18	2 project staffs 1 Japanese expert
19	08/09/2019	Scale up project	3rd Gender Training	4	0	4	15	2 project staffs 1 Japanese expert
20	16-17/10/2019	Scale up project	Follow up session	2	0	3	14	2 project staffs 1 Japanese expert
21	30-31/10/2019	Scale up project	Business Matching	3	0	3	15	2 project staffs
22	23-24/12/2019	Scale up project	Case Study Session	4	0	3	14	2 project staffs 1 Japanese expert

23	11-17/01/2020	Scale up project	End-Line Survey	5	0	3	20	2 project staffs 1 Japanese expert
Gender Mainstreaming Workshop								
1	04-05/11/2021	Follow-up-activity	First Gender Mainstreaming Workshop	3	0	3	13	1 project staff 1 Japanese expert (Online)
2	27-29/04/2022	Follow-up-activity	Second Gender Mainsreaming Workshop	4	0	3	12	1 project staff 1 Japanese expert (Online)
3	28-29/06/2022	Follow-up-activity	Third Gender Mainstreaming Workshop	4	0	3	14	1 project staff 1 Japanese expert (Online)
4	24-25/08/2022	Follow-up-activity	Monitoring	4	0	3	12	1 project staff
5	01/09/2022	Follow-up-activity	Gender Advocacy and report writing	4	0	3	21	1 project staff 1 Japanese expert 9 WCCC members
6	02/09/2022	Meeting	WEE-WG meeting	4	0	3	20	1 project staff 1 Japanese expert

1-6-4 Meetings in KPT

Date	Type	Topic	No of Participants						
			MOWA	LM	PDWA	PD	Others		
Provincial Gender Statistical Booklet									
1	25-26/03/2019	Workshop	1st Gender Statistics Workshop		5	1	4	21	2 project staffs 1 Japanese expert
2	03-04/07/2019	Workshop	2nd Gender Statistics Workshop		5	1	4	19	2 project staffs 16 other relevant PDs
3	04-05/11/2019	Workshop	3rd Gender Statistics Workshop		5	1	5	17	2 project staffs 14 other relevant PDs
Pilot Activities									
1	21-22/10/2019	Pilot Activity	1st Site Visited to see women enterprisers / women business owners of handicraft		5	2	5	22	2 project staffs 1 Japanese expert
2	12-13/12/2019	Pilot Activity	2nd Site Visited		5	3	4	21	2 project staffs 1 Japanese expert
3	25-27/02/2020	Pilot Activity	Rapid feasibility survey		6	4	3	22	2 project staffs 1 Japanese expert
4	29-31/07/2020	Pilot Activity	Planning workshop		5	0	5	19	3 project staffs 1 Japanese expert
5	02-03/02/2021	Pilot Activity	PDM and PO Preparation Workshop		5	0	4	20	2 project staffs 1 Japanese expert
6	01-04/11/2021	Pilot Activity	Registration Activity		2	0	4	4	PDWA,PDAFF, PDISTI
7	07-09/12/2021	Pilot Activity	TOT training		4	0	5	21	3 trainers from KPC 3 trainers from KCH 2 project staffs 1 Japanese expert (online)
8	26-27/01/2022	Pilot Activity	1st Gender Training and introduction workshop		5	0	4	16	1 project staff 1 Japanese expert 1 Trainer from KPC
9	17/02/2022-03/03/2022	Pilot Activity	Technical Training (Handicraft)		3	0	4	6	2 project staffs
10	23-24/02/2022	Pilot Activity	1st Technical Training (Vegetables Growing)		4	1	4	16	1 project staffs 1 Trainer from KPC
11	17-18/03/2022	Pilot Activity	Saving group and business plan		4	2	4	16	1 project staff
12	22-23/03/2022	Pilot Activity	2nd Technical Training (Vegetables Growing)		0	0	4	7	(Only PDAFF, PDWA, PDOP)
13	29-30/03/2022	Pilot Activity	2nd Gender Training and Record Keeping		4	0	5	18	1 project staff 1 Trainer from KPC
14	04-05/04/2022	Pilot Activity	3rd Technical Training (Vegetables Growing)		3	0	5	18	1 Trainer from KPC
15	18-19/04/2022	Pilot Activity	4th Technical Training (Vegetables Growing)		0	0	4	7	(Only PDAFF, PDWA, PDOP)
16	26-27/04/2022	Pilot Activity	3rd Gender Training and Market Information		4	0	5	18	1 project staff 1 Trainer from KPC
17	02-05/05/2022	Pilot Activity	Monitoring		4	0	5	18	2 project staffs 1 Japanese expert

18	11-12/05/2022	Pilot Activity	5S, packaging training and sales contract	4	0	5	17	1 project staff
19	18-19/05/2022	Pilot Activity	Hospitality and tablet distribution & photography	4	1	5	18	1 project staff
20	15-16/06/2022	Pilot Activity	4th Gender Training and Financial management & Credit services	4	0	5	18	1 project staff 1 Trainer from KPC
21	21-22/06/2022	Pilot Activity	5th Technical Training (Vegetables Growing)	0	0	4	7	(Only PDAFF, PDWA, PDOP)
22	29-30/06/2022	Pilot Activity	6th Technical Training (Vegetables Growing)	3	0	5	18	1 Trainer from KPC
23	05-06/07/2022	Pilot Activity	Case study session	4	0	5	18	2 Project staffs 1 Japanese expert
24	15-16/09/2022	Pilot Activity	Gender Training (refreshment)	4	0	5	17	1 project staff 1 Trainer from KPC
25	30/09/2022	Pilot Activity	Photography and tablet utilization (refreshment)	6	0	4	6	1 Project staff 2 Trainers from MoWA
Gender Mainstreaming Workshop								
1	06-07/10/2022	Workshop	Gender mainstreaming workshop included advocacy and report writing	5	0	5	16	2 Project staffs 2 Japanese expert 19 WCCC members
2	07/10/2022	Meeting	WEE-WG	5	0	5	16	2 Project staffs 2 Japanese expert 19 WCCC members

1-6-5 Meetings in TBK

Date	Type	Topic	No of Participants					
			MOWA	LM	PDWA	PD	Others	
Provincial Gender Statistical Booklet								
1	28-29/03/2019	Workshop	1st Gender Statistics Workshop	6	1	4	20	2 Project staffs 1 Japanese expert
2	26-27/06/2019	Workshop	2nd Gender Statistics Workshop	5	1	4	18	2 Project staffs 9 relevant PDs
3	21-22/08/2019	Workshop	3rd Gender Statistics Workshop	5	1	4	19	1 Project staff 11 relevant PDs
4	10/06/2020	Workshop	Launching workshop	5	1	4	17	1 Project staff
Pilot Activities								
1	08-09/10/2019	Pilot Activity	1st Site visited	3	0	2	6	1 Project staff 1 Japanese expert
2	19-20/12/2019	Pilot Activity	2nd Site visited	4	0	2	13	2 Project staffs
3	23-25/01/2020	Pilot Activity	Rapid feasibility survey	4	3	4	18	2 Project staffs
4	07-09/09/2020	Pilot Activity	Planning Workshop	5	0	4	18	1 Project staff 1 Japanese expert
5	28-29/01/2021	Pilot Activity	PDM and PO workshop	4	0	4	17	1 Project staff 1 Japanese expert (online)
6	25-28/10/2021	Pilot Activity	Registration Activity	4	0	4	3	PDWAand PDAFF
7	24-26/11/2021	Pilot Activity	TOT training	5	0	4	18	3 trainers from KPC 3 trainers from KCH 2 project staffs
8	18-19/01/2022	Pilot Activity	1st Gender Training and introduction workshop	5	0	4	18	1 project staff 1 Japanese expert 1 Trainer from KPC
9	26-28/01/2022	Pilot Activity	1st technical training on vegetable growing	5	0	4	18	1 project staff 1 Trainer from KPC
10	02-04/02/2022	Pilot Activity	1st technical training on chicken raising	5	0	4	18	1 project staff 1 Trainer from KPC
11	16-18/02/2022	Pilot Activity	2nd technical training on vegetable growing	0	0	4	7	PDWA, PDAFF, PDOP
12	23-25/02/2022	Pilot Activity	3rd technical training on vegetable growing	4	0	4	18	1 project staff 1 Trainer from KPC
13	8/02/2022-02/03/2022	Pilot Activity	2nd technical training on chicken raising	0	0	4	6	PDWA, PDAFF, PDOP
14	09-11/03/2022	Pilot Activity	Saving group and business plan	5	0	4	19	1 project staff 1 Trainer from KPC
15	15-17/03/2022	Pilot Activity	4th technical training on vegetable growing	0	0	4	6	PDWA, PDAFF, PDOP
16	23-24/03/2022	Pilot Activity	2nd gender training and record keeping	5	1	4	19	1 project staff 1 Trainer from KPC
17	29-31/03/2022	Pilot Activity	3rd technical training on chicken raising	4	0	4	18	1 project staff 1 Trainer from KPC

18	07-08/04/2022	Pilot Activity	3rd gender training and market information	5	1	4	18	1 project staff 1 Trainer from KPC
19	19-21/04/2022	Pilot Activity	5th technical training on vegetable growing	0	0	4	6	PDWA, PDAFF, PDOP
20	25-28/04/2022	Pilot Activity	Monitoring	5	3	4	18	1 project staff 2 Japanese expert
21	04-06/05/2022	Pilot Activity	5S and Packaging	5	0	4	17	1 project staff
22	11-13/05/2022	Pilot Activity	4th technical training on chicken raising	0	0	4	6	PDWA, PDAFF, PDOP
23	15-17/06/2022	Pilot Activity	4th Gender Training and Financial management & Credit services	5	0	4	18	1 project staff 1 Trainer from KPC
24	21-23/06/2022	Pilot Activity	6th technical training on vegetable growing	0	0	4	6	PDWA, PDAFF, PDOP
25	28-30/06/2022	Pilot Activity	5th technical training on chicken raising	5	0	4	18	1 project staff 1 Trainer from KPC
26	06-08/07/2022	Pilot Activity	7th technical training on vegetable growing	5	0	4	18	1 project staff 1 Trainer from KPC
27	13-14/07/2022	Pilot Activity	Case study session	4	0	4	18	2 project staffs 1 Japanese expert
28	13-14/09/2022	Pilot Activity	Gender Training (refreshment)	4	0	4	18	2 project staffs 1 Trainer from KPC
29	20-21/09/2022	Pilot Activity	Business lanning and record keeping (refreshment)	4	0	4	18	2 project staffs 1 Trainer from KPC
Gender Mainstreaming Workshop								
1	10-11/10/2022	Workshop	Gender mainstreaming workshop included advocacy and report writing	4	0	6	17	2 project staffs 2 Japanese experts 16 WCCC members
2	10/10/2022	Meeting	WEE-WG	4	0	4	15	2 project staffs 2 Japanese experts

1-6-6 Meetings in TBK

Date	Type	Topic	No of Participants					
			MOWA	LM	PDWA	PD	Others	
Provincial Gender Statistical Booklet								
1	01-02/11/ 2021	Workshop	1st Gender Statistics Workshop	5	1	5	18	1 project staff 6 other relevant PDs 1 Japanese expert (online)
2	07-08/04/2022	Workshop	2nd Gender Statistics Workshop	5	1	4	19	1 project staff 6 other relevant PDs 1 Japanese expert (online)
3	09-10/06/2022	Workshop	3rd Gender Statistics Workshop	5	1	5	21	1 project staff 6 other relevant PDs 1 Japanese expert (online)
Gender Mainstreaming Workshop								
1	02-03/12/2021	Follow-up-activity	1st Gender Mainstreaming Workshop	5	0	5	23	1 project staff 1 Japanese expert (online)
2	10-11/02/2022	Follow-up-activity	2nd Gender Mainstreaming Workshop	4	0	4	22	1 project staff 1 Japanese expert (online)
3	07-08/07/2022	Follow-up-activity	3rd Gender Mainstreaming Workshop	4	0	5	23	1 project staff 1 Japanese expert (online)
4	03-05/08/2022	Follow-up-activity	Monitoring	4	0	4	12	1 project staff
5	30/08/2022	Follow-up-activity	Gender Advocacy and report writing	4	0	5	23	1 project staff 1 Japanese expert 16 WCCC members
6	08/31/2022	Meeting	WEE-WG meeting	4	0	4	21	1 project staff 1 Japanese expert

List of Products

Reports		Language
1	Work Plan (Phase 2)	Japanese, English
2	Monitoring Sheet	English
3	Project Progress Report	Japanese
4	Mid-Term Review Report	English
5	Project Completion Report (Phase 2)	Japanese, English, Khmer
Products produced by technical cooperation		Language
1	Baseline report (KCH, SRP)	Japanese, English
2	Endline report (KCH, SRP)	Japanese, English
3	WEE-Guideline (updated)	English, Khmer
4	Gender Terminology	English, Khmer
5	Gender Statistic Leaflet	English, Khmer
6	Gender Statistic Booklet (KCH, KPT, TBK, KPC, SRP)	English, Khmer

Project Design Matrix (PDM)

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

Duration: 5 years

Project Area: Phnom Penh and 5 selected provinces

Target Group:

Direct Target – Officers (both at the national and sub-national levels) of the Ministry of Women's Affairs (MOWA)

Gender Mainstreaming Action Groups (GMAGs) and Gender Focal Points (both at the national and sub-national levels) of Partner Line Ministries:

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

Ministry of Rural Development (MRD), Ministry of Labor and Vocational Training (MLVT), Ministry of Tourism (MOT)

Indirect Target – Women and men in the target provinces

Version: PDM 0 Date: 26 February 2016		Means of Verification	Important Assumption
<p>Overall Goal</p> <p>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.</p>	<p>Narrative Summary</p>	<p>Objectively Verifiable Indicators</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Report about PGM Methods Workshops Annual reports of WCCC
<p>Project Purpose</p> <p>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.</p>	<ol style="list-style-type: none"> The "WEE Guidelines through Gender Mainstreaming at the Sub-national Levels" are authorized and distributed. The scaling-up plans of gender mainstreaming mechanisms are integrated into the annual plan or Neary Rattanak (the Five Year Strategic Plan) of MOWA. 	<ol style="list-style-type: none"> Published "WEE Guidelines Gender Mainstreaming at the Sub-national Levels" Annual plans and 5th Neary Rattanak of MOWA 	<p>Decentralization and deconcentration processes is continuously gender-responsive.</p>

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<p>Output</p> <p>1. The capacity of MOWAPDWA is strengthened to promote women's economic empowerment (WEE) at the sub-national levels through gender mainstreaming mechanisms.</p>	<p>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>1-1.</p> <p>1-2. 'Gender Terminology Booklet' is updated.</p> <p>1-3. 'Gender Statistics Leaflet' is updated and provincial gender statistics is developed in the target provinces.</p> <p>1-4. Revised PGM Methods Guidelines is developed to integrate gender-responsive value chain analysis.</p> <p>1-5. 'WEE Guidelines through Gender Mainstreaming at the Sub-national Levels' is developed.</p> <p>1-6. The partner line ministries/departments integrate the activities and advices which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWAPDWA.</p> <p>1-7. The scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels is developed by MOWA during the Project period for their implementation after the termination of the Project, which target the provinces other than the target provinces of the Project.</p>	<p>1.1. Minutes of meetings and reports of TWG-G Sub-group on WEE</p> <p>1.2. Updated Gender Terminology Booklet</p> <p>1.3. Updated 'Gender Statistics Leaflet', Developed provincial gender statistics</p> <p>1.4. Revised PGM Method Guidelines</p> <p>1.5. Developed 'WEE Guidelines through Gender Mainstreaming at the Sub-national Levels'</p> <p>1.6. Revised GMAPs and annual action plans of partner line ministries, annual plans of WCCC of the target provinces</p> <p>1.7. Developed scaling-up plan</p>	<p>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. 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>2-1. 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>2-2. Scaling-up activities are coordinated and</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>2-4. Activities to maintain and expand the achievements of the scaling-up activities are integrated into the policies and activity plans of the partner line ministries/departments.</p> <p>3. The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province.</p> <p>3-2. 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 WCCC of the target provinces</p> <p>3. 3.1. Reports about PGM Methods workshops</p> <p>3.2. Minute of meetings and reports of working group on WEE</p> <p>3.3. Reports of marketing research, Developed tools</p> <p>3.4. Results of baseline and end-line survey</p> <p>3.5. Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target province</p>
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<p>Activities (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 MOI/PDOP.</p> <p>1-7. The PGM Methods Guidelines are revised integrating the gender-responsive value chain analysis method based on the achievements of the Output 2 and Output 3.</p> <p>1-8. The Project develops the WEE Guidelines through Gender Mainstreaming at the Sub-national Levels' as improved comprehensive guidelines based on the achievements of the Output 2 and Outputs 3 by using the "Comprehensive Guidelines for WEE in Rural Areas" developed by PGM2 as reference.</p> <p>(The partner line ministries/departments)</p> <p>1-9. The MOWA provides technical support to update and implement the GMAPs of partner line ministries as necessary.</p> <p>1-10. The Project hold workshops on gender budgeting to the stakeholders of the partner line ministries.</p> <p>1-11. The Project encourages the partner line ministries/departments to integrate the activities and advices which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects.</p>	<p>Japanese Government:</p> <ol style="list-style-type: none"> 1. Long-term experts (XXX persons) 2. Short-term experts 3. Seminars, Workshops and Trainings 4. Equipment 	<p>Cambodian Government:</p> <ol style="list-style-type: none"> 1. Counterparts 2. Office space and facilities 3. Local Cost
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- (Development of the scaling up plans)
- 1-12. The MOWA develops the scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels for their implementation after the termination of the Project, which target the provinces other than the target provinces of the project.
 - 1-13. The Project organizes a seminar to share the achievements, outcomes, best practices and lessons learned of the Project with all the stakeholders before the termination of the Project.
 - 1-14. The Project organizes a regional seminar to share the achievements, outcomes, best practices and lessons learned of the Project with the ASEAN countries at an appropriate timing.
 2. (Preparation of tools based on the achievements of PGM2)
 - 2-1. The Project conducts gender-responsive socio-economic impact analysis of the chicken raising pilot project of PGM2 in Kampong Cham province.
 - 2-2. The Project implements gender-responsive value chain analysis of chicken raising in Kampong Cham and compiles the methodology of the analysis.
 - 2-3. The PDWA and partner provincial departments develop a monitoring plan of the chicken raising pilot project of PGM2 based on the result of 2-1 and 2-2, and restart monitoring of the activities.
 - 2-4. The Project implements supplementary activities to follow-up the chicken raising pilot project of PGM2 based on the results of analysis conducted in 2-1 and 2-2 and monitoring conducted in 2-3.
 - 2-5. A working group to coordinate and monitor the activities for WEE implemented by PDWA and the partner provincial departments (possibly called as 'working group on WEE') is established in collaboration with Women Children Consultative Committee (WCCC). The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate in the working group on WEE as the members.
 - 2-6. The results of the monitoring conducted by PDWA and partner provincial departments in 2-3 are periodically shared to coordinate activities and discuss about the possible solutions at the meetings of the working group on WEE.
 - 2-7. The Project revises the 'Monitoring Guidelines of Pilot Project' developed by PGM2 based on the monitoring activities conducted by PDWA and partner provincial departments under the coordination of working groups on WEE based on the activities of 2-5 and 2-6.

Precondition:

2-8. The Project develops a gender-responsive marketing manual on chicken raising targeting farmers based on the achievement of 2-1, 2-2, 2-3 and 2-4, which is complementary with the 'Technical Manual on Agricultural Production (chicken raising)' developed by PGM2.

(Preparation of the implementation of scaling-up activities)

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

2-10. The MOWA defines the selection criteria for the target provinces of the scaling-up activities, and selects the target provinces accordingly. During the process of the selection, MOWA collects baseline data about the capacity of PDWA and partner provincial departments on gender mainstreaming in each target province.

2-11. The working groups on WEE are established in the selected provinces under WCCC. The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institution) to participate in the working group on WEE as members. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.

(Planning of the scaling-up activities)

2-12. The PDWA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PGM Methods (from step1 to step4) through PGM Methods workshops facilitated by MOWAPDWA. The socio-economic baseline data is collected on the female/male farmers and their gender issues are identified in the target areas of the scaling-up activities.

2-13. The PDWA and partner provincial departments conduct gender-responsive value chain analysis based on the methodology developed in 2-2 through PGM Method workshop, which is considered as a complementary step to the PGM Methods.

2-14. The PDWA and partner provincial departments develop plans for scaling-up activities on agriculture (chicken raising) through PGM Methods workshop (step5) facilitated by MOWAPDWA.

(Implementation and monitoring of the scaling-up activities)

2-15. The PDWA and partner provincial departments implement activities in respective sector based on the plans developed in 2-14.

2-16. The scaling-up activities are monitored based on the monitoring guidelines developed in 2-7 by PDWA and partner provincial departments. The results of the monitoring are periodically shared for coordinating activities and discussing about the possible solutions at the meetings of the working groups on WEE. The results of the meetings of the working groups on WEE

are also shared in the monthly meetings of WCCC.

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

2-17. The PDWA and partner provincial departments conduct evaluation study on the scaling-up activities, including gender impact analysis based on the baseline data collected in 2-12 through PGM Methods workshop (step8) facilitated by MOWAPDWA.

2-18. The PDWA and partner provincial departments develop policy recommendations based on the results of evaluation study conducted in 2-17 through PGM Methods workshop (step9) facilitated by MOWAPDWA.

2-19. The partner provincial departments share the policy recommendations developed in 2-18 with WCCC and TWG-G Sub-group on WEE and propose them to be integrated into their policies and plans. The MOWAPDWA provide them with necessary information about resource mobilization and gender budgeting.

3.

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

3-1. The working group on WEE is established in the selected province. The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate in the working group on WEE as members. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.

(Planning of the pilot projects in tourism industries)

3-2. The PDWA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PGM Methods (from step1 to step4) through PGM Method workshops facilitated by MOWAPDWA.

3-3. The PDWA and partner provincial departments conduct gender-responsive value chain analysis on tourism industries based on the methodology developed in 2-2 through PGM Method workshop facilitated by MOWAPDWA. Information collection and analysis about marketing are also conducted for the pilot projects, including exploring and utilizing of the local resources.

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

3-5. The gender-responsive socio-economic baseline survey, including information collection about the gender issues, is conducted about the target industries and areas of the pilot projects decided in 3-4. The results of the survey are compiled to a report.

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

3-7. The pilot project activities are monitored based on the monitoring guidelines developed in 2-7 by PDWA and partner provincial departments. The results of the monitoring are periodically shared for coordinating pilot project activities and discussing about the possible solutions at the meetings of the working group on WEE. The results of the meetings of the working groups on WEE are also shared in the monthly meetings of WCCC.

3-8. The Project implements gender-responsive marketing activities in tourism industries and develops and defuse hands-on tools for marketing in tourism industries targeting stakeholders at the grassroots levels.

(Feedback of the evaluation result of pilot projects)

3-9. The PDWA and partner provincial departments conduct evaluation study on the pilot projects, including gender impact analysis based on the baseline data collected in 3-5 through PGM Methods workshop facilitated by MOWA/PDWA. The Project compiles the results of the evaluation study as end-line survey.

3-10. The PDWA and partner provincial departments develop policy recommendations based on the results of the evaluation study conducted in 3-9 through PGM Methods workshop facilitated by MOWA/PDWA.

3-11. The partner provincial departments share the policy recommendations developed in 3-10 with WCCC and TWG-G Sub-group on WEE and propose them to be integrated into their policies and plans. The MOWA/PDWA provide them with necessary information about resource mobilization and gender budgeting.

Project 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
Overall Goal	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><u>2. Minutes of meetings and reports of WCCC</u></p> <p><u>3. Sector policies and plans and NCDD Gender Policy/plan</u></p>	

<p>Project Purpose</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>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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Output	1. The capacity of MOWA/PDWA in <u>terms of advocacy and coordination</u> is strengthened to promote WEE at the sub-national level.	<u>1. Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment is strengthened</u>	<u>1. Result of Gender Capacity Assessment</u> <u>2. Minutes of meetings and reports of TWG-G WEE/GMAG</u> <u>3. 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>	<u>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.</u> <u>2-2. Role of WEE-WG in the Project is institutionalized and included in the updated WEE Guideline.*³</u>	<u>1-1. Records of trainings/workshops</u> <u>1-2. Minutes of meetings and reports of WCCC</u> <u>2. 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>	<u>3. Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and partner provincial departments.</u>	<u>1. Minutes of meetings and reports of TWG-G WEE/GMAG/NCDD gender team</u> <u>2. Minutes of meetings and reports of WCCC</u>	

Activity	<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>
	<p>【Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level】</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>

Activity	<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> <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><u>【Consideration on effective measures for promoting WEE and active women's participation in economic activities】</u></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>

*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.

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

	Narrative Summary	Indicators	Means of Verification	Important Assumption
Overall Goal	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"> 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. 	<ol style="list-style-type: none"> 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 	
Project Purpose	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.	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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.

Output	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. ³	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		
Activity	<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>【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. 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>			

Activity	<p>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</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>[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>	
	<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 exchanging the experiences among the ASEAN countries.</p>	

*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.