

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

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

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

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



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



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

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

1. Opening remarks

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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*List of Appendices*

Appendix 1: Participant List

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

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

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

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

Appendix 6: Outline of the revision of PDM

Appendix 7: The plan of third year (2020)

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

**Agenda**

Date: Thursday, 5 December 2019

Venue: Crystal ball room, Phnom Penh Hotel

MC: Ms. Khim Sovanny

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

Handouts:

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

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



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

5 December 2019  
MOWA/PGM-WEE

## Outline of PGM-WEE

- ▶ Project title: Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE)
- ▶ Duration: February 2017 - February 2022 (5 years)
  - 1<sup>st</sup> batch : Feb. 2017 - Jun. 2018
  - 2<sup>nd</sup> batch : Sep. 2018 - Feb. 2022
- ▶ Project purpose: Gender mainstreaming mechanisms are strengthened to promote women's economic empowerment (WEE) at the sub-national levels by the partner line ministries/departments through advocacy and coordination by MOWA/PDWA.

## Progress of the project activities

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

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

## Progress of the project activities

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

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

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

## **Progress of the project activities**

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

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

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## **Progress of the project activities**

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

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

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## Progress of the project activities

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

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

## Progress of the project activities

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

## Overview of the Progress

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



# The Results of Mid-Term Review (MTR)

5 December 2019  
MOWA/PGM-WEE

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## Outline of the MTR

Schedule: 2-13 September 2019

### Purpose:

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

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# Findings and Observations

## Overall:

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

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# Findings and Observations (cont.)

## Project Purpose:

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

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# Findings and Observations (cont.)

## DAC 5 Evaluation Criteria

Relevance: High

Effectiveness: Fair

Efficiency: Relatively High

Impact: Fair (with some indeterminable points)

Sustainability: Fair

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# Recommendations

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

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**Project Design Matrix (PDM)**

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

**Version: 1 (proposed)**

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

**Date: 5 December 2019**

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

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

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

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

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

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

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

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



<b>Activity</b>	<p>1-1. <u>Gender capacity assessment is conducted.</u></p> <p>1-2. <u>According to the results of the assessment, "capacity development plan on WEE" is prepared.</u></p> <p>1-3. <u>A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</u></p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p>	
	<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><b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p>	

<b>Activity</b>	<p><b><u>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</u></b></p> <p><u>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</u></p> <p><u>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><u>2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><b><u>[Consideration on effective measures for promoting WEE and active women's participation in economic activities]</u></b></p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p> <p><u>3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</u></p> <p><u>3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</u></p> <p><u>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</u></p> <p><u>3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.</u></p> <p><u>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</u></p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.</p>	
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<sup>1</sup> PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.

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

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

## Appendix 6: Outline of the Revision of PDM

### 1. Project summary

#### 1.1 Duration

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

#### 1.2 Project Area

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

#### 1.3 Target Group

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

### 2. Overall Goal

#### 2.1 Narrative Summary

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

## 2.2 Overall Goal (Indicators)

<p><b>Before:</b></p> <p>Gender-responsive programs and projects are planned and implemented by line ministries through improved PGM Methods workshops facilitated by MOWA/PDWA in all the 25 capital and provinces.</p>	<p><b>Amended Version:</b></p> <p>1. Gender-responsive programs and projects are planned and implemented <u>for promoting WEE based on the updated WEE Guideline and the PGM Method Guideline*1 in target and non-target provinces.</u></p> <p><u>*1: PGM Method Guideline is the guideline for gender-responsive sector policy formulation developed in October 2007 and revised in August 2015 by MOWA and JICA.</u></p>
<p><b>Reason:</b></p> <p>Specifying the objective of gender-responsive programs and projects, and what to be referred on the occasion of planning and implementation. Also, setting a tangible goal.</p>	

## 2.3 Overall Goal (Indicators)

<p><b>Before:</b></p>	<p><b>Amended Version:</b></p> <p>2. <u>WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects implemented in non-target provinces.</u></p> <p>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><b>Reason:</b></p> <p>Adding the indicators for indicating other aspects of Overall Goal to be achieved</p>	

## 2.4 Overall Goal (Means of Verification)

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

## 3. Project Purpose

### 3.1 Narrative Summary

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

### 3.2 Indicators

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

### 3.3 Project Purpose (Indicators)

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

## 4. Output 1

### 4.1 Narrative Summary

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

### 4.2 Output 1 (Indicators)

<p>Before:</p> <p>1-1 Networking among the stakeholders at the national and sub-national levels is established to promote WEE through TWG-G sub-group on WEE.</p> <p>1-2 "Gender Terminology Booklet" is updated.</p> <p>1-3 "Gender Statistics Leaflet" is updated and provincial gender statistics is developed in the target provinces.</p> <p>1-4 Revised PGM Methods Guidelines is developed to integrate gender-responsive value chain analysis.</p> <p>1-5 "WEE Guidelines through Gender Mainstreaming at the sub-national levels" is developed.</p> <p>1-6 The partner line ministries/departments integrate the activities and advices which as proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects through the promotion by MOWA/PDWA.</p> <p>1-7 The scaling-up plans of the gender mainstreaming mechanisms for WEE at the</p>	<p>Amended version:</p> <p>1. <u>Capacity of the counterparts of MOWA/PDWA in advocacy and coordination which will be defined in the Gender Capacity Assessment</u> is strengthened.</p>
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<p>sub-national levels is developed by MOWA during the project period for their implementation after the termination of the project, which target the provinces other than the target provinces of the project.</p>	
<p>Reasons: Setting outcome-oriented indicators rather than deliverables</p>	

4.3 Output 1 (Means of verification)

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



## 5. Output 2

### 5.1 Narrative Summary

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

### 5.2 Indicators (Output 2)

<p>Before:</p> <p>2-1 The tools for the scaling-up activities on agriculture (chicken raising) is prepared based on the results of the gender-responsive socio-economic impact analysis of PGM2 and value chain analysis.</p> <p>2-2 Scaling-up activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected provinces on the criteria decided by MOWA.</p> <p>2-3 Scaling-up activities are coordinated and monitored through the working groups on WEE in the target provinces.</p> <p>2-4 Activities to maintain and expand the achievements of the scaling-up activities are integrated into the policies and activity plans of the partner line ministries/departments.</p>	<p>Amended version:</p> <p><u>2-1. Implementing tools for promoting WEE at the sub-national level are acquired by the counterparts of MOWA/PDWA and partner provincial departments.</u></p> <p><u>2-2. Role of WEE-WG in the project is institutionalized and included in the updated WEE Guideline*3.</u></p> <p><u>*3: The functions and roles of WEE-WG defined in the updated WEE Guideline will be integrated into those of Women's and Children's Consultative Committee (WCCC) through consultative process with the concerned parties.</u></p>
<p>Reasons:</p> <p>Setting outcome-oriented indicators rather than activity oriented</p>	

### 5.3 Means of Verification (Output 2)

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

## 6. Output 3

### 6.1 Narrative Summary

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

### 6.2 Indicators (Output 3)

<p>Before:</p> <p>3-1 The pilot project activities are planned, implemented, monitored and evaluated by PDWA and partner provincial departments in the selected province.</p>	<p>Amended version:</p> <p>3. <u>Recommendations (tips and lessons learned) are acknowledged by the partner line ministries, NCDD gender team and provincial departments.</u></p>
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<p>3-2 Networking between public and private sectors are established to strengthen marketing of the pilot projects through working group on WEE.</p> <p>3-3 Results of various researchers and studies on marketing are compiled, and tools are developed to strengthen marketing of the pilot projects.</p> <p>3-4 Socio-economic status of women engaged in tourism industries is improved. Indicators will be decided based on the baseline survey conducted by the Project.</p> <p>3-5 Activities to maintain and expand the achievements of the pilot projects are integrated into the policies and activity plans of the partner line ministries/departments.</p>	
<p>Reasons:</p> <p>Setting appropriate indicator according to the amended outcome 3</p>	

6.3 Means of Verification (Output 3)

<p>Before:</p> <p>3-1 Reports about PGM Methods workshops</p> <p>3-2 Minute of meetings and reports of working group on WEE</p> <p>3-3 Reports of marketing research, Developed tools</p> <p>3-4 Results of baseline and end-line survey</p> <p>3-5 Annual plans and/or GMAPs of partner line ministries, Annual plans of WCCC of the target province</p>	<p>Amended version:</p> <ol style="list-style-type: none"> <li>1. <u>Minutes of meetings and reports of TWG-G WEE/GMAG/NCDD gender team</u></li> <li>2. <u>Minutes of meetings and reports of WCCC</u></li> </ol>
<p>Reasons:</p> <p>Setting appropriate means of verification according to the amended indicators.</p>	

## 7. Activity

### 7.1 Activity 1

<p>Before:</p> <p>(Preparation of the supporting setup at the national level)</p> <p>1-1. The Project encourages the stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate more actively in TWG-G Sub-group on WEE. The MOWA may establish an advisory board for WEE under TWG-G Sub-group on WEE, which is mainly consisted of stakeholders in the private sectors.</p> <p>1-2. The stakeholders of the scaling-up activities and pilot projects at the sub-national levels (i.e. the chairs of working groups on WEE) share the achievements and challenges of the Project activities in the meeting of TWG-G Sub-group on WEE and receive advices from the members.</p> <p>1-3. The members of the TWG-G Sub-group on WEE participate in the workshops, seminars and exchange visits related to the pilot projects and scaling-up activities at the sub-national levels.</p> <p>(Preparation of tools)</p> <p>1-4. The MOWA updates 'Gender Terminology Booklet'.</p> <p>1-5. The MOWA updates 'Gender Statistics Leaflet'.</p> <p>1-6. Provincial gender statistics of the target provinces are developed based on the achievements of Output 2 and Output 3 by MOWA/PDWA with the support from MOP/PDOP.</p> <p>1-7. The PGM Methods Guidelines are revised integrating the gender-responsive value chain analysis method based on the achievements of the</p>	<p>Amended version:</p> <p>1-1. <u>Gender capacity assessment is conducted.</u></p> <p>1-2. <u>According to the results of the assessment, "capacity development plan on WEE" is prepared.</u></p> <p>1-3. <u>A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted.</u></p> <p>1-4. "Gender terminology booklet" is updated.</p> <p>1-5. "Gender statistics leaflet" is updated.</p> <p>1-6. "Provincial gender statistics" are developed in each target province.</p> <p>1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.</p> <p>1-8. <u>Technical advices on gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA through pilot activities at sub-national level.</u></p> <p>1-9. <u>Trainings on gender mainstreaming and WEE are conducted in Japan.</u></p> <p>1-10. <u>Terminal gender capacity assessment is conducted.</u></p>
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Output 2 and Output 3.

1-8. The Project develops the 'WEE Guidelines through Gender Mainstreaming at the Sub-national Levels' as improved comprehensive guidelines based on the achievements of the Output 2 and Outputs 3 by using the "Comprehensive Guidelines for WEE in Rural Areas" developed by PGM2 as reference.

(The partner line ministries/departments)

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

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

1-11. The Project encourages the partner line ministries/departments to integrate the activities and advices which are proposed in the policy recommendations developed under Output 2 and Output 3 into their programs and projects.

(Development of the scaling up plans)

1-12. The MOWA develops the scaling-up plans of the gender mainstreaming mechanisms for WEE at the sub-national levels for their implementation after the termination of the Project, which target the provinces other than the target provinces of the project.

1-13. The Project organizes a seminar to share the achievements, outcomes, best practices and lessons learned of the Project with all the stakeholders before the termination of the Project.

1-14. The Project organizes a regional seminar to share the achievements, outcomes, best practices and lessons learned of the Project with the ASEAN

countries at an appropriate timing.	
Reasons: Activities were consolidated according to the amended Output 1.	

## 7.2 Activity 2

<p>Before:</p> <p>(Preparation of tools based on the achievements of PGM2)</p> <p>2-1. The Project conducts gender-responsive socio-economic impact analysis of the chicken raising pilot project of PGM2 in Kampong Cham province.</p> <p>2-2. The Project implements gender-responsive value chain analysis of chicken raising in Kampong Cham and compiles the methodology of the analysis.</p> <p>2-3. The PDWA and partner provincial departments develop a monitoring plan of the chicken raising pilot project of PGM2 based on the result of 2-1 and 2-2, and restart monitoring of the activities.</p> <p>2-4. The Project implements supplementary activities to follow-up the chicken raising pilot project of PGM2 based on the results of analysis conducted in 2-1 and 2-2 and monitoring conducted in 2-3.</p> <p>2-5. A working group to coordinate and monitor the activities for WEE implemented by PDWA and the partner provincial departments (possibly called as ‘ working group on WEE ’ ) is established in collaboration with Women Children Consultative Committee (WCCC). The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate</p>	<p>Amended version:</p> <p><u>[ Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level ]</u></p> <p>2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.</p> <p>2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p>2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.</p> <p><u>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</u></p> <p><u>2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.</u></p>
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<p>in the working group on WEE as the members.</p> <p>2-6. The results of the monitoring conducted by PDWA and partner provincial departments in 2-3 are periodically shared to coordinate activities and discuss about the possible solutions at the meetings of the working group on WEE.</p> <p>2-7. The Project revises the 'Monitoring Guidelines of Pilot Project' developed by PGM2 based on the monitoring activities conducted by PDWA and partner provincial departments under the coordination of working groups on WEE based on the activities of 2-5 and 2-6.</p> <p>2-8. The Project develops a gender-responsive marketing manual on chicken raising targeting farmers based on the achievement of 2-1, 2-2, 2-3 and 2-4, which is complementary with the 'Technical Manual on Agricultural Production (chicken raising)' developed by PGM2.</p> <p>(Preparation of the implementation of scaling-up activities)</p> <p>2-9. The MOWA develops implementation plans for scaling-up activities which specify the target, schedule, budget and human resources during the Project period.</p> <p>2-10. The MOWA defines the selection criteria for the target provinces of the scaling-up activities, and selects the target provinces accordingly. During the process of the selection, MOWA collects baseline data about the capacity of PDWA and partner provincial departments on gender mainstreaming in each target province.</p> <p>2-11. The working groups on WEE are established in the selected provinces under WCCC. The Project encourages stakeholders in the</p>	<p><u>2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p><u>2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.</u></p> <p>【Consideration on effective measures for promoting WEE and active women's participation in economic activities】</p> <p>2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.</p>
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private sectors (i.e. entrepreneurs networks, universities, research institution) to participate in the working group on WEE as members. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.

(Planning of the scaling-up activities)

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

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

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

(Implementation and monitoring of the scaling-up activities)

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

2-16. The scaling-up activities are monitored based on the monitoring guidelines developed in 2-7 by PDWA and partner provincial



departments. The results of the monitoring are periodically shared for coordinating activities and discussing about the possible solutions at the meetings of the working groups on WEE. The results of the meetings of the working groups on WEE are also shared in the monthly meetings of WCCC.

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

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

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

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

Reasons:

Activities were consolidated according to the amended Output 2.

### 7.3 Activity 3

<p>Before:</p> <p>(Prepare the setup to implement the pilot projects in tourism industries)</p> <p>3-1. The working group on WEE is established in the selected province. The Project encourages stakeholders in the private sectors (i.e. entrepreneurs networks, universities, research institutions) to participate in the working group on WEE as members. The action plans of working groups on WEE are developed and integrated into the WCCC annual plans and provincial development plans.</p> <p>(Planning of the pilot projects in tourism industries)</p> <p>3-2. The PDWA and partner provincial departments conduct policy analysis and gender analysis based on the steps of PGM Methods (from step1 to step4) through PGM Method workshops facilitated by MOWA/PDWA.</p> <p>3-3. The PDWA and partner provincial departments conduct gender-responsive value chain analysis on tourism industries based on the methodology developed in 2-2 through PGM Method workshop facilitated by MOWA/PDWA. Information collection and analysis about marketing are also conducted for the pilot projects, including exploring and utilizing of the local resources.</p> <p>3-4. The PDWA and partner provincial departments develop plans for pilot projects on tourism industries through PGM Methods workshop (step5) facilitated by MOWA/PDWA.</p> <p>3-5. The gender-responsive socio-economic baseline survey, including</p>	<p>Amended version:</p> <p><u>3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.</u></p> <p><u>3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.</u></p> <p><u>3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.</u></p> <p><u>3-4. The compiled recommendations are shared in the TWG-G WEE/GMAG meetings.</u></p> <p><u>3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.</u></p> <p>3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.</p> <p>3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as</p>
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<p>information collection about the gender issues, is conducted about the target industries and areas of the pilot projects decided in 3-4. The results of the survey are compiled to a report.</p> <p>(Implementation and monitoring of the pilot projects on tourism industries)</p> <p>3-6. The PDWA and partner provincial departments implement activities in respective sector based on the plans developed in</p> <p>3-7. The pilot project activities are monitored based on the monitoring guidelines developed in 2-7 by PDWA and partner provincial departments. The results of the monitoring are periodically shared for coordinating pilot project activities and discussing about the possible solutions at the meetings of the working group on WEE. The results of the meetings of the working groups on WEE are also shared in the monthly meetings of WCCC.</p> <p>3-8. The Project implements gender-responsive marketing activities in tourism industries and develops and defuse hands-on tools for marketing in tourism industries targeting stakeholders at the grassroots levels.</p> <p>(Feedback of the evaluation result of pilot projects)</p> <p>3-9. The PDWA and partner provincial departments conduct evaluation study on the pilot projects, including gender impact analysis based on the baseline data collected in 3-5 through PGM Methods workshop facilitated by MOWA/PDWA. The Project compiles the results of the evaluation study as end-line survey.</p>	<p>exchanging the experiences among the ASEAN countries.</p>
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<p>3-10. The PDWA and partner provincial departments develop policy recommendations based on the results of the evaluation study conducted in 3-9 through PGM Methods workshop facilitated by MOWA/PDWA.</p> <p>3-11. The partner provincial departments share the policy recommendations developed in 3-10 with WCCC and TWG-G Sub-group on WEE and propose them to be integrated into their policies and plans. The MOWA/PDWA provide them with necessary information about resource mobilization and gender budgeting.</p>	
<p>Reasons: Activities were consolidated according to the amended Output 3.</p>	



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

5 Dec. 2019  
MOWA/PGM-WEE

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

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



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

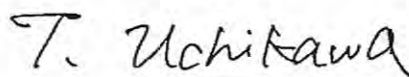
The fourth Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) was held on 29<sup>th</sup> July 2021 in order to confirm the progress of project activities and achievements which were made after the last JCC in December 2019 and agree on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

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

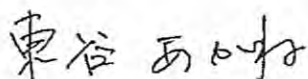
Phnom Penh, September 2021



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



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



Ms. Akane TOTANI  
Chief Advisor  
PGM-WEE

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

### **1. Opening Remarks**

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

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

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

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

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



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

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

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

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

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

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

## **4. Discussion points**

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

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

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

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

#### *<Summary of Agreement>*

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

(Discussion points (continued))

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

#### *List of Appendices*

Appendix 1: Participant List

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

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

Appendix 4: Way forward (Presentation)

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

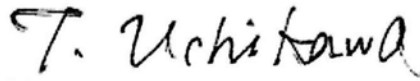
The fifth Joint Coordinating Committee (JCC) of the Project on Gender Mainstreaming for Women's Economic Empowerment (PGM-WEE) was held on 29<sup>th</sup> August 2022 in order to 1) approve the results of terminal evaluation which aims to analyze the results of the project implementation to date, identify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

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


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



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



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



Akane TOTANI  
Chief Advisor, PGM-WEE

With the participation of members of JCC and representatives from the concerned parties (refer to Appendix 1), the JCC meeting was conducted according to the given agenda (refer to Appendix 2).

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

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

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

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

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

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

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

### **3. Discussions**

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

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

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

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

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



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

#### **4. Conclusion**

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

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

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#### *List of Appendices*

Appendix 1: Participant List

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

Appendix 3: Results of the Terminal Evaluation (Presentation)

Appendix 4: Way forward (Presentation)

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

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

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

**Handouts:**

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

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

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

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

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

1

## Content

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

2

## Evaluation Concept and Method (1/2)

Evaluation covers:

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

3

## Evaluation Concept and Method (2/2)

Evaluation methods include:

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



4

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

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

Output's activities	Description of activities	Status as End of Aug 2022 (percentage of completion (eg. 80%, 100%))	Expected status by Dec 2022 (eg. 100% or 90%)	Remark
Output 1's activities	1-1. Gender capacity assessment is conducted	Completed		
	1-2. According to the results of the assessment, "capacity development plan on WEE" is prepared	Completed		
	1-3. A series of workshops and trainings for strengthening MOWA/PDWA's advocacy and coordination capacities for promoting WEE are planned and conducted	80%	100%	
	1-4. "Gender terminology booklet" is updated.	Completed at technical level with relevant stakeholders and to be submitted for the final approval from the council of ministers by Nov 2022		
	1-5. "Gender statistics leaflet" is updated.	Completed (updated in the 2nd batch)		
	1-6. "Provincial gender statistics" are developed in each target province.	80% (still work in KPC and SRP)	100%	
	1-7. "Gender responsive value chain analysis method" is developed at the planning stage of the pilot activities at the sub-national level and compiled in the updated WEE guideline.	Completed		
	1-8. Basic concept of gender responsive monitoring and evaluation (policy-based) are provided (only for the relevant parts to WEE) to partner line ministries and partner provincial departments by MOWA/PDWA	80%	100%	
	1-9. Terminal gender capacity assessment is conducted.	Not yet	Done at the end of the project	5

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

Output's activities	Description of activities	Status as End of Aug 2022 (percentage of completion (eg. 80%, 100%))	Expected status by Dec 2022 (eg. 100% or 90%)	Remark
Output 2's activities	<b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b> 2-1. In KPC, chicken raising activities supported by PGM2 are monitored and followed up.	Completed		
	<b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b> 2-2. In KCH, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE on agriculture/chicken raising (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.	90% (study and report have not been finalized)	100%	
	<b>[Planning, implementation and monitoring of the activities for promoting WEE (pilot activities) at sub-national level]</b> 2-3. In SRP, PDWA and partner provincial departments plan, implement and monitor the activities for promoting WEE in tourism sector (as pilot activities) as well as share the outputs and experiences extracted from the pilot activities in the WEE-WG.	100%	Additional activities	
	<b>[Integration of gender perspectives in the existing programs and projects at the sub-national level]</b> 2-4. In TBK and KPT, PDWA and partner provincial departments integrate gender perspectives in the existing programs and projects to support rural women and women's groups in agriculture and handicraft sectors (economic activities) and share the outputs, learnings and experiences extracted from the pilot activities in the WEE-WG.	90%	One remaining planned activity and additional one	
	2-5. In KPC and KCH, PDWA and partner provincial departments analyze circumstances surrounding rural women and women's groups in agriculture sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG.	90%	One remaining will be done after JCC	
	2-6. In SRP, PDWA and partner PDs analyze circumstances surrounding rural women and women's groups in tourism sector, identify their needs, and examine effective measures for supporting women to be involved more actively in economic activities as well as share the outputs and learnings in the WEE-WG	90%	One remaining planned activity and additional one	
	<b>[Consideration on effective measures for promoting WEE and active women's participation in economic activities]</b> 2-7. Based on the Activities 2-2~2-6, institutionalized implementation mechanism and implementation tools for promoting WEE at the sub-national level are compiled in the updated WEE Guideline.	40% (outline is finished and got comments from stakeholder during the retreat in July 2022. Now, drafting the guideline is in the progress)	100%	

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

Output's activities	Description of activities	Status as End of Aug 2022 (percentage of completion (eg. 80%, 100%))	Expected status by Dec 2022 (eg. 100% or 90%)	Remark	
Output 3's activities	3-1. In coordination and collaboration with MOWA, project activities are integrated in the action plan for Neary Rattanak V and NCDD Gender Policy.	- Integrating in Neary Rattanak: 100%; - Integrating in NCDD national programme policy 2 (Gender action plan is in progress)	100%		
	3-2. Through the TWG-G WEE/GMAG meetings, MOWA shares the progress, outputs, experiences, findings, lessons learned, etc. which are extracted from the project activities with line ministries, and advocates for promoting WEE at the sub-national level.	Sharing activities have been done with 8 partner line ministries (GMAG), WEE-WG in target provinces except TWG-G WEE	100% (TWG-G WEE will be convened in the morning of 30 Sept 2022)		
	3-3. The recommendations for promoting WEE at the sub-national level are discussed and compiled by MOWA counterparts.	50% (Input have been provided from target provinces but project team has not compiled it yet)	100%		
	3-4. The compiled recommendations are shared in the TWG-G WEE/ GMAG meetings.	Not yet start depending on 3-3 (TWG-G WEE will be convened in the morning of 30 Sept 2022)	100%		
	3-5. Active discussion and coordination are made with the partner line ministries and NCDD gender team (consisting of gender equality department of MOWA and NCDD) for integrating the shared recommendations into the sector plans/annual plans/action plans of the partner line ministries and for the NCDD Gender Policy.	- At national level: 80% of partner line ministries integrated them in to their respective plans. - At provincial level: 30% of partner PDS integrated in their sector plan/annual plans/action plan (SRP, TBKhimum, KCH, KCM);	80-100%		
	3-6. An experience (output) sharing workshop for widely sharing the approved recommendations (in Activity 3-4) and updated WEE guideline (developed in Activity 2-7) in collaboration with the MOWA counterparts as well as the outputs and lessons learnt of the project activities with line ministries.	Planned in Dec 2022 but not yet start	100%		
	3-7. A regional seminar is held for sharing the achievements, outcomes, best practices and lessons learned from the project activities as well as exchanging the experiences among the ASEAN countries.	Planned in Oct/Nov 2022 (probably joining with other programme)	100%		

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

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

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

**OUTPUT 2:** Through the pilot activities, implementation mechanism and tools for promoting WEE are verified with its effectiveness by MOWA/PDWA and partner line ministries and provincial departments. Result (Tentative) Partially achieved and expected to be fully achieved to the completion

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

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

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

**OUTPUT 3: Recommendations (tips and lessons learned) to implement/formulate gender-responsive policies are acknowledged by the partner line ministries and provincial departments and NCDD gender team through the active discussion with MOWA/PDWA. Results: (Tentative) Partially Achieved and expected to be Almost/Fully Achieved to the Completion.**

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

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

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

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

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

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

2. WCCC meeting is functioning as a platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in all target provinces.

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

3. Updated WEE Guideline is approved by MOWA.

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

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

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

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

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

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

2. **WCCC meeting** is functioning as platform for PDWA and line provincial departments to discuss and monitor gender-responsive programs and projects for promoting WEE in non-target provinces

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

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

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

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

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

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

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

### Relevance: High (4)

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

### Coherence: High (4)

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

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

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

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

### Efficiency: Moderate (3)

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

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

### Impact: Moderate (3)

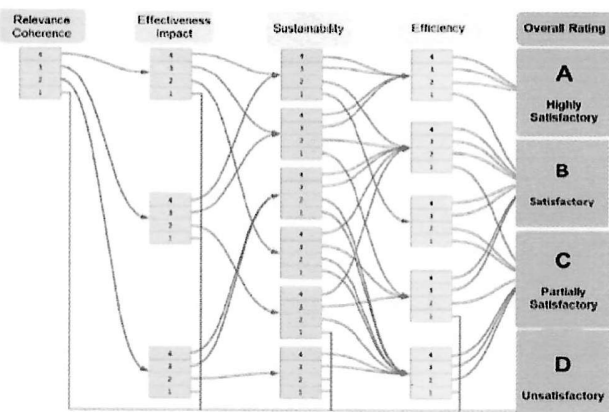
- **Immediate Impacts:** Capacity, mindsets, and participation of MOWA and partner line ministries, PDWA and partner provincial line departments, WCCC and NCDD Team; Positive effects on the target group is confirmed widely via the field interviews; spillover effects to other development issues and sectors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

### Sustainability: Fair (2)

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

## Overall evaluation result

### JICA's Evaluation Rating



### Overall Evaluation Result

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

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## Evaluation conclusion

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

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## Recommendations (1/3)

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

#### *For MOWA and Project Team*

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

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## Recommendations (2/3)

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

#### *For MOWA*

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

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## Recommendations (3/3)

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

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

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

#### *For JICA*

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

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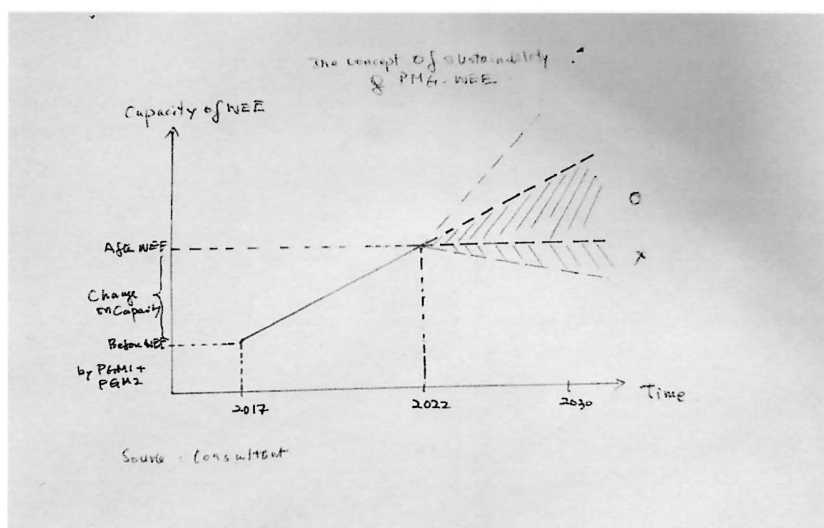
## Lessons learned

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

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Thank you very much for your support and participation!

### Annex: Analysis of the Sustainability



# Way Forward

MOWA & PGM-WEE

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

【Output 1】

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

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

### **【Output 2】**

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

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

### **【Output 3】**

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



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

### 【Output 3】

- Conduct experience sharing workshop in Dec

### 【Others】

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

## 2. Proposed measures

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

## 2. Proposed measures (cont.)

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

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

【National level】

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

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

【Provincial level】

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

**Thank you for your attention!**