

1. 調査団議事録 (Minutes of Meeting)


**MINUTES OF MEETINGS
BETWEEN
THE JAPANESE MID-TERM EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF THE ROYAL GOVERNMENT
OF CAMBODIA
ON
THE JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT ON GENDER MAINSTREAMING AND POLICY DEVELOPMENT
THROUGH UPGRADING INFORMATION AND RESEARCH CAPACITY**

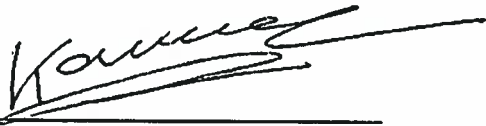
The Japanese Mid-term Evaluation Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Juro Chikaraishi, Resident Representative of JICA Cambodia Office, visited the Kingdom of Cambodia from 11th September to 23rd September 2005 for the purpose of the mid-term evaluation of the Project on Gender Mainstreaming and Policy Development Through Upgrading Information and Research Capacity (hereinafter referred to as "the Project").

During its stay in the Kingdom of Cambodia, the Team had a series of discussions with the Ministry of Women's Affairs (hereinafter referred to as "MoWA"), evaluated the achievement of the Project, and exchanged views for further improvement of the Project.

As a result of the study and discussions, the Team and the Cambodian authorities concerned agreed to report to their respective Governments the matters referred to in the document attached hereto.

Phnom Penh, 23th September 2005


Mr. Juro CHIKARAISHI
Resident Representative
JICA Cambodia Office
Japan


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

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ATTACHED DOCUMENT

1. Introduction

1.1. Background

Over the past 25 years, Cambodian people suffered from serious strife inside the country. As a result, women occupy 52% of the whole population and 60% of the population over 25 years old. Although women have played an important role in the rehabilitation and socio-economic development of the country, their social and economic status is still lower than that of men. Most of female-headed households are categorized as poor household. The unequal situation between women and men has hindered the human-oriented development. Therefore, the promotion of gender equity would be an engine for accelerating social equity, which is the pre-condition of building and maintaining peace in the country.

In this situation, MoWA was set up in 1993, and Cambodian National Council for Women (CNCW) was also set up in 2001. The MoWA also made its Five Years Strategic Plan 1999-2003, Neary Rattanak I (meaning women are precious gems in Khmer language) and Four Year Strategic Plan 2005-2009, Neary Rattanak II. The MoWA has become Cambodia's National Machinery for promotion of women's status and gender equality in Cambodia. MoWA's main role is to formulate policy proposals and coordinate the line ministries with a major principle of gender mainstreaming, that is incorporating gender perspective into all of the policies/ development plan/ programs.

MoWA has formerly been Women's Association to support grass-root women as an implementing organization. In spite of a lot of experiences at a grass-root level, it has been pointed out that the capacity of the MoWA in formulation of policies and coordinating the line ministries should be improved up until a sufficient level in order to conduct their new mandate as National Machinery. The staff of MoWA is not specialized in issues to be tackled as government administrative organization. They are still lack of capacity of gender information pool, and monitoring/ evaluation of the projects.

With this background, the Royal Government of Cambodia requested the technical cooperation to the Japanese Government, focusing on capacity building on the information collection, analysis, research and policy formulation for gender mainstreaming. In response to the request, JICA dispatched the Preparatory Study Teams to confirm the need for assistance and to discuss the detail of the Project with the Cambodian side in 2002. JICA and MoWA signed the Record of Discussion on the Project on 17th December 2002. The Project started in April 2003, and will continue for five-year period until March 2008.

The Project has been implemented for over 2 years and in keeping with the Project implementation process, a Mid-Term Evaluation was undertaken for the objectives mentioned in the following Section 1.2.

1.2. Objectives of the Mid-Term Evaluation

The objectives of the mid-term evaluation are (1) to evaluate Project's record of performance and outcome reached based on the Record of Discussion, Project Design Matrix (hereinafter referred to as "PDM" seen in ANNEX 1-1) and the Plan of Operation (hereinafter referred to as "PO" seen in ANNEX 4-1) by visiting the Project site at this point; (2) to review the project design through a Joint Workshop and meetings with experts and their counterparts; (3) to revise PDM as a result of the Joint Workshop; (4) to evaluate Project's achievement and revise PO through a Joint Evaluation Workshop; (5) to identify problems on any aspects of the Project implementation and propose necessary solutions and recommendations; and (6) to exchange the minutes of meeting on the results of the Workshop and



meetings.

1.3. Methodology of Evaluation

To carry out mid-term evaluation, the Joint Evaluation Team (hereinafter referred to as "the Team") consisting of both the Cambodian side and the Japanese side will conduct a Joint Evaluation Workshop, a Joint Workshop for revising PDM, field visit and a series of discussions within the Team and other partners. The evaluation will be made based on the findings from the above activities, and the following five evaluation criteria, namely, Relevance, Effectiveness, Efficiency, Impact and Sustainability.

- 1) Relevance: Relevance is referred to the validity of the Project in compliance with the development policy of the Royal Government of Cambodia as well as the need of beneficiaries.
- 2) Effectiveness: Effectiveness is referred if the expected outputs of the Project have been achieved as planned and if the outputs were brought about as a result of the Project (not of the external factors).
- 3) Efficiency: Efficiency is referred to the productivity of the implementation process and examined if the input of the Project was efficiently converted into the output.
- 4) Impact: Impact is referred to direct and indirect, positive and negative impacts caused by implementing the Project including the extent of the prospect of the achievement of the Overall Goal.
- 5) Sustainability: Sustainability is referred to the extent that the Project can be further developed by the recipient country and the outputs generated by the Project can be sustain under the recipient country's policy, technology, institutional management, and financial aspects after the external assistance is over.

1-4. Members of the Evaluation Team

1) The Team

| Name | Job Title | Occupation |
|-----------------------|----------------------|--|
| Mr. Juro CHIKARAISHI | Team Leader | Resident Representative, JICA Cambodia Office |
| Ms. Yumiko TANAKA | Gender Mainstreaming | Project Formulation Advisor (Monitoring and Evaluation/ Gender), JICA Regional Support Office for ASIA |
| Mr. Ken INOUE | Cooperation Planning | Staff, Governance and Gender Team, Social Development Department, JICA |
| Ms. Nami KASAHARA | Study Planning | Project Formulation Advisor (Governance), JICA Cambodia Office |
| Mr. Masayuki TAKAZAWA | Evaluation Analysis | Consultant, RECS International Inc. |

2) Japanese Experts

| Name | Job Title | Occupation |
|-----------------|---------------------------------------|--|
| Ms. Yoko SUZUKI | Chief Advisor/ Gender Policy Analysis | Expert, the Project on Gender Mainstreaming and Policy Development Through Upgrading Information and Research Capacity (PGM) |

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| Ms. Toshiko HAMANO | Gender Information/ Statistics | Expert, PGM |
| Ms. Yoko SAKAMOTO | Coordinator/ Implementation | Expert, PGM |

3) The Cambodian Team

| Name | Job Title | Occupation |
|---------------------------|-------------|--|
| H.E. Dr. ING Kantha Phavi | Team Leader | Minister, MoWA |
| H.E. Ms. Chan Sorey | Member | Secretary of State, MoWA |
| H.E. Ms. Keth Sam Ath | Member | Director General, MoWA |
| H.E. Mr. Soeur Bun Hor | Member | Director General, MoWA |
| Mr. Chan Saruth | Member | Deputy Director of Personnel and HRD Dept., Ministry of Agriculture, Forestry and Fisheries (MAFF) |
| Ms. Him Somarong | Member | Chief of Cooperation Office, Ministry of Industry, Mines and Energy (MIME) |
| Ms. Lach Samorn | Member | Deputy Director of Administration Dept., Ministry of Rural Development (MRD) |
| H.E. Mr. Laov Him | Member | Director General, Ministry of Labor and Vocational Training (MLVT) |
| Mr. They Kheam | Member | Deputy Director of Personnel Statistics & Census Dept., National Institute of Statistics (NIS) |
| Ms. Chhoy Kim Sor | Member | Director of Planning and Statistics Dept., MoWA |
| Ms. Te Vouch Lim | Member | Deputy Director of Planning and Statistics Dept., MoWA |
| Ms. Touch Sarady | Member | Vice Chief of Planning and Report Office, MoWA |
| Ms. Khim Sovanny | Member | Vice Chief of Statistics Office, MoWA |
| Ms. Long Sophally | Member | Staff of Statistics Office, MoWA |
| Mr. Hong Phoma | Member | Chief of Planning and Report Office, MoWA |
| Ms. Chea Socheata | Member | Staff of Statistics Office, MoWA |
| Ms. Yim Yinara | Member | Deputy Director of Administration Dept., MoWA |
| Ms. Chhay Im | Member | Deputy Director of Education Dept., MoWA |
| Ms. Kim Davy | Member | Assistant of the project, PGM |
| Mr. Lam Sros | Member | Assistant of the project, PGM |
| Mr. San Vichetra | Member | Administrative Staff/ Project Driver, PGM |

2. Revision of Project Design Matrix

As part of the mid-term evaluation, PDM has been revised to better implementation of the Project based on the past activities of the Project through the joint workshop. The revised PDM can be found in ANNEX 1-2 and the new version of PO in ANNEX 4-2. Changes and reasons of change are listed in

the table in 2.2.

2.1. Summary of the Joint Workshop on Revision of PDM of the Project

The Project prepared a draft of revised PDM which modified some descriptions in the original PDM to be fit in the real situation. Then the Project and the Team have made a series of discussions with MoWA and finally reached the agreement with the Project Director (the Minister of MoWA).

Based on the agreement above, the Team held the Joint Workshop on the revision of PDM, inviting Counterparts and PATF members. The objective of the Workshop was that all officials concerned reach the final agreement on the revised PDM.

At the Workshop, the Team explained the major points of revision of PDM. Then the participants raised questions about PDM structure itself and some minor expressions.

Then the Team clarified the PDM structure to the participants and modified the expression in an appropriate manner.

As a result of the Workshop, all officials concerned could reach the agreement on the revised PDM.

The major points of modification are shown in the next section.

2.2. Result of the Revisions

Changes from PDM original to PDM ver.2

| Components of PDM original | Descriptions of modified or added points | Reasons |
|--|--|---|
| Project Title | "PGM" is added in the last part of the title. | The Project is usually called "PGM". |
| Target Area | "Pilot Project Area: Kampong Cham Province" is added. <u>Pilot project sector</u> is also added as <u>economic empowerment</u> . | Kampong Cham Province was selected as a pilot project area, and sector of the pilot project was defined as economic empowerment. |
| Target Group | Replaced as " <u>Officers of Women's Affairs (MoWA) and the Selected Line Ministries</u> " | 1) After reform of the Government, Ministry of Women and Veteran's Affairs changed to Ministry of Women's Affairs. 2) Officers of selected line ministries were considered to be included in important target group. |
| Super Goal | "will be" was replaced as " <u>is well promoted and</u> ". | This description was changed from future sentence to present sentence in order to show the expected situation. |
| Overall Goal | "will be" was replaced as " <u>is</u> " | This description was changed from future sentence to present sentence in order to show the expected situation. |
| Objectively Verifiable Indicator 1 of Overall Goal | "including SEDP III" was replaced as " <u>incorporated in NSDP</u> " | NSDP was considered to be more appropriate. |
| Means of Verification for Overall Indicators | 1: SEDP III was replaced as " <u>NSDP</u> " 2: " <u>National Budget and</u> " was added. | 1: SEDP III did not exist, but was changed to NSDP. 2: Source of budget was more specified. |
| Project Purpose | Replaced as " <u>Effective mechanism for gender mainstreaming is developed through upgrading institutional capacity of MoWA and the selected line ministries for promotion of gender equality in the Royal Government of Cambodia</u> ". | Former Purpose, referring to establishment of mechanism for gender mainstreaming was considered difficult to be achieve within the Project term. |
| Objectively Verifiable | 1: Description was replaced as | 1: It was considered difficult to achieve |

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| Indicators of Project Purpose | <u>Recommendation from MoWA to the selected line ministries on incorporating gender perspectives in their policies</u> . 2: Description was replaced as <u>"Developed method for gender responsive policy formulation (PGM Method)"</u> . | by former description. 2: It was considered inappropriate to measure achievement of Project Purpose, referring to promotion of gender mainstreaming, by frequency of CNCW's meeting. |
| Means of Verification of Project Purpose | 1: Replaced as <u>"Recommendation paper from MoWA to the selected line"</u> . 2: Replaced as <u>"Developed method for gender responsive policy formulation, implementation, monitoring and evaluation (PGM Method)"</u> . | 1: This description is based on the above revised Indicator. 2: This description is based on the above revised Indicator. |
| Important Assumptions necessary (Project Purpose to Overall Goal) | MWVA was modified to <u>"MoWA"</u> | After reform of the Government, Ministry of Women and Veteran's Affairs changed to Ministry of Women's Affairs. |
| Output 1 | Replaced as <u>"The Functions of the Departments concerned of MoWA and the selected line ministries are strengthened by upgrading."</u> | Strengthening of functions of more Departments of MoWA and the selected ministries was considered necessary. |
| Objectively Verifiable Indicators of Output 1 | 1. <u>"Planning and Statistics Dept" was replaced as Departments concerned of MoWA and the selected line ministries</u> | This description is based on the above revised Output 1. |
| Means of Verification of Indicator of Output 1 | 1. <u>"Planning and Statistics Dept" was replaced as Departments concerned of MoWA and the selected line ministries</u> | This description is based on the above revised Indicator of Output 1. |
| Objectively Verifiable Indicator 1) of Output 1 | Replaced as <u>"1.1.1. The number of collected gender information materials by MoWA in cooperation with NIS and other organizations."</u> | Collecting gender information in cooperation with NIS was considered more appropriate, based on the past activities. |
| Objectively Verifiable Indicator 3) of Output 1 | Deleted. <u>"1.1.3. Identified missing gender information"</u> was newly added as Indicator 1.1.3 | This was newly added as a necessary indicator. |
| Means of Verification of Indicator 3) of Output 1 | Deleted. <u>"1.1.3. List of missing gender information in the report of workshop"</u> is newly added as Indicator 1.1.3 | This was newly added as means of verification of the above revised indicator. |
| Objectively Verifiable Indicator 4) of Output 1 | Deleted | There was no system of upgrading data for gender, but now NIS has the system. |
| Means of Verification of Indicator 4) of Output 1 | Deleted | This was deleted as the above Indicator 4) was deleted. |
| Objectively Verifiable Indicator 5) of Output 1 | Replaced as <u>"1.2. The number of developed gender information leaflet/ booklet."</u> | This description was considered more appropriate. |
| Objectively Verifiable Indicator 6) of Output 1 | Replaced as <u>"1.3. Pilot project implemented and coordinated by MoWA/PDWA/the selected line ministries/the selected Provincial Departments of selected line ministries"</u> | Pilot projects were considered to be coordinated by MoWA/PDWA/the selected line ministries/ the selected Provincial Departments of selected line ministries |
| Means of Verification of Indicator 6) of Output 1 | Replaced as <u>"1.3. The projects' activity reports on pilot project"</u> . | This description was considered more appropriate. |
| Objectively Verifiable Indicator 7) of Output 1 | Replaced as <u>"1.4.2 The frequency of qualified monitoring on the implementation of a pilot project"</u> . | This description was considered more appropriate. |

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| (New indicator of Output 1) | <u>"Development monitoring and evaluation system"</u> was added as " <u>Indicator 1.4.1.</u> ". | This description was considered necessary. |
| (New means of verification for indicator of Output 1) | <u>"1.4.1. Materials for the developed monitoring and evaluation system"</u> was newly added. | This description was added as means of verification for the above newly added Indicator 1.4.1. |
| Objectively Verifiable Indicator 8) of Output 1 | Replaced as " <u>1.4.3. The conducted evaluation to feed back to policy revision and new policy formulation process.</u> " | This description was considered more appropriate. |
| Means of Verification of Indicator 8) of Output 1 | Replaced as " <u>1.4.3. The Project's evaluation reports which include draft recommendations</u> ". | This description was considered more appropriate. |
| (New indicator of Output 1) | <u>"1.1., 1.2., 1.3., 1.4. The level of individual capacity of MoWA counterparts and other PATF members"</u> was newly added. | This was newly added as a necessary indicator. |
| (New means of verification for indicator of Output 1) | <u>"1.1., 1.2., 1.3., 1.4. Observation and Assessment Results"</u> was newly added. | This description was added as means of verification for the above newly added Indicator 1.1., 1.2., 1.3., 1.4., |
| Output 2 | Following three points were modified. i) "MWVA" was modified to " <u>MoWA</u> ", ii) "some" was replaced as " <u>the selected</u> ", iii) " <u>Provincial Dept.</u> " was deleted. And, this Output was replaced as " <u>Output 2.1.</u> ". | i) MoWA is a newly-defined name. ii) "the selected" was considered more appropriate word. iii) "Provincial Dept." was considered to be deleted. |
| Objectively Verifiable Indicator 1) of Output 2 | Deleted. | This was considered not to be necessary. |
| Means of Verification of Indicator 2) of Output 2 | Deleted. | Above Indicator was deleted. |
| (New Output 2.2) | <u>"Relationships with the relevant organizations such as National Machineries of Japan and other countries is established."</u> is added as Output 2.2. | This was newly added as necessary Output based on the past activities of the Project. |
| (Objectively Verifiable Indicator of the above new Output 2.1.) | <u>"The number of Technical Working Group on Gender (TWG-G) meetings conducted among MoWA, the line ministries, and the relevant organizations"</u> was newly added as Indicator 2.1.1. | This was newly added as a necessary indicator. |
| (Means of Verification of Indicator of the above new Output) | <u>"Minutes of TWG-G meetings and Quarterly Progress Report"</u> was newly added as Means of Verification of Indicator 2.1.1. | This was newly added as means of verification for the above added Indicator 2.1.1. |
| Objectively Verifiable Indicator 2) of Output 2 | Replaced to " <u>2.1.2. The frequency of Policy Analysis Task Force (PATF) meetings/ Sub-PATF meetings on the Project's implementation and workshops conducted for PATF members</u> ". | This description was considered more appropriate. |
| Means of Verification of Indicator 2) of Output 2 | Former indicator was replaced to " <u>2.1.2. The minutes of PATF meetings and the project's activity reports</u> ". | This description is based on the above revised Indicator 2.1.2 of Output 2. |
| Important Assumptions (Outputs to Project Purpose, Project Purpose) | MWVA was modified to " <u>MoWA</u> " | After reform of the Government, Ministry of Women and Veteran's Affairs changed to Ministry of Women's |

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| to Overall Goal) | | Affair. |
| Activity 1 | "Planning and Statistics Dept" was replaced as "Departments concerned of MoWA and the selected line ministries". | This was considered more appropriate. |
| Activities 1.0.1 | Replaced as "1.1.1. Formulate a Policy Analysis Task Force (PATF) which is composed of some officers of the Departments concerned of MoWA and the selected line ministries on Economic Empowerment". | This was considered more appropriate. |
| Activities 1.0.2 | Replaced as "1.1.2. Assess the level of capacity of each PATF member and prepare training plans." | This description was considered more appropriate. |
| Activity 1.0.3 | Replaced as "1.1.3. Conduct an inception workshop on the Project and develop the understanding of PATF members." | This description was considered more appropriate. |
| Activity 1.0.4 | Replaced as "1.1.4. Train PATF members on basic knowledge (gender information, gender responsive economic empowerment, research design, gender analysis, policy formation, project design, the implementation of policies, monitoring/ evaluation, and the implication of policies and laws) on Gender Mainstreaming." | This description was considered more appropriate. |
| Activities 1.0.5 | Replaced as "1.1.5. Evaluate the level of capacity of PATF member after the training and prepare additional training, if necessary." | This description was considered more appropriate. |
| Activity 1.1.1 | "in cooperation with NIS and other organizations" was added in the original sentence. | More concrete descriptions for upgrading the capacity to create and maintain Gender Information Pool were considered. |
| Activity 1.1.2 | Deleted. | |
| Activity 1.1.3 | Replaced as "1.2.2. Computerize collected gender information". | |
| Activity 1.1.4 | Replaced as "1.2.3. Conduct workshops and identify missing gender information at national/ provincial levels". | |
| Activity 1.1.5 | Replaced as "1.2.4. Conduct workshops to design a research for missing gender information". | |
| Activity 1.1.6 | Replaced as "1.2.5. Conduct a research for missing gender information". | |
| Activity 1.1.7 | Replaced as "1.2.6. Develop gender information leaflet/ booklet". | |
| Activities 1.1.8 and 1.1.9 | Deleted | |
| Activity 1.2.2 | Replaced as "1.3.4. Submit the draft policies to the management of MoWA to recommend the selected line ministries." | |
| (New Activity 1.3.1.) | "1.3.1. Develop the method for gender responsive policy analysis" as newly added. | Activities to analyze gender information was not included in the original PDM. |
| (New Activity 1.3.2.) | "1.3.2. Facilitate analyzing national and provincial information/ statistics from gender perspective" as newly added. | Because a new indicator was added in Output, corresponding activity was added. |
| Activity 1.3.1. | Replaced as "1.4.1. Make a gender responsive action plan on economic empowerment in line with the formulated policies." | It was found that "cooperation with Planning and Statistics Dept. and PATF" was not necessary. |
| Activity 1.3.2. | Replaced as "1.4.2. Design gender responsive pilot projects on economic empowerment, including indicators". | The expression was changed to be more in accordance with real situation. |

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| Activity 1.3.4. | Replaced as " <u>1.4.4. Conduct the pilot projects' implementation on economic empowerment in cooperation with relevant organizations, and supported by WID Center and PDOP</u> ". | "Order" was not appropriate because it became considered the project "conduct" pilot projects. The other expressions was changed according to real situations. |
| Activity 1.3.5. | Replaced as " <u>1.4.5. Coordinate and facilitate the implementation of the pilot projects on economic empowerment</u> ". | The duplication of expression was modified. |
| Activity 1.4.1. | Replaced as " <u>1.5.1. Develop a monitoring and evaluation method and system on economic empowerment, including reporting formats.</u> " | The description was considered more appropriate. |
| Activity 2. Network | All Activities were modified. | More concrete descriptions for constructing network between MoWA and other organizations were considered to be required. |
| Important Assumptions (Activities to Outputs) | 1: " <u>Present Project Management does not change</u> " was added. 2: Replaced as " <u>Trained C/P of MoWA, PATF members and Project staff continue to work</u> " 3: Description was replaced as " <u>Cooperation among MoWA, selected line ministries, and NGOs is stable</u> ". | 1: This description was considered necessary. 2: This description was considered more appropriate. 3: MoWA and other organizations were considered to be required. |

3. Achievements of the Project

The details of achievements of the Project are shown in ANNEX 2-1 (Achievement of the Project), ANNEX 2-2 (Activity Records of PATF and PATF Activities by Organizations) and Plan of Operation with actual achievements in ANNEX 4-1.

4. Results of Evaluation

The following are summaries of the results of the evaluation. The details are shown in ANNEX 3 (Evaluation Grid of the Project). ANNEX 5 to 13 are the supporting documents for ANNEX 3.

4.1. Relevance

The Team concluded that the Project is relevant because of the following reasons;

- 1) The framework of the Project remains in line with national policies of the both Cambodian and Japanese sides. (Policies in Cambodia such as i) Rectangular Strategy, ii) Cambodia Millennium Development Goals (CMDG), iii) Neary Rattanak II, and iv) Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). Policies in Japan such as GAD Initiatives and JICA Country Program for Cambodia.)
- 2) The Project contributes to solving the gender-related issues addressed at the time of R/D.
- 3) Officers of MoWA and the selected line ministries were almost appropriately selected, and equal benefit has been shared among target groups.
- 4) Japan has sufficient experience and knowledge in terms of cooperating in gender statistics and gender mainstreaming.

However, the Team recommended the following problems should be addressed and necessary

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actions should be taken to solve them;

- 1) The Team noted that some PATF members are not included in the Gender Working Groups of each ministry. It is recommended that the PATF members should be included in the Gender Working Groups so that gender responsive policies could be more effectively and efficiently formulated and implemented at each ministry.
- 2) The Team noted that the two departments of MoWA (the Department of Gender Equality which was newly established, and the Department of Economic Development) are highly important organizations to achieve the Project Purpose. However, staff of the departments has not been incorporated in the PATF. Therefore, it is recommended that some of the staff of the departments should be included in PATF.

4.2. Effectiveness

The Team concluded that the Project is effective because of the following reasons;

- 1) Effective mechanism for gender mainstreaming is being developed through developing the method of gender responsive policy formulation and promoting the cooperation between MoWA and the selected line ministries.
- 2) Output 1, The function of the Departments concerned of MoWA and the selected line ministries has been strengthened by upgrading the capacity of gender information and research design, and the capacity of the implementation of the formulated policy.
- 3) Output 2.1, Network is being developed among MoWA and the related organization through the cooperation activities of PATF.
- 4) Output 2.2, Network with the National Machinery of Japan is being developed.

The Team observed that those Outputs of the Project are effectively contributing towards the achievement of the Project Purpose, and there were not any particular factors to obstruct for the achievement of the Project Purpose.

Thus, the Project Purpose will be achieved by the end of the Project term.

However, the Team noted that the capacity of the implementation of the formulated policies and the capacity of monitoring and evaluation for the implementation of the formulated policies need to be developed to achieve the Project Purpose in the rest of the Project term.

4.3. Efficiency

The Team concluded that the Project has been implemented efficiently because of the following reasons;

- 1) The Outputs have been achieved well so far by the activities such as trainings (both in Cambodia and in Japan), seminars and so on.
- 2) In the early stage of the Project, C/Ps have difficulties in communicating in English and working habits. However, those situations have been improved and it has contributed to produce the Outputs efficiently.

However, the Team noted there were some activities which were not shown in the PDM and could not directly contribute to producing the Outputs. Therefore it is recommended that Project activities should be strategically chosen so that all of the activities contribute to achieve the Project Purpose.

Moreover, the pilot project should be feasibly designed as soon as possible, considering limited time of the Project term.

4.4. Impact

The Team concluded, at the time of the Mid-term Evaluation, that the Overall Goal of the Project would be achieved if the Project is successfully completed because the Overall Goal, Project Purpose and Important Assumptions are arranged appropriately.

No negative impacts were found at the time of the Mid-term Evaluation.

4.5. Sustainability

The Team found, at the time of the Mid-Term Evaluation, both positive and negative factors which would affect sustainability of gender mainstreaming mechanism.

The positive factors are as followings;

- 1) The policies in Cambodia such as Neary Rattanak II (2004~2008) and NSDP (2006~2010) will continue to support gender mainstreaming.
- 2) A part of the pilot projects will be sustained, if the mechanism is once established.

The negative factors are as followings;

- 1) If the gender budgeting process is not completed within RGC, it may affect the sustainability.
- 2) Staff of the Department of Gender Equality and the Department of Economic Development in MoWA have not been assigned to the Project. As these departments are directly responsible for formulating gender responsive policies and strategies, this factor may affect the sustainability.

5. Recommendations

Based on the result of the evaluation as above, the Team recommends the following activities to be considered for the rest of the Project term.

(1) Recommendation for the Project

- 1) To formulate a feasible plan of the pilot projects in Kampong Cham province as soon as possible, considering the time constraints.
- 2) To elaborate and specify the Output 2 (Network) at the next JCC meeting.
- 3) To take necessary actions to incorporate the PATF members in the Gender Working Groups at each ministry.
- 4) To prioritize activities strategically so that all activities could contribute to the Project Purpose.

(2) Recommendation for MoWA

- 1) To take necessary actions to include staff of the Departments of Gender Equality and the Department of Economic Development in PATF.

6. Matters to be considered in the future

The Minister of Women's Affairs referred to the needs of Women Promotion Center at the Joint




Evaluation Workshop on 22 September 2005. MoWA shall satisfy four conditions mentioned in the Minutes of Meetings dated 17 December 2002. Accordingly, JICA would consider its feasibility.

A handwritten signature in black ink, appearing to be 'JICA' followed by a stylized name or initials.

Project Design Matrix (PDM original)

Project title: Gender Mainstreaming & Policy Development through Upgrading Information and Research Capacity
 Duration : 5 years Project area: Cambodia
 Target Group: Staff of the Ministry of Women's and Veterans' Affairs (MWVA)

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
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| <p>[Super Goal]</p> <p>Gender equal and equitable society will be realized in the Royal Kingdom of Cambodia (RKC).</p> | <p>1. The score of GDI and GEM of RKC is improved.</p> | <p>1. UNDP's Human Development Report</p> | |
| <p>[Overall Goal]</p> <p>Gender mainstreaming, as one of the key factors to stabilize peace and development, will be promoted in the Royal Government of Cambodia (RGC).</p> | <p>1. Developed gender responsive policies and strategies, including SEDP III and "Nearby Rattanak II"</p> <p>2. The portion of gender budget allocation and disbursement</p> | <p>1. SEDP III, "Nearby Rattanak II" and other sector strategies and policies</p> <p>2. PIP and the record of gender budget disbursement</p> | <p>1. RKC develops socially and economically.</p> <p>2. RKC maintains the peace.</p> |
| <p>[Project Purpose]</p> <p>Effective mechanism for gender mainstreaming will be established in the Royal Government of Cambodia through upgrading institutional capacity of MWVA.</p> | <p>1. Developed gender responsive policies in some line Ministries, which was authorized through the established mechanism</p> <p>2. The frequency of a CNCW's meeting to exchange opinions on gender mainstreaming among MWVA, line Ministries, and relevant organizations</p> | <p>1. The matrix to check the progress of recommended policies, written by the Planning and Statistics Dept. of MWVA</p> <p>2. CNCW's minutes of meetings</p> | <p>1. The RGC continues to support MWVA for promoting its gender mainstreaming policy</p> |
| <p>[Output]</p> <p>1. The Function of the Planning and Statistics Dept. of MWVA is strengthened by upgrading;</p> <p>① the capacity to create and maintain gender information pool and to design a research,</p> <p>② the capacity to analyze gender information and formulate gender responsive policy drafts,</p> <p>③ the capacity to coordinate and facilitate implementation</p> | <p>1. The function of Planning and Statistics Dept.</p> <p>1) The number of collected gender information materials in cooperation with NIS, line Ministries, PDWVA, and line Provincial Depts.</p> <p>2) Computerized gender-disaggregated statistics and information by sector,</p> | <p>1. The function of Planning and Statistics Dept.</p> <p>1) The Project's information list</p> <p>2) The Project's database</p> <p>3) The Project's gender profiles' list</p> <p>4) The Project's record on</p> | <p>1. MWVA's policy for gender mainstreaming is not changed drastically.</p> |

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| <p>of the formulated policies, and the capacity to monitor and evaluate implementation of the formulated policies.</p> <p>④</p> | <p>age, province, etc.</p> <p>3) The number of developed and computerized gender profiles at national/provincial levels</p> <p>4) The frequency of updating data for gender information</p> <p>5) The number of developed and ordered research designs for collecting missing gender information</p> <p>6) The number of pilot projects implemented by PDWVA and the line Provincial Depts. in cooperation with NGOs.</p> <p>7) The frequency of qualified monitoring conducted</p> <p>8) The number of effective recommendations to feed back to policy revision and new policy formulation process, based on the evaluation conducted</p> | <p>information updated</p> <p>5) The Project's workshop reports and record of order sheets for researchs</p> <p>6) Implementing organizations' reports on pilot projects</p> <p>7) The Project's monitoring reports</p> <p>8) The Project's evaluation reports which include recommendations</p> | |
| <p>2. Network is established among MWVA and the related organizations such as some line Ministries, Provincial Dept., NGOs and research institutes.</p> | <p>2. Network</p> <p>1) The number of CNCW's meetings conducted among MWVA, line Ministries, and the relevant organizations</p> <p>2) The frequency of Planning and Statistics Dept. and Policy Analysis Task Force (PATF) meetings on the Project's implementation</p> | <p>2. Network</p> <p>1) CNCW's minutes of meetings and participants' lists</p> <p>2) The minutes of Planning and Statistics Dept./PATF meetings</p> | |
| <p>[Activities]</p> <p><i>0. Project Structure</i></p> <p>0.1. Establish Joint Coordinating Committee (JCC) and conduct JCC meetings</p> <p><i>1. Function of Planning and Statistics Dept.</i></p> | <p><u>Japanese side</u></p> <p>Expert</p> <p>- Long term experts</p> <p>- Short term experts</p> | <p><u>Cambodian side</u></p> <p>Personnel</p> <p>- Counterparts (C/P)</p> <p>Facility</p> | <p>1. Trained Planning and Statistics Dept. and PATF members continue to work.</p> <p>2. Cooperation among MWVA, line Ministries,</p> |

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| <p>1.0.1 Formulate a Policy Analysis Task Force (PATF) on Economic Empowerment</p> <p>1.0.2. Assess the level of capacity of each member of Planning and Statistics Dept. and PATF, and prepare training plans</p> <p>1.0.3. Conduct an inception workshop on the Project and develop the understanding of Planning and Statistics Dept./PATF members and other stakeholders on the Project</p> <p>1.0.4. Train Planning and Statistics Dept. and PATF members on basic knowledge (gender information, research design, gender analysis, policy formulation, project design, the implementation of policies, monitoring/evaluation, and the implication of policies and laws)</p> <p>1.0.5. Evaluate the level of capacity of each member of Planning and Statistics Dept. and PATF after the training and prepare additional training, if necessary</p> <p><i>1.1. Capacity to create and maintain Gender Information Pool</i></p> <p>1.1.1 Collect existing gender information in cooperation with Planning and Statistics Dept. and PATF</p> <p>1.1.2. Conduct a workshop and categorize gender information for Planning and Statistics Dept. and PATF members</p> <p>1.1.3. Computerize collected gender information with assistance of NIS</p> <p>1.1.4. Conduct workshops and identify missing gender information at national / provincial levels for Planning and Statistics Dept. and PATF members</p> <p>1.1.5. Conduct workshops and design a research for missing gender information</p> <p>1.1.6. Order a research for missing gender information from a research institute</p> <p>1.1.7. Conduct workshops and develop national / provincial gender information profiles on economic empowerment</p> <p>1.1.8. Organize launching seminars to publicize the gender information profiles at national / provincial levels</p> <p>1.1.9. Update existing information and incorporate newly collected information into the computerized national /</p> | <p>C/P Training in Japan</p> <p>Equipment</p> <p>Necessary machinery and equipment for the Project activities that Cambodian side cannot procure.</p> | <p>Office space and facilities necessary for the Japanese experts and C/P personnel as well as for the Project activities.</p> <p>Equipment and any other materials necessary for the implementation of the project.</p> <p>Operational cost sharing</p> | <p>line Provincial Depts., and NGOs is stable.</p> <p>[Precondition]</p> <p>Qualified C/P personnel are assigned.</p> |
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| <p>provincial gender information profiles</p> <p><i>1.2. Capacity to analyze gender information and formulate gender responsive policies</i></p> <p>1.2.1 Conduct workshops and formulate draft gender responsive policies</p> <p>1.2.2 Submit the draft policies to the management of MWVA to recommend CNCW / line Ministries for their adoption</p> <p><i>1.3 Capacity to coordinate and facilitate implementation of the formulated policies</i></p> <p>1.3.1 Make an action plan on economic empowerment in line with the formulated policies in cooperation with Planning and Statistics Dept. and PATF</p> <p>1.3.2 Design pilot projects on economic empowerment, including indicators to implement the action plan</p> <p>1.3.3 Identify implementing organizations of each pilot project on economic empowerment</p> <p>1.3.4 Order the pilot projects' implementation on economic empowerment from the identified organizations.</p> <p>1.3.5 Coordinate and facilitate the implementing organizations to implement the pilot projects on economic empowerment</p> <p><i>1.4. Capacity to monitor and evaluate the implementation of the formulated policies</i></p> <p>1.4.1. Develop a monitoring system on economic empowerment, including reporting formats, indicators, etc.</p> <p>1.4.2. Monitor the pilot projects on economic empowerment and feed back the results of monitoring to the implementation process</p> <p>1.4.3. Evaluate and feed back the results of evaluation on economic empowerment to the policy revision / new policy formulation process</p> | | | |
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| 2. <i>Network</i> | | | | | | | |
| 2.1. Promote CNCW members for gender sensitivity, such as conducting seminars | | | | | | | |
| 2.2. Facilitate CNCW members to discuss gender mainstreaming issues | | | | | | | |
| 2.3. Organize periodical meetings between Planning and Statistics Dept. and PATF to review the function of coordinating mechanism among stakeholders | | | | | | | |

Note:

- GDI: Gender Development Index
- GEM: Gender Empowerment Measurement
- PIP: Public Investment Plan
- SEDP/III: The Third Socio-Economic Development Plan (2006-2010)
- Nearby Rattanak II: The Second Five Year Strategic Plan of MWVA (2004-2008) "Women Are Precious Gems"
- CNCW: Cambodia National Council for Women
- NIS: National Institute of Statistics, Ministry of Planning
- PDWVA: Provincial Department of Women's and Veterans' Affairs

Revised Project Design Matrix (PDM ver.2)

Project title: Gender Mainstreaming & Policy Development through Upgrading Information and Research Capacity (PGM)
Duration: 5 years **Project Area:** Cambodia (Pilot Project Area: Kampong Cham Province) **Pilot Project Sector:** Economic Empowerment
Target Group: Officers of the Ministry of Women's Affairs (MoWA) and the Selected Line Ministries

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumption |
|---|--|---|---|
| <p>[Super Goal]</p> <p>Gender equal and equitable society is well promoted and realized in the Royal Kingdom of Cambodia (RKC)</p> | <p>2. The score of GDI and GEM of RKC is improved</p> | <p>2. UNDP's Human Development Report</p> | |
| <p>[Overall Goal]</p> <p>Gender mainstreaming, as one of the key factors to stabilize peace and development, is promoted in the Royal Government of Cambodia (RGC)</p> | <p>3. Developed gender responsive policies and strategies, incorporated in "NSDP" and "Nearby Rattanak II"</p> <p>4. The portion of gender budget allocation and disbursement</p> | <p>3. "NSDP", "Nearby Rattanak II" and other sector strategies and policies</p> <p>4. National Budget and PIP and the record of gender budget disbursement</p> | <p>3. RKC develops socially and economically</p> <p>4. RKC maintains the peace</p> |
| <p>[Project Purpose]</p> <p>Effective mechanism for gender mainstreaming is developed through upgrading institutional capacity of MoWA and the selected line ministries for promotion of gender equality in the Royal Government of Cambodia</p> | <p>3. Recommendation from MoWA to the selected line ministries on incorporation of gender perspectives in their policies</p> <p>2. Developed method for gender responsive policy formulation, implementation, monitoring and evaluation (PGM Method)</p> | <p>3. Recommendation paper from MoWA to the selected line ministries</p> <p>2. Materials for the method for gender responsive policy formulation (PGM Method)</p> | <p>1. The RGC continues to support MoWA for promoting its gender mainstreaming policy</p> |
| <p>[Output]</p> <p>2. The Functions of the Departments concerned of MoWA and the selected line ministries are strengthened by upgrading;</p> <p>1.1. the capacity to create and maintain gender information pool and to design a research,</p> | <p>1. The functions of the Departments concerned of MoWA and the selected line ministries</p> | <p>1. The functions of Departments concerned of MoWA and selected line ministries</p> | <p>1. MoWA policy for gender mainstreaming is not changed drastically</p> |

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| <p>1.2. the capacity to analyze gender information and formulate gender responsive policy drafts, 1.3. the capacity to implement the formulated policies and the capacity to coordinate and facilitate implementation of the formulated policies, and 1.4. the capacity to monitor and evaluate implementation of the formulated policies</p> | <p>1.1.1. The number of collected gender information materials by MoWA, in cooperation with NIS and other organizations. 1.1.2. Computerized gender-disaggregated statistics and information by sector, age, province, etc. 1.1.3. Identified missing gender information 1.1.4. Developed research designs for collecting missing gender information 1.2. The number of developed gender information leaflet / booklet 1.3. Pilot project implemented and coordinated by MoWA/ PDWA/ the selected line ministries/ the selected Provincial Departments of selected line ministries 1.4.1. Developed monitoring and evaluation system 1.4.2. The frequency of qualified monitoring on the implementation of a pilot project 1.4.3. The conducted evaluation to feed back to policy revision and new policy formulation process 1.1., 1.2., 1.3., 1.4. The level of individual capacity of MoWA counterparts and other PATF members</p> | <p>1.1.1. The Project's information list 1.1.2. The Project's database 1.1.3. List of missing gender information in the report of workshop 1.1.4. The Project's workshop reports and record of order sheets for researches 1.2. Gender information leaflet / booklet 1.3. The project's activity reports on pilot project 1.4.1. Materials for the developed monitoring and evaluation system 1.4.2. The Project's monitoring reports 1.4.3. The Project's evaluation reports which include draft recommendations 1.1., 1.2., 1.3., 1.4. Observation and Assessment Results</p> | |
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| <p>2. Network</p> <p>2.1. Network is established among MoWA and the related organizations such as the selected line Ministries, NGOs and research institutes.</p> <p>2.2. Relationships with the relevant organizations such as the National Machineries of Japan and other countries are strengthened</p> | <p>2. Network</p> <p>2.1.1 The number of Technical Working Group on Gender (TWG-G) meetings conducted among MoWA, the line ministries, and the relevant organizations</p> <p>2.1.2 The frequency of Policy Analysis Task Force (PATF) meetings / Sub-PATF meetings on the Project's implementation and workshops conducted for PATF members</p> | <p>2. Network</p> <p>2.1.1 Minutes of TWG-G meetings and Quarterly Progress Report</p> <p>2.1.2 The minutes of PATF meetings and the project's activity reports</p> | |
| <p>【Activities】</p> <p>1. <i>Functions of the Departments concerned of MoWA and the selected line ministries</i></p> <p>1.1 Preparatory Activities</p> <p>1.1.1 Formulate a Policy Analysis Task Force (PATF) which is composed of some officers of the Departments concerned of MoWA and the selected line ministries on Economic Empowerment</p> <p>1.1.2. Assess the level of capacity of each PATF member of and prepare training plans</p> <p>1.1.3. Conduct an inception workshop on the Project and develop the understanding of PATF members</p> <p>1.1.4. Train PATF members on basic knowledge (gender information, gender responsive economic empowerment, research design, gender analysis, policy formulation, project design, the implementation of policies, monitoring/evaluation, and the implication of policies and laws) on Gender Mainstreaming</p> <p>1.1.5. Evaluate the level of capacity of each PATF member after the training and prepare additional training, if necessary</p> | <p>【Input】</p> <p><u>Japanese side</u></p> <p>Expert</p> <ul style="list-style-type: none"> - Long term experts - Short term experts <p>C/P Training in Japan</p> <p>Equipment</p> <p>Necessary machinery and equipment for the Project activities that Cambodian side cannot procure.</p> | <p><u>Cambodian side</u></p> <p>Personnel</p> <ul style="list-style-type: none"> - Counterparts (C/P) <p>Facility</p> <p>Office space and facilities necessary for the Japanese experts and C/P personnel as well as for the Project activities</p> <p>Equipment and any other materials necessary for the implementation of the project</p> <p>Operational cost sharing</p> | <p>1. Present project management does not change</p> <p>2. Trained C/P of MoWA, PATF members and Project staff continue to work</p> <p>3. Cooperation among MoWA, selected line ministries, and NGOs is stable</p> |

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| <p><i>1.2. Capacity to create and maintain Gender Information Pool</i></p> <p>1.2.1 Collect existing gender information in cooperation with NIS and other organizations</p> <p>1.2.2. Computerize collected gender information</p> <p>1.2.3. Conduct workshops and identify missing gender information at national / provincial levels</p> <p>1.2.4. Conduct workshops to design a research for missing gender information</p> <p>1.2.5. Conduct a research for missing gender information</p> <p>1.2.6. Develop gender information leaflet / booklet</p> <p><i>1.3.. Capacity to analyze gender information and formulate gender responsive policies</i></p> <p>1.3.1. Develop the method for gender responsive policy analysis</p> <p>1.3.2. Facilitate analyzing national and provincial information/statistics from gender perspective</p> <p>1.3.3 Conduct workshops and formulate draft gender responsive policies</p> <p>1.3.4 Submit the draft policies to the management of MoWA to recommend the selected line ministries</p> <p><i>1.4 Capacity to coordinate and facilitate implementation of the formulated policies</i></p> <p>1.4.1 Make a gender responsive plan on economic empowerment in line with the formulated policies</p> <p>1.4.2 Design gender responsive pilot projects on economic empowerment, including indicators</p> <p>1.4.3 Identify implementing organizations of each pilot project on economic empowerment</p> <p>1.4.4 Conduct the pilot projects on economic empowerment in cooperation with relevant organizations, and supported by WID Center and PDOP</p> <p>1.4.5 Coordinate and facilitate the implementation of the pilot projects on economic empowerment</p> | | <p>[Precondition]</p> <p>Qualified C/P personnel are assigned.</p> |
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| <p><i>1.5. Capacity to monitor and evaluate the implementation of the formulated policies</i></p> <p>1.5.1. Develop a monitoring method and system on economic empowerment, including reporting formats, etc.</p> <p>1.5.2. Monitor the pilot projects on economic empowerment and feed back the results of monitoring to the implementation process</p> <p>1.5.3. Evaluate and feed back the results of evaluation on economic empowerment to the policy revision / new policy formulation process</p> <p>2. <i>Network</i></p> <p>2.1. <i>Network in Cambodia</i></p> <p>2.1.1. Conduct Technical Working Group on Gender (TWG-G) meetings to strengthen cooperative relations among MoWA, the line ministries, and the relevant organizations</p> <p>2.1.2. Organize JCC meetings/ consultation/ discussion about the issues concerned and involve JCC members in project activities</p> <p>2.1.3. Organize meetings between PATF and stakeholders to strengthen the function of coordinating mechanism among them</p> <p>(7) <i>International Network</i></p> <p>① Relationships with the relevant organizations such as the National Machinery of Japan is established.</p> <p>② Relationship with relevant organizations in other countries is established</p> <p>3. <i>Project Structure</i></p> <p>3.1. Establish Joint Coordinating Committee (JCC) and conduct JCC meetings</p> | | | |
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Note:
GDI: Gender Development Index
GEM: Gender Empowerment Measurement
PIP: Public Investment Plan
SEDP/III: The Third Socio-Economic Development Plan (2006-2010)
Nearby Rattanak II: The Second Five Year Strategic Plan of MWVA (2004-2008) "Women Are Precious Gems"
NSDP: The National Strategic Development Plan (2006-2010)
CNCW: Cambodian National Council for Women
PATF: Policy Analysis Task Force
NIS: National Institute of Statistics, Ministry of Planning
PDWA: Provincial Department of Women's Affairs

Achievement of the Project
Project on Gender Mainstreaming and Policy Development through Upgrading Information and Research Capacity

Project purpose : Effective mechanism for gender mainstreaming will be established in the Royal Government of Cambodia through upgrading institutional capacity of MoWA
Output 1 The function of the planning and statistics department is strengthened by upgrading

- ① the capacity to create and maintain gender information pool and to design a research
- ② the capacity to analyze to gender information and formulate gender responsive policy drafts
- ③ the capacity to coordinate, monitor and facilitate implementation of the formulated policy, and
- ④ the capacity to monitor and evaluate implementation of the formulated policies

Output 2 Network is established among MoWA and the related organizations such as the selected line Ministries, NGOs and research institutes

Report

- A: Activity Report, April to June 2003
- B: Activity Report, July to September 2003
- C: Activity Report, October to December 2003
- D: Activity Report, January to March 2004
- E: Activity Report, April to September 2004
- F: Activity Report, October 2004 to March 2005
- G: Activity Report, April to August 2005

PATF : Policy Analysis Task Force. MOWA(11). MAFF, MRD, MLVT, MIME, MOC, NIS/MOP, PDWA(2), WID Center, GAD-C, Hagar, Altogether 38 as of 30 August

MoWA: Ministry of Women's Affairs

MAFF: Ministry of Agriculture, Forestry and Fishery

MLVT: Ministry of Labor force and Vocational Training

MRD : Ministry of Rural Development

MIME: Ministry of Industry, Mines and Energy

MOC: Ministry of Commerce

NIS: National Institute of Statistics

Achievement : A Very high B High C Some degree D Low E Very low

| Number of Output Activity in PDM | Item | Year Date/Month | Objective | For whom (persons) | Person in charge | Achievement, Process | Verifiable indicator outputs Activity Report |
|----------------------------------|--|-----------------|--|--|------------------------------|--|--|
| I. On the job training | | | | | | | |
| Output 1 - ① Activity 1.1.1 | Collection of sex disaggregated statistics and computerizing | 2003 10 -12 | To collect sex-disaggregated statistics, present in tables and graphs and edit the statistics in sectors | MoWA C/P (9) | Expert (Hamano) | B Compiled and computerized statistics C/P to get knowledge and skills on gender statistics and how to use computer | Indicator 1 - 1) C Indicator 1 - 2) |
| Output 1 - ① | Collection of research reports related to gender | 2003 10-12 | To collect research results conducted by NGO and international organizations | MoWA C/P (4) | Hamano Experts | C C/P to learn about the gender situation from the results of research reports | Indicator 1 - 1) C Indicator 1 - 1) |
| Output 1 - ① ② | Country report for trainings taking place in Japan | 2003 6 | To strengthen the quality of the country reports which the trainers prepared | MWA, PATF (11) | Hamano Expert | B Improved quality of Country Reports | Country |
| Output 1 - ① ② | Report on Kompong Cham survey on gender situation | 2004 6 -7 | To process the results of the Social and gender Research and make a report | MoWA C/P (3) | Hamano Expert | B C/P to get knowledge and skills on how to process the first data, present them with tables and graphs, and write explanation text with the data.. Output are Research Reports (Khmer and English) | Output 1 - 3) E |
| Output 1 - ① ② | Completion on Gender Statistics leaflet | 2005 7 | To complete the leaflet | Trainees of Gender Statistics in Japan(4) and MoWA C/P | Hamano Expert | A Completed leaflet in which statistics were updated and the text was improved in cooperation with other MoWA C/Ps Leaflets in English and Khmer were published Updated the list of statistics booklets | Output 1 - 1) F Output 1 - 3) Leaflets in English and Khmer |
| II. Workshop and Meeting | | | | | | | |
| Output 1 - ① | Basic Training on Information | 2003 3 - 6 | To understand the quantitative and qualitative information | MoWA C/P (10) | Hamano and Nonoguchi Experts | C C/P to get basic knowledge on information | A |
| Basis for the | I. Basic training for | 2003 | I. To get basic knowledge and | MoWA C/P (14) | Concerned key | C | B |

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| whole outputs | MoWA C/P (Attached) 2. C/P Capacity assessment | 7-9 | skills for implementing gender mainstreaming 2. To assess C/Ps capacity | but depending on each subject, Attached) | persons in each subject (Attached) | 1. C/P to look the outline of the necessary knowledge, rather than to understand (Attached) 2. Results of the assessment of 14C/Ps | |
| Activity 1.0.3 Inception workshop | MoWA C/P assessment | 2003 25/11 - 24/12 | To master writing English | MoWA C/P (12) | Kobayashi senior volunteer | B C/P to understand writing English | B |
| Activity 1.0.4 Basic knowledge training | PCM Workshop (1) | 2004 25/2 - 27/2 | To understand PDM of this project through the basic knowledge on PCM | PATF member (21 among 36) | Aoki Experts Project Experts | B PATF members to understand the PDM of this project through doing problem and object analysis | C |
| Activity 1.0.5 Capacity Assessment | Gender Statistics workshop (1) | 2004 9/3-11/9 | To understand how to identify gender statistics | PATF member (22 among 36) | Otake Expert Project Experts | B PATF members to identify gender statistics by checking existing statistic, but not enough to master skills for practice Output is the identified missing data.. | C |
| Complement to outputs | Social and gender research methodology workshop | 2004 17/3-2/4 | To master how to design, implement and analyze through practice | PATF member (25 among 36) | Udagawa Expert Project Expert | B PATF members to master the process of research through lectures, making questioner, conducting field survey and analyzing the results | C |
| Pre-condition for outputs | Desktop Workshop | 2004 05/4 to 09/4 | To master printing skill with computer for disseminate information | MWA (4) | Ito Experts | C Participants to make printing materials as a result of this workshop. This skills will be utilized for dissemination gender information. | D |
| Activity 1.0.3 Inception Workshop | CamInfo Workshop | 2004 20/5 to 21/5 | To understand CamInfo (national database) and master how to use. | MoWA C/P (8) | Hamano Expert | C Participants to know how to operate CamInfo, but not to use independently yet. | D |
| Output 1 - ① | PCM Workshop (2) | 2004 | To understand PDM of this | PATF members | MoWA C/P | B | E |

| for outputs | 2/6 to 4/6 | project through the basic knowledge on PCM | who didn't participate in the previous workshop (14) | Hamano Expert | PATF to master PCM method through problem and objective analysis, and understand the PDM of the project | |
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| Output 1 - ① Activity 1.1.4 Identify missing data | 2004 23/6 to 25/6 | To understand how to identify gender statistics | K.g.Cham PATF members and NGO staff (17) | MoWA C/P Hamano Expert | B Participants to understand how to identify gender statistics and the missing data of unpaid work at home and unpaid family work. Output was identified missing data. | D |
| Output 1 - ② Output 2 | 2004 3 times from May | <ul style="list-style-type: none"> - To understand the framework on policy analysis. - To make common platform about the ministry's policy - To select a policy relevant to gender issues and economic empowerment | MAFF PATF Members MoWA C/P | MoWA C/P Project Experts | B "Food Security" was selected | D |
| Output 1 - ② Output 2 | 2004 Twice from May | Same as above | MEYS members MoWA C/P | MoWA C/P Project Experts | B "Vocational training " was the selected policy | D |
| Output 1 - ② Output 2 | 2004 Twice from May | Same as above | MSALV Members MoWA C/P | MoWA C/P Project Experts | D Policy was not existed because of in progress on restructuring the structure of the ministry | D |
| Output 1 - ② Output 2 | 2004 3 times from May | Same as above | MRD Members MoWA C/P | MoWA C/P Project Experts | B "Micro and small entrepreneurship in rural areas" was the selected policy. | D |
| Output 1 - ② Output 2 | 2004 3 times from May | Same as above | MIME Members MoWA C/P | MoWA C/P Project Experts | B "Small and medium entrepreneurship" was the selected policy | D |
| Output 1 - ② Output 2 | 2004 Twice from May | Same as above | MOC Members MoWA C/P | MoWA C/P Project Experts | C Policy was related to WTO, so that it was difficult to select a policy which this project could take up. The decision was taken to the next meeting. | D |
| Output 1 - ② | 2004 27/8 | To understand the workshop and master how to moderate | MoWA master trainers (3) | Hamano Experts | B Master trainers to understand the workshop contents and the method. | E |

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| Output 1-② | "Gender responsive analysis workshop" training | 2004 6/9 - 7/9 | TO understand the contents and the method of the workshop | PATF members MoWA C/P (18) | MoWA Mastertrainers, C/P Project expert | B Participants to understand | E |
| Output 1-② | MAFF Gender responsive analysis workshop Part 1 | 2004 21/9 - 23/9 | To analyze gender issues in the selected policy | MAFF staff (21) | MoWA Mastertrainers, C/P Project expert | B Participants to make problem and objective trees and to identify gender issues and objectives in them. | E |
| Output 1-② | MRD Gender responsive analysis workshop Part 1 | 2004 5/10-7/10 | To analyze gender issues in the selected policy | MRD staff (18) | MoWA Mastertrainers, C/P Project expert | Same as above | F |
| Output 1-② | MIME Gender responsive analysis workshop Part 1 | 2004 19/10-21/10 | To analyze gender issues in the selected policy | MIME staff (23) | MoWA Mastertrainers, C/P Project expert | Same as above | F |
| Complement to outputs | Workshop on the Japanese experiment on gender mainstreaming | 2004 27/10-28/10 | To learn from the Japanese experiences | PATF members (26) | Ms.Oda from Gender Equality Bureau, MoWA C/P, Project Experts | B PATF members to understand the Japanese gender mainstreaming | F |
| Output 1-② | "PGM responsive analysis workshop" Moderator training | 2004 1/12 - 3/12 | To understand the workshop which was combined Part 1 and part2 and master how to moderate | MoWA C/P (6) | Aoki Experts MoWA C/P Project Expert | B Participants to understand the workshop with training module and manuals and master how to moderate. | F Training Module and, Manual |
| Output 1-② | "PGM responsive analysis workshop" Facilitator training | 2004年 12月 7/12 - 9/12 | Same as above | PATF members (26) | Aoki Experts, MoWA C/P, Project Expert | Same as above | F |
| Output 1-② Activity 1.2.1 Draft Gender responsive policy | MOC PGM Gender responsive analysis workshop | 2004 14/12 - 17/12 | To identify gender issues in the selected policy and make gender responsive PDM | MOC staff (23) | MoWA C/P Project Expert | B Participants to analyze gender issues in their policy and make PDM including action for the gender issues | F |
| Output 1-② Activity 1.2.1 Draft Gender responsive policy | MLVT PGM Gender responsive analysis workshop | 2005 14/1 - 17/1 | To identify gender issues in the selected policy and make gender responsive PDM | MLVT (23) | MoWA C/P Project Expert | Same as above | F |

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| responsive policy | | | | | | | | | | | | | |
| Output 1 - ② Activity 1.1.4 Draft Gender responsive policy | Workshop on utilization of statistics to substantiate gender issues | 2005 24/2 - 25/2 | To understand gender issues and the relevant statistics, and identify the missing data. | PATF members (18) | Kusakabe Experts MoWA C/P Project Experts | B Participants to understand the meaning of statistics to show gender issues, and identify the missing data. | F | | | | | | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MAFF | 2005 11/3 | To follow up the above workshop | MAFF Members MoWAC/P | Project experts | B List of gender statistics and missing information on food security | F | | | | | | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MLVT | 2005 4/3 | To follow up the above workshop | MLVT PATF Members MoWAC/P | Project experts | B List of gender statistics and missing information on participation in vocational training | F | | | | | | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MRD | 2005 14/3 | To follow up the above workshop | MRD PATF Members MoWAC/P | Project experts | B List of gender statistics and missing information on micro and small entrepreneurship in rural area | F | | | | | | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MIME | 2005 15/3 | To follow up the above workshop | MIME Members MoWA C/P | Project experts | B List of gender statistics and missing information on SME | F | | | | | | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MOC | 2005 10/3 | To follow up the above workshop | MOC Members MoWA C/P | Project experts | B List of gender statistics and missing information on export trade of local products | F | | | | | | |
| Output 1 - ① | Gender Training Statistics | 2005 6/5 | To understand gender statistics | MoWA management | MoWA C/P Hamano Expert | Participants to understand gender statistics through concrete examples | G | | | | | | |
| Output 1 - ② Activity 1.1.4 Identify missing data Activity 1.2.1 Draft Gender responsive policy | MIME Gender responsive policy analysis workshop Part II | 2005 18/5 - 20/5 | To make sure the analyzed gender issues in part I with statistics, and make gender responsive PDM | MIME staff (31) | MoWA C/P Project Expert | B Participants to make sure gender issues with statistics, to identify missing information, and make gender responsive PDM | G | | | | | | |
| Output 1 - ② | MAFF Gender responsive | 2005 7/6 - 9/7 | To make sure the analyzed gender issues in part I with statistics, and | MAFF staff (26) | MoWA C/P Project Expert | Same as above | G | | | | | | |

| Activity | policy analysis workshop Part II | | make gender responsive PDM | | | | | |
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| 1.1.4 Identify missing data Activity 1.2.1 Draft Gender responsive policy | | | | | | | | |
| Output 1 - ② | MRD Gender policy workshop Part II | 2005 14/6- 16/4 | To make sure the analyzed gender issues in part I with statistics, and make gender responsive PDM | MRD staff (23) | MoWA C/P Project Expert | Same as above | G | |
| Activity 1.1.4 Identify missing data Activity 1.2.1 Draft Gender responsive policy 成 | | | | | | | | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MAFF | 2005 7/7 | To make the comprehensive gender responsive PDM based on the PDMs made by 3 groups in the previous workshop, and select a gender issue for designing a research | PATF members MoWA C/P | Project expert | Revised Gender Responsive PDM Agricultural extension services was the selected issue for research design. | G | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MRD | 2005 14/7 | To make the comprehensive gender responsive PDM based on the PDMs made by 3 groups in the previous workshop, and select a gender issue for designing a research | PATF members MoWA C/P | Project expert | Same as above | G | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MOC | 2005 18/7 | To make the comprehensive gender responsive PDM based on the PDMs made by 3 groups in the previous workshop, and select a gender issue for designing a research | PATF members MoWA C/P | Project expert | Same as above | G | |
| Output 1 - ② Output 2 | Sub-PATF Meeting MLVT | 2005 13/7- 19/3 | To make the comprehensive gender responsive PDM based on the PDMs made by 3 groups in the previous workshop, and select a gender issue for designing a | PATF members MoWA C/P | Project expert | Same as above | G | |

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| Output 1-① Activity 1.1.5 Identify missing data Activity | Workshop on Gender Research Design | 2005 27/7 - 29/7 | research To understand policy-oriented research design | PATF members (35) | Kusakabe Expert Project Expert | B Participants to understand how to identify issues and make questionnaire. The framework on research and the texts of the questionnaire. | G |
| | Training on Video | 2005 2/8 | To understand how to edit video | MoWA C/P (9), JICA Experts (2) | Taguchi Expert Project Expert | B 3 members acquired how to edit video | |
| | Violence against women | 2005 25/8 | To understand the Japanese experiences on violence against women | MoWA | Mr. Kuzuma from Gender Equality Bureau MoWA C/P Project Expert | B | |
| III. Seminar | | | | | | | |
| Output 1-① | Seminar on gender statistics, social research and policy formulation | 2004 12/3 | To understand the importance of gender statistics and research in policy formulation | MoWA Management PATF members Donor staff (70) | Oteke Expert Udagawa Expert MoWA C/P Project Expert | C | C |
| | Hi-level meeting | 2003 1/7 | To understand the importance of cooperation between MoWA and Gender Quality Bureau | MoWA management, C/P Project Experts | Ms. Natori Gender Equality Bureau Director Mr. Takayasu from Gender Equality Bureau MoWA C/P Project Expert | C | E |
| Complement to Output | Seminar on Gender Mainstreaming | 2004 28/10 | To understand the Japanese gender mainstreaming and apply it to the Cambodian gender mainstreaming | MoWA management, C/P, NGOs, Donors Project Experts | Ms. Oda from Gender Equality Bureau, MoWA C/P, Project Expert | C | F |
| Complement to Output | Seminar on Social policy | 2005 24/3 | To understand the importance of gender perceptiveness in social policy | JCC members MoWA management PATF members Donors (56) | Osawa Expert MoWA C/P Project Experts | C | F |

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| | Violence against women | 2005 24/8 | To understand background and the mechanism of the Domestic Violence Law and present issues on Violence against Women in Japan | MoWA management | Mr. Kuzuma from Gender Equality Bureau MoWA C/P Project Expert | B | |
| IV. JCC, PATF Meeting Network | | | | | | | |
| Output 2 | Activity 1.0.1 Establishment of PATF | 2004 24/2 | To understand the purpose of PATF To assess the capacity of PATF members | PATF member (44) | Project Director MoWA C/P Project expert | B | D |
| Output 2 | Activity 1.0.2 Assessment of PATF member | 2004 6/5 | 1) To introduce the outline and contents of this Project and 2) To introduce the situation of the Cambodian women's economic empowerment | JCC member PATF member Project Expert | 1) Project Director 2) Kusakabe AIT Assistant professor MoWA C/PP Project Expert | E | E |
| Output 2 | Second JCC Meeting | 2005 24/3 | To inform the progress of activity and the future project plan | JCC Members PATF Members Project Experts (30) | Project Director MoWA C/P Project Experts | F | F |
| V. Training in Japan | | | | | | | |
| Complement to Output | Seminar for promotion of Gender Equality II | 2003 年 14/10-15/11 | To acquire useful knowledge for strengthening of the national machinery for the advancement of Women | MoWA C/P (1) | Gender Equality Bureau | C | C |
| Complement to output | Seminar on Women's entrepreneurship Development Training for leaders | 2004 24/2 - 27/3 | To understand women's entrepreneurship as mean of economic empowerment | MoWA C/P (1) NGO staff (1) | TIC | D | D |
| Complement to Output | Seminar on Gender Mainstreaming for Government Officers | 2004 14/6 - 18/7 | To foster government officers capable of introducing the principle of "Gender | MoWA C/P (1) CNCW C/P (1) | Kitakyuushuu Asia Forum | E | E |

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| Complement to Output | Seminar for promotion of gender equality II | 2004 9/11- 11/12 | Mainstreaming" To acquire useful knowledge for strengthening of the national machinery for the advancement of Women | MoWA C/P(1) | Gender Equality Bureau | Completion Report | F |
| Output 1-① | Gender Statistics Training | 2005 12/1- 20/2 | To gain knowledge and skills on gender statistics in order to formulate gender responsive policy | PATF members (4) | TIC NVEC | Completion of the Cambodian gender statistics leaflet Request on gender statistics for the government | F Leaflet |
| Complement to output | Seminar on Women's entrepreneurship Development Training for leaders | 2005 8/2- 12/3 | To understand women's entrepreneurship as mean of economic empowerment | MoWA C/P(1) | TIC | Presentation on Project proposal in a TV meeting | F |
| VI Research | | | | | | | |
| Output 1-① | Interview survey on economic empowerment | 2003 | TO get information on economic empowerment activities from the concerned people | | Project Expert | By commission survey to a national consultant some information on economic empowerment activities was collected | C |
| Output 1-① | Survey on WID Center | 2004 21/6- 23/6 | To investigate the situation of WID center in Kompong Cham | MoWA C/P(2) | Project Expert | Report on the situation on WID center. | E |
| VI. Others | | | | | | | |
| | Study tour to Kampong Cham | 2003 10/10 | To learn from MAFF activity on economic empowerment | MoWA C/P | Project Expert | | C |
| | Visit planned place for WID center | 2003 22/10 | To collect first hand information on the construction site concerning to the request for WID center | Endo Second secretary | Project Expert MoWA (4) | | C |
| | Exchange study with the JICA predicted gender expert | 2003 21/11 | To exchange information | Predicted gender expert | Project Expert MoWA C/P | | C |
| | Participation in Seminar on Life improvement programme | 2003 9/12 | | MoWA C/P(3) | Project Expert | | C |
| | Participation in reproductive health | 2003 16/12- 17/12 | | MoWA C/P(2) | Project Expert | | C |
| | Training on Web design | 2003 30 hours from 31/12 | To master skills on website to make the homepage for this project | MoWA C/P(2) | ICS Hamano Expert | Participants to get skills on how to make website | C |

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| | Participate in TNA | 2004 6/1 - 9/1 | To learn how to conduct TNA done by ADB | MoWA C/P (3) | ADB | | D |
| | Technical Information Exchange Training with Indonesia | 2004 29/1 - 8/2 | To learn gender mainstreaming | MoWA C/P (4) | MoWA C/P Project Expert | | D |
| | Participate in International Women's day | 2004 4/3 - 8/3 | Campaign on Women's Economic Empowerment | | Project Expert | Financial support for News letter, Post Card, Video, T shirts | D |
| | Visit food processing factory | 2004 19/3 | To understand the progress of women in food processing in Kampong Speu | | Project Expert | | D |
| | Visit Garment factory | 2004 24/3 | To understand the situation of women garment workers | | Project Expert | | D |
| | Visit Soft drink | 2004 31/3 | To be aware of small business run by Cambodian people | | Project Expert | | D |
| | Technical Information Exchange Training from Indonesia | 2004 27/9 - 28/9 | To exchange experience on violence against women | Nishigaya Expert (Indonesia) Indonesia MoWE staff (3) | Project Expert | | E |
| | JICA Net "Seminar on Women's Entrepreneurship" | 2004 9/2 | To acquire knowledge on the problems regarding women's entrepreneurship and good examples in Japan | MoWA C/P (7), JICA Experts (2), Staff (2) | | | |
| | JICA Net "Basics of Quality Control" | 2005 26/1 | To understand quality and quality control | MoWA C/P (4), JICA Experts (2), Staff (2) | | | |
| | Participation in 49 th Session of the Commission on the Status of Women in New York | 2005 22 - 14/3 | To understand the international progress of CEDAW and learn from other countries' experiences | MoWA C/P (2) | Project Expert | Report to the JICA Cambodia Office | F |
| | Participate in the international women's day | 2005 8/3 | Campaign on Violence against women | MoWA staff | Project Experts | Financial support for T shirts and news letter | F |

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| | Project Coordinating Meeting in MoWA | 2005 30/3 | Coordination of donors activities in MoWA | MoWA Staff, UNDP, ADB, WB, UNFPA, IOM, GTZ, JICA | MoWA | | |
| | The 8 th CNCW Meeting | 2005 30/3 | To discuss on Royal-degree and Sub-degree, etc. | MoWA, CNCW Members, JICA | CNCW | | |
| | Briefing Session on Gender Statistics for MoWA Management | 2005 6/5 | To understand basic gender statistics | MoWA Officers | MoWA C/P Project Expert | | |
| | Meeting on drafting of Guideline for Gender Action Team in Line Ministries | 2005 3/6 | To make draft of Guideline for Gender Action Team in Line Ministries | MoWA staff UNDP, ADB, UNFPA, JICA | MoWA | | |
| VII. Technical Working Group - Gender (Coordination for cooperation) | | | | | | | |
| | Third Informal meeting | 2004 3/8 | To coordinate the concerned agencies for gender mainstreaming in Cambodia | TWG-G members | Minister of MoWA | | F |
| | Second Meeting | 2004 11/11 | To aim at the achievement gender responsive strategy To confirm gender gap in sectors To promote good examples | TWG-G members | Minister of MoWA | | F |
| | Fourth Meeting | 2005 17/2 | To utilize resources effectively | TWG-G members | Minister of MoWA | | F |
| | Sixth Meeting | 2005 12/5 | | TWG-G members | Minister of MoWA | | F |
| | Seventh Meeting | 2005 29/6 | | TWG-G members | Minister of MoWA | | F |
| | First Terminology Task Force | 2004 15/9 | To make a Gender Terminology | TWG-G members | JICA | | F |
| | Second Terminology Task Force | 2005 15/2 | To make a Gender Terminology | TWG-G members | JICA | | F |
| | Third Terminology Task Force | 2005 21/4 | To make a Gender Terminology | TWG-G members | JICA | | |

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| | Forth Terminology Task Force | 2005 30/4 | To make a Gender Terminology | TWG-G members | JICA | | |
| | Meeting on making draft for NSDP | 2005 18/5 | To discuss how to incorporate gender statistics and gender mainstreaming on Matrix | MoWA, Donors | MoWA | | |
| VIII. Project management meeting | | | | | | | |
| | First | 2003 年 3 月 27 日 | Selection of C/P (Tentative) | Project management, C/P, Project Experts | Project director | | A |
| | Second | 2003 28/4 | Presentation on the project activities | Project management, C/P, Project Experts | Project director | Presentation on the progress of the project activities | |
| | Third | 2003 27/5 | TOR for Expens Future activity plan | Presentation on the progress of the project activities | Project director | Presentation on the progress of the project activities | |
| | Forth | 2003 24/6 | Selection of C/P | Project management, C/P, Project Experts | Project director | | A |
| | Fifth | 2003 27/11 | Presentation on the progress of the project activities | Presentation on the progress of the project activities | Project director | | C |
| | Sixth | 2004 19/2 | Presentation on the progress of the project activities | Presentation on the progress of the project activities | Project director | | D |
| | Seventh | 2004 27/4 | Presentation on the progress of the project activities | Presentation on the progress of the project activities | Project director | | E |
| | Eighth | 2004 27/5 | Presentation on the progress of the project activities | Presentation on the progress of the project activities | Project director | | E |
| | Ninth | 2004 25/8 | Presentation on the progress of the project activities | Presentation on the progress of the project activities | Project director | | E |
| | Tenth | 2004 18/11 | Presentation on the progress of the project activities | Presentation on the progress of the project activities | Project director | | F |