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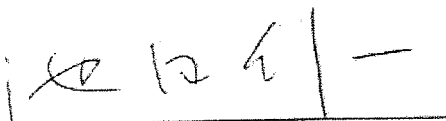
MINUTES OF MEETINGS
BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
THE AUTHORITIES CONCERNED OF THE ROYAL GOVERNMENT
OF CAMBODIA
ON
THE JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT ON GENDER MAINSTREAMING AND POLICY DEVELOPMENT
THROUGH UPGRADING INFORMATION AND RESEARCH CAPACITY

The Japanese Terminal Evaluation Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA"), headed by Mr. Shuichi Ikeda, Director of Gender Equality Team, Planning and Coordination Department, JICA visited the Kingdom of Cambodia from 16 October to 13 November 2007 for the purpose of the terminal evaluation of the Project on Gender Mainstreaming and Policy Development Through Upgrading Information and Research Capacity (hereinafter referred to as "the Project").

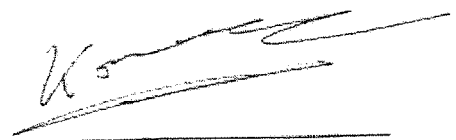
During its stay in the Kingdom of Cambodia, the Team held a series of discussions and observations, and exchanged views with the Ministry of Women's Affairs (hereinafter referred to as "MoWA") and future directions of the Project.

As a result of 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, 12 November 2007



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**JOINT EVALUATION REPORT
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT ON GENDER MAINSTREAMING AND POLICY
DEVELOPMENT THROUGH UPGRADING INFORMATION AND
RESEARCH CAPACITY**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA),
JAPAN,
and**

**THE AUTHORITIES CONCERNED OF THE ROYAL GOVERNMENT
OF CAMBODIA**

12 NOVEMBER 2007

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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 55% of the population over 25 years old. Although women played important roles in the rehabilitation and socio-economic development of the country, their social and economic status is still lower than that of men. Especially, most of female-headed households are categorized as poor household. The illiteracy rate of women and maternal mortality rate are higher than the neighboring countries, the girls' enrolment rate at the primary level, in particular, is still lower than boys'. Moreover, gender-based violence still prevails as a negative impact of the long lasted civil war and poverty.

In order to improve these gender issues, the Royal Government of Cambodia ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in 1992. New Constitution was also made in 1993, affirming full protection the fundamental rights of Khmer people, including women's rights. Accordingly, the Ministry of Women's Affairs (MoWA) under current system was established in 1996, and Cambodian National Council for Women (CNCW) in 2001, as a national mechanism to promote gender equality. The staff of MoWA, however, did not yet have sufficient knowledge and experience to conduct their mandate to promote gender equality and gender mainstreaming as national machinery. In particular, their capacity for collection and analysis of information and policy formulation based on the analysis from a gender perspective needed to be further improved.

With this background, the Royal Government of Cambodia requested the technical cooperation to the Japanese Government, and JICA dispatched the Preparatory Study Teams in August (first study) and October to November (second study) 2002. In December 2002, JICA and MoWA signed the Record of Discussions on the Project and the Project began in April 2003 for five-year period until March 2008. The Project has been implemented by MoWA as a core counterpart ministry in collaboration with other line ministries, such as National Institute of Statistics, Ministry of Planning (NIS), Ministry of Agriculture, Fishery and Forestry (MAFF), Ministry of labor and Vocational Training (MLVT), Ministry of Industry, Mine and Energy (MIME), Ministry of Commerce (MOC), and Ministry of Rural Development (MRD).

The main objective of the Project is to develop an effective mechanism for gender mainstreaming through upgrading institutional capacity of MoWA and the selected line ministries for promotion of gender equality in the Royal Government of Cambodia. In order to achieve this objective, the main activities were expected to achieve two outputs. One is the developed capacity of MoWA and the line ministries, and another is established network among MoWA and other ministries and organizations concerned. Currently, three Japanese experts are assigned to MoWA; a chief advisor, an expert on donor coordination on gender and training and planning coordination, and a short term expert on gender responsive policy implementation and analysis.

1.2. Objectives of the Terminal Evaluation

The main objectives of the Terminal Evaluation are as follows:

(1) to understand the Project's achievements and the process of implementation, and evaluate them

based on five evaluation criteria according to the JICA evaluation Guideline;

(2) to identify lessons learned and recommendations for the future activities;

(3) to exchange the minutes of meetings on the results of the evaluation.

1.3. Methodology of Evaluation

According to the JICA Evaluation Guidelines, the methodology and procedure of evaluation are as follows:

- 1) Revise the current Project Design Matrix (PDM) second version and develop PDM for terminal evaluation (PDMe) (See Annex 1 and 2),
- 2) Set up evaluation questions and make the Evaluation Grid (See Annex 3),
- 3) Gather the monitoring data (Achievement of Indicators) and relevant information,
- 4) Understand the process of implementation,
- 5) Evaluate based on five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability) described below and Gender Mainstreaming,
- 6) Discuss about the findings and reach to the agreement

(Five Evaluation Criteria)

- 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.

4. Recommendations

Based on the results of the evaluation as above, the Team recommended the following activities should be implemented both for the rest of the Project period and for the longer term.

4.1. Activities to be recommended for the rest of the Project period

1) Dissemination of the PGM Methods

The Team recommended to the MoWA and the Project to disseminate the information about the PGM Methods through the following activities:

- i. The PGM Methods Manual should be finalized and published.
- ii. Sharing meeting on the PGM Methods should be held with the MoWA departments concerned, such as the Department of Gender Equality.
- iii. A Regional Symposium should be held to disseminate the results of the PGM Project and to get feedback from the regional partners and potential users.
- iv. Know-how and experiences of the PGM Methods should be shared in the future TWGG meetings.

2) Realization of the recommended gender responsive policies

The Team recommended to the MoWA and the Project to realize the policy recommendations formulated under the PGM Methods. As a first step of realization, the workshops for GMAG members should be held to discuss the actions to be taken for the realization of the recommendations in each five partner line ministries.

4.2. Activities recommended to be taken for the longer term

1) Capacity Development of GMAGs

The Team found that the GMAGs were the key institutions for the enhancement of gender mainstreaming. In order to realize policy recommendations formulated through the Project activity and disseminate the PGM Methods, the Team recommended to the MoWA to facilitate GMAGs in the five partner line ministries as follows:

- i. GMAP should be analyzed for further elaboration toward the actual implementation.
- ii. GMAG operational function of the five ministries should be strengthened.
- iii. GMAG should be strengthened in the negotiation skills in order to seek for the allocation of the budget for GMAP.

2) Improve the coordination within MoWA

The Team found that there were several departments coordinating activities for gender mainstreaming in MoWA. In order to disseminate the PGM Methods, the Team recommended to the MoWA to improve the communications and coordination among the departments.

- i. The communication and coordination between the Planning and Statistics Department and Gender Equality Department whose role is coordination with line ministries and donors should be improved.

- ii. The cooperation between the Planning and Statistics Department and the Department of Economic Development should be also strengthened for the policy development on economic empowerment.
- iii. Further coordination among all the other departments concerned in MoWA should be strengthened in order to disseminate the PGM Methods.

3) Strengthen the networking with NGOs and civil societies

In order to integrate the NGOs experiences in the grassroots level and improve the accountability of the MoWA's activities, the networking with NGOs and civil societies is important. The Team recommended to the MoWA to take the actions to strengthen the networking with them by the following action:

The PGM Methods should be improved to integrate the stakeholder meetings, including local NGOs and civil societies as one of the steps of the PGM Methods.

4.3. Inter-dependency of Capacity Development and Institutional Mechanism Development of Gender Mainstreaming

The Project focused its main efforts on capacity development on gender mainstreaming of MoWA and concerned line Ministries. It has also supported the TWGG meetings in collaboration with UNDP. Both the capacity development and institutionalization of the mechanisms are necessary for successfully promoting gender mainstreaming. It is, therefore, recommended to the Project to further consider the development of more effective mechanisms for gender mainstreaming through integrating its efforts and experiences into strengthening of GMAG and TWGG mechanisms and functions in the future.

5. Lessons Learned

5.1. Effectiveness of Practical Sectoral Engendering Approaches of the PGM Methods : creating synergy effects on development as well as for promoting gender equality:

The Team learned that the PGM Methods based on the lessons learned through the practical hands-on PGM cycle, including implementation of pilot projects, were effective and useful in Cambodia. The PGM Methods provided valuable opportunities for MoWA and PATF to implement projects with the people at the grassroots level based on their needs, through which they have gained experiences and improved the capacity to plan, implement, monitor and evaluate projects and recommend sector policies and programs with a gender perspective.

The design and structures of the PGM Methods were also effective, which were divided into several concrete steps and each step composed of instructions and detailed procedures. The multi-sectoral approaches coordinated by the MoWA and MOP(NIS) were also extremely effective both at the central and provincial levels to generate synergy effects on development as well as for promoting gender mainstreaming.

5.2. Further Efforts for Well-Establishment of PGM Methods

The PGM Methods have been so far implemented effectively. However, considering the capacity development and establishment of mechanism, it might have been better that another cycle of the PGM Methods should be repeated to review the steps. It was effective that the Project selected PATF at the decision making levels in respective line Ministries in order to disseminate the Methods effectively and conduct pilot projects successfully.

5.3. Multiple Effects and Functions of the JCC meeting

The JCC meeting functioned effectively. It did not only monitor the Project progresses, but also provided strategic advices on the policy recommendations and the PGM Methods for the integration into each line ministry.

However, the participants were limited especially from the other department in MoWA, which limited the opportunities for the Project to share the activities information. It should have invited the representatives from other departments, especially from Department of Gender Equality, which is in charge of coordination on gender mainstreaming with line ministries and donors.

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Project Design Matrix (PDM)

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 As of September 21, 2005

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>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, is promoted in the Royal Government of Cambodia (RGC)</p>	<p>1. Developed gender responsive policies and strategies, incorporated in "NSDP" and "Nearly Rattanak II"</p> <p>2. The portion of gender budget allocation and disbursement</p>	<p>1. "NSDP", "Nearly Rattanak II" and other sector strategies and policies</p> <p>2. National Budget and 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 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>1. 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>1. 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>1. 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>1.2. the capacity to analyze gender information and</p>	<p>1. The functions of the Departments concerned of MoWA and the selected line ministries</p> <p>1.1.1. The number of collected gender</p>	<p>1. The functions of Departments concerned of MoWA and selected line ministries</p> <p>1.1.1. The Project's</p>	<p>1. MoWA policy for gender mainstreaming is not changed drastically</p>

<p>formulate gender responsive policy drafts, the capacity to implement the formulated policies and of the formulated policies, and</p> <p>1.3. the capacity to coordinate and facilitate implementation of the formulated policies, and</p> <p>1.4. the capacity to monitor and evaluate implementation of the formulated policies</p>	<p>information materials by MoWA, in cooperation with NIS and other organizations.</p> <p>1.1.2.Computerized gender-disaggregated statistics and information by sector, age, province, etc.</p> <p>1.1.3. Identified missing gender information</p> <p>1.1.4.Developed research designs for collecting missing gender information</p> <p>1.2. The number of developed gender information leaflet / booklet</p> <p>1.3. Pilot project implemented and coordinated by MoWA/ PDWA/ the selected line ministries/ the selected Provincial Departments of selected line ministries</p> <p>1.4.1.Developed monitoring and evaluation system</p> <p>1.4.2.The frequency of qualified monitoring on the implementation of a pilot project</p> <p>1.4.3.The conducted evaluation to feed back to policy revision and new policy formulation process</p> <p>1.1., 1.2., 1.3., 1.4. The level of individual capacity of MoWA counterparts and other PATF members</p> <p>2. Network</p> <p>2.1.1The number of Technical Working Group on Gender (TWG-G) meetings conducted among MoWA,</p>	<p>information list</p> <p>1.1.2.The Project's database</p> <p>1.1.3.List of missing gender information in the report of workshop</p> <p>1.1.4.The Project's workshop reports and record of order sheets for researches</p> <p>1.2.Gender information leaflet / booklet</p> <p>1.3.The project's activity reports on pilot project</p> <p>1.4.1.Materials for the developed monitoring and evaluation system</p> <p>1.4.2.The Project's monitoring reports</p> <p>1.4.3.The Project's evaluation reports which include draft recommendations</p> <p>1.1., 1.2., 1.3., 1.4. Observation and Assessment Results</p> <p>2. Network</p> <p>2.1.1Minutes of TWG-G meetings and Quarterly Progress Report</p>
<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>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>2.1.2 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>1.2. <i>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</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> <p>【Precondition】</p> <p>Qualified C/P personnel are assigned.</p>

<p>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>1.3. <i>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>1.4 <i>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' implementation 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>1.5. <i>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</p>		
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economic empowerment to the policy revision / new policy formulation process

2. Network

2.1. Network in Cambodia

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

2.1.2. Organize JCC meetings/ consultation/ discussion about the issues concerned and involve JCC members in project activities

2.1.3. Organize meetings between PATF and stakeholders to strengthen the function of coordinating mechanism among them

International Network

Relationships with the relevant organizations such as the National Machinery of Japan is established.

Relationship with relevant organizations in other countries is established

3. Project Structure

3.1. Establish Joint Coordinating Committee (JCC) and conduct JCC meetings

GDI: Gender Development Index

GEM: Gender Empowerment Measurement

PIP: Public Investment Plan

SEDP/III: The Third Socio-Economic Development Plan (2006-2010)

Neary 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

Annex 2

Project Design Matrix for Terminal Evaluation (PDMe)

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

Finalized on 6th November 2007

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>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, is promoted in the Royal Government of Cambodia (RGC)</p>	<p>1. Developed gender responsive policies and strategies, incorporated in "NSDP" and "Nearby Rattanak II"</p> <p>2. The portion of gender budget allocation and disbursement</p>	<p>1. "NSDP", "Nearby Rattanak II" and other sector strategies and policies</p> <p>2. National Budget and 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 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>1. Recommendations from MoWA and PATF to the selected line ministries on incorporation of gender perspectives in their policies recognized¹.</p> <p>2. Developed method for gender responsive policy formulation, implementation, monitoring and evaluation (PGM Method)</p>	<p>1. Recommendation paper from MoWA and PATF 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>1. The functions of the Departments concerned of MoWA and the selected line ministries are strengthened by upgrading;</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</p>	<p>1. MoWA policy for gender mainstreaming is not changed drastically</p>

¹ The percentage of the officers who understand the contents, accept the quality and would like to implement / disseminate.

<p>1.1. the capacity to create and maintain gender information pool and to design a research,</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</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</p>	<p>ministries</p>
<p>1.2. the capacity to analyze gender information and formulate gender responsive projects, 1.3. the capacity to coordinate and facilitate implementation of the formulated gender responsive projects, 1.4. the capacity to monitor and evaluate gender responsive projects,</p>	<p>1.2.1. The number of developed gender information leaflet / booklet 1.2.2. Drafted project documents 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 1.5. Recommendations from MoWA and PATF to the selected line ministries on incorporation of gender perspectives in their policies</p>	<p>1.2. Gender information leaflet / booklet 1.2.2. Drafted project documents 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 1.5. Recommendation paper from MoWA and PATF to the selected line ministries</p>	<p>1.1., 1.2., 1.3., 1.4., 1.5</p>
<p>1.5. the capacity to identify the lessons learned from the project implementation and develop policy recommendations with gender perspective</p>			<p>1.1., 1.2., 1.3., 1.4., 1.5</p>

<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>The level of individual capacity of MoWA counterparts and other PATF members</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>Observation and Assessment Results</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>1.0 Preparatory Activities</p> <p>1.0.1 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>1.0.2. Assess the level of capacity of each PATF member of and prepare training plans</p> <p>1.0.3. Conduct an inception workshop on the Project and develop the understanding of PATF members</p> <p>1.0.4. 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</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>

and laws) on Gender Mainstreaming

1.0.5. Evaluate the level of capacity of each PATF member after the training and prepare additional training, if necessary

1.1. Capacity to create and maintain Gender Information Pool

1.1.1 Collect existing gender information in cooperation with NIS and other organizations

1.1.2. Computerize collected gender information

1.1.3. Conduct workshops and identify missing gender information at national / provincial levels

1.1.4. Conduct workshops to design a research for missing gender information

1.1.5. Conduct a research for missing gender information

1.1.6. Develop gender information leaflet / booklet

1.2. Capacity to analyze gender information and formulate gender responsive projects

1.2.1. Develop the method for gender responsive policies analysis

1.2.2. Facilitate analyzing national and provincial information/statistics from gender perspective

1.2.3 Conduct workshops to plan gender responsive projects

1.2.4 Draft gender responsive pilot project documents on economic empowerment in each selected ministries based on the workshop

1.3 Capacity to coordinate and facilitate implementation of the formulated gender responsive projects

[Precondition]

Qualified C/P personnel are assigned.

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<p>1.3.1 Identify implementing organizations of each pilot project on economic empowerment</p>	
<p>1.3.1 Conduct the pilot projects on economic empowerment in cooperation with relevant organizations, and supported by WID Center and PDOP</p>	
<p>1.3.3 Coordinate and facilitate the implementation of the pilot projects on economic empowerment</p>	
<p>1.4. Capacity to monitor and evaluate the implementation of the formulated gender responsive projects</p>	
<p>1.4.1 Develop a monitoring method and system of projects on economic empowerment, including reporting formats, 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 pilot projects on economic empowerment and analyze the result</p>	
<p>1.5 Capacity to develop policy recommendations from gender perspective</p>	
<p>1.5.1 Identify the lessons learned from the pilot projects on economic empowerment and develop policy recommendations to the selected lined ministries</p>	
<p>2. Network</p>	
<p>2.1. Network in Cambodia</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. Establish and organize Joint Coordinating Committee (JCC) meetings for consultations and discussion about the</p>	

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<p>concerned issues regarding the PGM project activities</p> <p>2.1.3. Organize meetings between PATF and stakeholders to strengthen the function of coordinating mechanism among them</p> <p>2.2. <i>International Network</i></p> <p>2.2.1. Establish relationships with the relevant organizations such as the National Machinery of Japan</p> <p>2.2.2. Establish relationship with relevant organizations in other countries</p>			
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GDI: Gender Development Index
 GEM: Gender Empowerment Measurement
 PIP: Public Investment Plan
 SEDPIII: The Third Socio-Economic Development Plan (2006-2010)
 Neary 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

JCP

Project of Gender Mainstreaming and Policy Development through Upgrading Information and Research Capacity
 Evaluation GRID (Draft) revised on 29th October

Evaluation Item	*	Contents of Study	Data collection method	Information Source ¹																
				A	B	C	D	E	F	G	H	I	J							
Relevance	☉	Does the overall goal correspond to the national policy and social needs of Cambodia?	Documents, Reports, Interview	●																
	○	Does the project aim correspond to the Japanese Government Cooperation policy and JICA strategy under Cambodia Country Implementation Plan?	Documents, Reports, Interview	●																
	☉	Is the selection of project approach appropriate?	Documents, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	○	Is the selection of the project target appropriate?	Documents, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Have the policy recommendations developed and submit by the MoWA and PATF been recognized?	Documents, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Effectiveness	☉	Has the gender responsive planning, implementation monitoring and evaluation system been developed?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	○	Examining constraint or promotion factors to achieve project purpose	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Has the capacity of the C/P and PATF been improved on development and maintenance of gender information pool been developed?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Has the capacity of the C/P and PATF been improved on analysis of gender information and gender responsive project planning?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Has the capacity of the C/P and PATF been improved on coordination and facilitation of implementation of gender responsive projects?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Efficiency	☉	Has the capacity of the C/P and PATF been improved on monitoring and evaluation of gender responsive projects?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Has the capacity of the C/P and PATF been improved on development of gender responsive policy recommendation based on lessons learned?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Has the networking system among the organization working on gender mainstreaming been established?	Documents, Reports, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	☉	Has the relationship with Japanese and other national machineries been strengthened?	Documents, Interview	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
	○	Will gender responsive policies and strategies be incorporated in NSDP and Neary Rattanak II?	Documents, Interview		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Impact	○	Will the action plan for the achievement of CMDG3 be developed and implemented?	Documents, Interview		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●

1.4. Members of the Evaluation Team

1) The Cambodian Team

Name	Responsible Fields of Terminal Evaluation	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
Ms. Choy Kim Sor	Member	Director of Planning and Statistics Department, MoWA

2) The Japanese Evaluation Team

Name	Responsible Fields of Terminal Evaluation	Occupation
Mr. Shuichi IKEDA	Team Leader	Director of Gender Equality Team, Office of Gender, Environment and Social Consideration Review, Planning and Coordination Department, JICA
Ms. Yumiko TANAKA	Gender Mainstreaming	Senior Project Formulation Advisor (Monitoring and Evaluation/ Gender), JICA Regional Support Office for ASIA, Thailand
Mr. Shin YASUDA	Gender Network	Counselor for Gender Equality Promotion, Gender Equality Bureau, Cabinet Office, Government of Japan
Mr. Kenji MAEKAWA	Programme / Project Analysis	Director, Urban and Regional Development / Peace Building I, Group II, Social Development Department, JICA
Ms. Minori TERADA	Evaluation Planning	Project Formulation Advisor (Governance), JICA Cambodia Office
Ms. Mariko HOMMA	Evaluation Analysis	Consultant.

2. Achievements of the Project

The Project achieved the targets as planned.

2.1. Input

Refer to the detailed table of the inputs

<Japanese Side>

- 1) Dispatch of Japanese Experts (5 long-term and 16 short-term experts)
- 2) Training in Japan (29 C/Ps and PATF in total were dispatched to Japan for training)

- through both Project budget and JICA group training scheme)
- 3) Equipment and materials (US\$ 65,200 and JPY 1,035,000 in amount).
 - 4) Pilot projects' expenses (US\$80,400 in amount).
 - 5) Other operation cost (US\$352,300 in amount from April 2003 to September 2007).

<Cambodian Side>

Appointment of C/P and PATF

The total 21C/Ps were assigned to the Project and 33 PATF are assigned to conduct the activities.

Provision of facilities

The necessary space for office of the Project has been provided

2.2. Activities

According to the PDM, the Project activities have been implemented as is planned. See the Annex2 for the detail.

2.3. Outputs

The achievements of outputs are monitored according to the indicators in the PDM. The Outputs have been achieved as is planned.

Output 1.1. The capacity to create and maintain gender information pool and to design a research,

Indicator 1.1.1. The number of collected gender information materials by MoWA, in cooperation with NIS and other organizations.

Achievements

C/P and PATF have:

- collected gender disaggregated statistical information
- understood gender situations and gender research method
- become able to access to CAM Info

As outputs of these achievements, the following publications and documents were produced:

1. Index for all the statistics books and reports collected.
2. Research reports (30 reports)

Indicator 1.1.2. Computerized gender-disaggregated statistics and information by age, province, sector, etc.

Achievements

C/P and PATF have:

- developed the capacity to analyze gender statistics
- developed the capacity to operate computer
- understood the concept and practical usage of Cam Info

As outputs of these achievements, the following publications and documents were

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produced:

1. Computerized Statistics up to 2004
2. Installed CamInfo (Database)

Indicator 1.1.3. Identified missing gender information

Achievements

C/P and PATF have:

- developed the capacity to identify missing information.

As an output of these achievements, the following document was produced:

1. Missing information list.

Indicator 1.1.4. Developed research designs for collecting missing gender information

Achievements

C/P and PATF have:

- developed the capacity to identify issues for research design
- understood the method to develop questionnaire
- developed the capacity to develop research framework and Plan
- developed the capacity to implement research

As outputs of these achievements, the following publications and documents were produced:

1. Workshop reports including Action Plan
2. "Results of Kampong Cham Field Survey- Gender Division of Labor Comparison between wife and husband" (2004)
3. "Gender Mainstreaming Case Study"(2007)

Output 1.2. the capacity to analyze gender information and formulate gender responsive projects,

Indicator 1.2.1 The number of developed gender information leaflet / booklet

Achievements

C/P and PATF have:

- developed the capacity to develop gender leaflet, regional gender statistics booklet (Kampong Cham) and national gender statistics booklet.

As outputs of these achievements, the following publications and documents were produced:

1. "National Statistics on Situation of Women and Men in Cambodia"(2004)
2. "Gender Statistics leaflet 1" (2005)
3. Gender Statistics leaflet 2" (2007)
4. "Statistics on Gender Situation of Kampong Cham Province" (2006)

Indicator 1.2.2 Drafted project documents

Achievements

C/P and PATF have:

- developed the capacity to identify gender issues from gender statistics and missing information in the existing statistics.
- understood how to monitor the sectoral policies with gender perspectives
- developed the capacity to identify monitoring indicators
- developed the capacity to analyze and select policies as project target
- developed facilitation skills
- developed the capacity to analyze gender issues
- developed the capacity to develop PDM from gender perspective

As outputs of these achievements, the following publications and documents were produced:

1. Action Plans of 5 Ministries
2. "Gender Indicator Booklet" (to be published in 2008)
3. Gender issues selected by line ministries (Workshop reports)

Output 1.3. the capacity to coordinate and facilitate implementation of the formulated gender responsive projects

Indicator 1.3. Pilot project implemented and coordinated by MoWA/ PDWA/ the selected line ministries/ the selected Provincial Departments of selected line ministries

Achievements

C/P and PATF have:

- developed the capacity to implement, monitor and coordinate development projects.
- These achievements can be observed in the monitoring reports of pilot projects.

Output 1.4. the capacity to monitor and evaluate gender responsive projects

Indicator 1.4.1. Developed monitoring and evaluation system

Achievements

C/P and PATF have:

- developed the capacity to identify monitoring indicators
- reviewed gender issues and strategies in projects and develop the capacity to identify evaluation objectives
- understood the concept of gender evaluation
- understood how to design evaluation research and develop evaluation design matrix

As an output of these achievements, the following document was produced:

1. Monitoring Indicator Matrix of 5 Ministries

Indicator 1.4.2. The frequency of qualified monitoring on the implementation of a pilot project

Achievements

C/P and PATF have:

- developed the capacity to coordinate projects and cooperate among stakeholders
- developed the capacity to monitor projects from gender perspective, analyze issues found and find the solutions

- conducted monitoring meetings (4times, each Ministries)
As outputs of these achievements, the following publications and documents were produced:

1. Monthly Reports of each Ministry concerned
2. Quarterly Monitoring Reports 1,2,3and 4 (each Ministries concerned)

Indicator 1.4.3. The conducted evaluation to feedback to policy revision and new policy formulation process

Achievements
C/P and PATF have:

- developed the capacity to develop evaluation research questionnaires from gender perspective
- developed the capacity to develop research plan
- developed the capacity to implement filed research
- developed the capacity to analyze evaluation result from gender perspective

As outputs of these achievements, the following publications and documents were produced:

1. Evaluation Result Matrix
2. Evaluation Report

Output 1.5. the capacity to identify the lessons learned from the project implementation and develop policy recommendation with gender perspective

Indicator 1.5 Recommendations from MoWA and PATF to the selected line ministries on incorporation of gender perspectives in their policies

Achievements
C/P and PATF have:

- understood the concept and method how to formulate policy recommendations based on the lessons learned
- developed the capacity to formulate policy recommendations

As outputs of these achievements, the following document was produced:

1. Gender Responsive Sector Policy Recommendation to the 5 line Ministries (2007)

Capacity Development

Indicator 1.1., 1.2., 1.3., 1.4. 1.5 The level of individual capacity of MoWA counterparts and other PATF

Achievements
C/P and PATF have:

- understood the concept of gender statistics and PRA
- improved English skill

- understood the concept of PDM
- understand the concept of socio economic research method
- improved the capacity to publish information, such as leaflet, poster and news letter
- understood the function of national machinery and the officers
- understood the concept of economic empowerment
- understood the method of empowerment of rural women
- understand the concept and issues related to female entrepreneurship

Output 2 Network is established for gender mainstreaming

Output 2.1. Network is established among MoWA and the related organizations such as the selected line Ministries, NGOs and research institutes.

Indicator 2.1.1 The number of Technical Working Group on Gender (TWGG) meetings conducted among MoWA, the line ministries, and the relevant organizations

Achievements

The Project has:

- supported to conduct TWGG meetings (20 times) every two month
- has strengthen the networks with selected line ministries, NGOs and donors through the meetings and the working groups
- contributed to develop **Gender Terminology Booklet** and distributed it publicly

Information on Project activities related to gender mainstreaming has been shared in each TWGG meeting.

Indicator 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

Achievements

The Project has:

- established PATF
- felicitated PATF meetings and Sub PATF meetings
- established JCC and conducted the annual meetings four times
- discussed about networking model with JCC members in the JCC meeting

The JCC approved the action plans and policy recommendations produced by C/P and PATF through the implementation of the pilot projects.

Output 2.2. Relationships with the relevant organizations such as the National Machineries of Japan and other countries are strengthened

Achievements

The Project has:

- strengthen the relationships with Gender Equality Bureau, Cabinet Office, Japan through series of workshop/seminars

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- established relationships with National Women's Educational Center (NVEC) through training on gender statistics
- shared the knowledge of gender mainstreaming with the national machinery in Indonesia through exchange visit
- collected information related to gender mainstreaming through participation of 49th CEDAW meeting held in New York

2.4. Project Purpose

The Project Purpose

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.

Project mostly achieved the project purpose by accomplishing the two indicators decided.

Indicator 1 Recommendation from MoWA and PATF to the selected line ministries on incorporation of gender perspectives in their policies recognized

Achievements:

1. The Project published the recommendations formulated in "Gender Responsive Sector Policy Recommendation to the 5 line Ministries (2007)"
2. The Project officially announced the recommendations in the 4th JCC meeting and received comments from the JCC members
3. All the recommendations have been sent to respective Ministers of line Ministries for recognition
4. All the PATF interviewed acknowledged the quality and contents the recommendation as useful and important
5. Some PATF shared the recommendations with GMAG members

Indicator 2 Developed method for gender responsive policy formulation, implementation, monitoring and evaluation (PGM Methods)

Achievements:

1. The Project developed and published the manual for workshops on the PGM Methods, and distributed them to staff in MoWA, PATF and the potential users.
2. The Minister and the Secretary of the State of MoWA have recognized the quality of PGM Methods and been positive for their future use.
3. All the PATF who have read the manual have confirmed the quality of the manual and qualified as useful
4. The PGM Methods have been accepted and partly used by some PATF
5. Some donors appreciated the quality of the PGM Methods.

3. Results of Evaluation

The following are summaries of the results of the evaluation.

3.1. Relevance

The Team evaluated the Project as relevant because of the following reasons:

- 1) It has reflected the national policies, such as NSDP, Neary RattanakII and CMDG. It also reflected the social needs of Cambodia for economic empowerment of people and poverty reduction from a gender perspective.
- 2) It has corresponded to the Japanese Government Cooperation policy, and JICA strategy under Cambodia Country Implementation Plan which selected the cooperation on gender equality as one of the important programs and will integrate it into a governance program.
- 3) The selection of the Project's approach was appropriate. The approach focused mainly on the capacity development of the MoWA staff concerned on gender responsive policy formulation, on which they had limited experiences and knowledge.
- 4) The selection of the Project target, i.e., the staff of MoWA and line ministries, was appropriate. The Project targeted both MoWA and the line ministries concerned for economic development and poverty reduction. The coordination between MoWA and the line ministries on gender mainstreaming was needed, but the methods and capacity were limited. The Planning and Statistics Department of MoWA was selected as Project counterpart body because it was responsible for planning and coordination at the time of the Project commencement. PATF were selected from six line ministries regarding their position, decision-making levels, and technical responsibility in particular concerned with gender issues and economic empowerment in their respective sectoral policies and programs..

3.2. Effectiveness

The Team evaluated the Project as effective, because it achieved the Project purposes as planned as follows:

- 1) Gender responsive policy recommendations were formulated based on the lessons learned from the pilot projects implementation through the PGM Methods by MoWA C/P and PATF. All the PATF interviewed have acknowledged the quality and contents the recommendations as useful and important because they were formulated based on the practical lessons learned from implementation of pilot projects in Kampong Cham and discussions among PATF at both the central and provincial levels. The MoWA at the central and provincial levels and stakeholders in the targeted community also collaborated. The MRD and MoC have already applied some parts of the recommendations to their regular projects and other activities.
- 2) The PGM Methods for gender responsive policy formulation, implementation, monitoring and evaluation were developed through practical training, including implementation of pilot projects in Kampong Cham by MoWA C/P and PATF. The PGM Methods are recognized as useful and practical, because of the well designed structures. They are divided into several steps and each step is composed of instruction of detail procedures with frequent discussions among relevant line ministries and

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stakeholders coordinated by MoWA and MOP(NIS). The PGM Methods were appreciated as effective tools for capacity development of the staff of MoWA and line ministries both at the central and provincial levels through practicing all the steps required.

- 3) There were some promotion factors which affected the achievements of the Project purpose. For example, gender mainstreaming structures and operational functions have been established during the Project period, such as establishment of TWGG and GMAG.

3.3. Efficiency

The Team evaluated the Project as efficient because of the following reasons:

- 1) The capacity of the C/P and PATF has been improved on :
 1. development and maintenance of gender information pool
 2. analysis of gender information and gender responsive project planning
 3. coordination and facilitation of implementation of gender responsive projects
 4. monitoring and evaluation of gender responsive projects
 5. development of gender responsive policy recommendations based on the lessons learned
- 2) The networking system among the organization concerned with the promotion of gender mainstreaming has been established. For example, the Project established the PATF as a taskforce of the Project and JCC for the coordination of the Project activities in the six partner line ministries. The network with these ministries has been established not only at the central level, but also at the provincial level as well. The Project has also supported the facilitation of TWGG meeting, which has been participated by around 80 members from line ministries, donors, NGOs, civil societies and research institutes working on gender mainstreaming. The TWGG enhanced the establishment of GMAGs which are authorized groups for gender mainstreaming in each line ministries.
- 3) The relationship between Cambodian national machinery and Japanese / other national machineries has been strengthened. For example the Project exchanged their experiences and knowledge with Gender Equality Bureau in the Cabinet Office in Japan, through inviting short term experts from the Bureau and conducting counterpart trainings in Japan. It also established the networks with the national machinery in Indonesia.

3.4. Impact

The Team evaluated that the Project provided or will generate positive impacts:

- 1) The foundation to achieve the overall goal has been developed. For example, the gender responsive policies and strategies have been incorporated in NSDP and Neary Rattanak II. The action plan for the achievement of CMDGs has already been developed and implemented in each line ministries. The central government structures and function for gender mainstreaming has been established, such as TWGG and GMAG. In addition GMAGs are in the process of formulating the Gender Mainstreaming Actions Plans (GMAPs) in each ministry. MoWA encourages the line ministries to allocate budget for GMAPs.
- 2) MoWA C/P have developed their capacity and utilized the capacity in their routine work,

such as gender statistics. They have organized training on gender statistics and the PGM Methods to the MoWA staff in the provincial level by their own budget. They also proposed MoP to improve gender statistics.

- 3) Most of PATF who had limited knowledge and experience on gender issues, have improved their understanding of the concept and importance of gender perspectives. As a result, they have changed their behavior, such as positive participation to the gender related work, sharing the knowledge with other staff, utilizing the skills in their daily work. They also have strong will to share their experience with other staff, including GMAG members.
- 4) Other donors which work with MoWA, such as UNDP and GTZ recognized the effectiveness and importance of the capacity development which the Project has focused on. Also MoWA C/P provided technical support on gender statistics to the project supported by GTZ.

3.5. Sustainability

The Team evaluated the sustainability of the Project as follows:

- 1) The activities for promoting gender mainstreaming will be enhanced by MoWA. Because the PGM Methods developed by the Project is appreciated by C/P and the management, including the Minister of MoWA. The capacity of the MoWA C/P have developed enough to disseminate the PGM Methods.
- 2) Almost all the PATF were appointed to GMAG. They are committed to share the PGM Methods and integrated into the gender mainstreaming mechanism in each line ministry.
- 3) The PGM Methods is accepted by PATF and JCC members in the line ministries. The PATF in Kampong Cham plans to propose to Provincial Rural Development Committee to apply some part of the PGM Methods to their development programs in 2008.
- 4) MoWA has an idea to organize workshops to share the Methods with GMAGs in each partner ministry. The efforts to realize the policy recommendations made through the Methods are expected to be taken into the regular activities in order to confirm the sustainability of the Project and the PGM Methods.

3.6. Gender Mainstreaming

The Team evaluated that the Project made a great contribution to the capacity development of MoWA and the line Ministries concerned, both at the central and provincial levels, which were fundamental and necessary conditions for promoting gender mainstreaming. The Project also proved that the multi-sectoral approaches to gender mainstreaming, involving several line Ministries, produced synergy effects to effectively promote gender mainstreaming. Furthermore, the MoWA's roles have been crucial to coordinate these processes for gender mainstreaming, both at the central and provincial levels. The Project also proved that engendering sectoral policies and programs were the first steps for effective gender mainstreaming methods as well.